

FINANCIAL STRATEGY 2011/12 AND BEYOND													
REVENUE COST PRESSURES			Change compared to 2010/11					Investment Type	Service to Enter		Services Risk Assessment	FAP Team	Note
Ref No.	Service	Title	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000		Impact (1 - 4)	Likelihood (A - F)		Strategic (1 - 5)	
BenRevR01	Benefits and Revenues	Concessionary Bus Passes - Production of Passes		0				1b	1	A	1A	1	1
CPR02	Corporate Performance	ICT and Related Services Agreement	20	20	20	20	20	1a	1	A	1A	1	
EnvR01	Environmental Services	Bathside Pollution Control			100	100	100	4	1	A	1A	1	
EnvR12	Environmental Services	Establish Bathside Border Inspection Post					180	4	1	A	1A	1	
FSR02	Financial Services	Additional Pension Scheme Costs following Pension Fund Triennial Actuarial Review 2010	0	0	0	0	0	1a	1	A	1A	1	2
FSR03	Financial Services	Specialist and Other Insurance Assistance for Retender			12			1a	1	A	1A	1	
HRR02	Human Resources and Customer Services	Member Training	10					1	2	B	2B	1	3
LegR01	Legal Services	District Council Elections	120	30	30	30	30	1a	1	A	1A	1	
LeiR01	Leisure Services	Reduction in Cemetery Income	15	15	15	15	15	1a	1	A	1A	1	
LeiR02	Leisure Services	Reduction in Crematorium Income	27	27	27	27	27	1a	1	A	1A	1	
PlanR04	Planning	E-Planning ICT Investment Licence Agreements	49									1	4
		<b>TOTAL PRIORITY 1</b>	<b>241</b>	<b>92</b>	<b>204</b>	<b>192</b>	<b>372</b>						
CPR01	Corporate Performance	GCSX Communication Link	8	8	8	8	8	1a	1	A	1A	2	
EnvR02	Environmental Services	Network Rail Legal Costs	0						1	A	1A	2	5
EnvR04	Environmental Services	Renewal of Street Cleansing Contract		35	140	140	140	2	2	A	2A	2	
EnvR05	Environmental Services	Investigations Officer - Fly Tipping	45	45	45	45	45	4	2	A	2A	2	
EnvR07	Environmental Services	Household Waste and Recycling Collection Contract		37	220	220	220	1b	1	A	1A	2	
EnvR08	Environmental Services	Pest Control Service				5	5	1b	2	A	2A	2	
EnvR09	Environmental Services	Dog Warden Service				5	5	1b	1	B	1B	2	
EnvR10	Environmental Services	Litter Clearance on A120 and A133 Trunk Roads	9	9	9	9	9	2	2	B	2B	2	
EnvR13	Environmental Services	Reletting of Glass Contract	5	5	5	5	5	2	1	A	1A	2	
EnvR14	Environmental Services	Neighbourhood Renewal Assessment	150	50					1	A	1A	2	
EnvR15	Environmental Services	Introduction of Selective Licensing of Landlords	25	50					2	B	2B	2	
EnvR16	Environmental Services	Retention of Joint Health Inequalities Post with PCT	20	20	20	20		5	2	A	2A	2	
ENVR17	Environmental Services	Shared Funding to Support Senior Health Specialist Post	23	23								2	6
FSR01	Financial Services	Consultancy to Upgrade Agresso Major Releases				20		1a	2	A	2A	2	
HRR02	Human Resources and Customer Services	Member Training	20	10	10	10	10	1	2	B	2B	2	7
HRR03	Human Resources and Customer Services	Increase in Training Budget	10	10	10	10	10	4	2	B	2B	2	
HRR04	Human Resources and Customer Services	Job Evaluation Maintenance	200	200	200	200	200	1b	2	C	2C	2	
HRR05	Human Resources and Customer Services	Repair and Maintenance Office Buildings	50	50	50	50	50	4	2	B	2B	2	
HRR06	Human Resources and Customer Services	Repair and Maintenance Depots	10	10	10	10	10	4	2	B	2B	2	
HRR08	Human Resources and Customer Services	Office Cleaning - Materials and Consumables	10	10	10	10	10	4	2	B	2B	2	
HRR10	Human Resources and Customer Services	Repair and Maintenance - Bulk Bin Collection	10	10	10	10	10	4	2	B	2B	2	
LegR02	Legal Services	Legal Prosecution Fees (Licensing)	10	10	10	10	10	1b	2	A	2A	2	
LeiR03	Leisure Services	Tourism Publications - Reduction in Advertising Income	11	11	11	11	11	1a	3	A	3A	2	
LeiR04	Leisure Services	Tour de Tendring	0	20	18	16	14	1b	4	B	4B	2	
LeiR05	Leisure Services	Action Zone Programme	50	0	0	0	0	4	2	B	2B	2	
PlanR01	Planning	Defending the Council at Major Planning Inquiries	50	50	50	50	50	2	2	A	2A	2	
PlanR02	Planning	To Take Action on Listed Buildings Identified at Risk	50	50	50	50	50	2	2	A	2A	2	
PlanR03	Planning	External Legal Support - Planning Enforcement	15	15	15	15	15	2	1	A	1A	2	
TPR01	Technical and Procurement	Implement a Realistic Programme of Car Park Maintenance	50	50	50	50	50	1a	2	B	2B	2	
TPR03	Technical and Procurement	Dangerous Structures Standby Payments	8	8	8	8	8	4	1	A	1A	2	

TPR04	Technical and Procurement	Emergency Planning Standby Payments for First Call Officers	8	8	8	8	8	4	1	A	1A	2	
TPR05	Technical and Procurement	Reduction in Parking Revenue at Harwich Quay	10	10	10	10	10	1a	2	C	2C	2	
		<b>TOTAL PRIORITY 2</b>	<b>857</b>	<b>814</b>	<b>977</b>	<b>1,005</b>	<b>963</b>						
BenRevR02	Benefits and Revenues	Concessionary Bus Passes - Updating of Pass Photographs		40				1b	3	C	3C	3	
BenRevR03	Benefits and Revenues	Use of Bailiff for Ctax and NNDR	39	39	39	39	39	1b	3	C	3C	3	
EnvR03	Environmental Services	Membership of Keep Briatin Tidy Cleaner, Safer, Greener Network		5	5	5	5	2	3	A	3A	3	
EnvR06	Environmental Services	Household Food Waste Collection Service (part funding)		7	29	29	29	4	4	A	4A	3	
EnvR11	Environmental Services	Scores on the Doors	12					4	3	B	3B	3	
		<b>TOTAL PRIORITY 3</b>	<b>51</b>	<b>91</b>	<b>73</b>	<b>73</b>	<b>73</b>						
<b>TOTAL ALL PRIORITIES</b>			<b>1,149</b>	<b>997</b>	<b>1,254</b>	<b>1,270</b>	<b>1,408</b>						

**Note**

- 1 This cost pressure for £90,000 has been removed as there is actually funding available to meet this that has been carried forward from previous years.
- 2 This cost pressure has been reduced by £500,000 following receipt of the final deficiency figures following the triennial actuarial review undertaken as at 31 March 2010.
- 3 £10,000 has been moved from HRR02 - priority 2 to be funded as a priority 1. Grant from Improvement East is available to fund this.
- 4 This is a new cost pressure for 2011/12 to meet the cost of the licence for E-Planning. It will be offset by vacancies pending a wider review of the service and the opportunity to re-align this cost within the budget.
- 5 This cost pressure of £35,000 has been removed as this matter has now been settled.
- 6 This is a new cost pressure that has been included following a request from the PCT to share the funding of a joint Senior Health Specialist. A secondee from the PCT has been undertaking this joint role since October 2009. In order for the post to continue on a joint basis part funding is now requested by the PCT.
- 7 This cost pressure has been reduced by £10,000 which has been moved to a priority 1.

CAPITAL STRATEGY 2011/12 AND BEYOND													
INITIAL BUSINESS CASE AND APPRAISAL			Change compared to 2010/11					Investment Type	Service to Enter			FAP Team	
Ref No.	Service	Title	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000		Impact (1 - 4)	Likelihood (A - F)	Services Risk Assessment	Strategic (1 - 5)	
LeiC01	Leisure Services	Rolling Vehicle / Plan Replacement Programme					352	2	1	A	1A	1	
<b>TOTAL PRIORITY 1</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>352</b>						
BenRevC01	Benefits and Revenues	Replacement Folding and Inserting Machine		30				1b	2	B	2B	2	
BenRevC02	Benefits and Revenues	Replacement of High Volume Printers				10	12	1b	2	B	2B	2	
BenRevC03	Benefits and Revenues	Replacement of DIP Scanning Machine					42	1b	2	B	2B	2	
BenRevC04	Benefits and Revenues	Replacement of Northgate UNIX Server for Benefits and Revenues Core Database			60			1b	1	B	1B	2	
CPC01	Corporate Performance	Website Redevelopment	150					1a	1	A	1A	2	
CPC01	Corporate Performance	ICT Strategic Projects	75	75	75	75	75	1a	2	A	2A	2	
EnvC01	Environmental Services	Mandatory Disabled Facilities Grants	300	548	588	628	668	1b	1	A	1A	2	
EnvC02	Environmental Services	Empty Homes Strategy Implementation	100	100	100	100	100	4	2	C	2C	2	
EnvC03	Environmental Services	Demolitions in Jaywick	100	100	100	100	100	4	1	A	1A	2	
EnvC04	Environmental Services	Improvements to Public Conveniences at Rosemary Road and Pier Gap, Clacton - Alteration and Refurbishment to allow for Charging		100	100			3	4	E	4E	2	
HRC01	Human Resources and Customer Services	Expansion of the Building Management System	20					4	2	B	2B	2	
HRC02	Human Resources and Customer Services	Upgrade of Toilet Facilities at the Town Hall and Council Offices Weeley	45					4	2	B	2B	2	
HRC03	Human Resources and Customer Services	Installation of CCTV at Council Offices Weeley	20					4	2	B	2B	2	
HRC04	Human Resources and Customer Services	Upgrade of Existing Air Conditioning Units	15	15				4	2	B	2B	2	
LeiC02	Leisure Services	Clacton Leisure Centre - Replacement Roof	170					2&4	3	C	3C	2	
LeiC03	Leisure Services	Childrens Play Area's Rolling Refurbishment Programme	150	150	150	150	150	2&4	2	D	2D	2	
LeiC04	Leisure Services	Leisure Services Car Parks and Roadway Maintenance Programme	30	30	30	30	30	2&4	2	C	2C	2	
LeiC05	Leisure Services	Replacement of Beach Hut supports in Walton	30	30	30	30	30	2&4	1	A	1A	2	
LeiC08	Leisure Services	Resurfacing of District Wide Tennis Courts	35	35				1a	2	C	2C	2	
LeiC09	Leisure Services	Replacement of Brightlingsea Water Main		90				1b	3	B	3B	2	
LeiC12	Leisure Services	Decorate the Interior of the Princes Theatre Auditorium	20					1b	3	C	3C	2	
LeiC14	Leisure Services	Refurbishment of Brighlingsea Paddling Pool	40					1b	3	C	3C	2	
LeiC15	Leisure Services	Capital Projects for Local Sports Clubs	120					4	3	C	3C	2	
LeiC16	Leisure Services	Capital Investment - Manningtree Sports Centre	53					1b	3	C	3C	2	
TPC01	Technical and Procurement	Rewaterproof Car Park Decks at High Street Car Park Clacton	55					1b	1	A	1A	2	
<b>TOTAL PRIORITY 2</b>			<b>1,528</b>	<b>1,303</b>	<b>1,233</b>	<b>1,123</b>	<b>1,207</b>						
LeiC06	Leisure Services	Victorian Lights	66					1a	3	C	3C	3	
LeiC07	Leisure Services	Clacton Leisure Centre - Installation of New Floodlights on Synthetic Pitch		31				2	3	D	3D	3	
LeiC10	Leisure Services	Refurbishment of Essex Hall	25					1b	3	B	3B	3	
LeiC11	Leisure Services	Additional Ladies Toilet Facilities for the Princes Theatre	35					1b	3	C	3C	3	
<b>TOTAL PRIORITY 3</b>			<b>126</b>	<b>31</b>	<b>0</b>	<b>0</b>	<b>0</b>						
<b>TOTAL ALL PRIORITIES</b>			<b>1,654</b>	<b>1,334</b>	<b>1,233</b>	<b>1,123</b>	<b>1,559</b>						

**BUDGET REVIEW MEETINGS WITH PORTFOLIO HOLDERS AND HEADS OF SERVICE**

**APPENDIX B**

<b>Service - Benefits and Revenues</b>			<b>2011/12</b>
			<b>£</b>
10101560 Salaries - Overtime	Cashiers	Benefits & Revenues	-7,000
17001560 Training - Courses	Cashiers	Benefits & Revenues	-290
33001560 Public Transport - Officers	Cashiers	Benefits & Revenues	-130
33021560 Car Allowances - Officers	Cashiers	Benefits & Revenues	-200
43001560 Printing & Stationery	Cashiers	Benefits & Revenues	-500
43501560 Photocopier Hire	Cashiers	Benefits & Revenues	-330
44001560 Maintenance Under Service Agreements	Cashiers	Benefits & Revenues	-500
47531560 Computer - Application Software	Cashiers	Benefits & Revenues	500
10007820 Salaries	Concessionary Bus Passes	Benefits & Revenues	-2,870
12007820 Salaries - National Insurance	Concessionary Bus Passes	Benefits & Revenues	-100
46057820 MCL & Other Administration costs	Concessionary Bus Passes	Benefits & Revenues	-10,000
47007820 Postage	Concessionary Bus Passes	Benefits & Revenues	-500
17001580 Training - Courses	Revenues & Benefits	Benefits & Revenues	-10,000
30621580 Running Costs - Petrol	Revenues & Benefits	Benefits & Revenues	-200
33001580 Public Transport - Officers	Revenues & Benefits	Benefits & Revenues	-1,000
33021580 Car Allowances - Officers	Revenues & Benefits	Benefits & Revenues	-2,000
33121580 Car Allowances - Car Hire	Revenues & Benefits	Benefits & Revenues	-500
40941580 Other Equipment Hire/Leasing	Revenues & Benefits	Benefits & Revenues	-2,000
43501580 Photocopier Hire	Revenues & Benefits	Benefits & Revenues	-500
43551580 Books & Periodicals	Revenues & Benefits	Benefits & Revenues	-300
44001580 Maintenance Under Service Agreements	Revenues & Benefits	Benefits & Revenues	-300
45941580 Hired Services - PAT Testing	Revenues & Benefits	Benefits & Revenues	-200
46351580 Cash Collection Contract	Revenues & Benefits	Benefits & Revenues	-1,500
47161580 Mobile Telephone Costs	Revenues & Benefits	Benefits & Revenues	300
47531580 Computer - Application Software	Revenues & Benefits	Benefits & Revenues	-16,000
47541580 IT Consultancy	Revenues & Benefits	Benefits & Revenues	-4,000
55001580 Miscellaneous Expenses	Revenues & Benefits	Benefits & Revenues	-1,000
94501580 Income from Court Costs	Revenues & Benefits	Benefits & Revenues	-10,000
94521580 Costs & Legal Expenses Recoverable	Revenues & Benefits	Benefits & Revenues	10,000
			<b>-61,120</b>

<b>Service - Community Services</b>			
22006740 Rents Paid	Careline	Community Services	-6,380
42006740 Clothing & Uniforms	Careline	Community Services	-2,000
47106740 Telephones - Charges	Careline	Community Services	-1,500
14501020 Career Track Training Allowance	Careline and Other Services	Community Services	-9,100
44007000 Maintenance Under Service Agreements	CCTV	Community Services	-2,000
43557100 Books & Periodicals	Community Health/Safety	Community Services	-500
46747100 Hired Facilities	Community Health/Safety	Community Services	-1,000
55007100 Miscellaneous Expenses	Community Health/Safety	Community Services	-1,500
47161000 Mobile Telephone Costs	Community Services	Community Services	-200
47531000 Computer - Application Software	Community Services	Community Services	-200
48221000 Staff Allowances - Conference	Community Services	Community Services	-580
55006980 Miscellaneous Expenses	Community Special Projects	Community Services	-240
			<b>-25,200</b>

<b>Service - Corporate Performance</b>			
44601930 Legal & Professional Expenses	Asset Management	Corporate Performance	-14,000
49006530 Grants	Community Asset Off Setting Scheme	Corporate Performance	-4,000
17001100 Training - Courses	Corporate Performance Service	Corporate Performance	-110
33001100 Public Transport - Officers	Corporate Performance Service	Corporate Performance	-230
33021100 Car Allowances - Officers	Corporate Performance Service	Corporate Performance	-500
40001100 Furniture	Corporate Performance Service	Corporate Performance	70
43001100 Printing & Stationery	Corporate Performance Service	Corporate Performance	-530
43551100 Books & Periodicals	Corporate Performance Service	Corporate Performance	-380
48001100 Hospitality	Corporate Performance Service	Corporate Performance	-380
48801100 Subscriptions Paid	Corporate Performance Service	Corporate Performance	-1,020
48801760 Subscriptions Paid	IT Direct Service Costs	Corporate Performance	-2,000
55001760 Miscellaneous Expenses	IT Direct Service Costs	Corporate Performance	-500
63251760 Additional ICT Services	IT Direct Service Costs	Corporate Performance	-28,000
17001620 Training - Courses	IT Service Unit Account	Corporate Performance	-1,000
40001620 Furniture	IT Service Unit Account	Corporate Performance	-470
43001620 Printing & Stationery	IT Service Unit Account	Corporate Performance	-970
47531620 Computer - Application Software	IT Service Unit Account	Corporate Performance	-630
55001620 Miscellaneous Expenses	IT Service Unit Account	Corporate Performance	-130
21156700 Grounds Maintenance External Contractors	Jaywick Land	Corporate Performance	-1,130
45007120 Consultancy Fees	Residents Survey	Corporate Performance	-2,470
55007120 Miscellaneous Expenses	Residents Survey	Corporate Performance	-310
			<b>-58,690</b>

<b>Service - Environmental Services</b>			
21024700 Investigation Costs	Defective Drains	Environmental Services	-200
55004720 Miscellaneous Expenses	Dog Warden	Environmental Services	-700
33021060 Car Allowances - Officers	Environmental Services	Environmental Services	-500
91164910 Litter & Dog Penalty income	Litter & Dog Penalties	Environmental Services	-1,000

55004640	Miscellaneous Expenses	Port Health	Environmental Services	-1,300
60204640	Payments to Other LA's -.Agency & Contracted S	Port Health	Environmental Services	-460
90864640	De-ratting Certificates	Port Health	Environmental Services	-2,000
40404660	Equipment & Tools	Public Health	Environmental Services	1,000
45204660	Consultants Fees C and D Food Inspections	Public Health	Environmental Services	-2,000
46194760	Hired Services - Sampling, Testing & Investigatio	Public Health & Complaints	Environmental Services	-600
21274840	Bank Site Provision & Improvement	Recycling	Environmental Services	-300
54804840	TDC contribution Joint Waste Management Strat	Recycling	Environmental Services	-5,710
63004780	Contract Payment	Rodent & Pest Control	Environmental Services	-1,500
46424900	Provision of Litter Bins	Street Sweeping	Environmental Services	-1,550
				<b>-16,820</b>

#### Service - Financial Services

14501120	Career Track Training Allowance	Accountancy	Financial Services	-3,730
17001120	Training - Courses	Accountancy	Financial Services	-1,000
40001120	Furniture	Accountancy	Financial Services	-350
43001120	Printing & Stationery	Accountancy	Financial Services	-420
43551120	Books & Periodicals	Accountancy	Financial Services	1,000
45961120	Hired Services - Mortgage Administration	Accountancy	Financial Services	-400
33021140	Car Allowances - Officers	Audit Services	Financial Services	200
33021180	Car Allowances - Officers	Benefit Fraud Investigation	Financial Services	-1,500
44601180	Legal & Professional Expenses	Benefit Fraud Investigation	Financial Services	6,000
48801180	Subscriptions Paid	Benefit Fraud Investigation	Financial Services	1,500
55001180	Miscellaneous Expenses	Benefit Fraud Investigation	Financial Services	-690
94521180	Costs & Legal Expenses Recoverable	Benefit Fraud Investigation	Financial Services	-3,300
45046620	Consultants Fees - Financial Services	Corporate Management - General	Financial Services	-500
48226620	Staff Allowances - Conference	Corporate Management - General	Financial Services	-930
47101110	Telephones - Charges	Credit & Debit Card Payment System	Financial Services	-500
43001200	Printing & Stationery	Exchequer	Financial Services	-5,000
47531200	Computer - Application Software	Exchequer	Financial Services	1,000
33021220	Car Allowances - Officers	Financial Management & Administration	Financial Services	-500
43001220	Printing & Stationery	Financial Management & Administration	Financial Services	-390
43551220	Books & Periodicals	Financial Management & Administration	Financial Services	-200
55001220	Miscellaneous Expenses	Financial Management & Administration	Financial Services	-400
51716550	IRP Fees	Members - Other Costs	Financial Services	-600
33106540	Car Allowances - Members	Members Allowance	Financial Services	-3,800
47156540	Data Communication Charge	Members Allowance	Financial Services	-4,700
48416540	Members Allowances - Subsistence	Members Allowance	Financial Services	-1,000
51606540	Advertising	Members Allowance	Financial Services	-500
48796680	Essex Safeguarding Children/Adult Board	Other Corporate Costs	Financial Services	100
41106560	General Provisions	Other Democratic Costs	Financial Services	-600
46406560	Removal Expenses - Non Relocation	Other Democratic Costs	Financial Services	-1,000
45066640	Consultants Fees - Treasury Management	Treasury Management	Financial Services	-3,000
51926640	Brokerage	Treasury Management	Financial Services	3,000
				<b>-22,210</b>

#### Service - Housing Services

40001240	Furniture	Housing Services	Housing Services	-2,240
43551240	Books & Periodicals	Housing Services	Housing Services	-580
47501240	Computer - Purchase Of Equipment	Housing Services	Housing Services	-340
47531240	Computer - Application Software	Housing Services	Housing Services	-850
47561240	Miscellaneous Computer Costs	Housing Services	Housing Services	-1,030
48201240	Staff Allowances - Subsistence	Housing Services	Housing Services	-510
55001240	Miscellaneous Expenses	Housing Services	Housing Services	-300
				<b>-5,850</b>

#### Service - Human Resources and Customer Services

14456460	Authority Career Track Allowance	Career Track	Human Resources and Customer Services	27,560
40001420	Furniture	Human Resources & Customer Services	Human Resources and Customer Services	-610
43001420	Printing & Stationery	Human Resources & Customer Services	Human Resources and Customer Services	-2,240
15301810	Disturbance Allowance - Relocation	Manpower Planning Summary	Human Resources and Customer Services	-1,690
10101880	Salaries - Overtime	Office Accommodation Expenses	Human Resources and Customer Services	-2,440
40001880	Furniture	Office Accommodation Expenses	Human Resources and Customer Services	-1,210
44461880	Bulk Bin Collection	Office Accommodation Expenses	Human Resources and Customer Services	11,000
44481880	Confidential Waste	Office Accommodation Expenses	Human Resources and Customer Services	-1,000
46661880	Hygiene Services	Office Accommodation Expenses	Human Resources and Customer Services	-1,500
10108150	Salaries - Overtime	Office Cleaning	Human Resources and Customer Services	-1,000
40808150	Materials & Consumables	Office Cleaning	Human Resources and Customer Services	7,000
17021800	Training - Books Etc	Qualification Training	Human Resources and Customer Services	-370
17041800	Training - Travelling	Qualification Training	Human Resources and Customer Services	-3,665
15001807	Advertising - Recruitment	Recruitment & Relocation	Human Resources and Customer Services	-43,010
17151803	Training - Improvement East	Workforce Development	Human Resources and Customer Services	-3,830
80001803	Government Grants - Current Year	Workforce Development	Human Resources and Customer Services	3,750
				<b>-13,255</b>

#### Service - Legal Services

55007140	Miscellaneous Expenses	Community Governance	Legal Services	-5,730
43001340	Printing & Stationery	Legal Services - Management & Admin	Legal Services	-2,000
43501340	Photocopier Hire	Legal Services - Management & Admin	Legal Services	-1,000

44001340	Maintenance Under Service Agreements	Legal Services - Management & Admin	Legal Services	-790
46561340	Courier Cover	Legal Services - Management & Admin	Legal Services	-1,070
47161340	Mobile Telephone Costs	Legal Services - Management & Admin	Legal Services	-500
33021360	Car Allowances - Officers	Licensing Service Unit Account	Legal Services	-2,000
45087325	Consultants Fees - Specialist Appraisals	Licensing Under Licensing Act 2003	Legal Services	-570
51607325	Advertising	Licensing Under Licensing Act 2003	Legal Services	-540
43006580	Printing & Stationery	Member Support Cost	Legal Services	-5,110
43601300	DX Payments	Solicitors Service Unit	Legal Services	-630
44601300	Legal & Professional Expenses	Solicitors Service Unit	Legal Services	-540
44661300	Legal & Professional Expenses - Land Registry	Solicitors Service Unit	Legal Services	-800
				<b>-21,280</b>

### Service - Leisure Services

23046000	Energy Costs - Electricity	Beach Hut Sites	Leisure Services	-650
43006000	Printing & Stationery	Beach Hut Sites	Leisure Services	-560
46166000	Hired Services - Engineers and Architects	Beach Hut Sites	Leisure Services	-500
94816000	Transfer Fees	Beach Hut Sites	Leisure Services	-5,000
33025800	Car Allowances - Officers	Brightlingsea Sports Centre	Leisure Services	-500
10101990	Salaries - Overtime	Cem & Crem Service Unit Account	Leisure Services	-230
14501990	Career Track Training Allowance	Cem & Crem Service Unit Account	Leisure Services	-2,000
23044540	Energy Costs - Electricity	Cemeteries - Operational	Leisure Services	-500
25004540	Water Services - Metered	Cemeteries - Operational	Leisure Services	-200
42004540	Clothing & Uniforms	Cemeteries - Operational	Leisure Services	-150
47104540	Telephones - Charges	Cemeteries - Operational	Leisure Services	-100
54554540	Miscellaneous Memorabilia	Cemeteries - Operational	Leisure Services	-150
91124540	Memorials Misc	Cemeteries - Operational	Leisure Services	-4,000
91144540	Miscellaneous Memorabilia	Cemeteries - Operational	Leisure Services	-500
24104560	National Non Domestic Rates	Crematorium - Operational	Leisure Services	-1,288
40004560	Furniture	Crematorium - Operational	Leisure Services	-110
42004560	Clothing & Uniforms	Crematorium - Operational	Leisure Services	-80
42204560	Laundry	Crematorium - Operational	Leisure Services	-50
43554560	Books & Periodicals	Crematorium - Operational	Leisure Services	-30
45974560	Hired Services - Payments to Contractors	Crematorium - Operational	Leisure Services	-2,880
47104560	Telephones - Charges	Crematorium - Operational	Leisure Services	-200
91144560	Miscellaneous Memorabilia	Crematorium - Operational	Leisure Services	-1,000
21006060	Building Repairs	First Aid Posts	Leisure Services	-300
40806060	Materials & Consumables	First Aid Posts	Leisure Services	-100
49006060	Grants	First Aid Posts	Leisure Services	-400
48806300	Subscriptions Paid	Grants - Cultural Activities	Leisure Services	-320
24105820	National Non Domestic Rates	Harwich Sports Centre	Leisure Services	-3,240
40008125	Furniture	Horticultural Services	Leisure Services	-90
40808125	Materials & Consumables	Horticultural Services	Leisure Services	-800
42008125	Clothing & Uniforms	Horticultural Services	Leisure Services	-250
43008125	Printing & Stationery	Horticultural Services	Leisure Services	-100
44408125	Waste Disposal	Horticultural Services	Leisure Services	-250
45978125	Hired Services - Payments to Contractors	Horticultural Services	Leisure Services	-370
47108125	Telephones - Charges	Horticultural Services	Leisure Services	-150
47148125	Telephones - Officers Rentals Reimbursed	Horticultural Services	Leisure Services	-100
33021400	Car Allowances - Officers	Leisure	Leisure Services	-1,175
24108540	National Non Domestic Rates	Leisure Centre Clacton	Leisure Services	-9,770
51608540	Advertising	Leisure Centre Clacton	Leisure Services	-5,000
92468545	Lifestyles Card - Monthly DD	Lifestyles Health & Fitness Club	Leisure Services	-12,000
92758545	Lifestyles Plus - DD	Lifestyles Health & Fitness Club	Leisure Services	-11,000
23041915	Energy Costs - Electricity	Low Rd Depot	Leisure Services	-50
47101915	Telephones - Charges	Low Rd Depot	Leisure Services	-50
40805925	Materials & Consumables	Memorial Seats	Leisure Services	-460
40406220	Equipment & Tools	Meteorology	Leisure Services	-100
44006220	Maintenance Under Service Agreements	Meteorology	Leisure Services	-500
47106220	Telephones - Charges	Meteorology	Leisure Services	-1,000
80006220	Government Grants - Current Year	Meteorology	Leisure Services	110
47101920	Telephones - Charges	Mill Lane Depot	Leisure Services	-80
29026040	Premises Licensing - Licenced Beverages	Misc Seafront Activities	Leisure Services	-120
95006040	Rents Receivable	Misc Seafront Activities	Leisure Services	-850
30605940	Running Costs - Diesel	Nature Conservation	Leisure Services	-100
21155920	Grounds Maintenance External Contractors	Open Spaces	Leisure Services	-1,200
95005920	Rents Receivable	Open Spaces	Leisure Services	-5,000
29006160	Premises Licensing - Public Entertainment	Princes Theatre	Leisure Services	-700
85906160	Programme Sales	Princes Theatre	Leisure Services	-250
40946881	Other Equipment Hire/Leasing	Public Halls-Drill Hall Harwich	Leisure Services	-270
40946883	Other Equipment Hire/Leasing	Public Halls-Holland	Leisure Services	-1,130
21155960	Grounds Maintenance External Contractors	Recreation Grounds	Leisure Services	-500
23045960	Energy Costs - Electricity	Recreation Grounds	Leisure Services	-600
51606080	Advertising	Shops & Kiosks	Leisure Services	-150
95006080	Rents Receivable	Shops & Kiosks	Leisure Services	-6,000
85507680	Bar / Catering	Tour De Tendring	Leisure Services	-125
95127680	Trade Stands Income	Tour De Tendring	Leisure Services	-250
43007560	Printing & Stationery	Tourism Publications	Leisure Services	-18,000
46687560	Production Expenses	Tourism Publications	Leisure Services	-10,000
47007560	Postage	Tourism Publications	Leisure Services	-1,500



94027560 Advertising Income	Tourism Publications	Leisure Services	25,350
51607520 Advertising	Tourism Publicity Marketing Promotion	Leisure Services	-1,730
51647520 Project Expenses	Tourism Publicity Marketing Promotion	Leisure Services	-1,530
85007520 Publications Sales	Tourism Publicity Marketing Promotion	Leisure Services	3,260
27027600 Window Cleaning	Tourist Information Centres	Leisure Services	-270
42007600 Clothing & Uniforms	Tourist Information Centres	Leisure Services	-200
43077600 Attractions Leaflet Printing	Tourist Information Centres	Leisure Services	-200
43557600 Books & Periodicals	Tourist Information Centres	Leisure Services	-500
44007600 Maintenance Under Service Agreements	Tourist Information Centres	Leisure Services	-190
47107600 Telephones - Charges	Tourist Information Centres	Leisure Services	-620
55007600 Miscellaneous Expenses	Tourist Information Centres	Leisure Services	-3,120
60207600 Payments to Other LA's -.Agency & Contracted S	Tourist Information Centres	Leisure Services	-7,880
30501950 Vehicle Repairs	Transport	Leisure Services	-10,000
30611950 Running Costs - LPG	Transport	Leisure Services	-250
10101960 Salaries - Overtime	Vehicle Maintenance	Leisure Services	-500
42201960 Laundry	Vehicle Maintenance	Leisure Services	-100
44401960 Waste Disposal	Vehicle Maintenance	Leisure Services	-150
47101960 Telephones - Charges	Vehicle Maintenance	Leisure Services	-250
85151960 AD Hoc income Veh Maint	Vehicle Maintenance	Leisure Services	-700
94601960 Taxi Testing	Vehicle Maintenance	Leisure Services	-1,000
			<b>-115,548</b>

#### Service - Management Board

32007040 Contract Hire - Transport	Civic Ceremonial Expenses	Management Board	-50
41007040 Contract Catering	Civic Ceremonial Expenses	Management Board	-100
53167040 General Provisions	Civic Ceremonial Expenses	Management Board	-70
14501080 Career Track Training Allowance	Management Board	Management Board	-5,200
17001080 Training - Courses	Management Board	Management Board	-440
33001080 Public Transport - Officers	Management Board	Management Board	-270
40001080 Furniture	Management Board	Management Board	-280
43001080 Printing & Stationery	Management Board	Management Board	-300
43551080 Books & Periodicals	Management Board	Management Board	-540
44001080 Maintenance Under Service Agreements	Management Board	Management Board	-710
45941080 Hired Services - PAT Testing	Management Board	Management Board	-200
47161080 Mobile Telephone Costs	Management Board	Management Board	-490
47501080 Computer - Purchase Of Equipment	Management Board	Management Board	-100
47531080 Computer - Application Software	Management Board	Management Board	-100
48001080 Hospitality	Management Board	Management Board	-200
48221080 Staff Allowances - Conference	Management Board	Management Board	-170
48806561 Subscriptions Paid	Other Democratic Costs - (MB)	Management Board	-2,370
51686820 Twinning Activities	Town Twinning Activities	Management Board	-1,530
			<b>-13,120</b>

#### Service - Planning Services

40401480 Equipment & Tools	Building Control	Planning Services	-100
43551480 Books & Periodicals	Building Control	Planning Services	-100
45001480 Consultancy Fees	Building Control	Planning Services	-3,700
48801480 Subscriptions Paid	Building Control	Planning Services	600
45024480 Consultants Fees - Engineers	Building Regulations-Chargeable Account	Planning Services	-6,000
47164480 Mobile Telephone Costs	Building Regulations-Chargeable Account	Planning Services	-50
51604480 Advertising	Building Regulations-Chargeable Account	Planning Services	-490
46604470 Microphotography	Building Regulations-Non Chargeable Acco	Planning Services	-400
47164470 Mobile Telephone Costs	Building Regulations-Non Chargeable Acco	Planning Services	-30
90134390 CON29 - External	CON 29 Searches	Planning Services	10,000
46174360 Hired Services - Tree Inspections	Development Control - Charging Account	Planning Services	-100
48224360 Staff Allowances - Conference	Development Control - Charging Account	Planning Services	-1,280
33021500 Car Allowances - Officers	Development Control & Enforcement	Planning Services	3,780
48814453 East of England Regional Assembly Subscription	East of England Regional Assembly Contrib	Planning Services	-1,650
17001520 Training - Courses	Planning Management & Administration	Planning Services	-2,680
22001520 Rents Paid	Planning Management & Administration	Planning Services	-450
33021520 Car Allowances - Officers	Planning Management & Administration	Planning Services	-400
40001520 Furniture	Planning Management & Administration	Planning Services	-300
42001520 Clothing & Uniforms	Planning Management & Administration	Planning Services	-500
43001520 Printing & Stationery	Planning Management & Administration	Planning Services	-1,000
46241520 Hired Services - Land Registry	Planning Management & Administration	Planning Services	250
48801520 Subscriptions Paid	Planning Management & Administration	Planning Services	-390
54411520 Mapping Fees (incl Ordnance Survey)	Planning Management & Administration	Planning Services	-19,180
85001520 Publications Sales	Planning Management & Administration	Planning Services	2,660
33021540 Car Allowances - Officers	Planning Policy & Conservation	Planning Services	2,500
85004460 Publications Sales	Planning Policy and Conservation	Planning Services	3,000
			<b>-16,010</b>

#### Service - Regeneration Services

21157380 Grounds Maintenance External Contractors	Industrial Estates - Edu	Regeneration Services	-1,000
21007400 Building Repairs	Jaywick Enterprise Centre (Starter Units)	Regeneration Services	-500
21037420 Repairs and Maintenance	Mill Lane	Regeneration Services	-400
90427420 Service Charges	Mill Lane	Regeneration Services	130
95007420 Rents Receivable	Mill Lane	Regeneration Services	720
33021040 Car Allowances - Officers	Regeneration Services	Regeneration Services	-5,000
40001040 Furniture	Regeneration Services	Regeneration Services	-570

43001040 Printing & Stationery	Regeneration Services	Regeneration Services	-1,500
47161040 Mobile Telephone Costs	Regeneration Services	Regeneration Services	-100
49187780 Revenue Grants (Gap Funding)	Rural Regeneration	Regeneration Services	-2,630
			<u>-10,850</u>

**Service - Technical and Procurement Services**

14501610 Career Track Training Allowance	Car Parks Service Unit Account	Technical & Procurement Services	-12,730
33021610 Car Allowances - Officers	Car Parks Service Unit Account	Technical & Procurement Services	-3,000
44611610 Court Fees	Car Parks Service Unit Account	Technical & Procurement Services	-5,000
33021925 Car Allowances - Officers	Central Purchasing	Technical & Procurement Services	-700
17006480 Training - Courses	Emergency Planning	Technical & Procurement Services	-560
17001600 Training - Courses	Technical Services	Technical & Procurement Services	-500
33001600 Public Transport - Officers	Technical Services	Technical & Procurement Services	-300
33021600 Car Allowances - Officers	Technical Services	Technical & Procurement Services	-2,000
43001600 Printing & Stationery	Technical Services	Technical & Procurement Services	-1,000
43551600 Books & Periodicals	Technical Services	Technical & Procurement Services	-600
47101600 Telephones - Charges	Technical Services	Technical & Procurement Services	-200
			<u>-26,590</u>

**TOTAL NET REDUCTION**

**-406,543**



**REVISED FORECAST 2011/12**

	£000	£000
<b>2010/11 Base Budget</b>		<b>21,924</b>
<b>Inflation and increments</b>		<b>150</b>
<b>Priority 1 Cost Pressures 2011/12</b>		<b>682</b>
<b>One-off items in 2010/11 removed from 2011/12 and beyond base budget</b>		
One-off items in 2010/11 removed from 2011/12 and beyond base budget	(1,303)	
Disabled Go	(8)	
Specialist and Other Insurance Assistance for Retender	(12)	
Replacement of DIP Scanning Machine	(42)	
Replacement Boiler - Council Offices, Weeley	(35)	
Implementation of the Haslam Report	(10)	<b>(1,410)</b>
<b>Other Budget Adjustments</b>		
Service Improvement Budget	(302)	
First Time Rural Sewage	(79)	
Members Allowances	(78)	
Commitments Carried Forward from 2009/10	(6)	<b>(465)</b>
<b>Changes to Grant Budgets</b>		
<b>Grant Income Reduced</b>		
Additional Benefit Administration	130	
Area Based Grant - Community Cohesion	75	
Area Based Grant - Youth Task Force	50	
Area Based Grant - Climate Change	23	
Area Based Grant - Economic Assessment Duty	6	
Area Based Grant - NI160 Survey	8	
Area Based Grant - Social Housing Allocations	1	
Homelessness	60	
Free Swimming	143	
Coastal Pathfinder	112	
Concessionary Fares	501	
<b>Income Budget to be Increased</b>		
Free Swimming	-143	<b>966</b>
<b>Grant Funded Expenditure Reduced</b>		
Additional Benefit Administration	-130	
Area Based Grant - Community Cohesion	-75	
Area Based Grant - Youth Task Force	-50	
Area Based Grant - Climate Change	-23	
Area Based Grant - Economic Assessment Duty	-6	
Area Based Grant - NI160 Survey	-8	
Area Based Grant - Social Housing Allocations	-1	
Homelessness	-60	
Coastal Pathfinder	-112	
Concessionary Fares	-501	<b>-966</b>
<b>Carry Forwards from the Base Budget which are to be Removed</b>		
Commitments Carried Forward from 2009/10	6	
Carry forward from 2009/10	1,342	<b>1,348</b>
<b>FORECAST POSITION 2011/12 - Initial Financial Strategy 4 August 2010</b>		<b>22,229</b>

**REVISED FORECAST 2011/12**

<b>Review of Cost Pressures and Savings</b>		
<b>Revision to P1 Cost Pressures</b>		
FSR02 - Additional Pension Scheme Costs Following Pension Fund Triennial Actuarial Review 2010	(500)	
PlanR04 - E-Planning ICT Investment Licence Agreements	49	
HRR02 - Member Training	10	<b>(441)</b>
<b>Changes for Inflation and Increments</b>		
Provision for 2% pay award in 2010 not required	(325)	
Other Inflation Adjustments	(28)	<b>(353)</b>
<b>Budget Reviews with Portfolio Holders and Heads of Service</b>		
<b>Net Reductions in Budget</b>		
Benefits and Revenues	-61	
Community Services	-25	
Corporate Performance	-59	
Environmental Services	-17	
Financial Services	-22	
Housing	-6	
Human Resources and Customer Services	-13	
Legal Services	-21	
Leisure	-116	
Management Board	-13	
Planning	-16	
Regeneration	-11	
Technical and Procurement	-27	<b>(407)</b>
<b>Other Budget Adjustments</b>		
<b>Changes to Expenditure</b>		
Concessionary Fares - removal of budget following transfer of function to County Council	-1,495	
Contribution to / from Reserves	-520	
Housing Benefits - anticipated reduction in net cost	-96	
Manpower Initiatives - re-allocation of resources	-71	
Audit Fees - reduction following changes to the inspection regime	-30	
Second Homes Council Tax Discount Scheme with Essex County Council	-26	
Net Interest	-9	
Other Minor Budget Adjustments	6	
Happy Valley Income - reduction to anticipated level of annual income	10	
Personal Search Income - removal of the national fee	30	
Recharges into the General Fund	32	
Contingency	150	
Salaries	172	
Provision for Underspends and Vacancies	201	
Fit for Purpose Budget - to support delivery of the organisational change	1,048	<b>(598)</b>
Contribution from One-off funding to balance budget		<b>(2,290)</b>
<b>REVISED FORECAST POSITION</b>		<b>18,140</b>
<b>FUNDING POSITION</b>		
Local Government Finance Settlement		10,180
Council Tax (at 0%)		7,688
Council Tax Grant		192
Surplus on Collection Fund		80
		<b>18,140</b>
<b>FUNDING (SURPLUS) / DEFICIT</b>		<b>0</b>

## 2011/12 FINANCIAL STRATEGY- FIVE YEAR FORECAST

## APPENDIX D

	2010/11 £000	Assumed Govt	Assumed Govt	Assumed Govt	Assumed Govt	Assumed Govt
		Grant Decrease of 10.7%	Grant Decrease of 6.4%	Grant Decrease of 0.9%	Grant Decrease of 5.6%	Grant Increase of 0%
		2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000
<b>Movement in Budget</b>						
Base budget from prior year	21,613	21,924	18,140	17,488	17,402	16,874
Inflation	200	-203	150	150	300	300
Priority 1s	389	241	100	100	100	100
SIB	302	-302	0	0	0	0
Additional Items From Council	1,303	0	0	0	0	0
One-off items in 2009/10 removed	-1,094	-1,410	0	0	0	0
Other Budget Adjustments	-654	-761	0	0	0	0
Budget Review Meetings	-341	-407	0	0	0	0
Changes to Grant Funded Expenditure	-446	-966	0	0	0	0
Changes to Grant Funded Income	513	966	0	0	0	0
Carry Forwards from the Base Budget	139	1,348	0	0	0	0
<b>Forecast Budget</b>	<b>21,924</b>	<b>20,430</b>	<b>18,390</b>	<b>17,738</b>	<b>17,802</b>	<b>17,274</b>
Government Grant	14,199	10,180	9,528	9,442	8,914	8,914
Council Tax at 0.0%	7,645	7,688	7,688	7,688	7,688	7,688
Council Tax Grant for 2011/12	0	192	192	192	192	0
Surplus on collection fund	80	80	80	80	80	80
<b>Available from Government Grant and Council Tax</b>	<b>21,924</b>	<b>18,140</b>	<b>17,488</b>	<b>17,402</b>	<b>16,874</b>	<b>16,682</b>
<b>Funding Gap</b>	<b>0</b>	<b>2,290</b>	<b>902</b>	<b>336</b>	<b>929</b>	<b>592</b>
<b>Cumulative Funding Gap</b>		<b>2,290</b>	<b>3,192</b>	<b>3,528</b>	<b>4,456</b>	<b>5,048</b>