



ADUR & WORTHING  
COUNCILS

Joint Strategic Committee  
11 February 2020  
Agenda Item 6

Key Decision [Yes/No]

Ward(s) Affected: All

**Final Revenue Budget Estimates for 2020/21**

**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 2020/21 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. The budgets are still to be adjusted for the proposals to invest in services detailed in Appendix 2 which were considered by the Executives last week.

1.3 The budget is analysed by Executive member portfolio. In addition, the draft estimates for 2020/21 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 2020/21 Estimates and Council Tax setting reports have already been considered by the Worthing Executive on 3rd February 2020 and the Adur Executive on 4th February 2020. 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 2020/21

## **2. Recommendations**

2.1 The Joint Strategic Committee is recommended to:

- (a) Note the proposals to invest in services outlined in Appendix 2 which were considered at the Executive meetings in early February;
- (b) Agree to the proposed 2020/21 budget detailed in Appendix 3 which will be adjusted by any growth proposals approved by the Executives.

## **3. Summary**

- 3.1 The Joint Strategic Committee considered the *'Becoming financially sustainable - Revenue Budget Strategy for 2020/21'* on 9<sup>th</sup> July 2019. 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 3<sup>rd</sup> December the *'Financially Sustainable Councils: Update to the 2020/21 - 2024/25 budget forecast and savings proposals for 2020/21'* 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 and to realise its ambitions set out in *Platforms for our Places*, the Councils have set-up several strategic programmes delivering new income and savings for the next 5 years:

- The Major Projects programme will lead on delivering regeneration projects to increase employment space and additional housing;
- The Service Redesign programme leads on the delivery of the Digital Strategy and ensures 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; and
- The Affordable Homes Working Group leads on initiatives to improve the supply of affordable homes and to reduce the cost of temporary and emergency accommodation.

For 2020/21 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 3rd 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 2020/21 can be summarised as :

	<b>£'000</b>
<b>Original 2019/20 budget shortfall</b>	<b>2,691</b>
<b><i>Budgets transferred to / from the Joint Strategic Committee:</i></b>	
(a) Removal of the Head of Culture	-107
(b) Transfer of insurances budget	346
<b><i>Other changes:</i></b>	
(c) Reduction in employers pension contribution expected from 2019 triennial valuation.	-167
(i) Net committed growth items identified by Service Heads in December	111
<b>Revised Budget Shortfall as at 3<sup>rd</sup> December 2019</b>	<b>2,874</b>

	<b>£'000</b>
<b>Revised Budget Shortfall as at 3<sup>rd</sup> December 2019</b>	2,874
<b><i>Impact of Settlement</i></b>	
Adjustment to funding from the constituent authorities following the delay to fairer funding and savings exercise	-1,765
<b><i>Adjustment for final items</i></b>	
Recharge of insurances within the Joint Strategic Committee	-326
<b>Revised Budget shortfall</b>	784
Less: Net savings agreed in December	-784
<b>Balanced budget</b>	-

3.5 The government published the provisional local government finance settlement for 2020-21 on 20th December 2019 via a written statement. Consultation on the provisional settlement closed on the 17th January 2020.

3.6 A full update on both the one-year spending review 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 2% or £5.00 for a Band D property.
- ii) The Government is now formally delaying the fairer funding review to 2021/22 and are proposing a 'roll forward' settlement for 2020/21.

The implications of this change for 2020/21 are twofold:

- 1. Existing homelessness grants will continue until absorbed into the business rate retention scheme; and
  - 2. The councils will retain all surplus business rate income for one more year.
- 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 is now delayed to 2021/22. This is likely to reduce the Councils share of Business Rate income in future.

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 2020/21

- 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 £22,696,320. This includes the savings agreed by the Joint Strategic Committee in December. Attached at Appendix 2 are the additional proposals for investment into services recently considered by the Executives.
- 4.2 Details of all of the main changes in the base budget from 2019/20 to 2020/21 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
<b>2019/20 Original Estimate</b>		22,033
<b>Add: Net Transferred budgets</b>		240
<b>Add: General Pay and Price Increases</b>		746
<b>Add: Committed and Unavoidable Growth:</b>		
Increased Expenditure as per 5 year forecast (net of any proposed use of reserves)	1,159	
<b>Less: Compensatory savings and additional Income:</b>		
Compensatory savings	-372	
		787
2020/21 budget prior to agreed savings		23,806
<b>Less: Savings agreed by members</b>		
Approved in December	-784	
<b>Less: Effect of change in recharge process - inclusion of insurance recharge</b>	-326	-1,110
<b>Net cost to be funded by the Councils</b>		22,696
<b>Allocated as follows:</b>		
- Adur District Council		9,252
- Worthing Borough Council		13,444
<b>Cost reallocated to both Councils</b>		22,696

- 4.3 The Joint Strategic Committee budget has been reflected in both the Adur and Worthing Estimates, which will be approved by their respective Executives on 3<sup>rd</sup> and 4<sup>th</sup> February 2020. 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)				
	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000
Cumulative budget shortfall as per appendix 1	784	1,185	1,365	1,841	2,326
<b>Less:</b>					
Net savings identified in 2020/21 budget round	-784	-784	-784	-784	-784
Adjusted cumulative budget shortfall	-	401	581	1,057	1,542
Savings required each year	-	401	180	476	485

- 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 2020/21, 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	53

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 2020/21.

- 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 2020/21



## **10.0 CONCLUSION**

- 10.1 The Councils have implemented a budget strategy which plans for the eventual removal of all general government grant by 2020/21. 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 £784k to meet the current year's shortfall.
- 10.2 Looking further ahead, 2021/22 will be again be 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 Councils 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 9th July 2019 'Becoming Financially Sustainable – Budget strategy for the 2020/21'

Report to the Joint Strategic Committee 3rd December 2019 'Financially Sustainable Councils: Update to the 2020/21 - 2024/25 and savings proposals for 2020/21'

Report to the Joint Strategic Committee 3rd December 2019 'Investing for the future: Capital Investment Programme 2020/21 to 2022/23'

Local Authority Finance (England) Settlement Revenue Support Grant for 2020/21 and Related Matters: DCLG Letters and associated papers of 23rd December 2019.

2019 Spending Review – On-the-day briefing

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 2018/19

Report to Joint Strategic Committee 3rd December 2019 – 2nd Quarter Revenue  
Budget Monitoring 2019/20

**Officer Contact Details:-**

Emma Thomas

Chief Accountant

01903 221232

[emma.thomas@adur-worthing.gov.uk](mailto:emma.thomas@adur-worthing.gov.uk)

## **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 2019/20 - 2024/25						
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Base					
	£'000	£'000	£'000	£'000	£'000	£'000
Base budget	22,033	22,033	22,033	22,033	22,033	22,033
(a) <i>Net transfers of budget</i>						
Removal of Head of Culture		(107)	(107)	(107)	(107)	(107)
Transfer of insurance budget		346	346	346	346	346
(b) <i>Annual Inflation</i>		746	1,484	2,236	2,946	3,667
(c) <i>Committed Growth / Cost reductions</i>						
Net cost of increasing recycling to meet 50% targets:						
- Full year impact of implementation of Alternative Weekly Collection		(205)	(205)	(205)	(205)	(205)
- Impact of introducing weekly food waste collections		-	200	200	200	200
Reduction in pension contributions		(167)	(363)	(589)	(589)	(589)
Net new committed growth items identified by heads of service approved in December		111	111	111	111	111
(d) <i>Impact of County budget reductions</i>						
Withdrawal of recycling support		1,048	1,048	1,048	1,048	1,048
<b>Total budget requirements</b>	<b>22,033</b>	<b>23,806</b>	<b>24,548</b>	<b>25,074</b>	<b>25,784</b>	<b>26,505</b>
<b>Less:</b> Recharges of insurances within the Joint Strategic Committee	-	(326)	(326)	(326)	(326)	(326)
<b>Net cost to be reallocated to the Councils</b>	<b>22,033</b>	<b>23,480</b>	<b>24,222</b>	<b>24,748</b>	<b>25,458</b>	<b>26,179</b>
Adur District Council	8,886	9,252	9,391	9,532	9,627	9,723
Worthing Borough Council	13,147	13,444	13,646	13,851	13,990	14,130
<b>Total income for services provided by the constituent councils</b>	<b>22,033</b>	<b>22,696</b>	<b>23,037</b>	<b>23,383</b>	<b>23,617</b>	<b>23,853</b>
<b>(Surplus) / shortfall in resources</b>	<b>-</b>	<b>784</b>	<b>1,185</b>	<b>1,365</b>	<b>1,841</b>	<b>2,326</b>

**JOINT STRATEGIC COMMITTEE**  
**Revenue Budget Summary Statement 2019/20 - 2024/25**

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Base					
	£'000	£'000	£'000	£'000	£'000	£'000
<b>AMOUNT REQUIRED TO BALANCE THE BUDGET</b>	-	<b>784</b>	<b>1,185</b>	<b>1,365</b>	<b>1,841</b>	<b>2,326</b>
<b>Savings / Initiatives identified to date:</b>						
<i>Commercial activities and commissioning</i>						
Commercial and Customer Activities		57	57	57	57	57
<i>Efficiency Measures</i>						
Service and Digital redesign		161	161	161	161	161
<i>Savings identified by Heads of Service</i>		566	566	566	566	566
<b>Total savings initiatives identified to date</b>		<b>784</b>	<b>784</b>	<b>784</b>	<b>784</b>	<b>784</b>
Cumulative savings still to be found/ (surplus)		-	401	581	1,057	1,542
Annual savings still to be found		-	401	180	476	485

## Appendix 2

	<b>Expected cost (cumulative)</b>					
	<b>2020/21</b>			<b>2021/22 and beyond</b>		
	<b>Joint (memo only)</b>	<b>Adur</b>	<b>Worthing</b>	<b>Joint (memo only)</b>	<b>Adur</b>	<b>Worthing</b>
<b>Service reinvestment proposal</b>	£	£	£	£	£	£
<b>Climate change and environmental investment proposals</b>						
Ash Dieback Strategy (as per JSC report)						
Arboricultural Inspector resource	18,960	7,580	11,380	18,960	7,580	11,380
Surveys, road closure and associated costs	10,000	4,000	6,000	10,000	4,000	6,000
<b>Sustainability manager</b>	54,000	21,600	32,400	54,000	21,600	32,400
Climate change and protecting the environment are key priorities for the Councils, with a large programme of work ahead. In order to deliver this agenda, we need to increase resources and ensure both organisation and area based projects are supported and delivered.						
<b>Homes and Communities Enabling Officer</b>	32,000	12,800	19,200	32,000	12,800	19,200
To support our ambitions to build better and more creative relationships with Registered providers and developers and to involve our communities in the co-design of ideas and suggestions that meet our ambitions, we propose a part time role of Homes and Communities Enabling officer. Many local authorities have a housing enabling role which links to RPs and collates data. However we see this role as being critical to providing the resource to engage and involve communities in the design of place; the design of ideas that may use local CIL funds for example; and influencing the outcome of planning applications on what community benefit is desirable, as opposed to always thinking of the obvious off the shelf solutions (e.g a community centre) The officer will therefore work across housing - understanding housing need, planning - looking at forthcoming applications, with the new development team - building relationships with affordable homes providers and crucially with the communities and wellbeing teams. They will also be responsible for ensuring accurate and timely returns on data required by central government.						

	<b>Expected cost (cumulative)</b>					
	<b>2020/21</b>			<b>2021/22 and beyond</b>		
	<b>Joint (memo only)</b>	<b>Adur</b>	<b>Worthing</b>	<b>Joint (memo only)</b>	<b>Adur</b>	<b>Worthing</b>
<b>Service reinvestment proposal</b>						
	£	£	£	£	£	£
<b>Service Designer</b> Service design has been used in many projects including preventing homelessness, housing repairs, loneliness, supported housing and work & skills, delivering multiple benefits including cost saving and cost avoidance. This post will bring the specialist skills needed in-house, delivering a highly valued service at lower cost.	54,000	21,600	32,400	54,000	21,600	32,400
<b>Asset Manager</b> Following the expansion of the Council's asset portfolio, the council needs to invest into the management of the service to ensure it provides a sustainable level of income growth for the future.	45,000	18,000	27,000	60,000	24,000	36,000
Less: Provision for reinvestment back into services		-60,000	-90,000		-60,000	-90,000
<b>Net impact of growth proposals</b>	<b>213,930</b>	<b>25,580</b>	<b>38,380</b>	<b>228,960</b>	<b>31,580</b>	<b>47,380</b>



# JOINT SERVICE BLOCK ACTIVITY RECHARGED TO ADUR AND WORTHING COUNCILS



ADUR & WORTHING  
COUNCILS

SERVICE BLOCKS	ESTIMATE 2019/2020	ESTIMATE 2020/2021
	£	£
Chief Executive & Communications	500,910	496,980
Director for Communities	7,360,430	8,060,350
Director for Digital & Resources	11,581,650	11,858,480
Director for the Economy	3,575,670	3,588,240
<b>TOTAL SERVICES</b>	<b>23,018,660</b>	<b>24,004,050</b>
<b>ALLOCATION OF COSTS</b>		
Less: Allocation of Insurances recharged to Joint services	-	(326,200)
Less: Allocation to Capital Programme previously included in allocations to Adur and Worthing	(986,000)	(981,530)
	22,032,660	22,696,320
Adur District Council	(8,885,380)	(9,251,890)
Worthing Borough Council	(13,147,280)	(13,444,430)
<b>TOTAL SERVICE BLOCK ALLOCATIONS</b>	<b>(22,032,660)</b>	<b>(22,696,320)</b>

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



ADUR & WORTHING  
 COUNCILS

SERVICE	ESTIMATE 2019/2020	ESTIMATE 2020/2021
	£	£
<b>CHIEF EXECUTIVE</b>		
Chief Executive Office	271,960	282,270
Vacancy Provision	(16,660)	(16,660)
	<b>255,300</b>	<b>265,610</b>
<b>Head of Communications</b>		
Head of Communications - Office	70,350	71,290
Communications	175,260	160,080
	<b>245,610</b>	<b>231,370</b>
<b>TOTAL FOR CEO AND COMMUNICATIONS</b>	<b>500,910</b>	<b>496,980</b>

**JOINT - CHIEF EXECUTIVE AND COMMUNICATIONS DIRECTORATE - 2020/2021 - SUBJECTIVE ANALYSIS**



ADUR & WORTHING  
COUNCILS

SERVICE / ACTIVITY	Staff FTE	Employees	Premises	Transport	Supplies & Services	Third Party	Income	Service Controlled Budget	TOTAL BUDGET
		£	£	£	£	£	£	£	£
<b>CHIEF EXECUTIVE</b>									
Chief Executive Office	3	257,370	-	2,200	6,040	-	-	265,610	265,610
<b>Head of Communications</b>									
Head of Communications - Office	1	71,290	-	-	-	-	-	71,290	71,290
Communications	5	207,130	-	250	(2,120)	-	(45,180)	160,080	160,080
<b>TOTAL COST</b>	<b>9</b>	<b>535,790</b>	<b>0</b>	<b>2,450</b>	<b>3,920</b>	<b>0</b>	<b>(45,180)</b>	<b>496,980</b>	<b>496,980</b>
<b>Percentage Direct Cost</b>		99%	0%	0%	1%	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 - 2020/2021 - VARIANCE ANALYSIS



ADUR & WORTHING  
COUNCILS

SERVICE / ACTIVITY	Original Budget 2019/2020	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	255,300	9,760	-	-	-	-	-	-	550	265,610
<b>Head of Communications</b>										
Head of Communications - Office	70,350	860	-	-	-	-	-	-	80	71,290
Communications	175,260	4,100	-	-	(20,000)	-	-	-	720	160,080
<b>TOTAL COST</b>	<b>500,910</b>	<b>14,720</b>	<b>0</b>	<b>0</b>	<b>(20,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,350</b>	<b>496,980</b>

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



ADUR & WORTHING  
COUNCILS

SERVICE	ESTIMATE 2019/2020	ESTIMATE 2020/2021
	£	£
<b>DIRECTOR FOR COMMUNITIES</b>		
Director for Communities office	177,870	180,150
Directorate Vacancy Provision	(329,350)	(329,350)
	<b>(151,480)</b>	<b>(149,200)</b>
<b>Head of Housing</b>		
Head of Housing	257,460	233,470
Housing Needs	834,860	859,420
Housing - Environmental Health / Protection Team	495,510	506,110
Housing Strategy	58,150	53,870
	<b>1,645,980</b>	<b>1,652,870</b>
<b>Head of Environmental Services</b>		
Head of Environment	110,800	112,240
Parks (including Cems/Crems/Admin & Grounds Mtce)	868,270	709,080
Foreshores	207,860	208,820
Waste Management	256,400	274,310
Commerce Way Depot	165,360	148,480
Clinical Waste Collection	3,930	(530)
Recycling	(1,615,140)	(1,497,460)
Refuse Collection	1,528,810	2,287,620
Street Cleansing, Grafitti & Pest Control	1,452,600	1,411,260
Trade Refuse Collection	462,200	460,480
Vehicle Workshop	556,050	509,870
Waste Strategy	74,400	73,650
Off Street Parking	391,290	397,580
	<b>4,462,830</b>	<b>5,095,400</b>
<b>Less:</b> Vehicle Works Trading A/c - recharged to services per job	(556,050)	(509,870)
<b>Head of Wellbeing</b>		
Head of Wellbeing	190,570	153,460
Community Wellbeing	477,980	514,640
Dog Warden	84,240	85,060
Environmental Health - Domestic	777,400	781,800
Licensing	234,860	234,640
Democratic Services	194,100	201,550
	<b>1,959,150</b>	<b>1,971,150</b>
<b>TOTAL FOR COMMUNITIES</b>	<b>7,360,430</b>	<b>8,060,350</b>

**JOINT - DIRECTOR FOR COMMUNITIES - 2020/2021 - SUBJECTIVE ANALYSIS**



SERVICE / ACTIVITY	Staff FTE	Employees	Direct Recharges	Premises	Transport	Supplies & Services	Third Party	Income	Service Controlled Budget	TOTAL BUDGET
		£	£	£	£	£	£	£	£	£
<b>DIRECTOR OF COMMUNITIES</b>										
Director of Communities Office	2	(154,120)	-	-	1,110	3,810	-	-	(149,200)	(149,200)
<b>Head of Housing</b>										
Head of Housing	2	164,770	-	-	300	68,400	-	-	233,470	233,470
Housing Needs	20	851,100	-	-	840	7,480	-	-	859,420	859,420
Housing - Environmental Health / Protection Team	6	494,310	-	-	3,200	8,600	-	-	506,110	506,110
Housing Strategy	4.5	53,870	-	-	-	-	-	-	53,870	53,870
<b>Head of Environment</b>										
Head of Environment	1	111,320	-	-	920	-	-	-	112,240	112,240
Parks (including Cems/Crems/Admin & Grounds Mtc)	55.1	1,678,010	-	-	239,430	242,120	-	(1,450,480)	709,080	709,080
Foreshores	5.5	208,130	-	-	810	-	-	(120)	208,820	208,820
Waste Management	3	271,040	-	100	250	16,950	-	(14,030)	274,310	274,310
Commerce Way Depot	1	-	-	134,700	4,120	15,990	-	(6,330)	148,480	148,480
Clinical Waste Collection	1	23,690	-	-	6,860	12,010	-	(43,090)	(530)	(530)
Recycling	23	-	-	-	-	-	-	(1,497,460)	(1,497,460)	(1,497,460)
Refuse Collection	42	1,908,860	-	-	411,870	95,880	-	(128,990)	2,287,620	2,287,620
Street Sweeping & Cleansing	52.6	1,466,580	-	-	235,150	127,020	-	(417,490)	1,411,260	1,411,260
Trade Refuse Collection	10.2	346,030	-	-	91,880	28,120	-	(5,550)	460,480	460,480
Vehicle Workshop	7	224,080	-	270	8,000	313,760	-	(36,240)	509,870	509,870
Waste Strategy	2	63,350	-	-	10,300	-	-	-	73,650	73,650
Off Street Parking	12.5	397,580	-	-	-	-	-	-	397,580	397,580
<b>Less: Vehicle Works Trading Account - recharged to services per job</b>		-	-	-	-	-	-	(509,870)	(509,870)	(509,870)
<b>Head of Wellbeing</b>										
Head of Wellbeing	1	125,550	-	-	860	27,050	-	-	153,460	153,460
Community Wellbeing	30.3	1,201,670	-	-	840	18,660	-	(706,530)	514,640	514,640
Dog Warden	2	74,080	-	-	3,680	11,870	-	(4,570)	85,060	85,060
Environmental Health- Domestic	14.6	759,590	-	-	7,550	17,110	-	(2,450)	781,800	781,800
Licensing	6.5	229,180	-	-	500	4,960	-	-	234,640	234,640
Democratic Services	4.6	184,770	-	-	20	16,760	-	-	201,550	201,550
<b>TOTAL COST</b>	<b>309.4</b>	<b>10,683,440</b>	<b>0</b>	<b>135,070</b>	<b>1,028,490</b>	<b>1,036,550</b>	<b>0</b>	<b>(4,823,200)</b>	<b>8,060,350</b>	<b>8,060,350</b>
<b>Percentage Direct Cost</b>		<b>83%</b>	<b>0%</b>	<b>1%</b>	<b>8%</b>	<b>8%</b>	<b>0%</b>			

**JOINT COMMUNITIES DIRECTORATE - 2020/2021 - VARIANCE ANALYSIS**



SERVICE / ACTIVITY	Original Budget 2019/2020	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	(151,480)	2,130	-	-	-	-	-	-	150	(149,200)
<b>Head of Housing</b>										
Head of Housing	257,460	5,240	-	-	(30,000)	-	-	-	770	233,470
Housing	834,860	22,890	-	-	-	-	-	-	1,670	859,420
Environmental Health - Domestic	495,510	9,680	-	-	-	-	-	-	920	506,110
Housing Strategy	58,150	-	-	-	-	-	-	-	(4,280)	53,870
<b>Head of Environment</b>										
Head of Environment	110,800	1,360	-	-	-	-	-	-	80	112,240
Parks (including Cems/Crems/Admin & Grounds)	868,270	(32,530)	-	-	(159,130)	-	-	-	32,470	709,080
Foreshores	207,860	(450)	-	-	-	-	-	-	1,410	208,820
Waste Management	256,400	11,220	-	-	-	-	-	-	6,690	274,310
Commerce Way Depot	165,360	2,910	-	(20,000)	-	-	-	-	210	148,480
Clinical Waste Collection	3,930	(4,860)	-	-	(340)	-	-	-	740	(530)
Recycling	(1,615,140)	(29,160)	-	1,090,090	(48,370)	-	-	-	(894,880)	(1,497,460)
Refuse Collection	1,528,810	83,680	-	(184,670)	(50,530)	-	-	-	910,330	2,287,620
Street Sweeping & Cleansing	1,452,600	20,220	-	-	(69,980)	-	-	-	8,420	1,411,260
Trade Refuse Collection	462,200	6,650	-	-	(7,490)	-	-	-	(880)	460,480
Vehicle Workshop	556,050	(70)	-	-	(57,300)	-	-	-	70	498,750
Waste Strategy	74,400	760	-	-	(490)	-	-	-	(1,020)	73,650
Off Street Parking	391,290	5,370	-	-	-	-	-	-	920	397,580
<b>Less: Vehicle Works Trading Account - recharged to services per job</b>	(556,050)	-	-	-	57,300	-	-	-	-	(498,750)
<b>Head of Wellbeing</b>										
Head of Wellbeing	190,570	19,020	-	-	(23,000)	-	-	-	(33,130)	153,460
Community Wellbeing	477,980	1,820	-	-	(1,110)	-	-	-	35,950	514,640
Dog Warden	84,240	1,050	-	-	(40)	-	-	-	(190)	85,060
Environmental Health- Domestic	777,400	3,280	-	-	-	-	-	-	1,120	781,800
Licensing	234,860	(870)	-	-	-	-	-	-	650	234,640
Democratic Services	194,100	6,730	-	-	-	-	-	-	720	201,550
<b>TOTAL COST</b>	<b>7,360,430</b>	<b>136,070</b>	<b>0</b>	<b>885,420</b>	<b>(390,480)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>68,910</b>	<b>8,060,350</b>

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



ADUR & WORTHING  
COUNCILS

SERVICE	ESTIMATE 2019/2020	ESTIMATE 2020/2021
	£	£
<b>DIRECTOR FOR DIGITAL AND RESOURCES</b>		
Director for Digital and Resources office	139,880	143,750
Directorate Vacancy Provision	(299,400)	(299,400)
Sustainability	73,390	75,250
	<b>(86,130)</b>	<b>(80,400)</b>
<b>Finance</b>		
Head of Finance office	260,180	252,440
Management, Technical and Strategic Accounting	963,610	967,580
Exchequer and Fraud	438,440	837,650
Procurement	154,270	158,330
	<b>1,816,500</b>	<b>2,216,000</b>
<b>Head of Legal Services</b>		
Legal Services	674,640	673,420
	<b>674,640</b>	<b>673,420</b>
<b>Head of Human Resources</b>		
Human Resources	413,620	400,660
Organisational Development	245,270	236,290
	<b>658,890</b>	<b>636,950</b>
<b>Head of Business and Technical Services</b>		
Head of Business and Technical Services	96,780	98,050
Business Services	288,050	322,380
Engineers	588,260	553,240
Surveyors	791,760	815,900
Facilities - Admin Buildings	482,550	486,250
Centralised Costs	451,700	401,930
	<b>2,699,100</b>	<b>2,677,750</b>
<b>Head of Customer &amp; Digital Services</b>		
Head of Digital and Design	2,298,770	2,281,130
ICT, Systems Support and Development Team	-	-
Customer Services	1,278,200	1,295,130
Parking Services	155,660	159,830
Business Support	132,620	111,250
Elections	206,820	215,150
	<b>4,072,070</b>	<b>4,062,490</b>
<b>Head of Revenues &amp; Benefits</b>		
Revenues & Benefits	1,746,580	1,672,270
	<b>1,746,580</b>	<b>1,672,270</b>
<b>TOTAL for DIGITAL AND RESOURCES</b>	<b>11,581,650</b>	<b>11,858,480</b>



**JOINT - DIGITAL AND RESOURCES DIRECTORATE - 2020/2021 - SUBJECTIVE ANALYSIS**



ADUR & WORTHING  
COUNCILS

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	1	(160,280)	-	1,060	3,580	-	(10)	(155,650)	(155,650)
Sustainability	0.7	75,180	-	70	-	-	-	75,250	75,250
<b>Head of Finance</b>									
Head of Finance office	1	108,980	-	130	143,360	-	(30)	252,440	252,440
Management, Technical & Strategic Accounting	18.3	917,500	-	1,450	80,170	-	(31,540)	967,580	967,580
Exchequer and Fraud	13.7	663,710	-	124,180	87,360	-	(37,600)	837,650	837,650
Procurement	3	158,320	-	10	-	-	-	158,330	158,330
<b>Head of Legal Services</b>									
Legal Services	15.5	805,470	-	290	42,980	-	(175,320)	673,420	673,420
<b>Head of Human Resources</b>									
Human Resources	7.6	384,100	-	290	16,270	-	-	400,660	400,660
Organisational Development	1	220,290	-	730	15,270	-	-	236,290	236,290
<b>Head of Business &amp; Technical Services</b>									
Head of Business & Technical Services	1	98,050	-	-	-	-	-	98,050	98,050
Business Services	6	332,540	50	940	77,510	-	(88,660)	322,380	322,380
Engineers	12	591,670	-	3,540	11,100	-	(53,070)	553,240	553,240
Surveyors	17.2	812,910	-	3,800	19,150	-	(19,960)	815,900	815,900
Facilities - Admin Buildings	0	-	558,230	-	26,570	-	(98,550)	486,250	486,250
Centralised Costs	0	-	-	42,880	367,820	-	(8,770)	401,930	401,930
<b>Head of Customer and Digital Services</b>									
Head of Customer & Digital	1	1,307,080	-	820	949,230	60,500	(36,500)	2,281,130	2,281,130
ICT, Systems Support and Development Team	25.4	-	-	-	-	-	-	0	0
Customer Services	39.1	1,283,400	-	500	11,230	-	-	1,295,130	1,295,130
Parking Services	3.8	159,830	-	-	-	-	-	159,830	159,830
Business Support	4.9	113,610	-	-	88,790	-	(91,150)	111,250	111,250
Elections	5	212,830	-	130	2,190	-	-	215,150	215,150
<b>Head of Revenues &amp; Benefits</b>									
Revenues & Benefits	51.5	1,667,200	-	5,070	-	-	-	1,672,270	1,672,270
<b>TOTAL COST</b>	<b>229</b>	<b>9,752,390</b>	<b>558,280</b>	<b>185,890</b>	<b>1,942,580</b>	<b>60,500</b>	<b>(641,160)</b>	<b>11,858,480</b>	<b>11,858,480</b>
<b>Percentage Direct Cost</b>		78%	4%	1%	16%	0%			

## JOINT DIGITAL AND RESOURCES DIRECTORATE - 2020/2021 - VARIANCE ANALYSIS



ADUR & WORTHING  
COUNCILS

SERVICE / ACTIVITY	Original Budget 2019/2020	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	(159,520)	3,500	-	-	-	-	-	-	370	(155,650)
Sustainability	73,390	1,490	-	-	-	-	-	-	370	75,250
<b>Head of Finance</b>										
Head of Finance office	260,180	81,180	-	-	(89,000)	-	-	-	80	252,440
Management, Technical & Strategic Accounting	963,610	27,820	-	-	(1,000)	-	-	-	(22,850)	967,580
Exchequer and Fraud	438,440	(850)	-	50,950	-	-	-	-	349,110	837,650
Procurement	154,270	3,510	-	-	-	-	-	-	550	158,330
<b>Head of Legal Services</b>										
Legal Services	674,640	19,090	-	-	(22,500)	-	-	-	2,190	673,420
<b>Head of Human Resources</b>										
Human Resources	413,620	10,170	-	-	(1,150)	-	-	-	(21,980)	400,660
Organisational Development	245,270	460	-	-	-	-	-	-	(9,440)	236,290
<b>Head of Business &amp; Technical Services</b>										
Head of Business & Technical Services	96,780	1,190	-	-	-	-	-	-	80	98,050
Business Services	288,050	6,710	-	-	(1,840)	-	-	-	29,460	322,380
Engineers	588,260	14,130	-	-	(50,000)	-	-	-	850	553,240
Surveyors	791,760	22,510	-	-	-	-	-	-	1,630	815,900
Facilities - Admin Buildings	482,550	9,700	-	(6,000)	-	-	-	-	-	486,250
Centralised Costs	451,700	-	-	-	-	-	-	-	(49,770)	401,930
<b>Head of Customer &amp; Digital Services</b>										
Head of Digital and Design	2,298,770	48,390	-	15,000	(47,000)	-	-	-	(34,030)	2,281,130
ICT, Systems Support and Development Team	-	-	-	-	-	-	-	-	-	0
Customer Services	1,278,200	33,060	-	-	(20,000)	-	-	-	3,870	1,295,130
Parking Services	155,660	3,830	-	-	-	-	-	-	340	159,830
Business Support	132,620	3,580	-	-	(25,750)	-	-	-	800	111,250
Elections	206,820	7,460	-	-	-	-	-	-	870	215,150
<b>Head of Revenues &amp; Benefits</b>										
Revenues & Benefits	1,746,580	50,810	-	-	(115,280)	-	-	-	(9,840)	1,672,270
<b>TOTAL COST</b>	<b>11,581,650</b>	<b>347,740</b>	<b>0</b>	<b>59,950</b>	<b>(373,520)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>242,660</b>	<b>11,858,480</b>

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



ADUR & WORTHING  
COUNCILS

SERVICE	ESTIMATE 2019/2020	ESTIMATE 2020/2021
	£	£
<b>DIRECTOR FOR ECONOMY</b>		
Director of Economy Office	174,910	177,190
Directorate Vacancy Provision	(92,710)	(92,710)
	<b>82,200</b>	<b>84,480</b>
<b>Head of Planning &amp; Development</b>		
Head of Planning & Development	96,640	97,900
Planning Policy	318,340	332,250
Development Control	1,153,930	1,163,260
Building Control	506,660	538,380
LLPG	22,880	22,690
Land Charges	107,180	113,460
	<b>2,205,630</b>	<b>2,267,940</b>
<b>Head of Major Projects &amp; Investment</b>		
Estates	363,620	382,950
Major Projects	315,620	322,990
	<b>679,240</b>	<b>705,940</b>
<b>Head of Place &amp; Economy</b>		
Head of Place & Economy	70,680	86,660
Economic Development	307,230	319,260
Tourism & Events	121,720	123,960
	<b>499,630</b>	<b>529,880</b>
<b>Head of Culture</b>		
Head of Culture	108,970	-
	<b>108,970</b>	-
<b>TOTAL for ECONOMY</b>	<b>3,575,670</b>	<b>3,588,240</b>

**JOINT ECONOMY DIRECTORATE - 2020/2021 - SUBJECTIVE ANALYSIS**



ADUR & WORTHIN  
COUNCILS

SERVICE / ACTIVITY	Staff FTE	Employees	Direct Recharges	Premises	Transport	Supplies & Services	Third Party	Income	Service Controlled Budget	TOTAL BUDGET
		£	£	£	£	£	£	£	£	£
<b>DIRECTOR OF ECONOMY</b>										
Director of Economy Office	2	82,520	-	-	510	1,450	-	-	84,480	84,480
<b>Head of Planning &amp; Development</b>										
Head of Planning & Development	1	97,030	-	-	110	760	-	-	97,900	97,900
Planning Policy	6	391,130	-	-	1,770	3,020	-	(63,670)	332,250	332,250
Development Control	24.3	1,097,920	-	-	2,930	62,410	-	-	1,163,260	1,163,260
Building Control	10.2	537,770	-	3,080	5,910	48,000	-	(56,380)	538,380	538,380
LLPG	1	51,040	-	-	30	16,430	-	(44,810)	22,690	22,690
Land Charges	3.4	110,000	-	-	-	3,460	-	-	113,460	113,460
<b>Head of Major Projects &amp; Investment</b>										
Estates	6	378,530	-	-	1,530	2,890	-	-	382,950	382,950
Major Projects	4	275,850	-	-	1,050	81,790	-	(35,700)	322,990	322,990
<b>Head of Place &amp; Economy</b>										
Head of Place & Economy	1	86,660	-	-	-	-	-	-	86,660	86,660
Economic Development	11.2	306,800	-	-	470	11,990	-	-	319,260	319,260
<b>Head of Culture</b>										
Head of Culture	1	-	-	-	-	-	-	-	0	0
<b>TOTAL COST</b>	<b>74.1</b>	<b>3,528,050</b>	<b>0</b>	<b>3,080</b>	<b>14,790</b>	<b>256,590</b>	<b>0</b>	<b>(214,270)</b>	<b>3,588,240</b>	<b>3,588,240</b>

**Percentage Direct Cost**

93%

0%

0%

0%

7%

0%

## JOINT ECONOMY DIRECTORATE - 2020/2021 - VARIANCE ANALYSIS



SERVICE / ACTIVITY	Original Budget 2019/2020	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 ECONOMY</b>										
Director of Economy Office	82,200	2,130	-	-	-	-	-	-	150	84,480
<b>Head of Planning &amp; Development</b>										
Head of Planning & Development	96,640	1,180	-	-	-	-	-	-	80	97,900
Planning Policy	318,340	12,720	-	-	-	-	-	-	1,190	332,250
Development Control	1,153,930	6,360	-	-	-	-	-	-	2,970	1,163,260
Building Control	506,660	9,980	-	-	-	-	-	-	21,740	538,380
LLPG	22,880	(270)	-	-	-	-	-	-	80	22,690
Land Charges	107,180	5,560	-	-	-	-	-	-	720	113,460
<b>Head of Major Projects &amp; Investment</b>										
Estates	363,620	18,240	-	-	-	-	-	-	1,090	382,950
Major Projects	315,620	6,730	-	-	-	-	-	-	640	322,990
<b>Head of Place &amp; Economy</b>										
Head of Place & Economy	70,680	16,120	-	-	-	-	-	-	(140)	86,660
Economic Development	307,230	11,280	-	-	-	-	-	-	750	319,260
<b>Head of Culture</b>										
Head of Culture	108,970	(1,640)	-	-	-	-	-	-	(107,330)	0
Tourism and Events	121,720	1,980	-	-	-	-	-	-	260	123,960
<b>TOTAL COST</b>	<b>3,575,670</b>	<b>90,370</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(77,800)</b>	<b>3,588,240</b>