



## REVENUE BUDGET ESTIMATES FOR 2018/19

### REPORT BY: DIRECTOR OF DIGITAL AND RESOURCES

#### 1. EXECUTIVE SUMMARY

1.1 This report is the final budget report of the year resulting from the culmination of the annual budgeting exercise and asks members to consider:

- The final revenue estimates for 2018/19 including any adjustments arising from settlement;
- An updated outline 5-year forecast; and

These budgets reflect the decisions taken by Members to date in relation to agreed savings proposals and any committed growth.

1.2 Members are asked to consider the proposals to invest in services outlined in Appendix 2, these are also included in the individual Councils budget reports being considered next week.

1.3 The budget is analysed by Executive Member portfolio. In addition, the draft estimates for 2018/19 have been prepared, as always, in accordance with the requirements of the Service Reporting Code of Practice for Local Authorities (except in relation to pension costs adjustments that do not impact either on the Budget Requirement or the Council Tax Requirement).

1.4 The respective Adur and Worthing 2018/19 Estimates and Council Tax setting reports are due to be considered by the Worthing Executive on Monday 5<sup>th</sup> February 2018 and the Adur Executive on Tuesday 6<sup>th</sup> February 2018. Both the Estimates for Adur District Council and Worthing Borough Council include their respective share of the cost of the Joint Strategic Committee.

1.5 The following appendices have been attached to this report:

- (i) **Appendix 1** 5 year forecast for the Joint Strategic Committee
- (ii) **Appendix 2** Proposals for investment in services
- (iii) **Appendix 3** Summary of Executive Member Portfolio budgets for 2018/19

## 2. RECOMMENDATIONS

2.1 The Executive is recommended to:

- (a) Consider and approve, if agreed, the proposals to invest in services outlined in Appendix 2;
- (b) Agree to the proposed 2018/19 budget detailed in Appendix 3 subject to any growth proposals approved by members.

## 3.0 SUMMARY

3.1 The Joint Strategic Committee considered the 'Outline 5-year forecast for 2018/19 to 2022/23 and the Budget Strategy' on 11<sup>th</sup> July 2017. This report outlined the Financial Context, the Key Budget Pressures, the Options for Addressing the Budget Gap and the Budget Strategy for Adur and Worthing Councils. The report built on the strategy first proposed in 2015/16 whose strategic aim was to ensure that the Councils would become community funded by 2020 reliant, by then, only on income from trading and commercial activities, council tax and business rates.

3.2 On 5<sup>th</sup> December the "*Sustainable Councils: 5 year forecast 2018/19 – 2022/23 and savings proposals*" was approved by the Joint Strategic Committee, this report updated the members on the latest budget forecast, the options for addressing the budget shortfalls and considered any unavoidable growth. The report updated members on the work of the strategic boards who were responsible for taking key strands of work forward as follows:

- **The Major Projects Board** will lead on delivering projects to increase employment space and additional housing;
- **The Service Redesign Board** (previously the Digital Programme Board) will lead on the delivery of the Digital Strategy and ensure that the benefits are realised from this programme of work.
- **The Strategic Asset Management Board** will lead on delivering the income growth associated with the Strategic Property Fund; and
- **The Customer and Commercial Board** will lead on the delivery of the income growth from commercial services and seek to improve the customer experience.

For 2018/19 the Service Re-design Board, the Customer and Commercial Board and the Strategic Asset Management Board have been set explicit targets as part of the budget strategy.

### 3.0 SUMMARY

- 3.3 Since the meeting on 5<sup>th</sup> December, the Joint Strategic Committee budget has been finalised and the last adjustments have been included. Overall, therefore, the current financial position of the Joint Strategic Committee for 2018/19 can be summarised as:

	<b>£'000</b>
<b>Original shortfall in funding</b>	<b>2,022</b>
<b>Changes identified in December 2017:</b>	
Net committed growth items identified by budget holders and approved in December 2017	38
Impact of Homeless Reduction Act	125
Removal of contingency budget	-100
<b>Budget shortfall as at 5<sup>th</sup> December 2017</b>	<b>2,082</b>
Change to public convenience cleaning arrangements	43
Final adjustment to inflation calculations and pension costs including the impact of increments and regradings	100
<b>Revised budget shortfall</b>	<b>2,225</b>
<b>Less:</b> Net savings identified in Adur and Worthing Council reducing the savings required within the Joint Strategic Committee	-649
<b>Less:</b> Net savings approved in December	-1,565
<b>Remaining shortfall to be addressed</b>	<b>-</b>

- 3.4 This has been an unprecedented period of change for Local Government. The level of funding provided by Central Government has reduced by significantly over the last few years. Revenue Support Grant has now ceased to be a source of funding for either Council in line with the 4-year offer announced in 2016/17.
- 3.5 The Secretary of State for the Department for Communities and Local Government (DCLG) Sajid Javit delivered the provisional Local Government Finance Settlement on the 19<sup>th</sup> December 2017. Consultation on the provisional settlement closed on the 16<sup>th</sup> January 2018.
- 3.6 A full update on both the Autumn Statement and Settlement is included in the Budget Estimate reports for both Councils. However, the key issues which will affect the future funding for the Joint Strategic Committee include:
- i) An increase to the amount which can be raised via Council Tax. The new referendum limit has been set at 3% which is in line with the current inflation rate (CPI) of 3.1%

### **3.0 SUMMARY**

- ii) The impact of 'negative Revenue Support Grant' in 2019/20 which will decrease the amount of business rates each Council can retain. However, the Secretary of State proposes to consult on this issue in 2018 recognising the controversial nature of the proposals.
- iii) A proposed reform to both the Business Rate Retention Scheme and the Fairer Funding Review which will consider how much of business rates each Council should keep via the tariff and top-up system. This is likely to reduce the Councils share of Business Rate income from 2020/22.

3.7 This will have inevitable consequences for the services of the Joint Strategic Committee which will need to reduce its budget in line with the challenges faced by the constituent Councils.

### **4.0 DRAFT REVENUE ESTIMATES 2018/19**

4.1 Detailed budgetary work for the Joint Strategic Committee is now complete (subject to any decisions arising from the Adur and Worthing Executives in February) and the estimate of the budget requirement is £22,120,240. This includes the savings agreed by Joint Strategic Committee on 5<sup>th</sup> December 2017. The budget already contains a number of spending commitments including:

- Increases to the Housing Services budget to ensure that the service is adequately resourced to meet the challenges of the new Homelessness Reduction Act and increasing demand (£125k)
- The impact of changing the cleansing arrangements for public conveniences. The toilets will now be cleaned in-house improving the quality for the benefit of the user (£43k)
- Investment in new refuse and recycling rounds to meet the demands of our growing communities retaining the current weekly refuse round and fortnightly recycling round (£255k).

Attached at Appendix 2 are some additional proposals for investment into services for member consideration.

4.2 Details of all of the main changes in the base budget from 2017/18 to 2018/19 are at Appendix 1. A breakdown of each Executive Member's summary budget is attached in Appendix 3. The changes can be summarised briefly as follows:

#### 4.0 DRAFT REVENUE ESTIMATES 2018/19

	<b>£'000</b>	<b>£'000</b>
<b>2017/18 Original Estimate</b>		20,744
Budget transfers in year (revenues and benefits service)		1,756
<b>2017/18 Adjusted budget</b>		22,500
<b>Add:</b> General Pay and Price Increases		817
		23,317
<b>Add:</b> Committed and Unavoidable Growth:	461	
<b>Less:</b> Compensatory Savings	-93	
<b>Less:</b> Net savings identified in December	-1,565	-1,197
<b>Net cost to be reallocated to the Councils</b>		22,120
<b>Allocated as follows:</b>		
- Adur District Council		9,173
- Worthing Borough Council		12,947
<b>Cost reallocated to both Councils</b>		22,120

4.3 The Joint Strategic Committee budget will be reflected in both the Adur and Worthing Estimates, which will be approved by their respective Executives on 5<sup>h</sup> and 6<sup>th</sup> February 2018. The allocation of the costs of joint services under the remit of the JSC has again been reviewed this year. There is no significant swing of costs between the two Councils this year.

4.4 However, as part of the review of the allocation of support services there have been some changes to how the support services are allocated to individual services which are reflected in the detailed budgets. Support costs are now no longer allocated within the Joint Strategic Committee but allocated directly to Adur and Worthing. It is important to note that this does not change the overall cost of the support services to each Council, but that it does influence the size of the share that each service takes, and the proportion borne by the General Fund, the Housing Revenue Account and the Capital Investment Programme.

Further details can be provided by request from the Emma Thomas (Chief Accountant) or Sarah Gobey (Chief Financial Officer).

#### 5.0 IMPACT ON FUTURE YEARS

5.1 The impact of the proposed changes on the overall revenue budget for the next 5 years is shown at Appendix 1. However, following settlement, it is clear that the Councils will continue to have budget shortfalls for at least the next 2 - 5 years. Consequently, the Joint Strategic Committee is likely to show the following shortfalls in line with that experienced by the Constituent Councils:

## 5.0 IMPACT ON FUTURE YEARS

	Expected shortfall (Cumulative)				
	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000
Cumulative budget shortfall	1,565	2,456	3,816	4,424	5,492
<b>Less:</b> Net savings agreed in December and January	-1,565	-1,565	-1,565	-1,565	-1,565
Adjusted cumulative budget shortfall	-	891	2,251	2,859	3,927
Savings required each year	-	891	1,360	608	1,068

5.2 To ensure that the Joint Strategic Committee continues to balance the budget there will need to be a continuing emphasis on efficiency and value for money in the annual savings exercise.

## 6.0 SIGNIFICANT RISKS

6.1 Members will be aware that there are several risks to the Joint Strategic Committee's overall budget. These can be summarised as follows:-

### (i) Income

The Committee receives income from a number of services which will be affected by demand. Whilst known reductions in income have been built into the proposed budgets for 2018/19, income may fall further than expected.

### (ii) Withdrawal of funding by partners

All budgets within the public sector continue to come under intense scrutiny which may lead to partners reassessing priorities and withdrawing funding for partnership schemes. Consequently, either council might lose funding for key priorities, which would leave the Joint Committee with unfunded expenditure together with the dilemma about whether to replace the funding from internal resources.

### (iii) Inflation

A provision for 2.5% inflation has been built into non-pay budgets. Pay budgets include an inflationary allowance of 2.0%. Each 1% increase in inflation is equivalent to the following amount:

	1% increase
	£'000
Pay	216
Non-pay	54

## **6.0 SIGNIFICANT RISKS**

6.2 To help manage these risks, both councils have working balances and other earmarked reserves although these reserves are becoming depleted.

## **7.0 CONSULTATION**

7.1 The Council ran a consultation exercise last year which support the Council's five year budget strategy. In light of this, no consultation exercise was undertaken this year.

7.2 Officers and members have been consulted on the content of this report.

## **8.0 COMMENTS BY THE CHIEF FINANCIAL OFFICER**

8.1 Section 25 of the Local Government Act 2003 requires an authority's Chief Financial Officer to make a report to the authority when it is considering its budget and council tax. The report must deal with the robustness of the estimates and the adequacy of the reserves allowed for in the budget proposals, so Members will have authoritative advice available to them when they make their decisions. The Section requires Members to have regard to the report when making their decisions.

8.2 As Members are aware, the Joint Strategic Committee must set its Estimates in advance of the start of the financial year. This is because both Councils must decide every year how much they are going to raise from council tax. They base their decision on a budget that sets out estimates of what they plan to spend on each of their services. This includes a share of the cost of the Joint Strategic Committee. Because they decide on the council tax in advance of the financial year in question, and are unable to increase it during the year, they have to consider risks and uncertainties that might force them to spend more on their services than they planned. Allowance is made for these risks by:

- making prudent allowance in the estimates for each of the services, and in addition;
- ensuring that there are adequate reserves to draw on if the service estimates turn out to be insufficient.

Subject to the important reservations below, a reasonable degree of assurance can be given about the robustness of the estimates. The exceptions relate to:

- (1) The provision of estimates for items outside of the direct control of the Council:
  - Income from fees and charges in volatile markets, and income from grants.

## 8.0 COMMENTS BY THE CHIEF FINANCIAL OFFICER

- External competition and declining markets, particularly during a recession.
- (2) Cost pressures not identified at the time of setting the budget. This would include items such as excess inflation.
  - (3) Initiatives and risks not specifically budgeted for.

### 8.3 Overall view on the robustness of the estimates:

It will therefore be important for members to maintain a diligent budget monitoring regime during 2018/19.

- 8.4 The Chief Financial Officer and Section 151 Officer's overall view of the robustness of the estimates is, therefore, as follows:

*The processes followed are sound and well established and identical to those that produced robust estimates in the past. The Joint Strategic Committee has also demonstrated that it has a sound system of financial management in place.*

## 9.0 CONCLUSION

- 9.1 The Councils are implementing a budget strategy which plans for the eventual removal of all general government grant by 2019/20. The strategy outlines a series of proactive steps which would contribute significantly to meeting the financial challenge by increasing income or by promoting business efficiency through the use of digital technology. Overall the Committee has successfully contributed to this strategy by identifying savings of £1.6m to meet the current year's shortfall.
- 9.2 Looking further ahead, 2019/20 will continue to be challenging as both Councils expect further reductions in government funding, will have to address declining shares of business rate income, and have only limited opportunities to lever in New Homes Bonus. Consequently, the strategy of delivering commercial income growth and business efficiencies through the digital agenda assumes a greater importance. The Joint Strategic Committee will make a vital contribution to delivering the strategy.
- 9.3 However, provided we meet this challenge, the Councils will become increasingly financially resilient over the next 5 years as we become largely funded by our community through Council Tax and Business Rates and income from our commercial services.



## **Local Government Act 1972**

### **Background Papers:**

Report to the Joint Strategic Committee 13<sup>th</sup> July 2017 'Towards a sustainable future – Budget strategy for the 2018/19 budget'

Report to the Joint Strategic Committee 5<sup>th</sup> December 2017 'Sustainable Councils: 5 year forecast 2018/19 – 2022/23 and savings proposals'

Local Authority Finance (England) Settlement Revenue Support Grant for 2018/19 and Related Matters: DCLG Letters and associated papers of 19<sup>th</sup> December 2017.

Autumn Budget 2017 - HM Treasury

Autumn Budget 2017 – On-the-day Briefing by CIPFA Financial Advisory Service

Local Government Act 2003 and Explanatory Note

Statement of Accounts 2016/17

Report to Joint Strategic Committee 5<sup>th</sup> December 2017 – 2<sup>nd</sup> Revenue Budget Monitoring 2017/18

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## **SUSTAINABILITY AND RISK ASSESSMENT**

### **1. ECONOMIC**

Matter considered and no issues identified

### **2. SOCIAL**

#### **2.1 Social Value**

Matter considered and no issues identified

#### **2.2 Equality Issues**

Matter considered and no issues identified

#### **2.3 Community Safety Issues (Section 17)**

Matter considered and no issues identified

#### **2.4 Human Rights Issues**

Matter considered and no issues identified

### **3. ENVIRONMENTAL**

Matter considered and no issues identified

### **4. GOVERNANCE**

Matter considered and no issues identified

**JOINT STRATEGIC COMMITTEE - APPENDIX 2**  
**Revenue Budget Summary Statement 2017/18 - 2022/23**

	2017/18 Base	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Net Spending to be Financed from Taxation</b>						
<b>Base budget</b>	<b>24,495</b>	20,744	20,744	20,744	20,744	20,744
Net transfer in of budgets principally relating to revenues and benefits services		1,756	1,756	1,756	1,756	1,756
(a) <b>Annual Inflation</b>						
Estimated inflation		817	1,590	2,352	3,088	3,831
(b) <b>Committed Growth</b>						
Impact of Pension contribution increase		(93)	(95)	(97)	(99)	(101)
Impact of Homelessness Reduction Act		125	125	125	125	125
New 2020 recycling targets		-	500	1,000	1,000	1,000
Additional waste and recycling round		255	255	255	255	255
Impact of new public convenience cleaning service		43	43	43	43	43
Committed growth items identified by Heads of Service and approved in December 2017		38				
Contingency		-	100	200	300	400
<b>Total Budget Requirements</b>	<b>24,495</b>	<b>23,685</b>	<b>25,018</b>	<b>26,378</b>	<b>27,212</b>	<b>28,053</b>
<b>Less: Recharges within the Joint Strategic Committee</b>	<b>(3,751)</b>	-	-	-	-	-
<b>Net cost to be reallocated to the Councils</b>	<b>20,744</b>	<b>23,685</b>	<b>25,018</b>	<b>26,378</b>	<b>27,212</b>	<b>28,053</b>
Adur District Council	8,464	9,173	9,356	9,356	9,450	9,356
Worthing Borough Council	12,280	12,947	13,206	13,206	13,338	13,205
<b>Total income for services provided to the constituent councils</b>	<b>20,744</b>	<b>22,120</b>	<b>22,562</b>	<b>22,562</b>	<b>22,788</b>	<b>22,561</b>
<b>(Surplus) / Shortfall in Resources</b>	<b>-</b>	<b>1,565</b>	<b>2,456</b>	<b>3,816</b>	<b>4,424</b>	<b>5,492</b>
<b>Savings identified to date:</b>						
<b>Commercial activities and commissioning</b>						
Commercial and Customer Board		324	324	324	324	324
<b>Efficiency Measures</b>						
Digital Strategy Board		181	181	181	181	181
<b>Restructures and service plan savings not included above</b>		1,060	1,060	1,060	1,060	1,060
<b>Total savings identified</b>		<b>1,565</b>	<b>1,565</b>	<b>1,565</b>	<b>1,565</b>	<b>1,565</b>
<b>Savings still to be found/ (surplus)</b>		<b>-</b>	<b>891</b>	<b>2,251</b>	<b>2,859</b>	<b>3,927</b>
<b>Savings required in each year</b>		<b>1,565</b>	<b>891</b>	<b>1,360</b>	<b>608</b>	<b>1,068</b>

<b>Bids for investment into services</b>	2018/19						APPENDIX 2
	Joint (memo)	Adur	Worthing	Total	2019/20	2020/21	Notes
	£	£	£	£	£	£	
<b>Additional capacity for Major Projects Team</b> Creation of a new Head of Major Projects (Grade 10) to manage the existing team. This will also add to capacity to take major projects forward which form an important part of 'Platforms for our Places'.	68,750	3,440	65,310	68,750	68,750	68,750	This links to Commitment 1.6 'Investment in and delivery of Major Projects and key infrastructure' in the Financial Economies Platform. The majority of the work is being undertaken on Worthing sites.
<b>Additional capacity in the Communications Team</b> The Communications Team has significantly increased awareness of Councils' activities. It has increased internal awareness of the need for good story-telling and engagement across services. It has challenged all directorates to make communication a core of all strategic thinking. In addition it has begun to win contracts from internal and external bodies. There is considerable opportunity both enhance and improve Councils engagement and communications and bring in more revenue from other public bodies.	43,230	17,290	25,940	43,230	33,230	23,230	Net of additional income of £10k per year.  This links to commitment 4.7 in the 'Services and Solutions for our Places' platform: 'Develop a communications service that champions the places, people, councils and projects of Adur. The service has a specific commitment to 'Oversee the development of a sales and sponsorship package which will help the Councils create new revenue opportunities and open up affordable, attractive promotional packages for local businesses, with a target of £200,000 of revenue generated within 3 full years. and Worthing creatively, professionally and cost effectively (4.7.3)

<b>Bids for investment into services</b>	<b>2018/19</b>						<b>APPENDIX 2</b>
	<b>Joint (memo)</b>	<b>Adur</b>	<b>Worthing</b>	<b>Total</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Notes</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	
<p><b>Investment in Digital Team</b></p> <p>The Councils have successfully established platform technology that allows us to design and build our own applications. This is proving to be by far the best way to redesign and transform our services, providing better solutions than those from third party suppliers, and we continue to be viewed as a national leader. Following the success of work in waste management, where response times have been reduced from days to hours through process automation, the digital team delivered several time saving internal applications in 2017 alongside significant solutions in housing options and housing repairs that are delivering large efficiencies (in contact centre and service teams) and significantly improved customer experience. With this success, high demand has followed from teams, and we have a significant project pipeline.</p> <p>The time is right to invest in resources to help the Councils do more, faster, now that we have a clearly proven approach. This bid for growth seeks revenue to fund one full time Project Manager and full time Senior Developer. The additional expertise in the team will assist in the delivery of the Service Redesign Programme and reduce reliance on external staff. In terms of Platforms for Our Places it will:</p> <ul style="list-style-type: none"> <li>i) Support our continued redesigning of services around individuals</li> <li>ii) Enable us to develop our digital capacity and capabilities and begin to support others in building the platforms on our digital foundations.</li> </ul>	48,623	19,450	29,170	48,620	64,830	64,830	This links to the delivery of specific commitments in both the 'Social Economies' and 'Services and Solutions for our Places' platforms (commitments 2.2.7, 4.1.1 and 4.3.7)
	160,603	40,180	120,420	160,600	166,810	156,810	

## JOINT SERVICE BLOCK ACTIVITY RECHARGED TO ADUR AND WORTHING COUNCILS



ADUR & WORTHING  
COUNCILS

SERVICE BLOCKS	ESTIMATE 2017/2018	ESTIMATE 2018/2019
	£	£
Chief Executive, Organisational Development & Communications	664,740	389,380
Director for Communities	9,181,130	7,423,710
Director for Digital & Resources	10,477,650	10,957,760
Director for the Economy	4,171,790	3,349,390
<b>TOTAL SERVICES</b>	<b>24,495,310</b>	<b>22,120,240</b>
<b>ALLOCATION OF COSTS</b>		
Recharged to other joint services	(3,751,090)	-
	20,744,220	22,120,240
Adur District Council	(8,464,000)	(9,173,070)
Worthing Borough Council	(12,280,220)	(12,947,170)
<b>TOTAL SERVICE BLOCK ALLOCATIONS</b>	<b>(20,744,220)</b>	<b>(22,120,240)</b>

**JOINT SUMMARY SERVICE BLOCK:  
Chief Executive & Communications**



ADUR & WORTHING  
COUNCILS

SERVICE	ESTIMATE 2017/2018	ESTIMATE 2018/2019
	£	£
<b>CHIEF EXECUTIVE</b>		
Chief Executive Office	262,910	196,290
Vacancy Provision		(16,660)
Director for Customer Services office	206,480	-
	<b>469,390</b>	<b>179,630</b>
<b>Head of Communications</b>		
Head of Communications - Office	61,140	68,980
Communications	134,210	140,770
	<b>195,350</b>	<b>209,750</b>
<b>TOTAL FOR CEO AND COMMUNICATIONS</b>	<b>664,740</b>	<b>389,380</b>

**JOINT - CHIEF EXECUTIVE AND COMMUNICATIONS DIRECTORATE - 2018/2019 -  
SUBJECTIVE ANALYSIS**



SERVICE / ACTIVITY	Staff FTE	Employees	Premises	Transport	Supplies & Services	Third Party	Income	Service Controlled Budget	Support Services	TOTAL BUDGET
<b>CHIEF EXECUTIVE</b>		£	£	£	£	£	£	£	£	£
Chief Executive Office	2	342,760	-	4,460	12,080	-	(179,670)	179,630	-	179,630
<b>Head of Communications</b>										
Head of Communications - Office	1	137,960	-	-	-	-	(68,980)	68,980	-	68,980
Communications	4	286,340	-	820	37,560	-	(183,950)	140,770	-	140,770
	<b>7</b>									
<b>TOTAL COST</b>		<b>767,060</b>	<b>0</b>	<b>5,280</b>	<b>49,640</b>	<b>0</b>	<b>(432,600)</b>	<b>389,380</b>	<b>0</b>	<b>389,380</b>
<b>Percentage Direct Cost</b>		93%	0%	1%	6%	0%				
An explanation of the changes to the budget since last year is provided on the previous page - the Variation page Staff FTE = Number of staff based on full time equivalent										



## JOINT CHIEF EXECUTIVE OFFICER - 2018/2019 - VARIANCE ANALYSIS



SERVICE / ACTIVITY	Original Budget 2017/18	Inflation	One-off Items	Committed Growth	Savings	Impact of Capital Programme	Additional Income	Non Committed growth	Non-MTFP other changes	TOTAL BUDGET
	£	£	£	£	£	£	£	£	£	£
<b>CHIEF EXECUTIVE</b>										
Chief Executive Office	262,910	200	-	-	(61,000)	-	-	-	(22,480)	179,630
<b>Head of Communications</b>										
Head of Communications - Office	61,140	-	-	-	-	-	-	-	7,840	68,980
Communications	134,210	220	-	-	(12,000)	-	-	-	18,340	140,770
<b>TOTAL COST</b>	<b>458,260</b>	<b>420</b>	<b>0</b>	<b>0</b>	<b>(73,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,700</b>	<b>389,380</b>

**JOINT SUMMARY SERVICE BLOCK:**  
**Communities Directorate**



ADUR & WORTHING  
COUNCILS

SERVICE	ESTIMATE 2017/2018	ESTIMATE 2018/2019
	£	£
<b>DIRECTOR FOR COMMUNITIES</b>		
Director for Communities office	184,350	167,890
Directorate Vacancy Provision		(329,350)
	<b>184,350</b>	<b>(161,460)</b>
<b>HEAD OF HOUSING</b>		
Head of Housing	153,110	246,400
Housing Solutions	806,730	824,350
Housing - Environmental Health / Protection Team	322,650	305,610
Housing Strategy	326,530	197,270
	<b>1,609,020</b>	<b>1,573,630</b>
<b>HEAD OF ENVIRONMENT</b>		
Head of Environment	113,100	101,280
Parks	1,015,700	719,330
Foreshores	203,770	202,650
Dog Warden	99,660	91,150
Waste Management	306,620	290,800
Commerce Way Depot	105,700	105,200
Clinical Waste Collection	(6,750)	(8,590)
Recycling	(1,114,830)	(1,368,150)
Refuse Collection	1,573,810	1,615,390
Street Sweeping & Cleansing	1,497,210	1,478,110
Trade Refuse Collection	451,600	439,040
Vehicle Workshop	610,660	516,640
Waste Strategy	261,090	78,190
Off Street Parking	390,470	343,240
	<b>5,507,810</b>	<b>4,604,280</b>
<b>Less:</b> Vehicle Works Trading A/c - recharged to services per job	(584,540)	(516,640)
<b>HEAD OF WELLBEING</b>		
Head of Wellbeing	125,340	78,910
Community Wellbeing	791,050	546,940
Environmental Health - Domestic	961,640	799,710
Licensing	257,210	229,890
Democratic Services	329,250	268,450
	<b>2,464,490</b>	<b>1,923,900</b>
<b>TOTAL FOR COMMUNITIES</b>	<b>9,181,130</b>	<b>7,423,710</b>

**JOINT - DIRECTOR FOR COMMUNITIES - 2018/2019 - SUBJECTIVE ANALYSIS**



SERVICE / ACTIVITY	Staff FTE	Employees	Premises	Transport	Supplies & Services	Third Party	Income	Service Controlled Budget	Support	TOTAL BUDGET
		£	£	£	£	£	£	£	£	£
<b>DIRECTOR OF COMMUNITIES</b>										
Director of Communities Office	1	(165,270)	-	-	3,810	-	-	(161,460)	-	(161,460)
<b>Head of Housing</b>										
Head of Housing	1	147,240	-	760	98,400	-	-	246,400	-	246,400
Housing Solutions	15.6	806,330	-	10,540	7,480	-	-	824,350	-	824,350
Housing - Environmental Health / Protection Team	7.6	291,620	-	7,380	6,610	-	-	305,610	-	305,610
Housing Strategy	1	193,140	-	2,140	1,990	-	-	197,270	-	197,270
<b>Head of Environment</b>										
Head of Environment	1	101,280	-	-	-	-	-	101,280	-	101,280
Parks	58	1,766,110	-	253,160	283,300	-	(1,583,240)	719,330	-	719,330
Foreshores	5.9	208,080	-	-	-	-	(5,430)	202,650	-	202,650
Environmental Health	2.4	76,390	-	3,770	15,370	-	(4,380)	91,150	-	91,150
Waste Management	6	289,130	100	3,980	17,060	-	(19,470)	290,800	-	290,800
Commerce Way Depot	0	-	154,430	50	10,910	-	(60,190)	105,200	-	105,200
Clinical Waste Collection	1	26,770	-	7,170	12,010	-	(54,540)	(8,590)	-	(8,590)
Recycling	24	766,920	-	168,710	83,960	-	(2,387,740)	(1,368,150)	-	(1,368,150)
Refuse Collection	41	1,423,280	-	291,650	21,530	-	(121,070)	1,615,390	-	1,615,390
Street Sweeping & Cleansing	47.3	1,537,500	-	223,720	122,570	-	(405,680)	1,478,110	-	1,478,110
Trade Refuse Collection	9.8	321,840	-	94,350	28,120	-	(5,270)	439,040	-	439,040
Vehicle Workshop	8.7	218,590	270	9,360	323,180	-	(34,760)	516,640	-	516,640
Waste Strategy	5.6	66,800	-	11,390	-	-	-	78,190	-	78,190
Off Street Parking	5.6	343,240	-	-	-	-	-	343,240	-	343,240
<b>Less:</b> Vehicle Works Trading Account - recharged to services per job		-	-	-	-	-	(516,640)	(516,640)	-	(516,640)
<b>Head of Wellbeing</b>										
Head of Wellbeing	3.3	62,440	-	-	16,470	-	-	78,910	-	78,910
Community Wellbeing	33.9	1,319,940	-	5,850	37,340	-	(816,190)	546,940	-	546,940
Environmental Health- Domestic	7.6	772,050	-	16,550	11,110	-	-	799,710	-	799,710
Licensing	5.8	220,310	-	4,620	4,960	-	-	229,890	-	229,890
Democratic Services	6	251,020	-	170	17,260	-	-	268,450	-	268,450
	<b>308.7</b>									
<b>TOTAL COST</b>		<b>11,044,750</b>	<b>154,800</b>	<b>1,115,320</b>	<b>1,123,440</b>	<b>0</b>	<b>(6,014,600)</b>	<b>7,423,710</b>	<b>0</b>	<b>7,423,710</b>
<b>Percentage Direct Cost</b>		<b>82%</b>	<b>1%</b>	<b>8%</b>	<b>8%</b>	<b>0%</b>				

**JOINT COMMUNITIES DIRECTORATE - 2018/2019 - VARIANCE ANALYSIS**



SERVICE / ACTIVITY	Original Budget 2017/18	Inflation	One-off Items	Committed Growth	Savings	Impact of Capital Programme	Additional Income	Non Committed growth	Non-MTFP other changes	TOTAL BUDGET
	£	£	£	£	£	£	£	£	£	£
<b>DIRECTOR OF COMMUNITIES</b>										
Director of Communities Office	184,350	100	-	-	-	-	-	-	(345,910)	(161,460)
<b>Head of Housing</b>										
Head of Housing	153,110	480	-	-	-	-	-	-	92,810	246,400
Housing	806,730	1,190	-	54,000	-	-	-	-	(37,570)	824,350
Environmental Health - Domestic	322,650	240	-	-	-	-	-	-	(17,280)	305,610
Housing Strategy	326,530	1,970	-	-	-	-	-	-	(131,230)	197,270
<b>Head of Environment</b>										
Head of Environment	113,100	-	-	-	(6,520)	-	-	-	(5,300)	101,280
Parks	1,015,700	(24,240)	-	-	(203,620)	-	-	-	(68,510)	719,330
Foreshores	203,770	40	-	-	(920)	-	-	-	(240)	202,650
Environmental Health	99,660	340	-	-	(8,350)	-	-	-	(500)	91,150
Waste Management	306,620	40	-	-	2,660	-	-	-	(18,520)	290,800
Commerce Way Depot	105,700	2,500	-	-	-	-	-	-	(3,000)	105,200
Clinical Waste Collection	(6,750)	(870)	-	-	(20)	-	-	-	(950)	(8,590)
Recycling	(1,114,830)	(20,330)	-	127,500	(259,500)	-	-	-	(100,990)	(1,368,150)
Refuse Collection	1,573,810	6,060	-	127,500	(27,360)	-	-	-	(64,620)	1,615,390
Street Sweeping & Cleansing	1,504,590	5,210	-	-	(28,130)	-	-	-	(3,560)	1,478,110
Trade Refuse Collection	451,600	3,150	-	-	22,800	-	-	-	(38,510)	439,040
Vehicle Workshop	26,120	(7,340)	-	-	-	-	-	-	(18,780)	0
Waste Strategy	261,090	230	-	-	(98,570)	-	-	-	(84,560)	78,190
Off Street Parking	390,470	-	-	-	(48,780)	-	-	-	1,550	343,240
<b>Less: Vehicle Works Trading Account - recharged to services per job</b>	-	-	-	-	-	-	-	-	-	0
<b>Head of Wellbeing</b>										
Head of Wellbeing	125,340	650	-	25,000	(50,490)	-	-	-	(21,590)	78,910
Community Wellbeing	758,830	640	-	-	-	-	-	-	(212,530)	546,940
Environmental Health- Domestic	961,640	750	-	-	(15,840)	-	-	-	(146,840)	799,710
Licensing	257,210	210	-	-	-	-	-	-	(27,530)	229,890
Democratic Services	329,250	420	-	-	-	-	-	-	(61,220)	268,450
<b>TOTAL COST</b>	<b>9,156,290</b>	<b>(28,560)</b>	<b>0</b>	<b>334,000</b>	<b>(722,640)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,315,380)</b>	<b>7,423,710</b>

**JOINT SUMMARY SERVICE BLOCK:  
Digital and Resources Directorate**



ADUR & WORTHING  
COUNCILS

SERVICE	ESTIMATE 2017/2018	ESTIMATE 2018/2019
	£	£
<b>DIRECTOR FOR DIGITAL AND RESOURCES</b>		
Director for Digital and Resources office	185,040	(154,160)
Directorate Vacancy Provision		-
	<b>185,040</b>	<b>(154,160)</b>
<b>Chief Finance Officer</b>		
Head of Finance office	(683,900)	159,580
Management, Technical and Strategic Accounting	1,093,940	916,150
Exchequer and Fraud	687,180	423,640
Procurement	144,840	146,740
Internal Audit	490	-
	<b>1,242,550</b>	<b>1,646,110</b>
<b>Head of Legal Services</b>		
Legal Services	830,590	700,160
	<b>830,590</b>	<b>700,160</b>
<b>Head of Human Resources</b>		
Human Resources	423,300	404,460
Organisational Development	227,710	230,920
	<b>651,010</b>	<b>635,380</b>
<b>Head of Business and Technical Services</b>		
Head of Business and Technical Services	99,960	96,980
Business Services	371,420	291,240
Engineers	727,760	575,270
Surveyors and Sustainability	951,360	825,520
Facilities - Admin Buildings	675,910	521,120
Centralised Costs	354,930	363,810
	<b>3,181,340</b>	<b>2,673,940</b>
<b>Head of Customer &amp; Digital Services</b>		
Head of Digital and Design	101,620	94,600
ICT, Systems Support and Development Team	2,121,980	1,971,120
Customer Services	1,341,160	1,249,950
Parking Services	254,770	155,260
Business Support	254,070	124,130
Elections	217,150	167,670
	<b>4,290,750</b>	<b>3,762,730</b>
<b>Head of Revenues &amp; Benefits</b>		
Revenues & Benefits	96,370	1,693,600
	<b>96,370</b>	<b>1,693,600</b>
<b>TOTAL for DIGITAL AND RESOURCES</b>	<b>10,477,650</b>	<b>10,957,760</b>

**JOINT - DIGITAL AND RESOURCES DIRECTORATE - 2018/2019 - SUBJECTIVE ANALYSIS**



SERVICE / ACTIVITY	Staff FTE	Employees	Premises	Transport	Supplies & Services	Third Party	Income	Service Controlled Budget	TOTAL BUDGET
		£	£	£	£	£	£	£	£
<b>DIRECTOR FOR DIGITAL &amp; RESOURCES</b>									
Director Office	2	(168,600)	-	680	13,770	-	(10)	(154,160)	(154,160)
<b>Head of Finance</b>									
Head of Finance office	2	131,680	-	560	27,370	-	(30)	159,580	159,580
Management, Technical & Strategic Accounting	28	881,140	-	660	79,600	-	(45,250)	916,150	916,150
Exchequer and Fraud	12	434,110	-	90	78,200	-	(88,760)	423,640	423,640
Procurement	0	146,740	-	-	-	-	-	146,740	146,740
Internal Audit	0	-	-	-	-	-	-	0	0
<b>Head of Legal Services</b>									
Legal Services		781,830	-	1,780	50,480	-	(133,930)	700,160	700,160
<b>Head of Human Resources</b>									
Human Resources	5.2	384,550	-	2,490	17,420	-	-	404,460	404,460
Organisational Development	2	228,520	-	30	2,370	-	-	230,920	230,920
<b>Head of Business &amp; Technical Services</b>									
Head of Business & Technical Services	1	96,980	-	-	-	-	-	96,980	96,980
Business Services	15	329,760	50	2,040	72,500	-	(113,110)	291,240	291,240
Engineers	14	607,120	-	7,960	11,100	-	(50,910)	575,270	575,270
Surveyors	18	817,340	-	5,320	21,250	-	(18,390)	825,520	825,520
Facilities - Admin Buildings	0	-	570,910	-	26,570	-	(76,360)	521,120	521,120
Centralised Costs	0	-	-	-	363,810	-	-	363,810	363,810
<b>Head of Customer and Digital Services</b>									
Head of Digital and Design	1	94,530	-	-	70	-	-	94,600	94,600
ICT, Systems Support and Development Team	10	1,025,820	-	1,920	882,880	60,500	-	1,971,120	1,971,120
Customer Services	30.4	1,238,670	-	50	11,230	-	-	1,249,950	1,249,950
Parking Services	18.4	155,260	-	-	-	-	-	155,260	155,260
Business Support	7.8	130,380	-	-	81,190	-	(87,440)	124,130	124,130
Elections	4.9	164,970	-	510	2,190	-	-	167,670	167,670
<b>Head of Revenues &amp; Benefits</b>									
Head of Revenues & Benefits	2	1,689,590	-	4,010	-	-	-	1,693,600	1,693,600
<b>TOTAL COST</b>		<b>9,170,390</b>	<b>570,960</b>	<b>28,100</b>	<b>1,742,000</b>	<b>60,500</b>	<b>(614,190)</b>	<b>10,957,760</b>	<b>10,957,760</b>
<b>Percentage Direct Cost</b>		79%	5%	0%	15%	1%			
An explanation of the changes to the budget since last year is provided on the previous page - the Variation page Staff FTE = Number of staff based on full time equivalent									

## JOINT DIGITAL AND RESOURCES DIRECTORATE - 2018/2019 - VARIANCE ANALYSIS

SERVICE / ACTIVITY	Original Budget 2017/18	Inflation	One-off Items	Committed Growth	Savings	Impact of Capital Programme	Additional Income	Non Committed growth	Non-MTFP other changes	TOTAL BUDGET
	£	£	£	£	£	£	£	£	£	£
<b>DIRECTOR FOR DIGITAL&amp; RESOURCES</b>										
Director Office	185,040	360	-	-	-	-	-	-	(339,560)	(154,160)
<b>Head of Finance</b>										
Head of Finance office	(683,900)	(170)	-	(88,810)	(2,270)	-	-	-	934,730	159,580
Management, Technical & Strategic Accounting	1,093,940	1,210	-	-	(16,290)	-	-	-	(162,710)	916,150
Exchequer and Fraud	687,180	1,180	-	-	(48,010)	-	-	-	(216,710)	423,640
Procurement	144,840	-	-	-	-	-	-	-	1,900	146,740
Internal Audit	490	-	-	-	(490)	-	-	-	-	0
<b>Head of Legal Services</b>										
Legal Services	830,590	(1,650)	-	9,000	(23,000)	-	-	-	(114,780)	700,160
<b>Head of Human Resources</b>										
Human Resources	423,300	1,870	-	-	(11,580)	-	-	-	(9,130)	404,460
Organisational Development	227,710	4,730	-	-	-	-	-	-	(1,520)	230,920
<b>Head of Business &amp; Technical Services</b>										
Head of Business & Technical Services	99,960	-	-	-	-	-	-	-	(2,980)	96,980
Business Services	371,420	1,210	-	-	(7,460)	-	-	-	(73,930)	291,240
Engineers	727,760	(890)	-	-	(500)	-	-	-	(151,100)	575,270
Surveyors	951,360	530	-	-	(680)	-	-	-	(125,690)	825,520
Facilities - Admin Buildings	675,910	12,910	-	-	(1,490)	-	-	-	(166,210)	521,120
Centralised Costs	354,930	8,880	-	-	-	-	-	-	-	363,810
<b>Head of Customer &amp; Digital Services</b>										
Head of Digital and Design	101,620	-	-	-	-	-	-	-	(7,020)	94,600
ICT, Systems Support and Development Team	2,121,980	39,710	-	-	(153,000)	-	-	-	(37,570)	1,971,120
Customer Services	1,341,160	360	-	-	10,600	-	-	-	(102,170)	1,249,950
Parking Services	254,770	-	-	-	(56,000)	-	-	-	(43,510)	155,260
Business Support	254,070	(160)	-	-	(32,600)	-	-	-	(97,180)	124,130
Elections	217,150	60	-	-	-	-	-	-	(49,540)	167,670
<b>Head of Revenues &amp; Benefits</b>										
Head of Revenues & Benefits	96,370	-	-	-	-	-	-	-	1,597,230	1,693,600
<b>TOTAL COST</b>	<b>10,477,650</b>	<b>70,140</b>	<b>0</b>	<b>(79,810)</b>	<b>(342,770)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>832,550</b>	<b>10,957,760</b>

**JOINT SUMMARY SERVICE BLOCK:**  
***Economy Directorate***



ADUR & WORTHING  
COUNCILS

SERVICE	ESTIMATE 2017/2018	ESTIMATE 2018/2019
	£	£
<b>DIRECTOR FOR ECONOMY</b>		
Director of Economy Office	182,910	168,220
Directorate Vacancy Provision	-	(92,710)
<b>Growth</b>		
Head of Growth	107,890	98,860
Planning Policy	615,000	593,270
Estates	432,800	356,480
Development Control	1,343,550	1,015,770
Building Control	684,890	496,600
LLPG	20,970	23,350
Land Charges	144,710	108,440
	<b>3,349,810</b>	<b>2,692,770</b>
<b>Place &amp; Investment</b>		
Head of Place & Investment	90,390	93,900
Economic Development	449,430	384,130
	<b>539,820</b>	<b>478,030</b>
<b>Culture</b>		
Head of Culture	99,250	103,080
Tourism	-	-
	<b>99,250</b>	<b>103,080</b>
<b>TOTAL for ECONOMY</b>	<b>4,171,790</b>	<b>3,349,390</b>



## JOINT ECONOMY DIRECTORATE - 2018/2019 - SUBJECTIVE ANALYSIS

SERVICE / ACTIVITY	Staff FTE	Employees	Direct Recharges	Premises	Transport	Supplies & Services	Third Party	Income	Service Controlled Budget	Support	TOTAL BUDGET
		£	£	£	£	£	£	£	£	£	£
<b>DIRECTOR OF ECONOMY</b>											
Director of Economy Office	2	73,960	-	-	100	1,450	-	-	75,510	-	75,510
<b>Growth</b>											
Head of Growth	1	97,580	-	-	520	760	-	-	98,860	-	98,860
Planning Policy	10.42	607,040	-	-	4,710	84,810	-	(103,290)	593,270	-	593,270
Estates	6.5	350,000	-	-	3,590	2,890	-	-	356,480	-	356,480
Development Control	24.57	945,890	-	-	5,470	64,410	-	-	1,015,770	-	1,015,770
Building Control	10.9	469,160	-	2,950	11,710	48,000	-	(35,220)	496,600	-	496,600
LLPG	1	49,370	-	-	530	16,430	-	(42,980)	23,350	-	23,350
Land Charges	3.4	104,980	-	-	-	3,460	-	-	108,440	-	108,440
<b>Place &amp; Investment</b>											
Head of Place & Investment	1	93,900	-	-	-	-	-	-	93,900	-	93,900
Economic Development	6.19	355,020	-	-	4,410	36,380	-	(11,680)	384,130	-	384,130
<b>Culture</b>											
Head of Culture	1	103,080	-	-	-	-	-	-	103,080	-	103,080
Tourism and Events	2.81	-	-	-	-	-	-	-	0	-	0
	<b>70.79</b>										
<b>TOTAL COST</b>		<b>3,249,980</b>	<b>0</b>	<b>2,950</b>	<b>31,040</b>	<b>258,590</b>	<b>0</b>	<b>(193,170)</b>	<b>3,349,390</b>	<b>0</b>	<b>3,349,390</b>
<b>Percentage Direct Cost</b>		92%	0%	0%	1%	7%	0%				

## JOINT ECONOMY DIRECTORATE - 2018/2019 - VARIANCE ANALYSIS



SERVICE / ACTIVITY	Original Budget 2017/18	Inflation	Savings	Non-MTFP other changes	Virements	Payroll	Recharges	Joint transfers	TOTAL BUDGET
	£	£	£	£			£	£	£
<b>DIRECTOR OF ECONOMY</b>									
Director of Economy Office	182,910	30	-	(107,430)	(93,450)	3,240	(17,220)	-	75,510
<b>Growth</b>									
Head of Growth	107,890	30	-	(9,060)	(430)	1,900	(10,530)	-	98,860
Planning Policy	615,000	2,190	-	(23,920)	(1,970)	71,380	(93,330)	-	593,270
Estates	432,800	120	(18,460)	(57,980)	(1,660)	3,230	(59,550)	-	356,480
Development Control	1,343,550	1,620	(10,000)	(319,400)	(6,620)	(37,950)	(274,830)	-	1,015,770
Building Control	-	-	-	496,600	-	-	496,600	-	496,600
LLPG	-	-	-	23,350	-	-	23,350	-	23,350
Land Charges	-	-	-	108,440	-	-	108,440	-	108,440
<b>Place &amp; Investment</b>									
Head of Place & Investment	90,390	-	-	3,510	(1,120)	5,160	(530)	-	93,900
Economic Development	449,430	690	-	(65,990)	(1,720)	15,600	(79,870)	-	384,130
<b>Culture</b>									
Head of Culture	99,250	-	-	3,830	(440)	4,880	(610)	-	103,080
Tourism and Events	-	-	-	-	-	-	-	-	0
<b>TOTAL COST</b>	<b>3,321,220</b>	<b>4,680</b>	<b>(28,460)</b>	<b>51,950</b>	<b>(107,410)</b>	<b>67,440</b>	<b>91,920</b>	<b>0</b>	<b>3,349,390</b>