



ADUR & WORTHING
COUNCILS

Joint Strategic Committee
31 January 2019
Agenda Item 6

Key Decision [Yes/No]

Ward(s) Affected: All

Final Revenue Budget Estimates for 2019/20

Report by the Director for Digital & Resources

Executive Summary

1. Purpose

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

- The final revenue estimates for 2019/20 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.

1.3 The budget is analysed by Executive member portfolio. In addition, the draft estimates for 2019/20 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 cost adjustments that do not impact either on the Budget Requirement or the Council Tax Requirement).

1.4 The respective Adur and Worthing 2019/20 Estimates and Council Tax setting reports are due to be considered by the Worthing Executive on 4th February 2019 and the Adur Executive on 5th February 2019. 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 the report:

- (i) **Appendix 1** 5 year forecasts for the Joint Strategic Committee
- (ii) **Appendix 2** Proposals for investment in services
- (iii) **Appendix 3** Summary of Executive Member Portfolio budgets for 2019/20

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 2019/20 budget detailed in Appendix 3 subject to any growth proposals approved by members.

3. Summary

- 3.1 The Joint Strategic Committee considered the 'Achieving Financial Sustainability - Budget Strategy for 2109/20 and beyond' on 10th July 2018. This report outlined the financial context, the key budget pressures 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 4th December the "*Financially Sustainable Councils: Budget Update 2019/20-2023/24 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.
- 3.3 To address the known pressures, the Councils have set-up several strategic programmes which are responsible for taking forward key initiatives aimed at

delivering new income and savings for the next 5 years as well as supporting key aims outlined in Platforms for our places:

- The Major Projects programme will lead on delivering regeneration projects to increase employment space and additional housing;
- The Service Redesign Board programme leads on the delivery of the Digital Strategy and ensure that the benefits are realised from this programme of work;
- The Strategic Asset Management programme will lead on delivering the income growth associated with the Strategic Property Investment Fund;
- The Commercial programme develops initiatives to promote income growth from commercial services and seeks to improve the customer experience.

For 2019/20 the Service Redesign programme, the Commercial programme and the Strategic Asset Management Board were set explicit targets as part of the budget strategy.

- 3.4 Since the meeting on the 5th 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 2019/20 can be summarised as :

	£'000
Original shortfall in funding	1,366
Changes identified in December 2018:	
Net committed growth items identified by budget holders and approved in December 2018	236
Removal of contingency budget	-100
Budget shortfall as at 4th December 2018	1,502
Final adjustment to inflation calculations and pension costs including the impact of increments and regradings	-151
Change in allocation process - Removal of capital allocation budgets	-822
Add: Net growth identified in Adur and Worthing Council increasing the savings required within the Joint Strategic Committee	523
Revised budget shortfall	1,052
Less: Net savings approved in December	-1,052
Remaining shortfall to be addressed	0

- 3.5 The Secretary of State for the Ministry of Housing, Communities and Local Government announced the provisional Local Government Finance

Settlement on 13th December 2018. Consultation on the provisional settlement closed on 10th January 2019.

- 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) The Council Tax referendum thresholds confirmed as the higher of 3% or £5.00 for a Band D property.
 - ii) Negative Revenue Support Grant has been removed with the cost funded by the Government.
 - 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 2019/20

- 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 £21,906,700. This includes the savings agreed by Joint Strategic Committee in December. The budget already contains a number of spending commitments including:
- Investment in Google including a move to Google Business Licensing (£40,000);
 - Further investment in the Matsoft solution with an upgrade to the core Matsoft platform (£20,000);
 - Increase in the telephony budget to allow for additional costs associated with data security compliance for card payments and the impact of the new telephony solution (£45,000);
 - A net increase in pension strain costs (£25,000).

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 2018/19 to 2019/20 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:

	£'000	£'000
2018/19 Original Estimate		22,281
Add: General Pay and Price Increases		964
		23,245
Add: Committed and Unavoidable Growth	536	
Less: Net savings identified in December	-1,052	
Less: Effect of change in recharge process - capital recharge removed prior to joint allocation	-822	-1338
Net cost to be reallocated to the Councils		21,907
Allocated as follows:		
- Adur District Council		8,835
- Worthing Borough Council		13,072
Cost reallocated to both Councils		21,907

- 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 4^h and 5^h February 2019. 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.

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:

	Expected shortfall (Cumulative)				
	2019/20	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000	£'000
Cumulative budget shortfall	1,052	3,203	3,732	4,344	4,964
Less:					
Net savings agreed in December and January	-1,052	-1,052	-1,052	-1,052	-1,052
Adjusted cumulative budget shortfall	0	2,151	2,680	3,292	3,912
Savings required each year	-	2,151	529	612	620

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 2019/20, 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% inflation has been built into non-pay budgets. Pay budgets include an average inflationary allowance of 3.0%. Each 1% increase in inflation is equivalent to the following amount:

	1% increase
	£'000
Pay	236
Non-pay	55

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 in 2015/16 which supported 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.

- 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 2019/20.

- 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 LEGAL IMPLICATIONS

- 9.1 The Local Government Act 2003 requires that the Councils set a balance budget. This report demonstrates how the Council will meet this requirement for 2019/20.

10.0 CONCLUSION

- 10.1 The Councils have implemented 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 £1.052m to meet the current year's shortfall.
- 10.2 Looking further ahead, 2020/21 will be particularly challenging as the Council grapples with the impact of the fairer funding review, and the continuing consequences of the withdrawal of funding by the County Council for supported housing. Consequently, the strategy of delivering commercial income growth and business efficiencies through the digital agenda continues to play a vital role in balancing the budget.

- 10.3 However, provided we continue to deliver on this strategy, the Council will become increasingly financially resilient over the next 5-10 years as Revenue Support Grant disappears, New Homes Bonus reduces and we become largely funded by our community through Council Tax and Business Rates and income from our commercial services.

Background Papers

Report to the Joint Strategic Committee 10th July 2018 'Achieving Financial Sustainability – Budget strategy for the 2019/20 budget and beyond'

Report to the Joint Strategic Committee 4th December 2018 'Financially Sustainable Councils: 5 year forecast 2019/20 – 2023/24 and savings proposals'

Report to the Joint Strategic Committee 4th December 2018 'Investing for the future: Capital Investment Programme 2019/20 to 2021/22'

Local Authority Finance (England) Settlement Revenue Support Grant for 2019/20 and Related Matters: DCLG Letters and associated papers of 13th December 2018.

Autumn Budget 2018 - HM Treasury

Autumn Budget 2018 – On-the-day Briefing by Pixel Financial Consulting

Local Government Act 2003 and Explanatory Note

"Guidance Note on Local Authority Reserves and Balances" – LAAP Bulletin No. 77 - CIPFA -published in November 2008

Statement of Accounts 2017/18

Report to Joint Strategic Committee 6th November 2018 – 2nd Revenue Budget Monitoring 2018/19

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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

Appendix 1

JOINT STRATEGIC COMMITTEE						
Revenue Budget Summary Statement 2018/19 - 2023/24						
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Base					
	£'000	£'000	£'000	£'000	£'000	£'000
Net Spending to be Financed from Taxation						
Base budget	22,281	22,281	22,281	22,281	22,281	22,281
Change in allocation process - removal of capital costs before recharge		(822)				
(a) Annual estimated Inflation		964	1,671	2,420	3,148	3,886
(b) Committed Growth						
New 2020 recycling targets		300	400	400	400	400
Increase in Payroll System Costs		9				
Change in budget for services contracted by external suppliers		96				
Investment in Google Services		40				
Investment in Matsoft Platform		20				
Telephony Contract		45				
Health & Safety Software system replacement		5				
Annual assessment of HAV		13				
Major Projects - Lead Project Officer costs		8				
Contingency			100	200	300	400
Total Budget Requirements to be allocated to the Councils	22,281	22,959	24,452	25,301	26,129	26,967
Adur District Council	9,213	8,835	8,570	8,698	8,785	8,873
Worthing Borough Council	13,068	13,072	12,680	12,870	12,999	13,129
Total income for services provided to the constituent councils	22,281	21,907	21,250	21,568	21,784	22,002
(Surplus) / Shortfall in Resources	-	1,052	3,202	3,733	4,345	4,965

Appendix 1

JOINT STRATEGIC COMMITTEE						
Revenue Budget Summary Statement 2018/19 - 2023/24						
Savings identified to date:						
Commercial activities and commissioning						
Commercial and Customer Board		161	161	161	161	161
Efficiency Measures						
Digital Strategy Board		175	175	175	175	175
Restructures and service plan savings not included above		716	716	716	716	716
Total savings identified		1,052	1,052	1,052	1,052	1,052
Savings still to be found/ (surplus)		0	2,151	2,680	3,292	3,912

Appendix 2

<u>Bids for investment into services</u>	2019/20				2020/21	2021/22
	Joint (memo)	Adur	Worthing	Total		
	£	£	£	£	£	£
Additional capacity for Estates Team - 1 FTE	36,750	14,700	22,050	36,750	49,000	49,000
The purchase of commercial property and temporary accommodation are critical components of the budget strategy. This investment enables the Councils to deliver on future savings targets. The post is expected to be filled from July 2019.						
Additional Senior Planning Officer	49,000	19,600	29,400	49,000	49,000	49,000
Reinvestment back into the service following the 20% increase in fees which the Government required Councils to allocate to the Planning Service. The additional post will support the delivery of key strategic development sites as outlined in Platforms. The increase will also help address current demands on the service as planning applications are increasing and support the maintenance Government performance targets.						
Junior Developer (Apprentice roles)	24,380	13,000	9,750	24,380	32,500	32,500
Our in-house software development strategy is saving us money and delivering significant benefits to our residents through well designed online services. Our strategy of in-house development is very popular and the service is in high demand. We need to expand the team to deliver benefits faster and would like to develop an opportunity for an apprentice position. The post is expected to be filled from July 2019.						
Support to the cultural economy						
Funding to support culture and arts development in our communities; delivered in partnership with cultural groups and to assist in unlocking Arts Council grant funding and other partnership funding.		20,000		20,000	20,000	20,000

Bids for investment into services	2019/20				2020/21	2021/22
	Joint (memo)	Adur	Worthing	Total		
	£	£	£	£	£	£
Strategic Sustainability Officer (increased hours)	15,840	6,340	9,500	15,840	15,840	15,840
We have made strong progress with the Stewarding our Natural Resources Platform commitments and are scaling up our ambition. Our progress is currently being driven by a single 0.6 FTE resource which does not currently match the ambitions of the programme. This request is to increase this post to 0.8 FTE to help deliver the strategy to be presented to Joint Strategic Committee in November 2018.						
	125,970	70,390	75,580	145,970	166,340	166,340
Additional funds available at a 3% Council Tax		69,140	95,100	150,170	150,170	150,170
Excess cost of investment in services		1,250	-19,520	-18,270	2,100	2,100
Proposals not recommended for approval:						
Additional testing of IT security arrangements	15,000	6,000	9,000	15,000	15,000	15,000
Security Testing: Currently independent security testing is carried out once per annum (for PSN compliance). Given the ongoing risk of cyber attacks, potential fines as a result of data breaches under GDPR, and a change in scope (with services in the cloud), there is a need to change the scope of security testing and increase the frequency to provide greater assurance that systems, services, and data are protected adequately on an ongoing basis.						
Maintenance of grass verges						
Following reduction in WSCC budgets, the proposal is for the Councils to assume responsibility for maintaining grass verges and pavements.		85,000	85,000	170,000	170,000	170,000

<u>Bids for investment into services</u>	2019/20				2020/21	2021/22
	Joint (memo)	Adur	Worthing	Total		
	£	£	£	£	£	£
Proposals not recommended for approval:						
Service Redesign lead	54,000	21,600	32,400	54,000	54,000	54,000
There is a growing need for expertise and support for services undertaking significant change initiatives, including the multi-agency change work set out in Platforms for our Places (e.g. homelessness and loneliness). Projects are delivering clear results, such as significant reductions in evictions as a result of the preventing homelessness project, reducing costs to the councils. We need additional capacity to service more projects, such as revenues and benefits transformation, prevention services and others. The Service Design Lead will help manage and drive change initiatives, ensure they are approached in a user centred way, and deliver results. The role would sit within the customer insight team, and work very closely with digital.						
Grafton redevelopment support costs			50,000	50,000	50,000	0
The redevelopment of the Grafton Site is a significant commitment within Platforms for our Places. Specialist support is required to ensure that the project progresses effectively over the next two years. This will be funded from existing budgets.						
Total value of proposals not recommended for approval	69,000	112,600	176,400	289,000	289,000	239,000

JOINT SERVICE BLOCK ACTIVITY RECHARGED TO ADUR AND WORTHING COUNCILS



ADUR & WORTHING
COUNCILS

SERVICE BLOCKS	ESTIMATE 2018/2019	ESTIMATE 2019/20
	£	£
Chief Executive, Organisational Development & Communications	432,650	500,910
Director for Communities	7,423,710	7,360,430
Director for Digital & Resources	11,006,380	11,541,430
Director for the Economy	3,418,140	3,489,920
TOTAL SERVICES	22,280,880	22,892,690
ALLOCATION OF COSTS		
Less: Fixed allocation to Capital and the HRA	-	(986,000)
	22,280,880	21,906,690
Adur District Council	(9,213,250)	(8,834,990)
Worthing Borough Council	(13,067,630)	(13,071,700)
TOTAL SERVICE BLOCK ALLOCATIONS	(22,280,880)	(21,906,690)

JOINT SUMMARY SERVICE BLOCK:
Chief Executive & Communications



ADUR & WORTHING
 COUNCILS

SERVICE	ESTIMATE 2018/2019	ESTIMATE 2019/20
	£	£
CHIEF EXECUTIVE		
Chief Executive Office	196,330	271,960
Vacancy Provision	(16,660)	(16,660)
	179,670	255,300
Head of Communications		
Head of Communications - Office	68,980	70,350
Communications	184,000	175,260
	252,980	245,610
TOTAL FOR CEO AND COMMUNICATIONS	432,650	500,910

JOINT - CHIEF EXECUTIVE AND COMMUNICATIONS DIRECTORATE - 2019/20 - SUBJECTIVE ANALYSIS



ADUR & WORTHING
COUNCILS

SERVICE / ACTIVITY	Staff FTE	Employees	Premises	Transport	Supplies & Services	Third Party	Income	Service Controlled Budget	TOTAL BUDGET
		£	£	£	£	£	£	£	£
CHIEF EXECUTIVE									
Chief Executive Office	3	247,060	-	2,200	6,040	-	-	255,300	255,300
Head of Communications									
Head of Communications - Office	1	70,350	-	-	-	-	-	70,350	70,350
Communications	5	201,420	-	250	17,880	-	(44,290)	175,260	175,260
TOTAL COST	9	518,830	0	2,450	23,920	0	(44,290)	500,910	500,910

Percentage Direct Cost

95%

0%

0%

4%

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 - 2019/20 - VARIANCE ANALYSIS



ADUR & WORTHING
COUNCILS

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
	£	£	£	£	£	£	£	£	£	£
CHIEF EXECUTIVE										
Chief Executive Office	179,670	-	-	61,000	-	-	-	-	14,630	255,300
Head of Communications										
Head of Communications - Office	68,980	-	-	-	-	-	-	-	1,370	70,350
Communications	184,000	(700)	-	-	(12,000)	-	-	-	3,960	175,260
TOTAL COST	432,650	(700)	0	61,000	(12,000)	0	0	0	19,960	500,910

**JOINT SUMMARY SERVICE BLOCK:
Communities Directorate**



ADUR & WORTHING
COUNCILS

SERVICE	ESTIMATE 2018/2019	ESTIMATE 2019/20
	£	£
DIRECTOR FOR COMMUNITIES		
Director for Communities office	167,890	177,870
Directorate Vacancy Provision	(329,350)	(329,350)
	(161,460)	(151,480)
Head of Housing		
Head of Housing	246,400	257,460
Housing Needs	824,350	834,860
Housing - Environmental Health / Protection Team	502,880	495,510
Housing Strategy	-	58,150
	1,573,630	1,645,980
Head of Environmental Services		
Head of Environment	101,280	110,800
Parks (including Cems/Crems/Admin & Grounds Mtce)	719,330	868,270
Foreshores	202,650	207,860
Waste Management	290,800	256,400
Commerce Way Depot	105,200	165,360
Clinical Waste Collection	(8,590)	3,930
Recycling	(1,368,150)	(1,615,140)
Refuse Collection	1,615,390	1,528,810
Street Cleansing, Grafitti & Pest Control	1,478,110	1,452,600
Trade Refuse Collection	439,040	462,200
Vehicle Workshop	516,640	556,050
Waste Strategy	78,190	74,400
Off Street Parking	343,240	391,290
	4,513,130	4,462,830
Less: Vehicle Works Trading A/c - recharged to services per job	(516,640)	(556,050)
Head of Wellbeing		
Head of Wellbeing	78,910	190,570
Community Wellbeing	546,940	477,980
Dog Warden	91,150	84,240
Environmental Health - Domestic	799,710	777,400
Licensing	229,890	234,860
Democratic Services	268,450	194,100
	2,015,050	1,959,150
TOTAL FOR COMMUNITIES	7,423,710	7,360,430

JOINT - DIRECTOR FOR COMMUNITIES - 2019/20 - SUBJECTIVE ANALYSIS



ADUR & WORTHING
COUNCILS

SERVICE / ACTIVITY	Staff FTE	Employees	Direct Recharges	Premises	Transport	Supplies & Services	Third Party	Income	Service Controlled Budget	TOTAL BUDGET
		£	£	£	£	£	£	£	£	£
DIRECTOR OF COMMUNITIES										
Director of Communities Office	2	(156,400)	-	-	1,110	3,810	-	-	(151,480)	(151,480)
Head of Housing										
Head of Housing	2	158,760	-	-	300	98,400	-	-	257,460	257,460
Housing Needs	20	826,540	-	-	840	7,480	-	-	834,860	834,860
Housing - Environmental Health / Protection Team	6	483,710	-	-	3,200	8,600	-	-	495,510	495,510
Housing Strategy	4.5	58,150	-	-	-	-	-	-	58,150	58,150
Head of Environment										
Head of Environment	1	109,880	-	-	920	-	-	-	110,800	110,800
Parks (including Cems/Crems/Admin & Grounds Mtce)	55.1	1,923,760	-	-	288,680	270,900	-	(1,615,070)	868,270	868,270
Foreshores	5.5	207,830	-	-	150	-	-	(120)	207,860	207,860
Waste Management	3	259,000	-	100	160	17,040	-	(19,900)	256,400	256,400
Commerce Way Depot	1	-	-	156,660	4,120	10,910	-	(6,330)	165,360	165,360
Clinical Waste Collection	1	27,620	-	-	6,540	12,010	-	(42,240)	3,930	3,930
Recycling	23	683,560	-	-	151,790	59,530	-	(2,510,020)	(1,615,140)	(1,615,140)
Refuse Collection	42	1,366,780	-	-	267,460	21,030	-	(126,460)	1,528,810	1,528,810
Street Sweeping & Cleansing	52.6	1,497,390	-	-	239,180	127,020	-	(410,990)	1,452,600	1,452,600
Trade Refuse Collection	10.2	338,020	-	-	101,470	28,120	-	(5,410)	462,200	462,200
Vehicle Workshop	7	274,620	-	270	8,510	308,180	-	(35,530)	556,050	556,050
Waste Strategy	2	62,440	-	-	11,960	-	-	-	74,400	74,400
Off Street Parking	12.5	391,290	-	-	-	-	-	-	391,290	391,290
Less: Vehicle Works Trading Account - recharged to services per job		-	-	-	-	-	-	(556,050)	(556,050)	(556,050)
Head of Wellbeing										
Head of Wellbeing	1	162,660	-	-	860	27,050	-	-	190,570	190,570
Community Wellbeing	30.3	1,218,570	-	-	840	32,710	-	(774,140)	477,980	477,980
Dog Warden	2	72,790	-	-	4,060	11,870	-	(4,480)	84,240	84,240
Environmental Health- Domestic	14.6	755,140	-	-	7,550	17,110	-	(2,400)	777,400	777,400
Licensing	6.5	229,400	-	-	500	4,960	-	-	234,860	234,860
Democratic Services	4.6	177,320	-	-	20	16,760	-	-	194,100	194,100
TOTAL COST	309.4	11,128,830	0	157,030	1,100,220	1,083,490	0	(6,109,140)	7,360,430	7,360,430

Percentage Direct Cost

83% 0% 1% 8% 8% 0%

JOINT COMMUNITIES DIRECTORATE - 2019/20 - VARIANCE ANALYSIS



SERVICE / ACTIVITY	Original Budget 2017/18	Inflation	One-off Items	Committed Growth	Savings	Impact of Capital Programm	Additional Income	Non Committed growth	Non-MTFP other changes	TOTAL BUDGET
	£	£	£	£	£	£	£	£	£	£
DIRECTOR OF COMMUNITIES										
Director of Communities Office	(161,460)	-	-	-	-	-	-	-	9,980	(151,480)
Head of Housing										
Head of Housing	246,400	-	-	-	-	-	-	-	11,060	257,460
Housing	824,350	-	-	-	-	-	-	-	10,510	834,860
Environmental Health - Domestic	502,880	-	-	-	(15,090)	-	-	-	7,720	495,510
Housing Strategy	-	-	-	-	-	-	-	-	58,150	58,150
Head of Environment										
Head of Environment	101,280	-	-	-	-	-	-	-	9,520	110,800
Parks (including Cems/Crems/Admin & Grounds)	719,330	(34,840)	-	-	(5,190)	-	-	-	188,970	868,270
Foreshores	202,650	(120)	-	-	5,430	-	-	-	(100)	207,860
Waste Management	290,800	(450)	-	-	-	-	-	-	(33,950)	256,400
Commerce Way Depot	105,200	3,130	-	-	3,860	-	-	-	53,170	165,360
Clinical Waste Collection	(8,590)	(1,200)	-	-	13,360	-	-	-	360	3,930
Recycling	(1,368,150)	(29,410)	-	300,000	(551,220)	-	-	-	33,640	(1,615,140)
Refuse Collection	1,615,390	(2,660)	-	-	(88,650)	-	-	-	4,730	1,528,810
Street Sweeping & Cleansing	1,478,110	(11,810)	-	-	2,270	-	-	-	(15,970)	1,452,600
Trade Refuse Collection	439,040	(140)	-	-	(990)	-	-	-	24,290	462,200
Vehicle Workshop	516,640	(12,140)	-	-	-	-	-	-	12,140	516,640
Waste Strategy	78,190	-	-	-	-	-	-	-	(3,790)	74,400
Off Street Parking	498,500	-	-	-	-	-	-	-	(107,210)	391,290
Less: Vehicle Works Trading Account - recharged to services per job	(516,640)	-	-	-	-	-	-	-	-	(516,640)
Head of Wellbeing										
Head of Wellbeing	78,910	-	-	-	-	-	-	-	111,660	190,570
Community Wellbeing	546,940	(100)	-	-	(33,500)	-	-	-	(35,360)	477,980
Dog Warden	91,150	(100)	-	-	(3,500)	-	-	-	(3,310)	84,240
Environmental Health- Domestic	799,710	-	-	-	(41,270)	-	-	-	18,960	777,400
Licensing	229,890	-	-	-	-	-	-	-	4,970	234,860
Democratic Services	268,450	-	-	-	(13,810)	-	-	-	(60,540)	194,100
TOTAL COST	7,578,970	(89,840)	0	300,000	(728,300)	0	0	0	299,600	7,360,430

JOINT SUMMARY SERVICE BLOCK:
Digital and Resources Directorate



ADUR & WORTHING
COUNCILS

SERVICE	ESTIMATE 2018/2019	ESTIMATE 2019/20
	£	£
DIRECTOR FOR DIGITAL AND RESOURCES		
Director for Digital and Resources office	145,240	139,880
Directorate Vacancy Provision	(299,400)	(299,400)
Sustainability	47,200	57,550
	(106,960)	(101,970)
Finance		
Head of Finance office	159,580	261,040
Management, Technical and Strategic Accounting	916,150	962,750
Exchequer and Fraud	423,640	438,440
Procurement	146,740	154,270
	1,646,110	1,816,500
Head of Legal Services		
Legal Services	700,160	674,640
	700,160	674,640
Head of Human Resources		
Human Resources	404,460	413,620
Organisational Development	230,920	245,270
	635,380	658,890
Head of Business and Technical Services		
Head of Business and Technical Services	96,980	96,780
Business Services	291,240	288,050
Engineers	575,270	588,260
Surveyors	778,320	791,760
Facilities - Admin Buildings	521,120	482,550
Centralised Costs	363,810	451,700
	2,626,740	2,699,100
Head of Customer & Digital Services		
Head of Digital and Design	94,600	-
ICT, Systems Support and Development Team	2,019,740	2,274,390
Customer Services	1,249,950	1,278,200
Parking Services	155,260	155,660
Business Support	124,130	132,620
Elections	167,670	206,820
	3,811,350	4,047,690
Head of Revenues & Benefits		
Revenues & Benefits	1,693,600	1,746,580
	1,693,600	1,746,580
TOTAL for DIGITAL AND RESOURCES	11,006,380	11,541,430

JOINT - DIGITAL AND RESOURCES DIRECTORATE - 2019/20 - SUBJECTIVE ANALYSIS



SERVICE / ACTIVITY	Staff FTE	Employees	Premises	Transport	Supplies & Services	Third Party	Income	Service Controlled Budget	TOTAL BUDGET
		£	£	£	£	£	£	£	£
DIRECTOR FOR DIGITAL& RESOURCES									
Director Office	1	(164,350)	-	1,060	3,780	-	(10)	(159,520)	(159,520)
Sustainability	0.7	57,480	-	70	-	-	-	57,550	57,550
Head of Finance									
Head of Finance office	1	145,020	-	130	115,920	-	(30)	261,040	261,040
Management, Technical & Strategic Accounting	18.3	912,620	-	1,450	79,600	-	(30,920)	962,750	962,750
Exchequer and Fraud	13.7	437,450	-	270	87,530	-	(86,810)	438,440	438,440
Procurement	3	154,260	-	10	-	-	-	154,270	154,270
Head of Legal Services									
Legal Services	15.5	795,750	-	290	50,480	-	(171,880)	674,640	674,640
Head of Human Resources									
Human Resources	7.6	395,910	-	290	17,420	-	-	413,620	413,620
Organisational Development	1	229,270	-	730	15,270	-	-	245,270	245,270
Head of Business & Technical Services									
Head of Business & Technical Services	1	96,780	-	-	-	-	-	96,780	96,780
Business Services	6	294,470	50	2,950	77,510	-	(86,930)	288,050	288,050
Engineers	12	625,650	-	3,540	11,100	-	(52,030)	588,260	588,260
Surveyors	17.2	788,220	-	3,960	19,150	-	(19,570)	791,760	791,760
Facilities - Admin Buildings	0	-	553,270	-	26,570	-	(97,290)	482,550	482,550
Centralised Costs	0	-	-	42,880	408,820	-	-	451,700	451,700
Head of Customer and Digital Services									
Head of Customer & Digital	1	-	-	-	-	-	-	0	0
ICT, Systems Support and Development Team	25.4	1,250,570	-	820	962,500	60,500	-	2,274,390	2,274,390
Customer Services	39.1	1,266,470	-	500	11,230	-	-	1,278,200	1,278,200
Parking Services	3.8	155,660	-	-	-	-	-	155,660	155,660
Business Support	4.9	134,930	-	-	87,050	-	(89,360)	132,620	132,620
Elections	5	204,500	-	130	2,190	-	-	206,820	206,820
Head of Revenues & Benefits									
Revenues & Benefits	51.5	1,741,510	-	5,070	-	-	-	1,746,580	1,746,580
TOTAL COST	229	9,522,170	553,320	64,150	1,976,120	60,500	(634,830)	11,541,430	11,541,430
Percentage Direct Cost		78%	5%	1%	16%	0%			

JOINT DIGITAL AND RESOURCES DIRECTORATE - 2019/20 - VARIANCE ANALYSIS



ADUR & WORTHIN
COUNCILS

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
	£	£	£	£	£	£	£	£	£	£
DIRECTOR FOR DIGITAL & RESOURCES										
Director Office	(154,160)	10	-	-	-	-	-	-	(5,370)	(159,520)
Sustainability	47,200	-	-	-	-	-	-	-	10,350	57,550
Head of Finance										
Head of Finance office	159,580	88,550	-	-	(12,110)	-	-	-	25,020	261,040
Management, Technical & Strategic Accounting	916,150	(670)	-	15,000	-	-	-	-	32,270	962,750
Exchequer and Fraud	423,640	(1,950)	-	29,600	(26,370)	-	-	-	13,520	438,440
Procurement	146,740	-	-	-	-	-	-	-	7,530	154,270
Head of Legal Services										
Legal Services	700,160	(2,950)	-	-	(35,000)	-	-	-	12,430	674,640
Head of Human Resources										
Human Resources	404,460	-	-	-	-	-	-	-	9,160	413,620
Organisational Development	230,920	-	-	12,900	-	-	-	-	1,450	245,270
Head of Business & Technical Services										
Head of Business & Technical Services	96,980	-	-	-	-	-	-	-	(200)	96,780
Business Services	291,240	(2,570)	-	5,000	(12,720)	-	-	-	7,100	288,050
Engineers	575,270	(1,120)	-	-	(70,000)	-	-	-	84,110	588,260
Surveyors	778,320	(1,180)	-	-	(2,100)	-	-	-	16,720	791,760
Facilities - Admin Buildings	521,120	11,430	-	-	(50,000)	-	-	-	-	482,550
Centralised Costs	363,810	-	-	45,000	-	-	-	-	42,890	451,700
Head of Customer & Digital Services										
Head of Digital and Design	94,600	(70)	-	-	-	-	-	-	(94,530)	0
ICT, Systems Support and Development Team	2,019,740	13,100	-	60,000	(30,000)	-	-	-	211,550	2,274,390
Customer Services	1,249,950	10	-	-	(26,000)	-	-	-	54,240	1,278,200
Parking Services	155,260	-	-	-	-	-	-	-	400	155,660
Business Support	124,130	3,940	-	-	-	-	-	-	4,550	132,620
Elections	167,670	-	-	-	-	-	-	-	39,150	206,820
Head of Revenues & Benefits										
Revenues & Benefits	1,693,600	-	-	-	(25,000)	-	-	-	77,980	1,746,580
TOTAL COST	11,006,380	106,530	0	167,500	(289,300)	0	0	0	550,320	11,541,430

JOINT SUMMARY SERVICE BLOCK:
Economy Directorate



ADUR & WORTHING
COUNCILS

SERVICE	ESTIMATE 2018/2019	ESTIMATE 2019/20
	£	£
DIRECTOR FOR ECONOMY		
Director of Economy Office	168,220	174,910
Directorate Vacancy Provision	(92,710)	(92,710)
	75,510	82,200
Head of Planning & Development		
Head of Planning & Development	98,860	96,640
Planning Policy	312,940	318,340
Development Control	1,015,770	1,104,930
Building Control	496,600	506,660
LLPG	23,350	22,880
Land Charges	108,440	107,180
	2,055,960	2,156,630
Head of Major Projects & Investment		
Estates	356,480	326,870
Major Projects	349,080	315,620
	705,560	642,490
Head of Place & Economy		
Head of Place & Economy	93,900	70,680
Economic Development	384,130	428,950
	478,030	499,630
Head of Culture		
Head of Culture	103,080	108,970
	103,080	108,970
TOTAL for ECONOMY	3,418,140	3,489,920

JOINT ECONOMY DIRECTORATE - 2019/20 - SUBJECTIVE ANALYSIS



ADUR & WORTHIN
COUNCILS

SERVICE / ACTIVITY	Staff FTE	Employees	Direct Recharges	Premises	Transport	Supplies & Services	Third Party	Income	Service Controlled Budget	TOTAL BUDGET
		£	£	£	£	£	£	£	£	£
DIRECTOR OF ECONOMY										
Director of Economy Office	2	80,240	-	-	510	1,450	-	-	82,200	82,200
Head of Planning & Development										
Head of Planning & Development	1	95,770	-	-	110	760	-	-	96,640	96,640
Planning Policy	6	382,500	-	-	1,770	3,020	-	(68,950)	318,340	318,340
Development Control	24.3	1,039,590	-	-	2,930	62,410	-	-	1,104,930	1,104,930
Building Control	10.2	485,730	-	3,020	5,910	48,000	-	(36,000)	506,660	506,660
LLPG	1	50,350	-	-	30	16,430	-	(43,930)	22,880	22,880
Land Charges	3.4	103,720	-	-	-	3,460	-	-	107,180	107,180
Head of Major Projects & Investment										
Estates	6	322,450	-	-	1,530	2,890	-	-	326,870	326,870
Major Projects	4	268,480	-	-	1,050	81,790	-	(35,700)	315,620	315,620
Head of Place & Economy										
Head of Place & Economy	1	70,680	-	-	-	-	-	-	70,680	70,680
Economic Development	11.2	405,060	-	-	950	36,380	-	(13,440)	428,950	428,950
Head of Culture										
Head of Culture	1	108,060	-	-	910	-	-	-	108,970	108,970
TOTAL COST	74.1	3,412,630	0	3,020	15,700	256,590	0	(198,020)	3,489,920	3,489,920
Percentage Direct Cost		93%	0%	0%	0%	7%	0%			

JOINT ECONOMY DIRECTORATE - 2019/20 - VARIANCE ANALYSIS



ADUR & WORTHING
COUNCILS

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
	£	£	£	£	£	£	£	£	£	£
DIRECTOR OF ECONOMY										
Director of Economy Office	75,510	-	-	-	-	-	-	-	6,690	82,200
Head of Planning & Development										
Head of Planning & Development	98,860	-	-	-	-	-	-	-	(2,220)	96,640
Planning Policy	312,940	-	-	-	-	-	-	-	5,400	318,340
Development Control	1,015,770	-	-	-	-	-	-	-	89,160	1,104,930
Building Control	496,600	(710)	-	-	-	-	-	-	10,770	506,660
LLPG	23,350	(950)	-	-	-	-	-	-	480	22,880
Land Charges	108,440	-	-	-	-	-	-	-	(1,260)	107,180
Head of Major Projects & Investment										
Estates	356,480	-	-	-	-	-	-	-	(29,610)	326,870
Major Projects	349,080	-	-	7,640	-	-	-	-	(41,100)	315,620
Head of Place & Economy										
Head of Place & Economy	93,900	-	-	-	(21,040)	-	-	-	(2,180)	70,680
Economic Development	384,130	(260)	-	-	(1,500)	-	-	-	46,580	428,950
Head of Culture										
Head of Culture	103,080	-	-	-	-	-	-	-	5,890	108,970
TOTAL COST	3,418,140	(1,920)	0	7,640	(22,540)	0	0	0	88,600	3,489,920