

Appendix 2 Revenue Budget

2023/24 Revenue Budget Overview

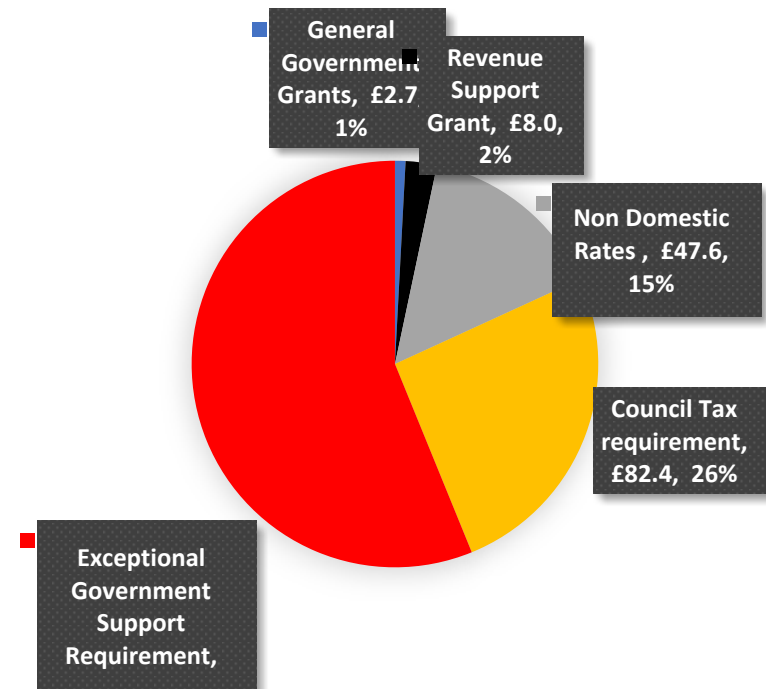
Gross expenditure to be incurred in the delivery of Council services in 2023/24 is **£511.864m**. After taking income and specific grants into account, the net cost of services amounts to £327.647m

The **£180.159m** shortfall in available funding will require exceptional government support. This equates to 56% of the overall funding requirement.

| Budget Breakdown | 2023/24 Indicative Budget £'000 |
|---|------------------------------------|
| Gross Expenditure | 511,847 |
| Deduct: | 0 |
| <i>Income</i> | <i>(51,805)</i> |
| <i>Specific Grants - Better Care Fund</i> | <i>(22,692)</i> |
| <i>Specific Government Grants - Dedicated Schools Grant</i> | <i>(51,258)</i> |
| <i>Specific Government Grants (excluding DSG)</i> | <i>(58,446)</i> |
| Subtotal: Net cost of Services | 327,647 |
| <i>General Government Grants</i> | <i>(2,686)</i> |
| <i>Revenue Support Grant</i> | <i>(7,967)</i> |
| <i>Non Domestic Rates</i> | <i>(47,592)</i> |
| <i>Non-Domestic Rates Collection Fund surplus *</i> | <i>(4,894)</i> |
| <i>Council Tax requirement</i> | <i>(82,355)</i> |
| <i>2023/24 Council Tax Hardship Fund</i> | 616 |
| <i>Council Tax Collection Fund Surplus*</i> | <i>(2,611)</i> |
| Subtotal: Total funding | (147,488) |
| Exceptional Government Support Requirement | (180,159) |
| Balanced budget | 0 |

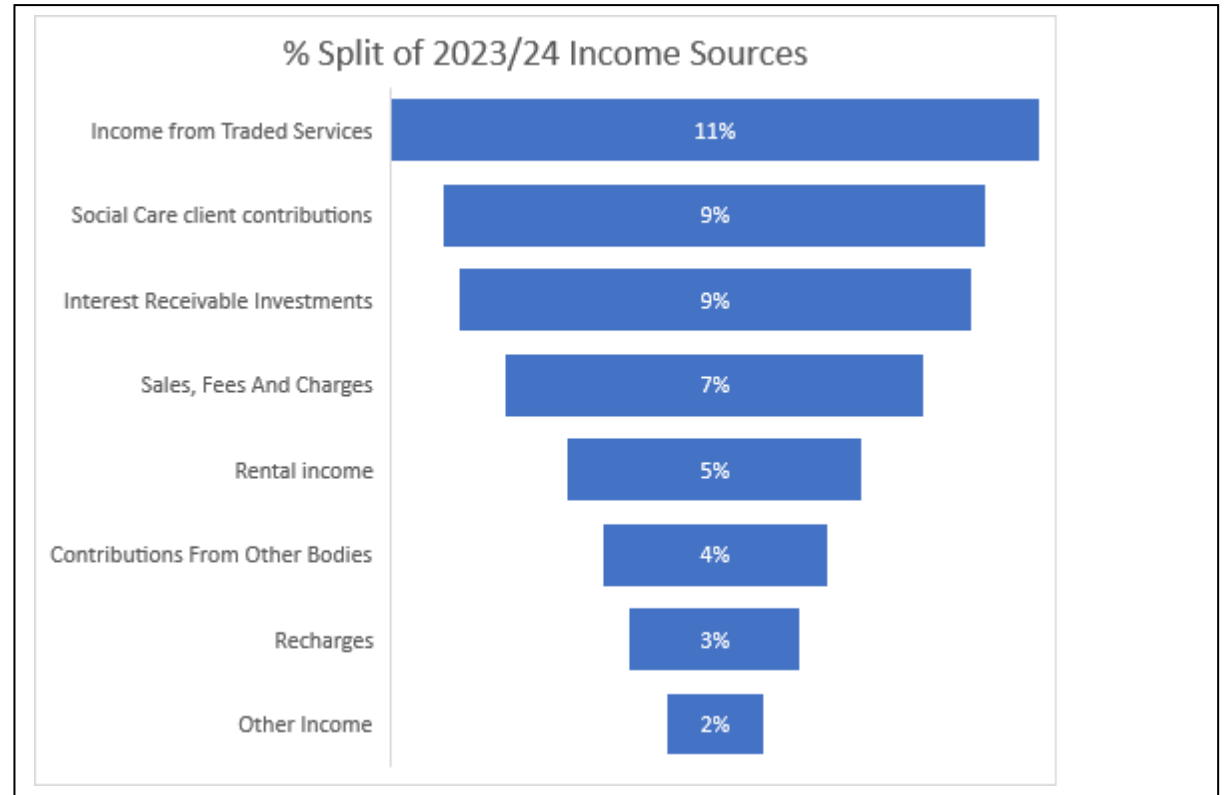
% Breakdown of 2023/24 Total Net Funding (£m)

excluding collection fund surpluses



Income

| Income Analysis | 2023/24 Indicative Budget £'000 |
|----------------------------------|---------------------------------|
| Income from Traded Services | (11,522) |
| Social Care client contributions | (9,645) |
| Interest Receivable Investments | (9,114) |
| Sales, Fees And Charges | (7,462) |
| Rental income | (5,251) |
| Contributions From Other Bodies | (4,022) |
| Recharges | (3,058) |
| Other Income | (1,730) |
| | (51,805) |



| Sales, Fees & Charges by Portfolio | 2022/23 Revised budget £'000 | 2022/23 Forecast £'000 | 2023/24 Indicative budget £'000 |
|---|-------------------------------------|-------------------------------|--|
| Adults & Health | (116) | (103) | (123) |
| Central Services | (101) | (96) | (101) |
| Children & Education | (752) | (611) | (675) |
| Culture & Communities | (1,035) | (874) | (1,075) |
| Environment | (828) | (849) | (830) |
| Growth | (1,591) | (1,407) | (1,591) |
| Housing | (309) | (298) | (329) |
| Transport & Public safety | (2,795) | (2,954) | (2,737) |
| Total | (7,528) | (7,192) | (7,462) |

The 2023/24 Fees and charges target is an increase of 4% on our anticipated current year recovery levels.

| Sales, Fees & Charges | |
|---------------------------------------|--|
| Key areas: | 2023/24 Indicative budget £'000 |
| Planning | (1,180) |
| Parking | (523) |
| Street works | (480) |
| Environment Enforcement | (317) |
| Licensing | (314) |
| Burials & Cemeteries | (305) |
| Registrar | (303) |
| Music Service | (284) |
| Theatre sales | (269) |
| Grangewaters Outdoor Education Centre | (265) |
| Total of key areas | (4,242) |
| % of 23/24 F&C budget | 57% |

Traded Services

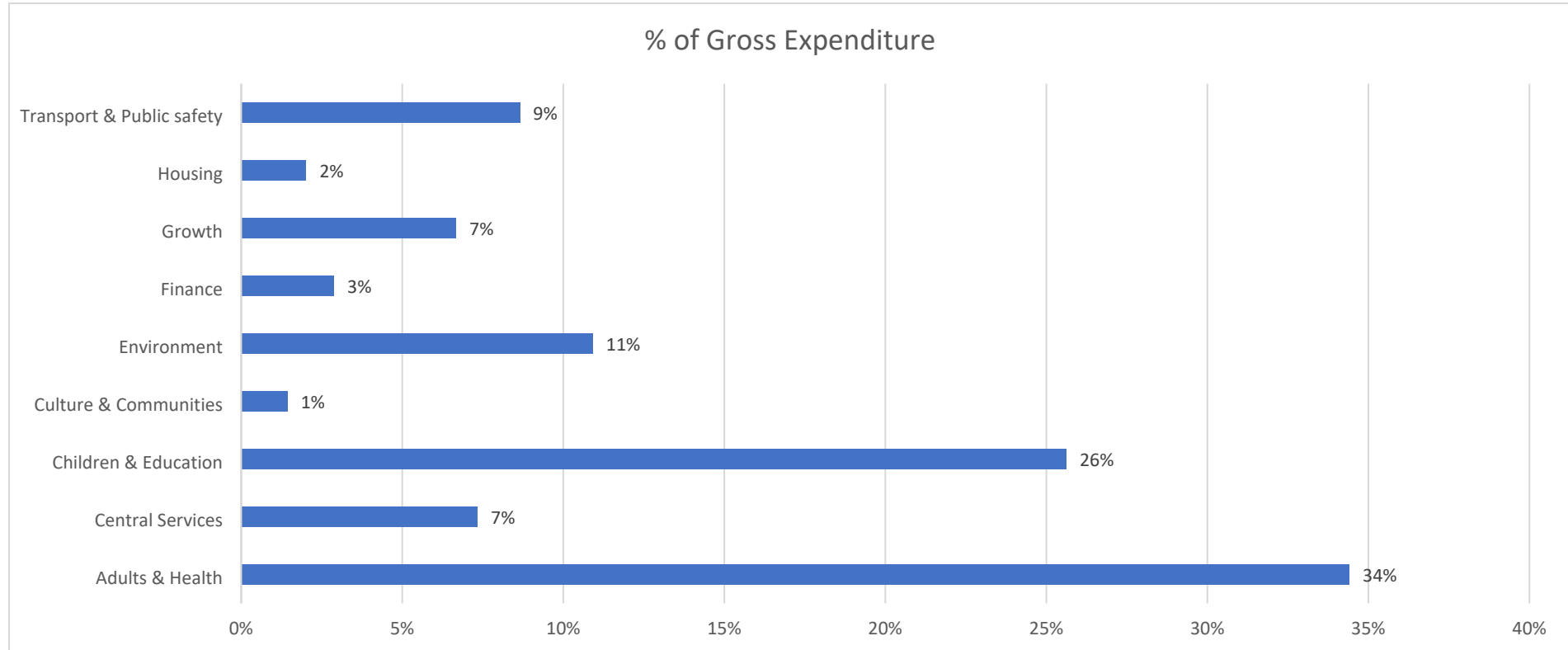
92% of income generated through traded services derives from 3 key areas:

| Key Traded service areas | 2023/24 Income target £'000 |
|---------------------------------|------------------------------------|
| Counter Fraud and Investigation | (5,820) |
| Catering Service | (3,885) |
| Trade Waste Service | (890) |
| | (10,595) |

Income analysis

Gross Expenditure

The below chart shows that 60% of operational spend are within the delivery of Children's & Adults Services



This chart excludes:

Dedicated Schools Budget & Better Care fund

Net Cost of Services Changes from 2022/23 budget to 2023/24 indicative budget by portfolio:

| Portfolio | 2022/23 Revised budget £'000 | Removal of one-off funding £'000 | Government resources £'000 | Inflation & Other Increases £'000 | Social Care Demand Growth £'000 | 2022/23 Budget Monitoring Pressures £'000 | Intervention Costs £'000 | Use of Non-recurrent funding £'000 | Proposed Savings £'000 | Treasury £'000 | Prior years capitalisation £'000 | Budget re-base £'000 | 2023/24 Indicative budget £'000 |
|---------------------------------|---------------------------------|-------------------------------------|-------------------------------|--------------------------------------|------------------------------------|--|-----------------------------|---------------------------------------|---------------------------|-------------------|-------------------------------------|-------------------------|------------------------------------|
| Adults & Health | 49,458 | (953) | (3,968) | 1,324 | 3,996 | 3,039 | 0 | 0 | (1,050) | 0 | 0 | 49 | 51,896 |
| Central Services | 15,559 | 0 | 0 | 880 | 0 | 130 | 0 | 0 | (734) | 0 | 0 | (0) | 15,836 |
| Children & Education | 41,444 | (145) | 0 | 1,297 | 1,250 | 2,010 | 0 | 0 | (705) | 0 | 0 | 0 | 45,151 |
| Culture & Communities | 2,313 | 0 | 0 | 147 | 0 | 0 | 0 | 0 | (90) | 0 | 0 | (42) | 2,328 |
| Environment | 21,963 | 0 | 0 | 2,018 | 0 | 322 | 0 | 0 | (431) | 0 | 0 | 31 | 23,903 |
| Finance | 5,783 | 0 | 0 | 383 | 0 | 370 | 0 | 0 | (190) | 0 | 0 | (0) | 6,346 |
| Growth | 8,523 | (1,543) | 0 | 1,350 | 0 | 0 | 0 | 0 | (140) | 0 | 0 | 2 | 8,193 |
| Housing | 1,581 | (718) | 0 | 144 | 750 | 0 | 0 | 0 | (502) | 0 | 0 | 0 | 1,255 |
| Transport & Public safety | 11,729 | 0 | 0 | 1,297 | 0 | 320 | 0 | 0 | (1,738) | 0 | 0 | (41) | 11,567 |
| Finance - Central Financing | (851) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (566) | 0 | 0 | 0 | (1,417) |
| Finance - Other Operating Costs | (22,107) | 13,758 | 0 | 3,220 | 0 | 2,400 | 6,206 | 17,631 | (2,000) | 0 | 0 | (2) | 19,106 |
| Finance - Treasury | (18,996) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 61,605 | 100,874 | 0 | 143,484 |
| Grand Total | 116,400 | 10,398 | (3,968) | 12,060 | 5,996 | 8,591 | 6,206 | 17,631 | (8,146) | 61,605 | 100,874 | (2) | 327,647 |

Net Cost of Services 2023/24 budget breakdown by portfolio then service area:

| Portfolio | Expenditure £'000 | Income £'000 | Specific Government Grants - (DSG) £'000 | Specific Government Grants (excl. DSG) £'000 | Specific Grants (BCF) £'000 | 2023/24 Indicative Budget £'000 |
|---------------------------------|----------------------|-----------------|--|--|--------------------------------------|--|
| Adults & Health | 104,744 | (12,234) | | (17,922) | (22,692) | 51,896 |
| Central Services | 17,519 | (1,683) | | 0 | | 15,836 |
| Children & Education | 112,394 | (5,374) | (51,258) | (10,611) | | 45,151 |
| Culture & Communities | 3,438 | (1,110) | | 0 | | 2,328 |
| Environment | 26,039 | (2,101) | | (35) | | 23,903 |
| Finance | 6,889 | (544) | | 0 | | 6,346 |
| Growth | 15,921 | (7,419) | | (310) | | 8,193 |
| Housing | 4,819 | (2,001) | | (1,563) | | 1,255 |
| Transport & Public safety | 20,652 | (8,876) | | (209) | | 11,567 |
| Finance - Central Financing | 27,728 | (1,349) | | (27,796) | | (1,417) |
| Finance - Other Operating Costs | 19,106 | 0 | | 0 | | 19,106 |
| Finance - Treasury | 152,597 | (9,114) | | | | 143,484 |
| Grand Total | 511,847 | (51,805) | (51,258) | (58,446) | (22,692) | 327,647 |

| Portfolio | Service | Expenditure £'000 | Income £'000 | Specific Government Grants (DSG) £'000 | Specific Government Grants (excl. DSG) £'000 | Specific Grants (BCF) £'000 | 2023/24 Indicative Budget £'000 |
|--|-----------------------------------|----------------------|-----------------|---|---|-----------------------------------|--|
| Adults & Health | Assistive Equipment & Technology | 849 | 0 | | (150) | | 699 |
| | Better Care Fund | 22,692 | | | | (22,692) | 0 |
| | Commissioning & Service Delivery | 5,133 | (166) | | (6,064) | | (1,097) |
| | External Placements | 48,675 | (10,815) | | 649 | | 38,509 |
| | Fieldwork Services | 5,074 | (38) | | | | 5,036 |
| | Provider Services | 9,673 | (925) | | | | 8,748 |
| | Public Health | 12,648 | (291) | | (12,357) | | 0 |
| Adults & Health Total | | 104,744 | (12,234) | | (17,922) | (22,692) | 51,896 |
| Central Services | Chief Executive | 376 | 0 | | 0 | | 376 |
| | Democratic Services | 272 | (6) | | | | 266 |
| | Electoral Services | 459 | (1) | | 0 | | 458 |
| | HR; OD and Transformation | 5,371 | (526) | | | | 4,845 |
| | ICT | 4,773 | (633) | | | | 4,140 |
| | Legal Services | 2,398 | (380) | | | | 2,018 |
| | Members Services | 904 | 0 | | | | 904 |
| | Social Care Performance | 804 | (72) | | | | 731 |
| | Strategy; Communications & Cust | 2,162 | (64) | | | | 2,098 |
| Central Services Total | | 17,519 | (1,683) | | 0 | | 15,836 |
| Children & Education | Children and Family Services | 42,593 | (253) | | (7,874) | | 34,465 |
| | Dedicated Schools Budget | 51,282 | (24) | (51,258) | | | 0 |
| | Education & Skills | 12,984 | (5,062) | | (2,737) | | 5,186 |
| | Head Start Housing Service | 990 | (35) | | | | 955 |
| | School Transport | 4,545 | 0 | | 0 | | 4,545 |
| Children & Education Total | | 112,394 | (5,374) | (51,258) | (10,611) | | 45,151 |
| Culture & Communities | Community Development | 2,251 | (101) | | | | 2,150 |
| | Economic Growth & Partnerships | 754 | (671) | | 0 | | 84 |
| | Emergency Planning and Resilienc | 144 | | | | | 144 |
| | Strategy; Communications & Cust | 289 | (338) | | | | (50) |
| Culture & Communities Total | | 3,438 | (1,110) | | 0 | | 2,328 |
| Environment | Environment and Highways | 2,006 | (336) | | | | 1,670 |
| | Street Scene and Leisure | 24,033 | (1,765) | | (35) | | 22,233 |
| Environment Total | | 26,039 | (2,101) | | (35) | | 23,903 |
| Finance | Corporate Finance | 6,585 | (544) | | 0 | | 6,041 |
| | Legal Services | 305 | | | | | 305 |
| Finance Total | | 6,889 | (544) | | 0 | | 6,346 |
| Finance - Central Fin | Council Tax | | (936) | | 0 | | (936) |
| | Housing Benefits | 27,710 | (362) | | (27,796) | | (448) |
| | NNDR | 19 | (51) | | | | (33) |
| Finance - Central Financing Total | | 27,728 | (1,349) | | (27,796) | | (1,417) |
| Finance - Other Oper | Corporate Costs | 7,338 | 0 | | 0 | | 7,338 |
| | Levies | 614 | 0 | | | | 614 |
| | Pension / Corporate Overheads | 1,307 | | | 0 | | 1,307 |
| | Use of reserves/capital receipts | 9,848 | | | | | 9,848 |
| Finance - Other Operating Costs Total | | 19,106 | 0 | | 0 | | 19,106 |
| Finance - Treasury | Interest | 56,036 | (9,114) | | | | 46,922 |
| | Treasury Management Costs | 96,562 | | | | | 96,562 |
| Finance - Treasury Total | | 152,597 | (9,114) | | | | 143,484 |
| Growth | Chief Executive | 60 | 0 | | 0 | | 60 |
| | Economic Growth & Partnerships | 1,850 | (309) | | (310) | | 1,230 |
| | Emergency Planning and Resilienc | 380 | (36) | | 0 | | 345 |
| | Lower Thames Crossing & Transp | 228 | (79) | | | | 149 |
| | Place Delivery | 611 | (330) | | 0 | | 280 |
| | Planning; Transportation and Publ | 2,792 | (1,625) | | 0 | | 1,168 |
| | Property | 10,000 | (5,039) | | | | 4,961 |
| Growth Total | | 15,921 | (7,419) | | (310) | | 8,193 |
| Housing | Development | 273 | | | | | 273 |
| | Financing and Recharges | 26,469 | | | | | 26,469 |
| | Homelessness | 3,444 | (1,313) | | (1,188) | | 942 |
| | Private Sector Housing | 859 | (225) | | (375) | | 259 |
| | Rent and Income | (54,587) | | | | | (54,587) |
| | Repairs and Maintenance | 13,207 | | | | | 13,207 |
| | Supervision and Management | 14,638 | | | | | 14,638 |
| | Travellers | 516 | (463) | | | | 53 |
| Housing Total | | 4,819 | (2,001) | | (1,563) | | 1,255 |
| Transport & Public sa | Counter Fraud & Enforcement | 6,235 | (7,581) | | | | (1,346) |
| | Highways; Fleet and Logistics | 8,827 | (647) | | | | 8,180 |
| | Planning; Transportation and Publ | 5,590 | (648) | | (209) | | 4,733 |
| Transport & Public safety Total | | 20,652 | (8,876) | | (209) | | 11,567 |
| Grand Total | | 511,847 | (51,805) | (51,258) | (58,446) | (22,692) | 327,647 |

2023/24 Overall Budget allocation

The below table shows the full impact of all changes within the MTFs on each portfolio and includes all funding and assumed exceptional government support requirement to demonstrate a balanced budget position:

| Portfolio | 2022/23 Revised budget £'000 | Removal of one-off funding £'000 | Government resources £'000 | Inflation & Other Increases £'000 | Social Care Demand Growth £'000 | 2022/23 Budget Monitoring Pressures £'000 | Intervention Costs £'000 | Use of Non-recurrent funding £'000 | Proposed Savings £'000 | Treasury £'000 | Prior years capitalisation £'000 | Exceptional Government Support Requirement £'000 | Budget re-base £'000 | 2023/24 Indicative budget £'000 |
|---|------------------------------|----------------------------------|----------------------------|-----------------------------------|---------------------------------|---|--------------------------|------------------------------------|------------------------|----------------|----------------------------------|--|----------------------|---------------------------------|
| Adults & Health | 49,458 | (953) | (3,968) | 1,324 | 3,996 | 3,039 | 0 | 0 | (1,050) | 0 | 0 | 0 | 49 | 51,896 |
| Central Services | 15,559 | 0 | 0 | 880 | 0 | 130 | 0 | 0 | (734) | 0 | 0 | 0 | (0) | 15,836 |
| Children & Education | 40,826 | (145) | 0 | 1,297 | 1,250 | 2,010 | 0 | 0 | (705) | 0 | 0 | 0 | 0 | 44,532 |
| Culture & Communities | 2,313 | 0 | 0 | 147 | 0 | 0 | 0 | 0 | (90) | 0 | 0 | 0 | (42) | 2,328 |
| Environment | 21,963 | 0 | 0 | 2,018 | 0 | 322 | 0 | 0 | (431) | 0 | 0 | 0 | 31 | 23,903 |
| Finance | 5,783 | 0 | 0 | 383 | 0 | 370 | 0 | 0 | (190) | 0 | 0 | 0 | (0) | 6,346 |
| Growth | 7,850 | (1,543) | 0 | 1,350 | 0 | 0 | 0 | 0 | (140) | 0 | 0 | 0 | 2 | 7,519 |
| Housing | 1,581 | (718) | 0 | 144 | 750 | 0 | 0 | 0 | (502) | 0 | 0 | 0 | 0 | 1,255 |
| Transport & Public safety | 11,684 | 0 | 0 | 1,297 | 0 | 320 | 0 | 0 | (1,738) | 0 | 0 | 0 | (41) | 11,522 |
| Finance - Central Financing | (115,913) | (10,398) | 1,560 | 0 | 0 | 0 | 0 | 0 | (566) | 0 | 0 | 0 | 0 | (147,568) |
| Finance - Other Operating Costs | (22,107) | 13,758 | 0 | 3,220 | 0 | 2,400 | 6,206 | 17,631 | (2,000) | 0 | 0 | 0 | (2) | 19,106 |
| Finance - Treasury | (18,996) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 61,605 | 100,874 | 0 | 0 | 143,484 |
| Additional Government Support Requirement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (180,159) | 0 | (180,159) |
| Grand Total | 0 | 0 | (2,407) | 12,060 | 5,996 | 8,591 | 6,206 | 17,631 | (8,146) | 61,605 | 100,874 | (180,159) | (2) | 0 |