

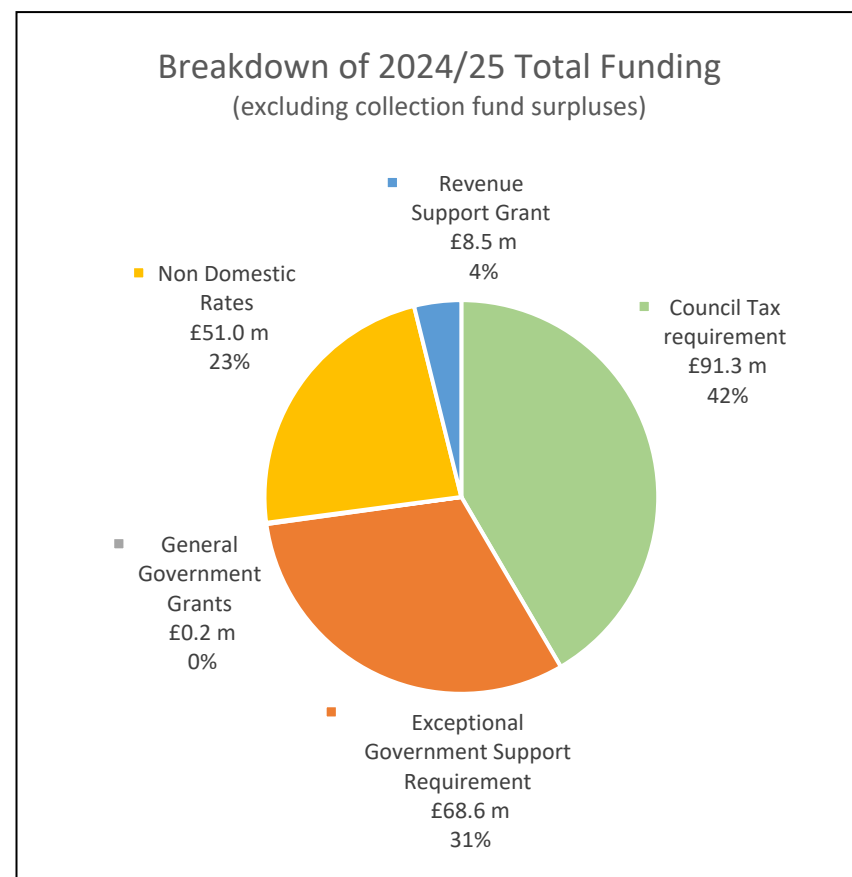
Appendix 1 – 2024/25 Revenue Budget Breakdown

2024/25 Revenue Budget Overview

Gross expenditure to be incurred in the delivery of Council services in 2024/25 is **£410m**. After taking income and specific grants into account, the net cost of services amounts to **£223m**.

The **£68.6m** shortfall in available funding will require exceptional government support. This equates to 31% of the overall funding requirement.

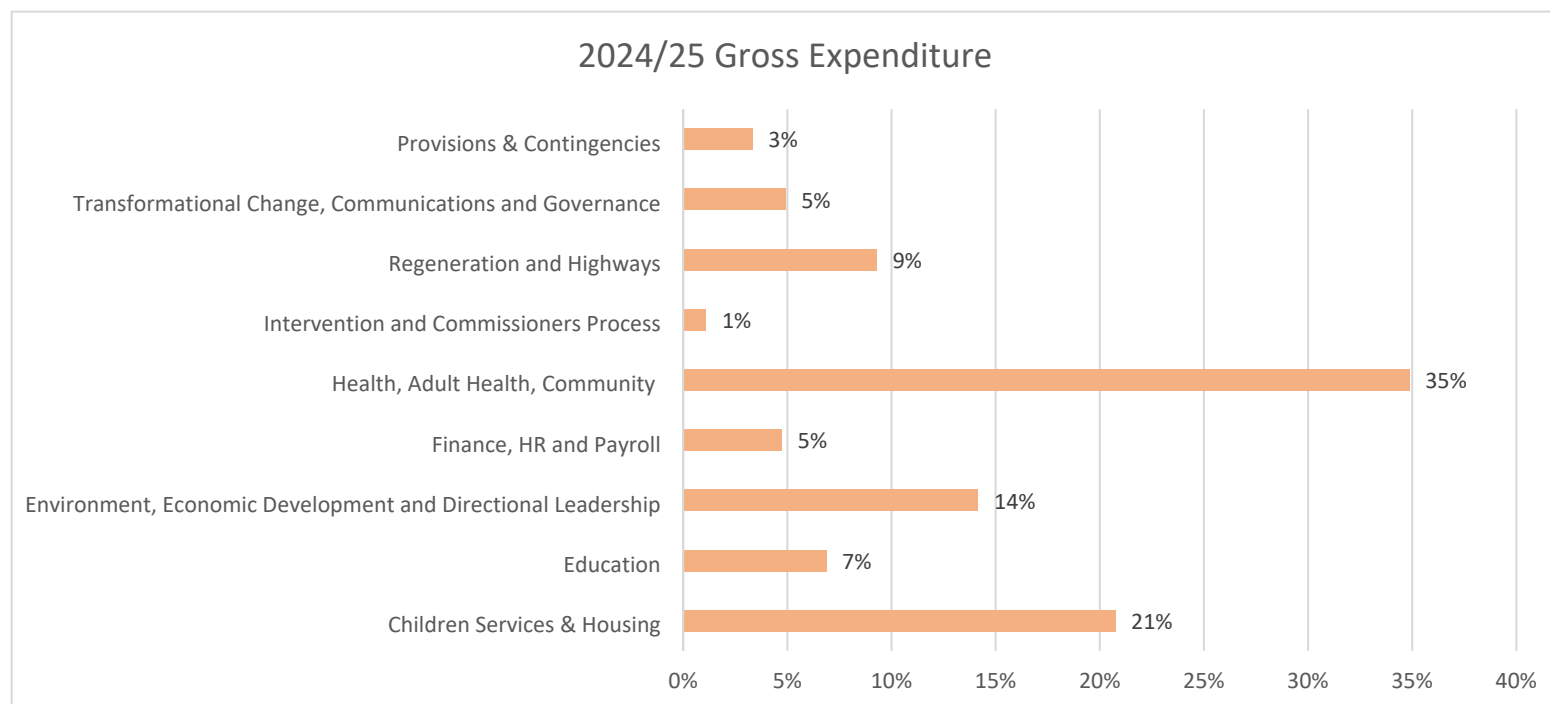
| 2023/24 Revised Budget £'000 | Budget Breakdown | 2024/25 Proposed Budget £'000 |
|---------------------------------|--|----------------------------------|
| 516,189 | Gross Expenditure | 410,150 |
| | Deduct: | 0 |
| (54,570) | Income | (45,411) |
| (19,047) | Specific Grants - Better Care Fund | (19,047) |
| (51,754) | Specific Government Grants - Dedicated Schools Grant | (53,274) |
| (64,457) | Specific Government Grants (excluding DSG) | (69,640) |
| 326,361 | Subtotal: Net cost of Services | 222,779 |
| (1,401) | General Government Grants | (230) |
| (7,967) | Revenue Support Grant | (8,494) |
| (47,270) | Non-Domestic Rates | (50,999) |
| (5,216) | Non-Domestic Rates Collection Fund | (3,564) |
| (82,354) | Council Tax requirement | (91,266) |
| 616 | 2023/24 Council Tax Hardship Fund | 616 |
| (2,611) | Council Tax Collection Fund Surplus | (273) |
| (146,203) | Subtotal: Total funding | (154,210) |
| (180,159) | Exceptional Government Support Requirement | (68,570) |
| 0 | Balanced budget | 0 |



Appendix 1 – 2024/25 Revenue Budget Breakdown

Gross Expenditure

Over 60% of the gross expenditure budget has been allocated within Adults, Childrens & Housing – these services provide support for some of the most vulnerable people within the borough.



Note. The above allocation will be amended once the below have been progressed and allocation to specific service areas has been agreed:

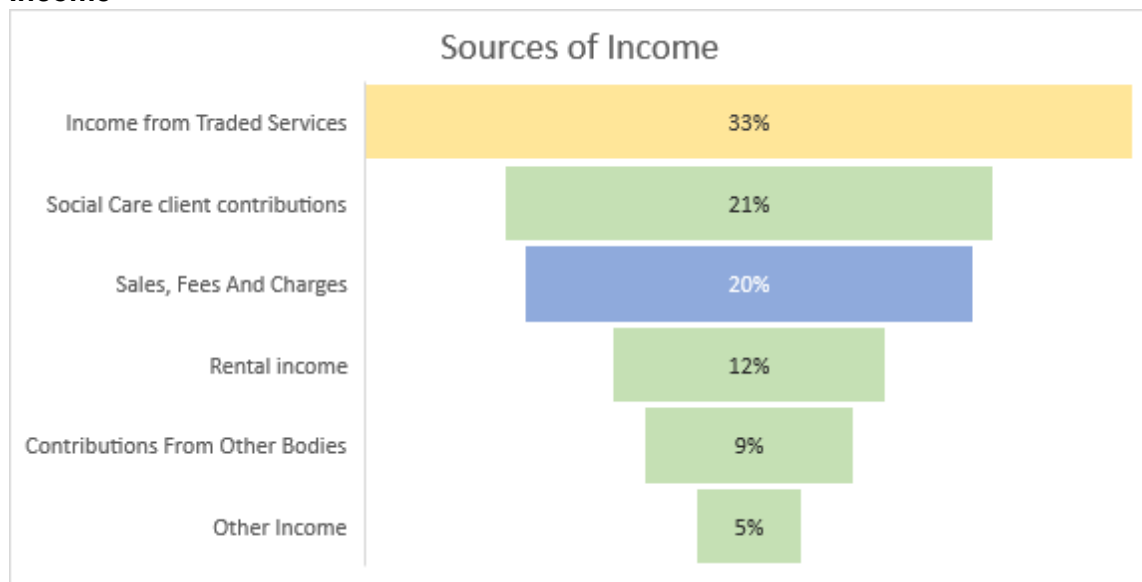
CTS0201- Contact Management £0.52m

Further saving of £1.699m

Excluded from the above chart: Better Care Fund, Dedicated Schools Grant, Treasury & Central Financing costs, Housing Benefits

Appendix 1 – 2024/25 Revenue Budget Breakdown

Income



Income from Traded Services

93% of income is generated through traded services, predominately through 3 key areas:

| Traded Services income | 2024/25 Budget |
|--------------------------|----------------|
| Counter Fraud Service | £9.1 m |
| Schools Catering Service | £4.1 m |
| Trade Waste | £0.9 m |
| | £14.1 m |

Income from Fees & Charges

19% of income is generated through fees and charges to residents and businesses, the top 10 are listed below:

| Fees & Charges Income | 2024/25 Budget |
|-----------------------------------|----------------|
| Enforcement and Public Protection | £1.6 m |
| Development Control | £1.2 m |
| Waste Services | £1.0 m |
| Theatre | £0.7 m |
| Highways Infrastructure | £0.6 m |
| Clean and Green | £0.6 m |
| Building Control | £0.4 m |
| Performance and Support | £0.4 m |
| Licensing | £0.3 m |
| Registrars | £0.3 m |
| Music Services | £0.2 m |
| Employability & Skills | £0.2 m |
| Public Protection | £0.2 m |
| Private Sector Housing | £0.2 m |
| Travellers Sites | £0.2 m |
| Libraries | £0.1 m |
| | £8.2 m |

There has been a 19% increase in the levels of income expected to be generated through F&C's, this reflects inflationary increases and new charges such as garden waste and post 16 school transport.

Appendix 1 – 2024/25 Revenue Budget Breakdown

1. Children Services & Housing

Service level movement from 23/24 budget to 24/25 budget allocation:

| Portfolio | Service | 2023/24 Revised budget £'000 | 2023/24 Ongoing Pressures £'000 | Inflation and other increases £'000 | Children's Services Growth £'000 | Homelessness Growth £'000 | Savings £'000 | 2024/25 Budget £'000 |
|--|--------------------------------------|------------------------------|---------------------------------|-------------------------------------|----------------------------------|---------------------------|----------------|----------------------|
| Children Services & Housing | Children and Family Services | 34,522 | 2,150 | 1,199 | 946 | 0 | (901) | 37,916 |
| | Education & Skills | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| | Homelessness | 986 | 178 | 125 | 0 | 350 | (266) | 1,373 |
| | Private Sector Housing | 1,094 | 0 | 43 | 0 | 0 | (40) | 1,097 |
| | Travellers | 53 | 0 | 3 | 0 | 0 | 0 | 56 |
| | Additional Social Care Grant 2024/25 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Children Services & Housing Total | | 36,656 | 2,328 | 1,370 | 946 | 350 | (1,207) | 40,443 |

Service level budget allocation:

| Portfolio | Service | Expenditure £'000 | Income £'000 | Specific Government Grants £'000 | 2024/25 Budget £'000 |
|--|--------------------------------------|-------------------|----------------|----------------------------------|----------------------|
| Children Services & Housing | Children and Family Services | 47,263 | (420) | (8,927) | 37,916 |
| | Education & Skills | 1,568 | | (1,567) | 1 |
| | Homelessness | 3,875 | (1,313) | (1,188) | 1,373 |
| | Private Sector Housing | 1,736 | (265) | (375) | 1,097 |
| | Travellers | 519 | (463) | | 56 |
| | Additional Social Care Grant 2024/25 | 0 | | 0 | 0 |
| Children Services & Housing Total | | 54,961 | (2,460) | (12,057) | 40,443 |

Appendix 1 – 2024/25 Revenue Budget Breakdown

2. Education

Service level movement from 23/24 budget to 24/25 budget allocation:

| Portfolio | Service | 2023/24 Revised budget £'000 | Inflation and other increases £'000 | Children's Services Growth £'000 | Savings £'000 | 2024/25 Budget £'000 |
|------------------------|--------------------------|------------------------------|-------------------------------------|----------------------------------|----------------|----------------------|
| Education | Youth Offending | 390 | 29 | 0 | (1) | 419 |
| | Dedicated Schools Budget | 0 | 0 | 0 | 0 | 0 |
| | Education & Skills | 4,786 | 326 | 105 | (715) | 4,502 |
| | School Transport | 4,336 | 0 | 799 | (432) | 4,702 |
| Education Total | | 9,513 | 355 | 903 | (1,148) | 9,623 |

Service level budget allocation:

| Portfolio | Service | Expenditure £'000 | Income £'000 | Specific Government Grants - (DSG) £'000 | Specific Government Grants (excl. DSG) £'000 | 2024/25 Budget £'000 |
|------------------------|--------------------------|-------------------|----------------|--|--|----------------------|
| Education | Youth Offending | 764 | (86) | | (259) | 419 |
| | Dedicated Schools Budget | 53,287 | (14) | (53,274) | 0 | 0 |
| | Education & Skills | 13,033 | (5,283) | | (3,249) | 4,502 |
| | School Transport | 4,861 | (104) | | (55) | 4,702 |
| Education Total | | 71,946 | (5,487) | (53,274) | (3,563) | 9,623 |

Appendix 1 – 2024/25 Revenue Budget Breakdown

3. Environment, Economic Development and Directional Leadership

Service level movement from 23/24 budget to 24/25 budget allocation:

| Portfolio | Service | 2023/24 Revised budget £'000 | Inflation and other increases £'000 | Savings £'000 | 2024/25 Budget £'000 |
|---|--|---------------------------------|--|------------------|-------------------------|
| | ASELA | 60 | 0 | 0 | 60 |
| | Counter Fraud & Enforcement | (941) | 28 | (139) | (1,052) |
| | Emergency Planning and Resilience | 479 | 28 | (6) | 501 |
| | Environment and Highways | 1,528 | 126 | (233) | 1,421 |
| | Lower Thames Crossing & Transport Infrastructure Service | 145 | 0 | 0 | 145 |
| | Planning, Transportation and Public Protection | 3,284 | 203 | (291) | 3,196 |
| | Street Scene and Leisure | 22,615 | 1,168 | (3,396) | 20,387 |
| Environment, Economic Development and Directional Leadership Total | | 27,169 | 1,553 | (4,065) | 24,657 |

Service level budget allocation:

| Portfolio | Service | Expenditure £'000 | Income £'000 | Specific Government Grants £'000 | 2024/25 Budget £'000 |
|---|--|----------------------|-----------------|-------------------------------------|-------------------------|
| | ASELA | 60 | 0 | 0 | 60 |
| | Counter Fraud & Enforcement | 8,430 | (9,482) | | (1,052) |
| | Emergency Planning and Resilience | 537 | (36) | 0 | 501 |
| | Environment and Highways | 1,874 | (452) | | 1,421 |
| | Lower Thames Crossing & Transport Infrastructure Service | 224 | (79) | | 145 |
| | Planning, Transportation and Public Protection | 3,998 | (594) | (209) | 3,196 |
| | Street Scene and Leisure | 23,335 | (2,913) | (35) | 20,387 |
| Environment, Economic Development and Directional Leadership Total | | 38,457 | (13,557) | (243) | 24,657 |

Appendix 1 – 2024/25 Revenue Budget Breakdown

4. Finance, HR and Payroll

Service level movement from 23/24 budget to 24/25 budget allocation:

| Portfolio | Service | 2023/24 Revised budget £'000 | 2023/24 Ongoing Pressures £'000 | Inflation and other increases £'000 | Central Services growth £'000 | Savings £'000 | 2024/25 Budget £'000 |
|--------------------------------------|----------------------------------|---------------------------------|------------------------------------|--|----------------------------------|------------------|-------------------------|
| Finance, HR and Payroll | Chief Executive support services | 442 | 0 | 35 | 0 | (12) | 466 |
| | Corporate Finance | 6,003 | 75 | 595 | 1,500 | (1,024) | 7,149 |
| | Housing Benefits | (448) | 0 | 0 | 0 | 0 | (448) |
| | HR, OD and Transformation | 3,241 | 50 | 210 | 0 | (685) | 2,816 |
| | Levies | 682 | 0 | 0 | 0 | 0 | 682 |
| | Pension / Corporate Overheads | 1,037 | 79 | 0 | 0 | 0 | 1,116 |
| Finance, HR and Payroll Total | | 10,957 | 204 | 840 | 1,500 | (1,721) | 11,780 |

Service level budget allocation:

| Portfolio | Service | Expenditure £'000 | Income £'000 | Specific Government Grants £'000 | 2024/25 Budget £'000 |
|--------------------------------------|----------------------------------|----------------------|-----------------|-------------------------------------|-------------------------|
| Finance, HR and Payroll | Chief Executive support services | 466 | 0 | | 466 |
| | Corporate Finance | 7,614 | (466) | 0 | 7,149 |
| | Housing Benefits | 27,710 | (362) | (27,796) | (448) |
| | HR, OD and Transformation | 2,984 | (168) | | 2,816 |
| | Levies | 682 | | | 682 |
| | Pension / Corporate Overheads | 1,116 | | 0 | 1,116 |
| Finance, HR and Payroll Total | | 40,572 | (996) | (27,796) | 11,780 |

Appendix 1 – 2024/25 Revenue Budget Breakdown

5. Health, Adult Health & Community

Service level movement from 23/24 budget to 24/25 budget allocation:

| Portfolio | Service | 2023/24 Revised budget £'000 | Inflation and other increases £'000 | Adult Social Care Growth £'000 | Savings £'000 | 2024/25 Budget £'000 |
|---|----------------------------------|---------------------------------|--|-----------------------------------|------------------|-------------------------|
| Health, Adult Health & Community | Assistive Equipment & Technology | 699 | 0 | 0 | (50) | 649 |
| | Better Care Fund | 0 | 0 | 0 | 0 | 0 |
| | Commissioning & Service Delivery | (1,110) | 282 | (1,838) | (132) | (2,798) |
| | Community Development | 2,149 | 129 | 0 | (103) | 2,175 |
| | Arts (Cultural Services) | 99 | 5 | 0 | (0) | 104 |
| | External Placements | 38,843 | 0 | 3,798 | (1,374) | 41,268 |
| | Fieldwork Services | 5,067 | 473 | 0 | (131) | 5,409 |
| | Provider Services | 9,123 | 986 | 0 | (628) | 9,481 |
| | Public Health | 0 | 0 | 0 | 0 | 0 |
| | Social Care Performance | 727 | 50 | 0 | (60) | 717 |
| Health, Adult Health & Community Total | | 55,597 | 1,925 | 1,960 | (2,478) | 57,004 |

Appendix 1 – 2024/25 Revenue Budget Breakdown

Health, Adult Health & Community (cont.)

Service level budget allocation:

| Portfolio | Service | Expenditure £'000 | Income £'000 | Specific Government Grants £'000 | Specific Grants - Better Care Fund £'000 | 2024/25 Budget £'000 |
|---|----------------------------------|----------------------|-----------------|--|---|----------------------------|
| Health, Adult Health & Community | Assistive Equipment & Technology | 849 | (50) | (150) | | 649 |
| | Better Care Fund | 19,047 | | | (19,047) | 0 |
| | Commissioning & Service Delivery | 6,571 | (166) | (9,203) | | (2,798) |
| | Community Development | 2,285 | (110) | | | 2,175 |
| | Arts (Cultural Services) | 775 | (671) | 0 | | 104 |
| | External Placements | 54,944 | (10,815) | (2,862) | | 41,268 |
| | Fieldwork Services | 5,447 | (38) | | | 5,409 |
| | Provider Services | 10,377 | (896) | | | 9,481 |
| | Public Health | 12,648 | (291) | (12,357) | | 0 |
| | Social Care Performance | 789 | (72) | | | 717 |
| Health, Adult Health & Community Total | | 113,732 | (13,108) | (24,572) | (19,047) | 57,004 |

Appendix 1 – 2024/25 Revenue Budget Breakdown

6. Regeneration & Highways

Service level movement from 23/24 budget to 24/25 budget allocation:

| Portfolio | Service | 2023/24 Revised budget £'000 | 2023/24 Ongoing Pressures £'000 | Inflation and other increases £'000 | Savings £'000 | 2024/25 Budget £'000 |
|--|--|---------------------------------|------------------------------------|--|------------------|-------------------------|
| Regeneration and Highways | Counter Fraud & Enforcement | (254) | 0 | 59 | (87) | (281) |
| | Economic Growth & Partnerships | 544 | 0 | 21 | (50) | 515 |
| | Highways, Fleet and Logistics | 8,203 | 0 | 224 | (570) | 7,857 |
| | Place Delivery | 286 | 0 | 31 | (4) | 313 |
| | Planning, Transportation and Public Protection | 2,607 | 0 | 180 | (200) | 2,586 |
| | Property | 4,950 | 942 | 422 | (620) | 5,694 |
| Regeneration and Highways Total | | 16,336 | 942 | 936 | (1,531) | 16,683 |

Service level budget allocation:

| Portfolio | Service | Expenditure £'000 | Income £'000 | General Government Grants £'000 | 2024/25 Budget £'000 |
|--|--|----------------------|-----------------|------------------------------------|-------------------------|
| Regeneration and Highways | Counter Fraud & Enforcement | 1,034 | (1,315) | | (281) |
| | Economic Growth & Partnerships | 788 | (273) | | 515 |
| | Highways, Fleet and Logistics | 8,520 | (663) | | 7,857 |
| | Place Delivery | 643 | (330) | | 313 |
| | Planning, Transportation and Public Protection | 4,309 | (1,677) | (45) | 2,586 |
| | Property | 9,933 | (4,239) | | 5,694 |
| Regeneration and Highways Total | | 25,227 | (8,499) | (45) | 16,683 |

Appendix 1 – 2024/25 Revenue Budget Breakdown

7. Transformational Change, Communications and Governance

Service level movement from 23/24 budget to 24/25 budget allocation:

| Portfolio | Service | 2023/24 Revised budget £'000 | 2023/24 Ongoing Pressures £'000 | Inflation and other increases £'000 | Savings £'000 | 2024/25 Budget £'000 |
|---|--|---------------------------------|------------------------------------|--|------------------|-------------------------|
| | Democratic Services | 264 | 0 | 28 | (5) | 286 |
| | Electoral Services | 457 | 0 | 17 | (10) | 464 |
| | Corporate Project Management Team | 884 | 292 | 76 | (380) | 872 |
| | Information Management | 675 | 0 | 62 | (98) | 640 |
| | ICT | 4,160 | 1,184 | 203 | (443) | 5,103 |
| | Legal Services | 2,281 | 85 | 180 | (324) | 2,223 |
| | Members Services | 904 | 0 | 11 | (11) | 904 |
| | Strategy, Communications & Customer Services | 2,050 | 0 | 241 | (238) | 2,053 |
| Transformational Change, Communications and Governance Total | | 11,675 | 1,561 | 818 | (1,508) | 12,546 |

Service level budget allocation:

| Portfolio | Service | Expenditure £'000 | Income £'000 | 2024/25 Budget £'000 |
|---|--|----------------------|-----------------|-------------------------|
| | Democratic Services | 293 | (6) | 286 |
| | Electoral Services | 465 | (1) | 464 |
| | Corporate Project Management Team | 872 | 0 | 872 |
| | Information Management | 705 | (65) | 640 |
| | ICT | 5,103 | 0 | 5,103 |
| | Legal Services | 2,525 | (302) | 2,223 |
| | Members Services | 904 | 0 | 904 |
| | Strategy; Communications & Customer Services | 2,461 | (408) | 2,053 |
| Transformational Change, Communications and Governance Total | | 13,329 | (784) | 12,546 |

Appendix 1 – 2024/25 Revenue Budget Breakdown