

Resourcing EssexWorks

Budget & Corporate Plan 2010-11

Delivering the Best Quality of Life in Britain



Contents

Contents.....	1
Part 1: Budget & Corporate Plan	5
Leader's Statement	6
Chief Executive's Foreword	7
Essex Works: A Continuing Vision	8
Pledges	9
Outcomes	10
Putting the Customer First » Satisfied Customers	11
Putting the Customer First » Greater Community Engagement	12
Putting the Customer First » A Larger Role for the Third Sector	13
Putting the Customer First » Keep the Heart in Essex Communities	14
Our People » Increasing Educational Achievement and Skills » A Higher-Skilled Population.....	15
Our People » Increasing Educational Achievement and Skills » A Choice of Schools That Support Children to Achieve Their Potential	16
Our People » Promoting Health and Leisure » A Healthier Essex	17
Our People » Promoting Health and Leisure » An Olympic Legacy	18
Our People » Supporting Vulnerable People » Better Prevention, Early Intervention and Family Support Services	19
Our People » Supporting Vulnerable People » Vulnerable Young People Given a Good Start in Life	20
Our People » Supporting Vulnerable People » Essex Residents Can Determine the Services They Need to Achieve the Best Possible Quality of Life.....	21
Our People » Supporting Vulnerable People » Older People Are Better Able to Participate Within Their Community.....	22
Our Economy » Improving Transport » Congestion Reduced.....	23
Our Economy » Improving Transport » Transport Infrastructure Improved.....	24
Our Economy » Promoting Sustainable Economic Growth » A 'Globalised' Local Economy	25
Our Economy » Promoting Sustainable Economic Growth » Essex is a Recognised Tourist Destination	26
Our Economy » Delivering Value for Money » Taxpayers' Money is Spent Wisely	27
Our Economy » Delivering Value for Money » Essex Championed.....	28
Our World » Protecting the Environment » A Cleaner, Greener Essex	29
Our World » Protecting the Environment » A Reduced Carbon Footprint for Essex.....	30
Our World » Reducing and Recycling Waste » Less Landfill Waste and Increased Recycling and Composting	31
Our World » Making Communities Safer » Essex is the Safest Place in England	32
How We Will Deliver the Outcomes	33
Our Values	33
Our Approach to Risk Management.....	33
Our Approach to Equality and Diversity	34
Our Approach to Learning and Development	34
Our Approach to Performance Management.....	35
Our Relationship with our Partners.....	36
Finances	37
Overview of Key Figures	37
Revenue Budget	37
Capital Programme	39
Revenue Reserves and Balances	39
Aligning Resources to Our Priorities	39
Detailed Figures.....	41
Further Information	41
Key Figures	42
Annex 1.1 - Revenue Budget.....	43
Revenue Budget Summary	43
Putting the Customer First » Greater Community Engagement & A Larger Role for the Third Sector.....	44
Putting the Customer First » Keep the Heart in Essex Communities & Satisfied Customers	45
Our People » Increasing Education Achievement and Skills » A Higher Skilled Population.....	46

Our People » Increasing Education Achievement and Skills » A Choice of Schools That Support Children to Achieve Their Potential	47
Our People » Promoting Health and Leisure » A Healthier Essex	48
Our People » Promoting Health and Leisure » An Olympic Legacy	49
Our People » Supporting Vulnerable People » Better Prevention, Early Intervention and Family Support Services	50
Our People » Supporting Vulnerable People » Vulnerable Children Given a Good Start in Life	51
Our People » Supporting Vulnerable People » Essex Residents Can Determine the Services They Need to Achieve the Best Possible Quality of Life.....	52
Our People » Supporting Vulnerable People » Older People Are Better Able to Participate Within Their Community.....	53
Our Economy » Improving Transport » Congestion Reduced & Transport Infrastructure Improved	54
Our Economy » Promoting Sustainable Economic Growth » A 'Globalised' Local Economy & Essex is a Recognised Tourist Destination.....	55
Our Economy » Delivering Value for Money » Essex Championed.....	56
Our World » Protecting the Environment » A Cleaner, Greener Essex & A Reduced Carbon Footprint for Essex	57
Our World » Reducing and Recycling Waste » Less Landfill Waste and Increased Recycling and Composting.	58
Our World » Making Communities Safer » Essex is the Safest Place in England	59
Operating Costs.....	60
Operating Costs (continued)	61
Support Services	62
Annex 1.2 – Capital Programme	63
Capital Programme Summary.....	63
Schemes Starting in 2009-10 and Prior Years	64
Schemes Starting in 2009-10 and Prior Years (continued)	65
Schemes Starting in 2009-10 and Prior Years (continued)	66
Schemes Starting in 2009-10 and Prior Years (continued)	67
Schemes Starting in 2009-10 and Prior Years (continued)	68
Schemes Starting in 2009-10 and Prior Years (continued)	69
Schemes Starting in 2010-11	70
Schemes Starting in 2010-11 (continued)	71
Schemes Starting in 2010-11 (continued)	72
Schemes Starting in 2010-11 (continued)	73
Schemes Starting in 2010-11 (continued)	74
Schemes Starting in 2010-11 (continued)	75
Schemes Starting in 2010-11 (continued)	76
Indicative Schemes Starting in 2011-12 and Later Years.....	77
Indicative Schemes Starting in 2011-12 and Later Years.....	78
Indicative Schemes Starting in 2011-12 and Later Years.....	79
Indicative Schemes Starting in 2011-12 and Later Years.....	80
Annex 1.3 – Trading Activity Financial Plans	81
Trading Activity Financial Plans	81
Annex 1.4 – Reserves and Balances	82
Reserves and Balances.....	82
Annex 1.5 – Performance Measures	83
Performance Measures	83
Performance Measures (continued)	84
Performance Measures (continued)	85

Part 2: Portfolio Budgets.....	87
Portfolio Budgets	88
Format of the Budget	88
Scheme of Virement	88
Annex 2.1 - Revenue Budget	91
Revenue Budget Summary	91
Deputy Leader (DSG)	92
Deputy Leader (Non-DSG)	93
Education & 2012 Games (DSG)	94
Education & 2012 Games (Non-DSG)	95
Education & 2012 Games (Lee Valley & 2012 Games)	96
Adults, Health and Community Wellbeing (Adult Social Care)	97
Adults, Health and Community Wellbeing (Community Services)	98
Highways and Transportation	99
Chief Whip, Environment and Waste	100
Leader.....	101
Localism and Planning.....	102
Heritage, Culture and the Arts	103
Central Services.....	104
Finance and Change Management	105
Other Operating Costs	106
Recharged Strategic Support Services.....	107
Annex 2.2 – Capital Programme	108
Capital Programme Summary.....	108
Schemes Starting in 2009-10 and Earlier Years	109
Schemes Starting in 2009-10 and Earlier Years (continued).....	110
Schemes Starting in 2009-10 and Earlier Years (continued).....	111
Schemes Starting in 2010-11.....	112
Schemes Starting in 2010-11 (continued)	113
Schemes Starting in 2010-11 (continued)	114
Schemes Starting in 2010-11 (continued)	115
Indicative Schemes Starting in 2011-12 and Later Years.....	116
Indicative Schemes Starting in 2011-12 and Later Years (continued)	117
Indicative Schemes Starting in 2011-12 and Later Years (continued)	118
Part 3: Prudential Indicators, Treasury Management Strategy & Revenue Provision for Debt Repayment Policy.....	119
Introduction	120
Background.....	120
Prudential Code.....	120
Treasury Management Code / Investments Guidance	121
Revenue Provision for the Repayment of Debt	121
Prudential Indicators.....	122
Context.....	122
Capital Expenditure Plans.....	123
Capital Financing Requirement	123
Net Borrowing and the Capital Financing Requirement	123
External Debt.....	124
Ratio of Financing Costs to Net Revenue Streams	125
Incremental Impact of Capital Investment Decisions on Council Tax	125
Treasury Management	125
Summary.....	125

Treasury Management Strategy.....	126
Introduction	126
Borrowing and Investment Projections	127
Interest Rates	127
Sensitivity to Interest Rate Movements	128
Borrowing Strategy	129
Investment Strategy.....	130
Treasury Management Advisors	132
Other Matters	132
Revenue Provision for the Repayment of Debt Policy	133
Introduction	133
Prudent Provision	133
Revenue Provision for Debt Repayment Policy 2010-11	134
Annex 3.1 - Prudential Indicators	136
Prudential Indicators	136
Prudential Indicators	137
Annex 3.2 – Treasury Management Strategy	138
Treasury Management Summary	138
Annex 3.3 - Counterparty Criteria for Investments	139
Counterparty Criteria for Investments	139
Annex 3.4 – Credit Ratings	143
Credit Ratings	143
Annex 3.5 – Treasury Management Strategy	146
Treasury Management Policy Statement.....	146
Annex 3.6 – Treasury Management Practices	147
Treasury Management Practices (TMPs)	147
Part 4: Section 151 Officer’s Report: Review of the Budget and the Adequacy of Reserves.....	153
Review of the Budget and the Adequacy of Reserves	154
Introduction	154
Summary and Recommendation	154
Background to the Budget.....	154
Assessment of Risks	155
Demand Pressures	155
Benefits Realisation.....	156
Inflation and Contract Prices.....	156
Other Quantified Risks.....	156
Unquantified Risks	157
Steps to Minimise and Manage Risk	157
The Adequacy of Reserves and Balances	159
Projected Level of Reserves and Balances.....	159
Repayment of Reserves.....	159
Rules of Engagement.....	160
Conclusion	162
Part 5: Feedback Form	163
Feedback Form	164

Resourcing Essex *Works*

Budget & Corporate Plan 2010-11

Delivering the best quality of life in Britain

Part 1:

Budget & Corporate Plan



Leader's Statement

This is the first Essex County Council Budget and Corporate Plan. It brings together our vision and ambitions for the county with the financial decisions that need to be made.

I introduce this, our first Essex *Works* Budget and Corporate Plan, in the most difficult economic climate for generations. A 'perfect storm' has arisen whereby funding from central government is under threat while at the same time Essex residents and businesses need our support more than ever before.

The choices that we have made and are articulated in this document have not been easy. But they are the choices that responsible leadership requires. We cannot ask for large council tax increases while families are struggling to get by. We must ensure that taxpayers' money is spent wisely and that we deliver services that provide residents with what they need. To achieve this we need a focus on front line delivery, cutting back bureaucracy wherever possible. To this end I have committed the local authority to deliver £300 million of savings by 2012-13.

Fortunately as a Council we sought to 'fix the roof while the sun was shining'. We have already made significant savings and efficiencies (£28 million in 2008-09 and we are on track to deliver £59 million in 2009-10) but £300 million is a challenging target and to achieve it we recognised the need to make significant savings in the way we operate.

That is why we have started a transformation programme to make substantial further improvements to how the council operates. We decided to seek an external partner to help us deliver this programme and after a rigorous procurement process we chose a globally recognised leader in IBM. In partnership with them we will be able to truly deliver 'more with less' and avoid cuts to the services that our customers value.

The economic situation has done nothing to dent our determination to provide the best quality of life in Britain. We continue to be at the forefront of innovation in order to help residents and businesses, and have introduced a series of measures to aid them. These measures included a comprehensive benefit take-up campaign, a £100 council tax rebate for vulnerable households and the Banking on Essex programme which, run in partnership with Santander, gives business advice and access to credit to well-run local companies.

Thanks to the reforms we have started and will continue to undertake, Essex County Council is already performing better and we are determined to provide our residents with the community leadership and high quality services that they require now more than ever. Essex is blessed with a hard-working and entrepreneurial population and together I am confident that we can come out of the recession stronger than ever.

Leader of the Council

Chief Executive's Foreword

Providing the best quality of life in Britain remains the County Council's core ambition, even in these straitened times.

We are two years into the delivery of *Essex Works* and I am extremely pleased at the progress we have made. There are still many ways in which we can improve but I believe, thanks to the hard work and commitment of our staff, we have made significant strides towards our goal of providing the best quality of life in Britain.

Over the last twelve months the task has got harder. Essex County Council is determined to help those families, businesses and individuals who have suffered because of the recession. In particular we are determined to reduce the number of 'NEETs' (young people 'not in education, employment or training') by giving the young people of Essex opportunities to show their potential. This is shown by this year's pledge to help 1,750 young apprentices embark upon their career.

While the recession has created new challenges and new priorities, it is crucial that we do not lose sight of our other tasks. The needs of those who require social care must be provided for in a way that ensures they can maintain their dignity and keep autonomy over their own lives. We have a duty to help Essex reduce its carbon footprint. We are determined to make Essex the safest place in the country. And, most importantly, we remain committed to radical improvement of our children's services to make Essex a great place to grow up whatever your background.

All of this must be achieved against a backdrop where our ability to secure the funding necessary to run our services is being sorely tested. We are expecting significantly reduced settlements from central government and less income from rates and charges. This means we must redouble our efforts to drive through efficiencies and provide true value for money. Our successes so far should give us the confidence to meet the more difficult tasks ahead of us.

This year, as part of the evolution of *Essex Works*, we introduce 22 high level outcomes to articulate our key priorities. These outcomes demonstrate the complex reality of public services in the 21st century but they are also an acknowledgement that citizens experience our services 'in the round' and we must offer them not a series of disconnected activities but one seamless service. That is why two outcomes underpin everything we do - 'Satisfied Customers' and 'Ensure Taxpayers' Money is Spent Wisely'.

Delivering these outcomes requires clear direction from the Corporate Leadership Team but it also requires a commitment and sense of service from all those working in the council. I see this commitment everyday in the work done by the staff at Essex County Council and I hope that these challenges will encourage all of us to drive out needless bureaucracy and strive even further to provide the best services we possibly can.

Chief Executive

EssexWorks: A Continuing Vision

EssexWorks was introduced in 2008 to help Essex County Council deliver the best quality of life in Britain. It identified three key delivery programmes: Our People, Our World, and Our Economy through which the Council would seek to provide a better quality of life for all its residents. Underpinning these three delivery programmes, and embedded in everything we do, is our ultimate priority ‘Putting the Customer First’.

This remains the philosophy of Essex County Council. It recognises that priorities should be shaped by the demands of the people of Essex and that this requires a flexible and nimble organisation which is not hidebound by bureaucratic divisions. When our residents get in contact with the council they expect one service which can help with all their problems rather than feel they are dealing with a series of unconnected businesses. This is why EssexWorks is creating a ‘holistic’ service which provides our customers with what they need in a way that suits them.

In order to ensure that we continue to meet our customers’ needs, we have identified the 22 key outcomes we have to deliver in order to provide the best quality of life possible for people who live and work in Essex. These outcomes have come out of our delivery programmes and show our ambition and direction as a council.

Each of these outcomes has a series of measures, both national and local, by which the Council’s performance will be judged. These measures have been chosen not because of central government edict but because we believe they match our local needs and priorities.

A member of the Cabinet and a member of the Corporate Leadership Team have been appointed corporate lead for each outcome to make sure we deliver. This outcome may require work to be done by many different service areas within the council but there will be one senior officer and one democratically elected member who will be accountable for delivery of the outcome. They will be at the heart of all the decisions made by the council and will ensure that the focus is always on providing the best local services for the customer rather than worrying about bureaucratic targets from central government.

Pledges

Every year as part of the Essex *Works* programme, we make nine pledges to the Essex public that we are committed to deliver by the end of the year. This shows what our priorities are and allows the public to check on whether we are delivering against our promises.

[2010-11 pledges to be inserted after presentation of the budget on 9 February]

Outcomes

Our Corporate Plan outcomes demonstrate the areas we consider crucial to ensure that our residents enjoy the highest quality of life.

Essex *Works* is grounded in a detailed understanding of our communities' wants, needs and aspirations. An extensive ongoing programme of consultation has helped us to identify the following key priorities for our residents and the programmes by which we deliver them.



The introduction of an outcome based budget and corporate plan develops this process a stage further. When our residents assess how we are doing as a council they're not interested in bureaucratic outputs but real-life outcomes such as good schools, safe streets and a thriving local economy. This is why we have articulated our activities and plans in terms of 22 outcomes which are relevant to the residents of Essex. Planning and budgeting will be decided from the citizen's viewpoint rather than by organisational structures and so break down silos within Essex County Council, and increasingly in all public services across the county.

This document articulates each outcome explaining what we mean by it, how much we spend on it and how we will judge our performance.

Putting the Customer First » Satisfied Customers

Satisfied Customers

Satisfying customers is embedded in everything we do. £2.7m gross revenue expenditure is directly attributable to this outcome.

What do we mean by it?

*83% of Essex citizens expressed that they feel satisfied with their locality as a place to live.
(Source: Essex County Place Survey 2009)*

Our customers are the 1.4 million citizens of Essex as well as the hundreds of thousands who come to the county every year for work and leisure. They are the people who we provide our services for and it is our mission to make sure that all of them come away satisfied with the service they have received.

Essex County Council has a duty to provide services which maintain and increase the quality of life for its residents and ensure that they enjoy living in Essex. Ultimately the decision about whether these services are being delivered effectively rests with our customers, the people of Essex. Satisfying them is the reason we are here and how we should be judged.

How do we plan to deliver it?

Satisfying customers must be central to everything we do. It should be reflected in how we rate the performance of our staff and in where we put resources. All our staff will be judged on how they have responded to customer's needs. We also recognise that it is crucial that, when mistakes are made, we redouble our efforts to make sure the problem is fixed as easily and helpfully as possible and that we learn from them and are able to avoid them in the future.

How will we measure our success?

The most important ways in which we will measure whether we have succeeded in delivering this outcome are:

- Improved satisfaction with those who use Essex County Council services.
- Improved satisfaction by residents with Essex as a place to live.

Links to other outcomes

- This is an over-arching outcome that links to all other outcomes.

Corporate lead for the outcome

Cabinet Member
Leader

Lead Officer
Chief Executive

Putting the Customer First » Greater Community Engagement

Greater Community Engagement

£32.1m gross revenue expenditure plus £1.5m capital investment

What do we mean by it?

'The majority (79%) of people in England agreed that feeling able to influence local decisions was important to them. Half said they would like to be more involved in decisions affecting their local area'

(Source: Department for Communities and Local Government, '2007-08 Citizenship Survey')

Responsible, engaged and informed residents are the greatest resource our county has. Essex County Council encourages and enables active citizenship through more volunteering and increased participation in the sports and arts.

Essex County Council has a duty not only to provide crucial services to its citizens but also to act as a community leader. A community which has high levels of participation in local projects and activities is likely to be happier, treat each other with more respect and provide a greater quality of life to all its citizens. Moreover it is through participation that residents are best able to shape their local area, both through interaction with the council and private initiatives. That is why we are determined to provide people with the networks and information they need to start participating more in the community.

How do we plan to deliver it?

Key activities include:

- A rural programme to make sure those living in the countryside are able to participate fully in society.
- An Integrated Youth Service to provide positive activities.
- Venues for communities to come together.
- Programmes to support active citizenship among young people.

How will we measure our success?

The most important ways in which we will measure whether we have succeeded in delivering this outcome are:

- More people feeling informed about public services.
- More volunteering in Essex.
- More people who feel they can influence decisions.
- Increased participation in sports, arts and physical activity.

Links to other outcomes

- Essex Championed.
- A Larger Role for the Third Sector.
- Keep the Heart in Essex Communities.
- A Choice of Schools That Support Children to Achieve Their Potential.

Corporate lead for the outcome

Cabinet Member
Leader

Lead Officer
Assistant Chief Executive
Policy, Community Planning & Regeneration

Putting the Customer First » A Larger Role for the Third Sector

A Larger Role for the Third Sector

£6.2m gross revenue expenditure

What do we mean by it?

We believe that government has a duty to ensure that vital public services are provided, but also recognise that a private enterprise, charity or community organisation is often able to provide these services better than a government agency can.

(Source: EssexWorks. Our vision for the best quality of life in Britain, 2008)

An increased role in Essex society for voluntary, community and not for profit organisations with more people participating and benefiting from their services.

We believe that the third sector plays a crucial role in creating strong communities. Nearly half of all Essex residents currently volunteer, making it the norm in many communities. We want to see this number increase until volunteering is a regular part of life across the entire county. A visible third sector provides crucial social ties within and between communities and offers many ways for citizens to improve their quality of life and develop new skills and friendships.

How do we plan to deliver it?

Key activities include:

- Leading partnerships of public and third sector organisation aimed at tackling important challenges such as health issues.
- Enhancing the Voluntary Sector Compact so the voluntary sector and communities have an empowering framework to help them to fulfil their ambitions.
- Helping create markets for third sector organisations in areas where they can provide a good service, such as Adult Social Care and Adult Community Learning's Neighbourhood Learning in Deprived Communities programme.

How will we measure our success?

The most important ways in which we will measure whether we have succeeded in delivering this outcome are:

- The Third Sector feeling supported to operate successfully.
- More volunteering in Essex.

Links to other outcomes

- Better Prevention, Early Intervention and Family Support Services.
- Essex is the Safest Place in England.
- Older People are Better Able to Participate Within Their Community.
- Greater Community Engagement.
- Vulnerable Young People Given a Good Start in Life.
- A 'Globalised' Local Economy.
- Essex Residents Can Determine and Control the Service They Need to Achieve the Best Possible Quality of Life.

Corporate lead for the outcome

Cabinet Member
Leader

Lead Officer
Assistant Chief Executive
Policy, Community Planning & Regeneration

Putting the Customer First » Keep the Heart in Essex Communities

Keep the Heart in Essex Communities

£14.0m gross revenue expenditure plus £5.8m capital investment

What do we mean by it?

*61% of Essex residents feel strongly about their affiliation to the local neighbourhood
(Source: Essex County Place Survey 2009)*

A collection of houses does not make a community; Essex towns and villages need to maintain a sense of community and remain attractive places to live. We provide services such as libraries that bring people together and also protect and improve the environment in which people live.

A sense of place stands at the heart of everything we do. People's quality of life improves when they are able to live in homes which feel connected to the community around them. We want to make sure that residents can enjoy good local facilities, that local businesses are able to flourish and that people do not feel compelled to always travel elsewhere in order to have the things they want.

How do we plan to deliver it?

Key activities include:

- Delivery of a first-class library service.
- Caring and protecting for the natural and historic environment.
- Planning teams to make sure new houses can become part of communities.

How will we measure our success?

The most important ways in which we will measure whether we have succeeded in delivering this outcome are:

- An increase in physical visits to, and a higher number of active members at, Essex Libraries.
- Improved access to services by residents of Essex in rural areas.

Links to other outcomes

- Essex is the Safest Place in England.
- Greater Community Engagement.
- Congestion Reduced.
- A Cleaner, Greener Essex.
- A Healthier Essex.
- Transport Infrastructure Improved.
- A Choice of Schools That Support Children to Achieve Their Potential.
- A 'Globalised' Local Economy.

Corporate lead for the outcome

Cabinet Members

**Cabinet Member for Localism & Planning /
Cabinet Member for Heritage, Culture & the Arts**

Lead Officer

**Assistant Chief Executive
Policy, Community Planning & Regeneration**

Our People » Increasing Educational Achievement and Skills » A Higher-Skilled Population

A Higher-Skilled Population

£32.7m gross revenue expenditure plus £1.1m capital investment

What do we mean by it?

41% of the working age population of Essex have Level 3 qualifications – compared to 47% nationally. (Source: Office of National Statistics Annual Population Survey, 2008)

We will help Essex's workforce to enjoy productive and rewarding lives, by gaining the skills and qualifications necessary to be attractive employees.

In the modern economy the demand for skilled labour is increasing rapidly and it is crucial that the people of Essex are in a position to take advantage of this. Currently Essex is just behind the national average in terms of higher skilled individuals and we are determined to help more people improve their skill levels. Greater skills will increase individuals' opportunities while also raising productivity levels in Essex based businesses and encourage new businesses to start up and invest in Essex, providing greater levels of employment in the county.

How do we plan to deliver it?

Key activities include:

- Provision of Apprenticeships scheme for young people in Essex.
- Provision of advice for young people not in employment, education or training.
- Adult Community Learning courses which provide people with necessary life skills, employability skills and vocational qualifications.
- Up-skilling programme for people of all ages.
- STEP programme to find young people summer placements.

How will we measure our success?

The most important ways in which we will measure whether we have succeeded in delivering this outcome are:

- Higher numbers of people between 19 and 64 with a recognised skill level.
- Fewer 16-18 year olds not in education, employment or training (NEET).

Links to other outcomes

- Vulnerable Young People Given a Good Start in Life.
- A 'Globalised' Local Economy.
- A Choice of Schools That Support Children to Achieve Their Potential.

Corporate lead for the outcome

Cabinet Member
Leader

Lead Officer
Assistant Chief Executive
Policy, Community Planning & Regeneration

Our People » Increasing Educational Achievement and Skills » A Choice of Schools That Support Children to Achieve Their Potential

A Choice of Schools That Support Children to Achieve Their Potential

£961.4m gross revenue expenditure plus £158.9m capital investment

What do we mean by it?

The primary objective of our education system should be equipping young people with the knowledge and skills they need in order to succeed – not just in the economic sense, but also in other areas of their life, such as health and wellbeing, community engagement and forming positive relationships.

(Source : IPPR, 2009, Thursday's Child)

Essex County Council works to make sure that all schools in the county are able to support children's attainment so that parents have good options in where they send their child and that all children are able to be educated in a well-run and well-resourced school.

Essex's children are the county's future. We want our children to grow up to be productive citizens who contribute to the community and are equipped with the skills to prosper in a modern economy. This means ensuring that all children are able to attend a school that is suitable for them whether that is one providing an academic focus or first class vocational training. The best way to increase choice is to raise the standard of schools by reducing the number of failing schools and supporting investment in and expansion of successful schools.

How do we plan to deliver it?

Key activities include:

- Providing high quality teaching staff for all our schools.
- Provision of Home to School Transport for all children who need it to attend local schools.
- Support for children with Special Educational Needs and disabilities.
- Building World Class teaching facilities.
- Providing high quality governors to maintain standards in schools.

How will we measure our success?

The most important ways in which we will measure whether we have succeeded in delivering this outcome are:

- Higher overall standards at the Early Years Foundation Stage, Key Stage 2 and GCSE.
- Fewer schools in special measures.
- Fewer children absent from primary or secondary school.
- Fewer schools who do not meet minimum requirements at Key Stage 2 and GCSE.
- Higher percentage of schools whose pupils are judged to have good or outstanding behaviour.
- More pupils who enjoy school most/all of the time.

Links to other outcomes

- Better Prevention, Early Intervention and Family Support Services.
- A 'Globalised' Local Economy.
- A Healthier Essex.
- Essex is the Safest Place in England.
- Greater Community Engagement.
- An Olympic Legacy.
- Vulnerable Young People Given a Good Start in Life.
- Keep the Heart in Essex Communities.

Corporate lead for the outcome

Cabinet Member
Cabinet Member for
Education & the 2012 Games

Lead Officer
Executive Director for
Schools, Children & Families

Our People » Promoting Health and Leisure » A Healthier Essex

A Healthier Essex

£19.3m gross revenue expenditure plus £9.5m capital investment

What do we mean by it?

Only three of Essex's twelve districts areas exceed the England average for undertaking moderate physical activity three times a week.

(Source: Essex Joint Strategic Needs Assessment, 2008)

Essex County Council provides many services for its residents to ensure they have healthier and more active lifestyles and are able to live in environments which are conducive to good physical or mental health.

Good health is crucial to personal well being. Ill health costs us all. It is important that we act to prevent future illness through improving people's living environment and encouraging healthier and more active behaviour. It is also important that we are able to give people the support they need when they do fall ill and work hard to reduce those health inequalities that exist in Essex.

How do we plan to deliver it?

Key activities include:

- Activities to encourage children and young people to experience and adopt healthy, active lifestyles.
- Promoting opportunities and optimising access to facilities for all residents to undertake leisure and physical activities.
- Maintaining and developing healthy lifestyles for older people.
- Sport Essex Programme to promote participation in sport across the county.
- Guidance to help people with mental health issues return employment or education.
- Liaison with the PCTs to adopt preventative measures to stop people suffering from ill health.
- Colchester Cycling Town initiative.
- Liaison with the Drug and Alcohol team on health issues.
- Adult Community Learning health and fitness opportunities.

How will we measure our success?

The most important ways in which we will measure whether we have succeeded in delivering this outcome are:

- A narrowing of the gap between the areas with the lowest and highest life expectancy in Essex.
- A reduction in obesity in people across Essex and increased participation in sport by adults and children.
- More people giving up smoking.
- Fewer alcohol related admissions to hospital.
- More people who feel they have good health.
- Older people increasing saying they receive information, assistance and support needed to help them live independently.
- More people with mental health problems helped into employment or education.
- A reduction in teenage pregnancy in Essex.
- More children walking or cycling safely to school.
- Fewer emergency admissions to hospital.
- A reduction in the number of people abusing alcohol.

Links to other outcomes

- Transport Infrastructure Improved.
- Older People are Better Able to Participate Within Their Community.
- A reduced carbon footprint for Essex.
- Congestion Reduced.
- Essex Residents Can Determine and Control the Service They Need to Achieve the Best Possible Quality of Life.
- A 'Globalised' Local Economy.
- Vulnerable Young People Given a Good Start in Life.
- A Cleaner, Greener Essex.
- A Safer Essex.

Corporate lead for the outcome

Cabinet Member
Cabinet Member for
Adults, Health & Community Wellbeing

Lead Officer
Director for Public Health

Our People » Promoting Health and Leisure » An Olympic Legacy

An Olympic Legacy

£0.8m gross revenue expenditure plus £0.6m capital investment

What do we mean by it?

The gross benefits to Essex from the London 2012 Olympic Games and Paralympic Games could exceed £139 million.

(Source: East of England Development Agency, Economic Impact Study of the London 2012 Olympic Games and Paralympic Games, July 2006).

We will secure a legacy from the London 2012 Olympic Games and Paralympic Games by increasing the numbers of people living in Essex participating in volunteering, physical activity and sports

We are determined that Essex makes the most of the increased interest in the area that will come from hosting the 2012 Olympics Mountain Bike Competition at Hadleigh Farm and the convenience of Essex as a base for events in Stratford. In addition we want to capture the excitement securing the Olympics has created to encourage greater levels of participation in sports by Essex residents.

How do we plan to deliver it?

Key activities include:

- Successful preparation and hosting of the 2012 Olympics Mountain Bike Competition at Hadleigh Farm.
- Support sport.exl in the awarding of grants and bursaries to ensure that Essex children and young people with great sporting potential are able to fully realise their talents.

How will we measure our success?

The most important ways in which we will measure whether we have succeeded in delivering this outcome are:

- Increased participation in sports, arts and physical activity.
- More volunteering in Essex.

Links to other outcomes

- Essex Championed.
- A Healthier Essex.
- Essex is a recognised tourist destination.

Corporate lead for the outcome

Cabinet Member
Cabinet Member for
Education & the 2012 Games

Lead Officer
Assistant Chief Executive
Policy, Community Planning & Regeneration

Our People » Supporting Vulnerable People » Better Prevention, Early Intervention and Family Support Services

Better Prevention, Early Intervention and Family Support Services

£59.7m gross revenue expenditure plus £27.5m capital investment

What do we mean by it?

There has been a longstanding consensus among charities, partners in local authorities and national governments across the UK that prevention is both intuitively and demonstrably better than cure.

(Source: Backing the Future: why investing in children is good for us all, New Economics Foundation)

We provide services to families to help them give their children a better start in life and run monitoring programmes to make sure that families receive support before problems become more serious.

We believe that, in all its different forms, the family unit is usually the best way to raise children. However many families go through periods of great strain and need help to make it through them. Through early intervention, we can help provide outcomes which are better for all concerned.

How do we plan to deliver it?

Key activities include:

- Provision of Sure Start Centres.
- Parenting programmes and family learning.
- Liaising with Adult Social Care Services to identify vulnerable adults with children.
- Extended schools core offer providing activities, childcare and parenting support in schools.

How will we measure our success?

The most important ways in which we will measure whether we have succeeded in delivering this outcome are:

- A reduction in teenage pregnancy in Essex.
- Fewer high or very high risk incidents of domestic violence becoming repeat incidents.
- A reduction in the proportion of children in poverty.
- Families receiving better support to help them give their children a better start to life.
- A reduction in the numbers of young people misusing harmful substances.

Links to other outcomes

- Vulnerable Young People Given a Good Start in Life.
- Essex is the Safest Place in England.
- A Larger Role for the Third Sector.

Corporate lead for the outcome

Cabinet Member
Deputy Leader

Lead Officer
Executive Director for
Schools, Children & Families

Our People » Supporting Vulnerable People » Vulnerable Young People Given a Good Start in Life

Vulnerable Young People Given a Good Start in Life

£124.3m gross revenue expenditure

What do we mean by it?

In 2005, 3% of young people looked after by Essex County Council entered higher education compared to 45% of all students; and in 2006, 11.9% obtained 5 or more A-C grades at GCSE compared to 59% of all students. (Source: Essex Joint Strategic Needs Assessment, 2008)*

We are determined to ensure that those children who find themselves in vulnerable circumstances do not fall behind academically or socially.

We believe that all children have the potential to make a success of their lives and that all efforts should be made to make sure that disadvantaged children are able to fully participate in society. Looked after children are more likely to suffer mental health problems and under-achieve at school. It is one of the key duties of a council to make sure that these children are protected and can enjoy their childhood.

How do we plan to deliver it?

Key activities include:

- Fostering services.
- Adoption services.
- High quality staff to support Looked After Children.
- Pupil Referral Units.
- Assessments by health visitors, school nurses and mental health professionals.
- Lead professionals with the skills to assess and monitor children at risk.
- Action to provide fair access for those children who are hard to place.

How will we measure our success?

The most important ways in which we will measure whether we have succeeded in delivering this outcome are:

- Improved stability in the placements of Looked After Children.
- A higher educational attainment and less absence from school achieved by Looked After Children.
- A reduced gap in education between children with special educational needs and those without.
- Improvement in the emotional and behavioural health of looked after children.
- Looked after children receiving regular health check ups.

Links to other outcomes

- Essex is the Safest Place in England.
- A Healthier Essex.
- Better Prevention, Early Intervention and Family Support Services.
- A higher-skilled population.
- A Larger Role for the Third Sector.

Corporate lead for the outcome

Cabinet Member
Deputy Leader

Lead Officer
Executive Director for
Schools, Children & Families

Our People » Supporting Vulnerable People » Essex Residents Can Determine the Services They Need to Achieve the Best Possible Quality of Life

Essex Residents Can Determine and Control the Services They Need to Achieve the Best Possible Quality of Life

£470.5m gross revenue expenditure

What do we mean by it?

The People purchasing services are the people who best know what their needs are and what will meet them (Source: ACEVO, 2009, Making It Personal: A Social Market Revolution)

We provide services to make sure that all of our residents are able to make the most of their lives, that the most vulnerable are safeguarded from harm and abuse, and that people with disabilities have the same opportunities as non-disabled people.

We know that the best placed person to decide what care regime is right for someone is that person themselves. That is why we are handing over as much control as is practical to the individual. Giving people true choice means providing them with high quality options that promote individual independence. Whether individuals choose to use council services or spend their budget personally, our role is to give people the support they need to make the most out of their life.

How do we plan to deliver it?

Key activities include:

- High Quality Assessments for those who might need our services.
- Emergency Out of Hours team for immediate social service needs.
- Rigorous Safeguarding measures.
- Self Directed Support Practitioners to help residents take control of their care.
- Residential care and nursing.
- Effective social care and assessments.
- Provision of residential care for those who are unable to stay at home.
- Provision of foundation learning and independent living and employability skills.

How will we measure our success?

The most important ways in which we will measure whether we have succeeded in delivering this outcome are:

- A higher number of citizens benefiting from direct payments and personal budgets.
- More older people and carers increasingly saying they receive information, assistance and support needed to help them live independently.
- More support given to children and adults in a timely manner where this is needed and more support working towards agreed outcomes.
- More timely and quality reviews and assessments for vulnerable children and adults.
- More vulnerable people achieving independent living.
- More adults with learning disabilities and mental health problems in settled accommodation and in paid employment or education.

Links to other outcomes

- Better Prevention, Early Intervention and Family Support Services.
- A Healthier Essex.
- Older People are Better Able to Participate Within Their Community.
- Greater Community Engagement.
- A Larger Role for the Third Sector.
- Keep the Heart in Essex Communities.

Corporate lead for the outcome

Cabinet Member
Cabinet Member for
Adults, Health & Community Wellbeing

Lead Officer
Executive Director for
Adults, Health & Community Wellbeing

Our People » Supporting Vulnerable People » Older People Are Better Able to Participate Within Their Community

Older People are Better Able to Participate Within Their Community

£41.0m gross revenue expenditure plus £13.1m capital investment

What do we mean by it?

If we are to ensure our future is one in which everyone can flourish, we must look ahead, to identify opportunities to make our communities work better for older people

(Source: Future Communities: Re-shaping our society for older people, Help the Aged, 2009)

We want to make sure that our elderly population is able to stay at home for as long as possible and have the resources and facilities to get out and make the most of life in their community rather than become trapped in their homes.

As a county, we have an increasing number of elderly people and it is crucial that we help them to enjoy not just longer lives but richer ones. Making sure that all our citizens are able to be independent for as long as possible is crucial for both the individual and the community to which they contribute so much.

How do we plan to deliver it?

Key activities include:

- Supporting people through extra care and supported living.
- Social Care Direct service so that those who have social care needs can discuss them with someone and receive support at any time.
- Re-ablement service for older people who need support regaining their independence after ill health or time spent in hospital.
- Provision of telecare equipment and services.

How will we measure our success?

The most important ways in which we will measure whether we have succeeded in delivering this outcome are:

- More vulnerable people achieving independent living.
- Increased support, advice and information given to carers.
- More older people feeling they receive information, assistance and support needed to help them live independently.
- More older people using telecare to enable them to live at home.

Links to other outcomes

- Essex Residents Can Determine and Control the Service They Need to Achieve the Best Possible Quality of Life.
- Congestion Reduced.
- Greater Community Engagement.
- A Healthier Essex.
- Transport Infrastructure Improved.
- A large role for the third sector.

Corporate lead for the outcome

Cabinet Member
Cabinet Member for
Adults, Health & Community Wellbeing

Lead Officer
Executive Director for
Adults, Health & Community Wellbeing

Our Economy » Improving Transport » Congestion Reduced

Congestion Reduced

£20.5m gross revenue expenditure plus £8.6m capital investment

What do we mean by it?

Congestion is considered among the three most important areas which are in need of improvement in Essex. (Source: Ipsos MORI survey, Evaluating EssexWorks, 2009).

Congestion causes stress and costs money. We work to achieve a reduction in the average vehicle journey time throughout the council, particularly during peak hours

The residents of Essex should not find themselves regularly having to deal with congested roads. For Essex's economy to continue to grow we need to make sure we have a functioning road system which makes transporting people and goods across the county easy and reliable. Moreover congested roads lead to greater pollution and discourage locals from getting out and exploring everything Essex has to offer.

How do we plan to deliver it?

Key activities include:

- Congestion and traffic management including working with bus companies to ensure punctual bus services.
- Providing accurate and easy to access information about public transport services in the county.
- Programmes to make it more attractive to cycle and walk.
- Working with bus companies to make sure fares are reasonable and bus routes are helpful to passengers.

How will we measure our success?

The most important ways in which we will measure whether we have succeeded in delivering this outcome are:

- Reduced average vehicle journey time during the rush hour.
- Recognition by residents that congestion is reducing in Essex.
- Children travelling to school by more sustainable modes of transport.

Links to other outcomes

- A reduced carbon footprint for Essex.
- Transport Infrastructure Improved.
- A Healthier Essex.
- Keep the Heart in Essex Communities.
- Older People are Better Able to Participate Within Their Community.
- A 'Globalised' Local Economy.
- A Larger Role for the Third Sector.

Corporate lead for the outcome

Cabinet Member
Cabinet Member for
Highways & Transportation

Lead Officer
Executive Director for
Environment, Sustainability & Highways

Our Economy » Improving Transport » Transport Infrastructure Improved

Transport Infrastructure Improved

£85.2m gross revenue expenditure plus £33.7m capital investment

What do we mean by it?

Transport systems play a role in attracting businesses and employees to an area. As well as improving economic productivity and giving high value for money, investing in the UK's infrastructure can yield significant gains in public services and living standards

(Source: HM Government, 2006, The Eddington Transport Study)

Essex County Council is responsible for the roads, cycle paths and walkways of Essex. We provide high quality infrastructure which will improve the options and quality of travel within the county, including through supporting effective bus routes.

Essex's popularity as a place to live and work has led to growing demands on our transport system. This means that, in order to make sure citizens can easily travel across the county by bus, car, bicycle or foot, we need to maintain and update our transport infrastructure.

How do we plan to deliver it?

Key activities include:

- Maintaining high quality highways throughout the county including footpaths and cycle paths.
- Implementing improvements across the transport network.
- Providing bus services to areas of the county that are not commercially viable for private businesses.
- Providing community transport services.
- Major Transport Schemes to aid economic growth.

How will we measure our success?

The most important ways in which we will measure whether we have succeeded in delivering this outcome are:

- Fewer roads where maintenance should be considered.
- Increased cycling in major towns in Essex.
- More footpaths and rights of way which are easy to use.
- A higher number of people using and being satisfied with bus services.

Links to other outcomes

- A reduced carbon footprint for Essex.
- Congestion Reduced.
- A Healthier Essex.
- Keep the Heart in Essex Communities.
- Older People are Better Able to Participate Within Their Community.
- A 'Globalised' Local Economy.
- A Larger Role for the Third Sector.

Corporate lead for the outcome

Cabinet Member
Cabinet Member for
Highways & Transportation

Lead Officer
Executive Director for
Environment, Sustainability & Highways

Our Economy » Promoting Sustainable Economic Growth » A ‘Globalised’ Local Economy

A ‘Globalised’ Local Economy

£7.7m gross revenue expenditure plus £92.7m capital investment

What do we mean by it?

66% of Essex residents place inward investment, support for local businesses and commercial networking opportunities among the six most important economy-related issues.

(Source: Ipsos MORI survey, Evaluating EssexWorks, 2009)

We work to create a local economy where businesses of all sizes are able to start and prosper and which is attractive to inward investment from overseas.

A thriving economy where residents are able to find jobs close to where they live and entrepreneurs are in a position to start their own businesses is an essential part of making Essex the best place to live in England. Essex has a long history of entrepreneurship and we are committed to ensuring that it can continue to thrive, even in these difficult economic times. We are determined to maintain Essex as a great place to do business for both multinationals looking to invest in the UK and for small companies based in the county.

How do we plan to deliver it?

Key activities include

- Major Transport Schemes to aid economic growth.
- Economic recovery plans including the Banking on Essex Programme and work to increase the number of apprenticeships available in both the public and private sectors.
- Regeneration schemes in the Thames Gateway, Haven Gateway, Harlow, Chelmsford and Jaywick.
- Supporting start-up businesses in the county.

How will we measure our success?

The most important ways in which we will measure whether we have succeeded in delivering this outcome are:

- More businesses starting up in Essex.
- More income generated within the Essex economy.
- Increased number of jobs saved and created in Essex as a result of investment.

Links to other outcomes

- Transport Infrastructure Improved.
- A Larger Role for the Third Sector.
- Congestion Reduced.
- A higher-skilled population.
- Essex is a recognised tourist destination.
- A Choice of Schools That Support Children to Achieve Their Potential.
- A reduced carbon footprint for Essex.

Corporate lead for the outcome

Cabinet Member
Leader

Lead Officer
Assistant Chief Executive
Policy, Community Planning & Regeneration

Our Economy » Promoting Sustainable Economic Growth » Essex is a Recognised Tourist Destination

Essex is a Recognised Tourist Destination

£3.6m gross revenue expenditure

What do we mean by it?

Tourism in Essex is worth around £1.66bn to the economy. This makes Essex a significant contributor to the visitor economy of the wider region and its success - or otherwise - will therefore have a similar impact on the East of England.

(Source: visitEssex.com)

Essex is a fantastic place to visit with great attractions from Audley End House to Colchester Zoo. The council supports many of these attractions and ensures that people across the country are aware of what Essex has to offer.

Tourism in Essex is already a big success story; it makes up approximately a quarter of the tourist industry for the East of England. This is thanks to the huge range of attractions Essex has to offer tourists, from the stunning countryside of Constable to its beautiful market towns as well as one of the longest coastlines in Britain and many great tourist sites- all within easy reach of London. We want people to see the real Essex, providing the economy with an important source of income and creating a deserved image of Essex as a great place to live and visit.

How do we plan to deliver it?

Key activities include:

- The One World, One Essex festival which will take place throughout 2010 to celebrate the full diversity of culture within the county.
- Creation of a tourism partnership to highlight Essex's attractions domestically.
- Services to support the development of an excellent Archives, Heritages and Arts scene throughout the county.
- A life raft trust to make sure that high quality local tourist attractions remain viable even in difficult economic times.

How will we measure our success?

The most important ways in which we will measure whether we have succeeded in delivering this outcome are:

- More spend generated from tourism for the Essex economy.

Links to other outcomes

- A Cleaner, Greener Essex.
- A 'Globalised' Local Economy.
- Essex Championed.
- An Olympic Legacy.

Corporate lead for the outcome

Cabinet Member
Leader

Lead Officer
Assistant Chief Executive
Policy, Community Planning & Regeneration

Our Economy » Delivering Value for Money » Taxpayers' Money is Spent Wisely

Taxpayers' Money is Spent Wisely

Spending taxpayers' money wisely is embedded in everything that we do and no money is spent directly on this outcome.

What do we mean by it?

Almost two thirds of Essex residents feel well informed about how Council tax is spent, (Source, Ipsos MORI survey, Evaluating EssexWorks, 2009).

Essex County Council has a budget of approximately £2.2 billion. It is crucial that we make sure that this money is spent efficiently by securing good value for money in the contracts we sign and reducing the levels of bureaucracy so that money is directed where it is needed most.

The £2.2 billion that Essex County Council spends every year is not our money. It is the money of the residents of Essex. This money provides crucial services for the community such as high quality roads, good schools and care for the elderly. The more efficiently we spend that money, the better services we can provide and the lower we can keep the council tax.

How do we plan to deliver it?

Our staff understand that ensuring value for money must be a crucial part of all our activities. This means reducing bureaucracy and providing the right technology so our front line services can concentrate on doing their jobs. It also means showing smart commercial sense so that we get the best value from the many contracts we sign. It is because we hold so much importance in ensuring taxpayers' money is spent wisely that we have launched a transformation programme to ensure the council is the most efficient it can be.

How will we measure our success?

The most important ways in which we will measure whether we have succeeded in delivering this outcome are:

- Demonstrate savings gained through the transformation programme.
- Residents increasingly recognising that the Council provides value for money.

Links to other outcomes

- This is an over-arching outcome that links to all other outcomes.

Corporate lead for the outcome

Cabinet Member
Cabinet Member for
Finance & Change Management

Lead Officer
Executive Director for Finance

Our Economy » Delivering Value for Money » Essex Championed

Essex Championed	
£9.0m gross revenue expenditure	
<p>What do we mean by it? <i>Just over half of residents felt the County council promoted the interests of local residents and acted on the concerns of local residents.</i> <i>(Source: Essex County Place Survey 2009)</i></p> <p>The community and political leadership that Essex County Council provides helps the county to raise its political, economic and cultural profile within the UK and the rest of the world.</p> <p>We believe that Essex contributes greatly to the political, economic and cultural life of the UK and needs to be recognised for these contributions. It is important that we emphasise how attractive Essex is for families and for businesses and that the views and needs of Essex residents are recognised by central government.</p>	
<p>How do we plan to deliver it? Key activities include:</p> <ul style="list-style-type: none"> Producing innovative policies which support the community of Essex such as supporting Post Offices threatened with closure. Lobbying central government to make sure it intervenes in issues important to the people of Essex such as the improvements to the A12. Securing funding for important projects such as new schools for Colchester or a new waste management facility. Supporting elected Councillors in their community leadership role. Providing Community grants to create a 'legacy of real and lasting benefit' to their community. Ensuring Essex is able to benefit from funding from the EU and other external sources. 	<p>How will we measure our success? The most important ways in which we will measure whether we have succeeded in delivering this outcome are:</p> <ul style="list-style-type: none"> Tourism generating increased spend for the local economy. A higher number of businesses starting up in Essex More residents feeling the Council promotes the interests of residents.
<p>Links to other outcomes</p> <ul style="list-style-type: none"> An Olympic legacy. Greater Community Engagement. Essex is a recognised tourist destination. 	
Corporate lead for the outcome	
<p>Cabinet Member Leader</p>	<p>Lead Officer Assistant Chief Executive Policy, Community Planning & Regeneration</p>

Our World » Protecting the Environment » A Cleaner, Greener Essex

A Cleaner, Greener Essex

£1.1m gross revenue expenditure

What do we mean by it?

40% of Essex Residents identified clean streets as among the top 2 most important factors in making somewhere a good place to live and 25% thought parks and open spaces were critical.

(Source, Ipsos MORI Survey, Evaluating Essex Works, 2009)

Essex County Council provides a range of services to provide an attractive and sustainable natural and built environment ranging from the provision of country parks to working with partners to provide quality street scenes that make Essex an attractive place to live and work.

A pleasant environment is an important part of the high quality of life we strive to provide to every one of our citizens. By helping in the development and maintenance of greener, more attractive areas, we can make sure that people are able to live in neighbourhoods they can take pride in and feel a sense of ownership over.

How do we plan to deliver it?

Key activities include:

- Ensure town centres are well-maintained and clean.
- Provision of country parks.

How will we measure our success?

The most important ways in which we will measure whether we have succeeded in delivering this outcome are:

- Less land which has unacceptable amounts of litter, detritus, graffiti and fly-posting.
- More people expressing satisfaction with the quality of the local environment.
- A better user experience with our parks and open spaces.

Links to other outcomes

- Less landfill waste and increase recycling and composting.
- Essex is a recognised tourist destination.
- A reduced carbon footprint for Essex.
- Essex is the Safest Place in England.
- A Healthier Essex.
- Keep the Heart in Essex Communities.

Corporate lead for the outcome

Cabinet Member
Chief Whip and Cabinet Member for
Environment & Waste

Lead Officer
Executive Director for
Environment, Sustainability & Highways

Our World » Protecting the Environment » A Reduced Carbon Footprint for Essex

A Reduced Carbon Footprint for Essex

£11.4m gross revenue expenditure

What do we mean by it?

If the performance of the best local authorities can be matched, councils can reduce CO₂ production by 60 per cent by 2025. This is 25 years before central government expects to reach this level of saving.

(Source: Carbon Footprints, Local Steps: How local government can rise to the climate change challenge, 2007)

We will help the residents and businesses of Essex to reduce their carbon footprint and reduce the footprint of the council and its activities.

Essex is already the driest county in the United Kingdom and has the longest coastline in Britain so will be more susceptible than most to the impact of climate change. Reducing energy consumption saves money for families and businesses and helps maintain an environment for everyone to enjoy.

How do we plan to deliver it?

Key activities include:

- Providing more energy efficient street lighting.
- Making council activities more sustainable.
- Providing information to the public on ways they can easily and affordably decrease their carbon footprint.

How will we measure our success?

The most important ways in which we will measure whether we have succeeded in delivering this outcome are:

- A reduction in CO₂ being produced by Essex County Council activities.
- Reduced CO₂ being produced per head in Essex.
- More Essex residents reporting that they do things that will reduce their own carbon footprint.

Links to other outcomes

- A Cleaner, Greener Essex.
- Congestion Reduced.
- Less landfill waste and increase recycling and composting.
- Transport Infrastructure Improved.
- A Healthier Essex.

Corporate lead for the outcome

Cabinet Member
Cabinet Member for
Finance & Change Management

Lead Officer
Executive Director for
Commercial Services

Our World » Reducing and Recycling Waste » Less Landfill Waste and Increased Recycling and Composting

Less Landfill Waste and Increased Recycling and Composting

£52.4m gross revenue expenditure plus £11.3m capital investment

What do we mean by it?

94% of Essex citizens say they would recycle or reuse 70% of their household waste (Source: Ipsos MORI survey, Evaluating EssexWorks, 2009).

Essex County Council is committed to making sure that more and more of household waste in the county is dealt with in a sustainable way rather than sending waste to landfill.

We believe that increasing levels of recycling and composting is the right thing to do in order to save energy, reduce consumption of valuable materials and stop the demand for more landfill space. With the landfill tax increasing, increased recycling is also an important way for us to cut costs.

How do we plan to deliver it?

Key activities include:

- Encouraging greater personal recycling through public campaigns and partnerships with district and borough councils.
- Better composting facilities to degrade food and green waste in an environmentally friendly way.

How will we measure our success?

The most important ways in which we will measure whether we have succeeded in delivering this outcome are:

- Less tonnage of household waste in Essex.
- More reuse, recycling and composting of household waste.
- Improved levels of satisfaction with Recycling Centres.

Links to other outcomes

- A Cleaner, Greener Essex.
- A reduced carbon footprint for Essex.

Corporate lead for the outcome

Cabinet Member
Chief Whip and Cabinet Member for
Environment & Waste

Lead Officer
Executive Director for
Environment, Sustainability & Highways

Our World » Making Communities Safer » Essex is the Safest Place in England

Essex is the Safest Place in England

£49.3m gross revenue expenditure plus £3.3m capital investment

What do we mean by it?

Essex residents feel the level of crime is the most important factor in making somewhere a good place to live. (Source: Ipsos MORI survey, Evaluating EssexWorks, 2009).

A safe county means many things - a place that enjoys low levels of crime, safe roads and high levels of confidence in the quality of services. Most importantly it means an atmosphere where residents feel secure in their own home and when they travel.

Essex is an extremely safe place to live but people still suffer from criminal behaviour and dangerous driving and it is important that this is reduced. It is also important that people become more aware of how safe Essex is. We live in a period where crime levels are falling but fear of crime is rising and this can have as severe an effect on quality of life as actual crime. We want Essex to be the safest place in England statistically but also for our residents to feel safe and secure here.

How do we plan to deliver it?

Key activities include:

- Drug Action Team to prevent drug abuse and its effects.
- Trading Standards Team to make sure people feel safe and secure in the purchases they make.
- Road safety measures.
- Working closely with the Police to provide safer environments.

How will we measure our success?

The most important ways in which we will measure whether we have succeeded in delivering this outcome are:

- Fewer people killed or seriously injured in road traffic accidents.
- More people feeling safe in Essex.
- Fewer crimes being recorded in Essex.
- Fewer traders supplying illegal products to under-age children.

Links to other outcomes

- Essex is a recognised tourist destination.
- Vulnerable Young People Given a Good Start in Life.
- A Choice of Schools That Support Children to Achieve Their Potential.
- Keep the Heart in Essex Communities.
- Better Prevention, Early Intervention and Family Support Services.
- A Larger Role for the Third Sector.

Corporate lead for the outcome

Cabinet Member
Chief Whip and Cabinet Member for
Environment & Waste

Lead Officer
Assistant Chief Executive
Policy, Community Planning & Regeneration

How We Will Deliver the Outcomes

Our Values

Our values help to define the kind of organisation Essex County Council wants to be.

Each of our Values is supported by a number of words which illustrate how this value can be demonstrated and together these reflect the ways our staff aspire to work and behave; with each other and with our customers and partners.

Our Values are:

- **Passionate - about achieving results**
- **Responsive - to customers' needs**
- **Inspirational - and bold in thinking and solutions**
- **Supportive - of others' input and perspective, working as one**
- **Motivating - others and trusting them to deliver**

Our Approach to Risk Management

The priorities set out in this plan provide the starting point for our risk management framework.

Our approach to risk management enables us to manage council resources effectively, maximising opportunities and identifying threats to achieving our priorities. Our risk management framework is built around proactive monitoring and discussion of threats and opportunities. This approach gives us the best chance of successfully delivering our *Essex Works* priorities and allows us to:

- Have increased confidence in achieving our outcomes whilst reducing the threats facing the Council to manageable levels.
- Take informed decisions, exploiting opportunities and ensuring that we get the right balance between reward and risk.
- Improve our partnership working arrangements and corporate governance.

Our Approach to Equality and Diversity

We believe all Essex citizens have the right to be treated fairly. But this does not mean they should all be treated the same.

Essex is better for its many communities and we are committed to strengthening them. In part this means making our communities more inclusive and freeing them from unlawful discrimination. It means removing barriers that limit access to employment, services or participation in public life. It also means assessing our processes and services to ensure they are appropriate to our residents' values, circumstances and lifestyles. We are currently engaged in a programme of Equality Impact Assessments to do this.

At a more fundamental level this means promoting freedom and choice. By giving people the freedom to choose the services they receive, we can help ensure that all residents are treated as individuals with their own needs, and circumstances .

Our commitment to freedom and choice, to diversity and equality, runs through all our Essex*Works* priorities. By delivering on these priorities we will improve the quality of life for all those living and working in Essex.

Our Approach to Learning and Development

Ensuring that our priorities are delivered means ensuring our staff have the right skills and knowledge.

A continuity of focus runs from our Essex*Works* priorities, through directorate and unit plans, to individual objectives expressed in 'my performance' contracts. 'My performance' allows managers to identify progress against objectives, assess learning and development requirements and support team members throughout their development. In this way we ensure that all learning and development supports the Essex*Works* vision.

We recognise the important role training and developmental opportunities play in recruiting and retaining staff. In a complex environment, expertise and professional qualifications are often critical to delivering the effective services our residents rightly demand.

We are committed to ensuring individuals have the opportunity to expand their skills - while a degree of staff turnover is a sign of healthy organisation, we would never want to see staff leave Essex County Council because they felt we were unable to match their learning and development aspirations.

In 2010-11 we expect employees to undertake more than 75,000 hours of training covering the full range of development needs including management, personal effectiveness, risk management, health and safety and Council-wide inductions. A specific emphasis will be placed upon providing the skills required by the Council as it undertakes its transformation and for the future.

We continue to partner with the University of Cambridge's Judge Business School to provide Leadership Development for the Council's senior officers. The Leadership Academy is a tailor-made leadership development programme, which utilises a broad variety of learning interventions (including Business School residential courses, 360° feedback and one-to-one coaching) to enhance both individuals' and the Council's leadership skills.

We are now building further upon this partnership, providing a programme for high potential emerging leaders to emphasise a broad range of general management capabilities, but focusing particularly on the people, culture and change management issues that are so important for a leading ‘fit for purpose’ organisation.

Our Approach to Performance Management

Essex County Council has a clear and ambitious vision to deliver the best quality of life in Britain. To achieve this, we use a performance management framework which enables us to measure how well we are delivering outcomes for the people of Essex. This insight helps our staff to continually learn from what they do, and improve their work for the future.

Our aim to deliver the best quality of life in Britain for the residents of Essex is the overarching mission which unites all our staff across the organisation. To achieve this we have agreed high level outcomes – these are tangible outcomes which will make a difference to Essex residents’ quality of life.

We recognise that delivering these outcomes often requires us to work in partnership with other organisations in Essex including district councils, Essex Police, the NHS and organisations in the voluntary sector. Together, we understand not only what we each must do, but also what skills, competencies and resources we need in order to deliver the right results. We have set ourselves challenging but realistic targets to drive improvement and we pay particular attention to understanding and improving the effectiveness of how we meet our customer needs and deliver value for money.

As part of our Customer First Programme we are consolidating staff to form a specialist support service (Performance, Planning and Improvement). This will significantly increase our analytical capacity by bringing all information into one team whilst also cutting out duplication across the authority.

We value the importance of high quality information and are making further improvements to our data quality and strategic planning cycle to ensure that decision makers, such as the Leader, Chief Executive and Cabinet Members, have the right performance insight, at the right time, to set challenging targets and deliver continuous improvement.

Our staff are supported by a comprehensive individual performance management process, including performance contracts, which define the outcomes required from each staff member in order for the Council to successfully deliver our high level outcomes. The insight gained from performance measurement is used to empower our staff to make better informed decisions and be accountable for delivering the results required of them.

Our Scrutiny arrangements play a key role; they provide us with independent and robust challenge, and hold us to account for our service delivery.

Our Relationship with our Partners

To deliver the outcomes we want, and need to deliver, successful collaboration with our partners is critical. Despite the significant challenges of operating within such a diverse and complicated public service arena, we are building the partnerships necessary to make sure the public services for the county are working together to provide a better quality of life for Essex residents.

As a County Council, we serve some 1.4 million Essex residents. We educate almost 200,000 school children. We employ 37,000 staff. In 2010-11, our turnover will be almost £2.2 billion. Our net budget is some £822 million. We work with 12 District and Borough Councils, 2 Unitary Councils, 5 Primary Care Trusts, 270 Parish and Town Councils and a very wide selection of public service agencies, voluntary sector organisations and businesses across the county.

The Essex Partnership – the countywide Local Strategic Partnership (LSP) - is our key strategic alliance. It provides a clear and accountable framework for priority-setting and delivery within which all other themed partnerships operate. The Council shares a major role in many other partnerships - what unites them is a commitment to deliver clearly defined outcomes in a strong and effective manner.

Finances

Overview of Key Figures

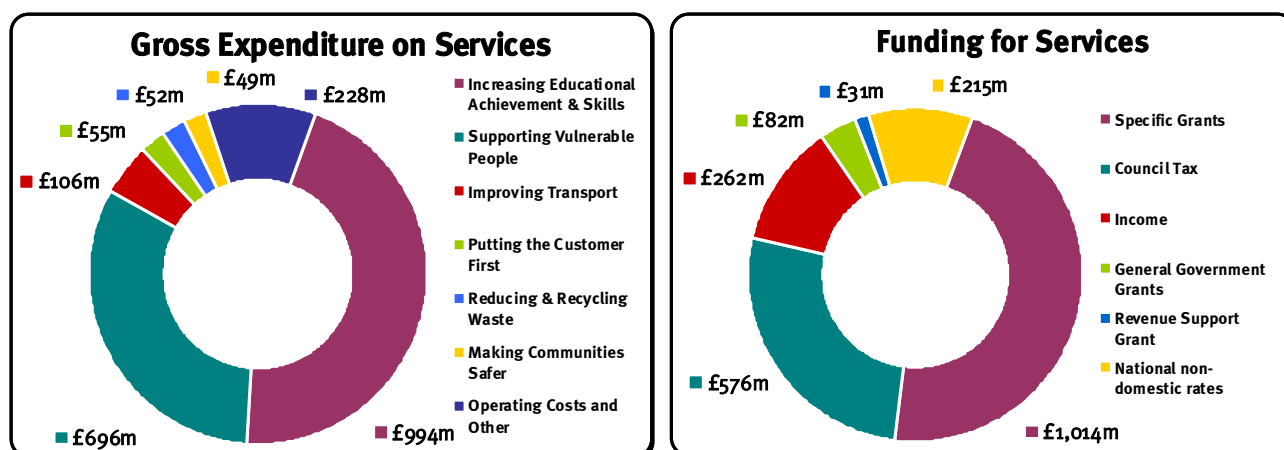
Revenue Budget

The net revenue budget requirement for 2010-11 amounts to £822.063 million, which is an increase of £18.891 million (2.4%) over that for 2009-10.

This increase comprises:

- £106.588 million relating to new investment; and
- £20.176 million relating to pay and price inflation;
- offset by £88.315 million relating to efficiencies and savings; and
- the withdrawal from reserves of £19.558 million.

In total we will spend £2.180 billion on delivering services.



A high-level summary of the revenue budget showing the sources of finance is shown on page 42. Details of the budget analysed in the Essex *Works* delivery programmes are set out in Annex 1.1 on page 43 onwards and a detailed portfolio analysis, which reflects our Cabinet structure, is shown in Annex 2.1 on page 91 onwards.

Capital Programme

The capital payments guideline amounts to £383.921 million for 2010-11, which will be financed from a combination of borrowing, grants and contributions, capital receipts and revenue reserves. Further details are provided in Annex 1.2 starting on page 63 (in Essex *Works* delivery programmes) and in Annex 2.2 starting on page 108 (in Portfolios).

Revenue Budget

Context

Our costs continue to increase rapidly reflecting a rising elderly population, a further increase in the rate of landfill tax on waste and increasing requirements in respect of child protection.

The current economic downturn has exacerbated the situation and we have been particularly affected by the reduction in interest rates to their lowest ever level; this has resulted in a reduction in income from our investments of £9 million levels experienced before the start of the current recession.

The slowdown in the economy has also resulted in a slower than expected increase in the number of new households which has meant that council tax income is lower than anticipated.

Inflation rates are expected to peak in the Spring and then fall towards the end of the financial year. As a result, the provision we have made for pay and price inflation is much lower than in recent years.

2010-11 Grant Settlement

Nationally, the headline figures are as follows:

- Total Formula Grant will increase by 2.6%.
- ‘Floors’ remain part of the system (setting a minimum level of increase). For authorities with education and social care responsibilities, the minimum increase in Formula Grant is 1.5%.
- The government has re-iterated that it expects to see average council tax increases in 2010-11 of substantially less than 5%.

Essex's Funding Settlement

The position for Essex County Council is:

- Formula Grant for 2010-11 is £246.704 million.
- We will be funded above the ‘funding floor’ for the second year running and our formula grant allocation has been reduced by £11.115 million to contribute to authorities funded below the floor.
- Provisional Dedicated Schools Grant (DSG) is £785.391 million. Final DSG figures will not be issued until summer 2010.
- Specific grants (excluding Dedicated Schools Grant) amount to £228.418 million, Area Based Grant amounts to £81.531 million and the Local Authority Business Growth Incentive Scheme grant amounts to £0.500 million.

Council Tax

The council tax for a band D property will be £1,086.75, representing an increase of 1.9% over that for 2009-10; the table on page 42 shows the council tax for all property bands.

The tax base for council tax purposes has increased by 0.50% from 526,412 in 2009-10 to 529,060 in 2010-11 reflecting an increase in the number of households in Essex.

The council tax precept will be £574.956 million and the net surplus on the Collection Funds maintained by district councils as billing authorities is £0.403 million.

Both the increase in tax base and the Collection Fund surpluses have been depressed by properties being revalued and placed into lower council tax bands following appeals by householders to the Valuation Office Agency.

Capital Programme

Capital expenditure is financed from a number of sources:

- Specific grants and contributions.
- Capital receipts.
- Revenue contributions (via the use of the Reserve for Future Capital Funding).
- Borrowing.

The Council can determine the level of its borrowing for capital financing purposes, based upon its own views regarding the affordability, prudence and sustainability of that borrowing. The Council must, however, assess the level of its borrowing as part of the budget process in accordance with the CIPFA Prudential Code for Capital Finance. The borrowing levels for the capital programme are therefore constrained by this assessment and by the availability of revenue budget to meet the borrowing costs, which in itself is considered within the context of the overall revenue budget considerations.

Overall, the capital programme for 2010-11 is set at £383.921 million compared to £302.718 million for 2009-10.

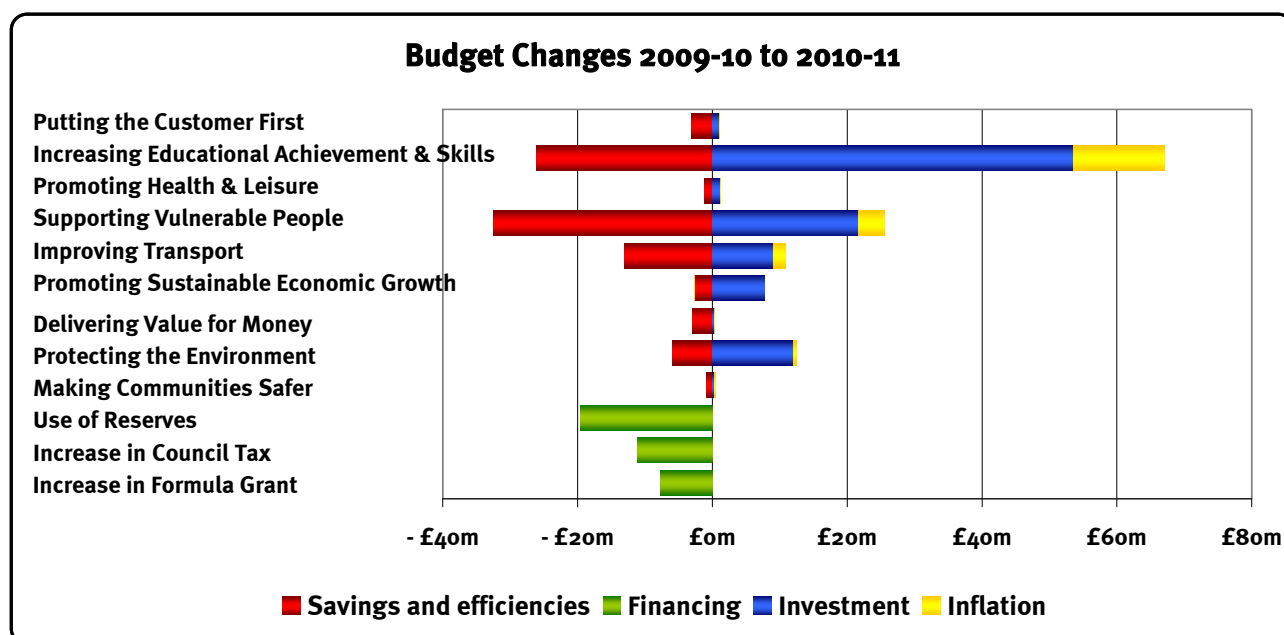
Each major scheme is subject to the Council's programme management governance process, which tracks projects through the phases of development.

Revenue Reserves and Balances

The underlying level on the general balance is forecast to amount to £33.025 million at 1 April 2010. The forecast balances on the earmarked revenue reserves are set out in Annex 1.4 on page 82.

Aligning Resources to Our Priorities

As part of our integrated service and financial planning process, we have reviewed all our budgets to ensure that we have the resources available to invest in our priorities and that we are spending public money as effectively as possible.



We have set a net revenue budget of £822 million to deliver our Essex *Works* priorities; this budget meets inflationary pressures of £20 million and provides for new investment of £107 million. As a consequence of the review process, we have identified £88 million of savings and efficiencies to allow us to re-direct resources to our priorities.

In addition to the revenue budget which provides for the day-to-day running costs of providing essential services to the people of Essex, we are proposing to invest a further £384 million in a capital programme to deliver new and improved assets such as schools and roads.

New Investment

The £107 million of new investment in 2010-11 includes:

- A £38 million investment in supporting schools and vulnerable young people (including additional provision to meet increasing costs of ‘looked after children’ and rising costs of home to school transport).
- £23 million to meet the costs of recurrent expenditure funded in 2009-10 by the withdrawal of funds from reserves.
- £17 million to meet demands relating to the costs of demographic changes arising from a growing elderly population and increases in the numbers and complexity of care required for adults with learning disabilities.
- £12 million to meet the costs of waste disposal and recycling (including a £5 million increase in the contribution to our Waste Reserve to set aside money now to meet future costs of meeting European targets to reduce the amount of waste disposed of in landfill sites, £4 million for recycling, £1 million in landfill tax).
- £7 million to meet the additional cost of borrowing to support the capital programme and to offset a reduction in the level of interest earned on our investments.

Efficiency and Other Savings

In order to deliver new investment in the services that are important to our residents and partners, to maintain essential public services to those who rely upon them and to keep the council tax as low as possible we will deliver £88 million of cashable efficiencies and savings in 2010-11.

These include:

- A £26 million reduction in ‘back-office’ costs.
- £15 million efficiency savings in adult social care provision including procurement savings.
- £12 million efficiency savings in supporting schools and looking after vulnerable children including procurement savings.
- £6 million of savings and efficiencies relating to transport.
- A £4 million reduction in the cost of building maintenance.

- £3 million savings arising from reduced volumes of waste disposed of in landfill and cost reductions.

Detailed Figures

Detailed budget analyses are set out in the following annexes:

- Annex 1.1 - Revenue Budget (page 43).
- Annex 1.2 - Capital Programme (page 63).
- Annex 1.3 - Trading Activities (page 81).
- Annex 1.4 - Reserves & Balances (page 82).

Further Information

Portfolio Budgets

The revenue budget and capital programme are also presented in Portfolio format reflecting Cabinet Member's accountabilities for service delivery:

- Annex 2.1 - Revenue Budget (page 91).
- Annex 2.2 - Capital Programme (page 108).

Prudential Indicators, Treasury Management Strategy & Provision for Repayment of Debt Policy

Part 3 of this document contains our Prudential Indicators, Treasury Management Strategy & Provision for Repayment of Debt Policy. This sets out our strategy for borrowing to support the capital programme and for investing surplus cash balances and demonstrating that our capital investment plans are affordable and that borrowing is at a prudent and sustainable level. In addition, it sets out the arrangements for ensuring that the Council makes a prudent provision for the repayment of borrowing for capital financing purposes in 2010-11.

Review of the Budget and the Adequacy of Reserves

The Section 151 Officer's assessment of risks and the adequacy of the levels of reserves and balances is set out in the Review of the Budget and the Adequacy of Reserves which forms Part 4 of this document.

Key Figures

Revenue Budget Summary

2008-09		2009-10		2010-11
Actual		Original Budget	Latest Budget	Budget
£000		£000	£000	£000
2,447,086	Gross expenditure	2,167,541	2,266,010	2,179,934
(260,630)	Specific government grants (excluding DSG)	(251,798)	(297,937)	(228,418)
(582,121)	Income	(275,098)	(328,965)	(262,031)
1,604,335	Sub total	1,640,645	1,639,108	1,689,485
(756,743)	Specific government grants (Dedicated Schools Grant)	(785,889)	(762,639)	(785,391)
847,592	Net cost of services	854,756	876,469	904,094
(12,467)	General balance - contribution/(withdrawal)	6,000	1,635	-
(51,416)	General Government grants	(57,584)	(74,932)	(82,031)
783,709	Budget requirement	803,172	803,172	822,063
	Financed by			
(28,456)	Revenue Support Grant	(44,800)	(44,800)	(31,281)
(204,415)	National non-domestic rates	(194,095)	(194,095)	(215,423)
(547,316)	Council tax precept	(561,419)	(561,419)	(574,956)
(3,522)	Collection fund surpluses	(2,858)	(2,858)	(403)
(783,709)	Total financing	(803,172)	(803,172)	(822,063)
	COUNCIL TAX (for Band D properties)	£1,066.50		£1,086.75

Council Tax

Council Tax at each property band		2009-10	2010-11
		£	£
Band A	Up to £40,000	711.00	724.50
Band B	£40,001 to £52,000	829.50	845.25
Band C	£52,001 to £68,000	948.00	966.00
Band D	£68,001 to £88,000	1,066.50	1,086.75
Band E	£88,001 to £120,000	1,303.50	1,328.25
Band F	£120,001 to £160,000	1,540.50	1,569.75
Band G	£160,001 to £320,000	1,777.50	1,811.25
Band H	More than £320,000	2,133.00	2,173.50

Tax base	2009-10	2010-11
Band D equivalent properties	526,412	529,060

Revenue Budget Summary

Controllable Net Expenditure			Outcomes		2010-11 Budget								
2008-09 Actual	2009-10 Original Budget	2009-10 Latest Budget			Gross Expenditure	Income	Specific Government Grant	Controllable Net Expenditure	Support Services	Building Maintenance	Asset charges	Net Expenditure	Total
£000	£000	£000			£000	£000	£000	£000	£000	£000	£000	£000	£000
				PUTTING THE CUSTOMER FIRST									
24,206	23,866	24,331		GREATER COMMUNITY ENGAGEMENT	30,137	(5,939)	(710)	23,498	597	117	1,368	25,490	25,490
489	1,801	1,177		A LARGER ROLE FOR THE THIRD SECTOR	6,084	(104)	(376)	5,607	66	-	-	5,673	5,673
10,541	8,524	9,568		KEEP THE HEART IN ESSEX COMMUNITIES	12,470	(3,776)	-	8,694	1,329	14	218	10,235	10,235
1,935	1,992	2,989		SATISFIED CUSTOMERS	2,626	-	-	2,626	79	-	-	2,705	2,705
37,271	36,183	37,965		PUTTING THE CUSTOMER FIRST	51,327	(9,806)	(1,086)	40,435	1,981	131	1,586	44,123	44,123
				OUR PEOPLE									
13,338	10,527	16,135		INCREASING EDUCATIONAL ACHIEVEMENT AND SKILLS	984,349	(16,727)	(913,395)	14,227	8,915	316	547	24,005	24,005
11,834	17,361	12,831		PROMOTING HEALTH AND LEISURE	18,980	(3,485)	(59)	15,466	849	259	46	16,620	16,620
438,123	469,918	479,759		SUPPORTING VULNERABLE PEOPLE	674,617	(127,022)	(51,492)	553,953	20,715	411	1,775	556,824	556,824
463,295	497,806	518,725		OUR PEOPLE	1,675,946	(147,414)	(984,916)	543,616	30,479	986	2,368	577,449	577,449
				OUR ECONOMY									
48,417	48,597	49,561		IMPROVING TRANSPORT	88,588	(26,631)	(9,376)	52,581	4,416	36	12,975	69,738	69,738
9,502	10,870	11,712		PROMOTING SUSTAINABLE ECONOMIC GROWTH	10,015	(2,085)	(1,410)	6,520	835	256	197	7,808	7,808
5,177	6,343	11,915		DELIVERING VALUE FOR MONEY	6,334	(60)	-	6,274	2,616	-	-	8,890	8,890
63,096	65,810	73,188		OUR ECONOMY	104,937	(28,776)	(10,786)	65,375	7,597	292	13,172	86,436	86,436
				OUR WORLD									
13,039	13,028	13,194		PROTECTING THE ENVIRONMENT	11,856	(107)	-	11,749	586	-	-	12,335	12,335
47,988	47,601	47,710		REDUCING AND RECYCLING WASTE	51,424	(1,618)	-	49,779	744	112	74	50,709	50,709
30,639	31,103	35,230		MAKING COMMUNITIES SAFER	45,559	(8,376)	(899)	36,284	3,230	-	522	40,036	40,036
91,666	91,732	96,134		OUR WORLD	108,839	(10,128)	(899)	97,812	4,560	112	596	103,080	103,080
88,203	58,600	20,334		OPERATING COSTS	126,434	(53,592)	(152)	72,690	499	165	(78,487)	(5,133)	(5,133)
104,161	103,695	130,123		SUPPORT SERVICES	112,461	(12,313)	(15,970)	84,176	(45,117)	(1,686)	60,766	98,139	98,139
847,592	854,756	876,469		NET COST OF SERVICES	2,179,934	(562,031)	(1,013,809)	904,094	-	-	-	904,094	904,094
(12,467)	6,000	1,635		GENERAL BALANCE CONTRIBUTION / (WITHDRAWAL)	-	-	-	-	-	-	-	-	-
(51,416)	(57,584)	(74,932)		GENERAL GOVERNMENT GRANTS	-	-	(82,031)	(82,031)	-	-	-	(82,031)	(82,031)
763,709	803,172	803,172		BUDGET REQUIREMENT	2,179,934	(562,031)	(1,013,809)	832,063	-	-	-	832,063	832,063

Putting the Customer First » Greater Community Engagement & A Larger Role for the Third Sector

Controllable Net Expenditure			Outcomes		2009-10 Budget							Total Net Expenditure
2008-09 Actual	2009-10 Original Budget	2009-10 Latest Budget			Gross Expenditure	Income	Specific Government Grant	Controllable Net Expenditure	Support Services	Building Maintenance	Asset charges	Total Net Expenditure
£000	£000	£000			£000	£000	£000	£000	£000	£000	£000	£000
			PUTTING THE CUSTOMER FIRST									
			GREATER COMMUNITY ENGAGEMENT									
			Engaged and Empowered Communities									
1,576	1,491	1,422	Area Coordination		1,237	-	-	1,237	1	-	1,303	2,541
281	293	336	Rural Programme		281	-	-	281	-	-	-	281
348	249	247	Making the Links (with Parish Councils)		237	-	-	237	-	-	-	237
2,205	2,033	2,005	Engaged and Empowered Communities		4,755	-	-	4,755	1	-	4,903	3,059
			Participate in Positive Activities and Contribute By Being A Good Law Abiding Citizen									
11,056	10,733	10,905	Provision of Integrated Youth Service		14,048	(3,747)	-	10,301	-	-	31	10,332
1,587	2,513	2,476	Data on Outcomes for Those with Youth Offending Team Involvement		4,891	(2,097)	-	2,794	214	-	16	3,024
3,795	3,497	3,488	Contracts with 3rd Sector Organisations		3,464	-	-	3,464	-	-	-	3,464
276	314	569	Youth Services Data on Participation in Positive Activities		551	-	-	551	-	-	-	551
101	91	86	Budgets to Support Participation and Active Citizenship & Venues for Community to Come Together		83	-	-	83	6	117	-	206
16,815	17,148	17,504	Participate in Positive Activities and Contribute By Being A Good Law Abiding Citizen		23,037	(5,844)	-	17,193	220	117	47	17,577
			Enjoy Growing Up									
2,896	3,220	3,320	Contracts for Respite Care		3,319	(85)	-	3,234	161	-	18	3,413
2,019	1,250	1,205	Aiming High for Disabled Children policy		1,134	-	-	1,134	125	-	-	1,259
-	(9)	-	Youth Capital & Youth Opportunity Budgets		710	-	(710)	-	-	-	-	-
271	224	187	Youth Parliament		182	-	-	182	-	-	-	182
5,186	4,685	4,722	Enjoy Growing Up		5,345	(85)	(710)	4,550	286	-	18	4,854
24,206	23,866	24,331	GREATER COMMUNITY ENGAGEMENT		30,437	(5,929)	(710)	23,498	507	117	4,568	25,490
			A LARGER ROLE FOR THE THIRD SECTOR									
			Strong Strategic Partnership Working									
(661)	1,222	350	Countywide Thematic Partnerships		5,217	-	(376)	4,841	-	-	-	4,841
650	579	827	Partnership Delivery Team		867	(101)	-	766	66	-	-	832
489	1,801	1,177	Strong Strategic Partnership Working		6,084	(101)	(376)	5,607	66	-	-	5,673
489	1,801	1,177	A LARGER ROLE FOR THE THIRD SECTOR		6,084	(101)	(376)	5,607	66	-	-	5,673

Putting the Customer First » Keep the Heart in Essex Communities & Satisfied Customers

Controllable Net Expenditure			Outcomes		2010-11 Budget							Total
2008-09 Actual	2009-10 Original Budget	2009-10 Latest Budget			Gross Expenditure	Income	Specific Government Grant	Controllable Net Expenditure	Support Services	Building Maintenance	Asset Charges	Net Expenditure
£000	£000	£000			£000	£000	£000	£000	£000	£000	£000	£000
				PUTTING THE CUSTOMER FIRST (continued)								
				KEEP THE HEART IN ESSEX COMMUNITIES								
				The Natural and Historic Environment is Effectively Managed Across The County								
2,975	3,365	3,206		Accessible Rights of Way	3,066	-	-	3,066	194	-	-	3,260
572	400	431		Archaeological Unit	1,346	(869)	-	477	257	14	7	755
221	158	183		Formal SLA's between ESH (natural environment) and all other ECC Departments That Have Responsibility for Trees	396	(274)	-	122	51	-	-	173
1,491	319	708		Formal SLA's with District / Boroughs and External Partners	165	(66)	-	99	-	-	-	99
188	180	219		Conservation Area Appraisals / Landscape Projects	380	(159)	-	221	-	-	-	221
223	159	251		Minerals and Waste Plan	458	-	-	458	-	-	-	458
-	-	92		Essex Shoreline Management plan	42	-	-	42	-	-	-	42
17	28	34		Skills Training	72	(47)	-	25	-	-	-	25
-	-	-		Tree Service Team	-	-	-	-	-	-	-	-
5,687	4,609	5,424		The Natural and Historic Environment is Effectively Managed Across The County	5,935	(4,443)	-	4,510	502	14	7	5,033
				Libraries Operating as the Hub For Information, Advice and Guidance For The Community								
508	630	590		Mobile Library service	640	-	-	640	1	-	-	641
-	-	77		Library Credit Unions	132	-	-	132	1	-	-	133
1	45	16		Library Events e.g. Essex Book Festival/Book Groups	46	-	-	46	-	-	-	46
509	675	683		Libraries Operating as the Hub For Information, Advice and Guidance For The Community	818	-	-	818	2	-	-	820
				Self Contained Sustainable Communities								
2,498	2,395	2,325		Planning Briefs, Applications and Local Development Plan	2,106	(56)	-	1,545	365	-	-	1,910
1,242	280	915		Development Management Team	2,257	(939)	-	1,318	73	-	-	1,691
554	559	469		Public Art Team	732	(203)	-	529	-	-	-	529
51	6	52		Gypsies Traveller Team	632	(698)	-	(66)	87	-	211	272
4,345	3,240	3,761		Self Contained Sustainable Communities	5,727	(3,364)	-	3,365	835	-	211	4,402
10,541	8,524	9,568		KEEP THE HEART IN ESSEX COMMUNITIES	12,470	(3,776)	-	8,694	1,339	14	218	10,255
				SATISFIED CUSTOMERS								
				Customer Satisfaction Is Achieved								
674	739	1,668		Policy Unit	1,308	-	-	1,308	-	-	-	1,308
1,261	1,253	1,321		Public Engagement	1,318	-	-	1,318	79	-	-	1,397
1,935	1,992	2,989		Customer Satisfaction Is Achieved	2,626	-	-	2,626	79	-	-	2,705
4,935	4,992	2,989		SATISFIED CUSTOMERS	2,626	-	-	2,626	79	-	-	2,705
37,471	35,523	37,995		PUTTING THE CUSTOMER FIRST	51,537	(9,806)	(1,086)	40,425	1,981	131	1,286	44,123

Our People » Increasing Education Achievement and Skills » A Higher Skilled Population

Controllable Net Expenditure			Outcomes		2010-11 Budget							Total Net Expenditure
2008-09 Actual	2009-10 Original Budget	2009-10 Latest Budget			Gross Expenditure	Income	Specific Government Grant	Controllable Net Expenditure	Support Services	Building Maintenance	Asset Charges	
£000	£000	£000			£000	£000	£000	£000	£000	£000	£000	£000
			OUR PEOPLE									
			INCREASING EDUCATIONAL ACHIEVEMENT AND SKILLS									
			A HIGHER-SKILLED POPULATION									
			Adult Population Supported to Attain the Right Skills to Succeed in Modern Economy									
2,475	2,499	8,264	Supported Employment Schemes		9,074	(1,059)	(35)	7,986	133	56	28	8,197
691	1,053	1,059	Benefits Advice and Support		1,047	-	-	1,047	-	-	-	1,047
3,166	3,552	9,323	Adult Population Supported to Attain the Right Skills to Succeed in Modern Economy		10,121	(1,059)	(35)	9,027	133	56	28	9,244
			Live in Decent Homes and Have Access to Good Transport Links									
(621)	329	(142)	14-19 Strategy		1,445	(138)	(827)	480	-	-	-	480
42	137	112	Training for Children's Services Staff on Housing Issues		76	-	-	76	10	-	-	86
(579)	466	(30)	Live in Decent Homes and Have Access to Good Transport Links		1,521	(138)	(827)	556	10	-	-	566
			Engage With and Succeed as a Result of Taking Up Employment, Education and Training Opportunities									
5	39	88	Staff with Skills to Provide Employment, Education and Training Advice		227	(189)	-	38	1	-	-	39
5	39	88	Engage With and Succeed as a Result of Taking Up Employment, Education and Training Opportunities		227	(189)	-	38	1	-	-	39
			Higher Educational Attainment and Skills Level in the Adult Population									
687	(15)	(206)	Adult Community Learning including foundation learning, First Steps and vocational qualifications		13,880	(3,985)	(10,136)	(241)	3	151	309	222
2	-	157	Adult Community Learning Employer Responsive Programme		828	(673)	-	155	-	-	-	155
689	(15)	(49)	Higher Educational Attainment and Skills Level in the Adult Population		14,708	(4,658)	(10,136)	(86)	3	151	309	377
			Improved Skills and Employment Rates									
-	-	-	Beyond 2012 Programme		2,285	-	(2,285)	-	-	-	-	-
-	-	1,253	Essex Apprenticeship Scheme		1,630	-	(435)	1,195	-	-	-	1,195
-	-	1,107	Apprenticeship Vocational Centres		1,091	-	-	1,091	-	-	-	1,091
-	-	372	Skills Pledge		461	(138)	-	323	-	-	-	323
-	-	2,732	Improved Skills and Employment Rates		5,467	(138)	(2,720)	2,669	-	-	-	2,669
3,281	4,042	12,024	A HIGHER-SKILLED POPULATION		32,044	(6,182)	(53,718)	12,144	147	207	337	12,835

Our People » Increasing Education Achievement and Skills » A Choice of Schools That Support Children to Achieve Their Potential

Controllable Net Expenditure			Outcomes		2010-11 Budget							Total Net Expenditure
2008-09 Actual	2009-10 Original Budget	2009-10 Latest Budget			Gross Expenditure	Income	Specific Government Grant	Controllable Net Expenditure	Support Services	Building Maintenance	Asset Charges	£000
£000	£000	£000			£000	£000	£000	£000	£000	£000	£000	£000
				OUR PEOPLE (continued)								
				INCREASING EDUCATIONAL ACHIEVEMENT (continued)								
				A CHOICE OF SCHOOLS THAT SUPPORT CHILDREN TO ACHIEVE THEIR POTENTIAL								
				Educational Achievement								
(56,382)	(69,159)	(55,098)		Staff with Skills to Provide Support to Schools	858,388	(2,353)	(932,133)	(76,098)	1,260	-	-	(74,838)
18,188	21,172	13,844		Teaching Staff and Support Staff with the Skills to Provide Excellent Education Provision	22,525	(3,653)	(3,455)	15,437	4,367	21	2	19,827
28,571	27,922	29,613		Home to School Transport	31,615	(831)	-	30,784	46	-	-	30,830
3,759	6,555	7,920		School Buildings and Facilities Fit to Provide Appropriate Setting	13,147	(850)	(4,089)	8,208	2,372	88	208	10,876
8,518	15,423	9,276		Statements of Special Educational Need	19,941	(3,946)	-	17,995	279	-	-	18,275
4,395	750	4,240		Schools Partnership & Cluster Agreements	1,506	(300)	-	1,206	73	-	-	1,279
1,862	3,522	3,078		Building Schools for the Future and School Capital Programme	3,399	-	-	3,399	-	-	-	3,399
1,113	248	1,141		Data on School Achievement	1,124	(36)	-	1,088	4	-	-	1,092
(8)	-	-		Data on School Attendance	-	-	-	-	-	-	-	-
(10)	-	-		Powers to Bring Legal Action Against Parents	-	-	-	-	-	-	-	-
10,006	6,433	13,984		Educational Achievement	951,645	(9,948)	(939,677)	2,020	8,401	109	210	10,740
				School Engagement and Support								
30	-	-		Home to School Transport Service team	110	(110)	-	-	353	-	-	353
23	43	59		Curriculum Based Education	48	(46)	-	22	-	-	-	22
(2)	9	58		School Travel Plan Team	502	(463)	-	41	14	-	-	55
54	54	117		School Engagement and Support	660	(597)	-	65	367	-	-	430
				A CHOICE OF SCHOOLS THAT SUPPORT CHILDREN TO ACHIEVE THEIR POTENTIAL								
10,057	6,485	14,101		A CHOICE OF SCHOOLS THAT SUPPORT CHILDREN TO ACHIEVE THEIR POTENTIAL	952,305	(10,545)	(939,677)	65	8,768	109	210	430
13,398	10,527	16,135		INCREASING EDUCATIONAL ACHIEVEMENT AND SKILLS	984,349	(16,727)	(953,395)	14,227	8,815	316	547	24,405

Our People » Promoting Health and Leisure » A Healthier Essex

Controlable Net Expenditure			Outcomes		2009-10 Budget							
2008-09 Actual	2009-10 Original Budget	2009-10 Latest Budget			Gross Expenditure	Income	Specific Government Grant	Controllable Net Expenditure	Support Services	Building Maintenance	Asset charges	Total Net Expenditure
£000	£000	£000			£000	£000	£000	£000	£000	£000	£000	£000
			OUR PEOPLE (continued)									
			PROMOTING HEALTH AND LEISURE									
			A HEALTHIER ESSEX									
			Emotional and Behavioural Wellbeing									
2,506	3,579	3,265	Staff with Skills to Identify Physical and Mental Health Problems		3,246	(87)	-	3,159	311	-	-	3,470
(82)	2,703	(641)	Staff with Skills to Build Relationships with Those in Need of Support		2,153	-	-	2,153	7	-	-	2,160
42	90	90	Relationships with Police, Police Community Support Officers and School Offices		91	-	-	91	9	-	-	100
2,466	6,372	2,714	Emotional and Behavioural Wellbeing		5,490	(87)	-	5,403	327	-	-	5,730
			Access to Healthcare and Healthy Lifestyles									
2,501	3,136	3,514	Capability of Child and Adult Mental Health Services at Tier 2/3/4		3,698	(223)	(14)	3,461	198	-	-	3,659
562	582	650	Contracts with Providers of Services including Drug Treatment, Sexual Health, Weight, Sports Partnerships, Family Support Provision		581	-	-	581	-	-	-	581
796	609	614	Joint Working with School Nurses, Continuing Care Providers and HIV		507	-	-	507	20	-	-	527
473	538	538	Schools Meals Advisory Service		544	-	-	544	-	-	-	544
930	1,136	520	Assessment of Entitlements to Free School Meals		511	-	-	511	13	-	-	524
387	389	466	Access to Child and Adult Mental Health Services (Specifically Looked After Children)		497	(43)	-	454	31	-	3	488
142	197	196	One Stop Shops & Information, Advice and Guidance Outlets		242	(45)	-	197	-	-	-	197
2	(53)	59	Staff with the Skills to Teach PE and Sports		166	(122)	-	44	-	-	-	44
12	77	60	Facilities for Sport and PE		60	-	-	60	-	-	-	60
(62)	(163)	(152)	Information About Healthy Lifestyles in Various Media and Formats		4	(157)	-	(153)	-	-	-	(153)
(10)	(2)	-	Information About Healthy Eating in Various Media and Formats		-	-	-	-	-	-	-	-
5,743	6,486	6,465	Access to Healthcare and Healthy Lifestyles		6,810	(590)	(14)	6,206	262	-	3	6,471
			People Achieving Their Sporting Potential									
-	-	62	Sport Essex Programme		495	(495)	-	-	-	-	-	-
-	-	62	People Achieving Their Sporting Potential		495	(495)	-	-	-	-	-	-
			Healthy Lee Valley									
1,596	1,621	1,621	Lee Valley Regional Park		1,621	-	-	1,621	-	-	-	1,621
1,596	1,621	1,621	People Achieving Their Sporting Potential		1,621	-	-	1,621	-	-	-	1,621
			Health and Leisure (Quality of Life)									
990	871	815	Commercial Strategy		2,406	(1,572)	(15)	820	114	215	35	1,184
149	4	(2)	Marsh Farm into a World Class Visitor Attraction		1,170	(714)	-	456	106	44	7	613
87	109	98	Mills Team		92	(4)	-	88	-	-	1	89
(1)	(5)	(1)	Measurably Improved Air Quality		-	-	-	-	-	-	-	-
1,225	979	910	Health and Leisure (Quality of Life)		3,668	(2,289)	(15)	1,364	220	259	43	1,886
			Access For All to the Natural Environment									
83	91	91	Countryside Recreation		126	(24)	-	102	2	-	-	104
83	91	91	Access For All to the Natural Environment		126	(24)	-	102	2	-	-	104
			A HEALTHIER ESSEX									
11,113	15,549	11,863	A HEALTHIER ESSEX		18,210	(3,483)	(29)	14,696	811	259	46	15,812

Our People » Promoting Health and Leisure » An Olympic Legacy

Controllable Net Expenditure			Outcomes							
2008-09 Actual	2009-10 Original Budget	2009-10 Latest Budget	Gross Expenditure	Income	Specific Government Grant	Controllable Net Expenditure	Support Services	Building Maintenance	Asset charges	Total Net Expenditure
£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
OUR PEOPLE (continued)										
PROMOTING HEALTH AND LEISURE (continued)										
AN OLYMPIC LEGACY										
A Better Cultural Offer for Essex										
-	1,000	185	-	-	-	-	-	-	-	-
522	597	568	556	-	-	556	-	-	-	556
199	215	215	214	-	-	214	38	252	-	566
721	1,812	968	770	-	-	770	38	-	-	808
721	1,812	968	770	-	-	770	38	-	-	808
11,834	17,361	12,831	18,980	(3,483)	(20)	15,466	849	259	46	16,620
PROMOTING HEALTH AND LEISURE										

Our People » Supporting Vulnerable People » Better Prevention, Early Intervention and Family Support Services

Controlable Net Expenditure			Outcomes		2010-11 Budget							
2008-09 Actual	Original Budget	2009-10 Latest Budget			Gross Expenditure	Income	Specific Government Grant	Controllable Net Expenditure	Support Services	Building Maintenance	Asset charges	Total Net Expenditure
£000	£000	£000			£000	£000	£000	£000	£000	£000	£000	£000
			OUR PEOPLE (continued)									
			SUPPORTING VULNERABLE PEOPLE									
			BETTER PREVENTION, EARLY INTERVENTION AND FAMILY SUPPORT SERVICES									
			Families Not Living in Poverty									
9,663	22,861	6,300	Contracts with Day Nurseries & Essex County Council Maintained Nurseries		50,568	-	(26,195)	24,373	-	-	-	24,373
4,491	1,180	4,461	Staff with Skills to Provide Support Through Early Years Training		2,215	-	(788)	1,427	-	-	-	1,427
706	699	441	Market Data on Private and Voluntary Childcare Provision		699	-	-	699	-	-	-	699
122	108	92	Information, Advice, Guidance on Provision and Dissemination of Young Carers Strategy		211	-	-	211	-	-	-	211
-	657	-	Child Minders with the Required Standard of Skills / Competence		657	-	-	657	-	-	-	657
14,982	25,505	10,994	Families Not Living in Poverty		54,350	-	(26,983)	27,367	-	-	-	27,367
			Parents Positively Influence									
10,621	1,241	15,829	Sure Start Children's Centres		1,244	-	-	1,244	12	-	-	1,256
646	707	712	Provision of Support Services and Organised Events for Young Carers		627	-	-	627	20	-	-	647
21	24	22	Parenting Programmes		42	-	(19)	23	36	-	-	59
11,288	1,972	16,563	Parents Positively Influence		1,913	-	(19)	1,894	68	-	-	1,962
			Cared For in Secure and Stable Environments at Home and in Their Community									
4,909	4,346	4,377	Transporting Children and Young People		3,575	(58)	-	3,517	101	-	-	3,618
51	515	349	Staff with Skills to Undertake CAFs and Provide a Lead Professional Role		47	(4)	-	43	-	-	-	43
89	(1,539)	234	Safe Recruitment Policies, Procedures and Enhanced Criminal Records Bureau Checks		(403)	-	-	(403)	-	-	-	(403)
5,049	3,322	4,960	Cared For in Secure and Stable Environments at Home and in Their Community		3,219	(62)	-	3,157	101	-	-	3,258
34,319	30,799	32,517	BETTER PREVENTION, EARLY INTERVENTION AND FAMILY SUPPORT SERVICES		59,482	(62)	(27,002)	32,418	169	-	-	32,587

Our People » Supporting Vulnerable People » Vulnerable Children Given a Good Start in Life

Controllable Net Expenditure			Outcomes		2010-11 Budget							Total Net Expenditure
2008-09 Actual	2009-10 Original Budget	2009-10 Latest Budget			Gross Expenditure	Income	Specific Government Grant	Controllable Net Expenditure	Support Services	Building Maintenance	Asset charges	
£000	£000	£000			£000	£000	£000	£000	£000	£000	£000	£000
			OUR PEOPLE (continued)									
			SUPPORTING VULNERABLE PEOPLE (continued)									
			VULNERABLE YOUNG PEOPLE GIVEN A GOOD START IN LIFE									
			Good Corporate Parents									
28,425	23,058	31,934	Ability to Place Children for Permanency Through Internal Provision and External Contracts		33,726	(4,280)	-	29,446	2,108	-	248	31,802
16,820	14,942	20,207	Families with the Skills to Adopt and Foster Children		22,901	(3)	(115)	22,783	426	-	-	23,209
8,459	11,143	11,624	Staff With the Skills to Support Looked After Children		12,651	(14)	(1,299)	11,338	2,549	-	-	13,887
4,467	4,707	4,946	Staff With the Skills to Assess Suitability of Families for Placements (Foster Care)		6,473	(11)	-	6,462	457	-	-	6,919
4,587	4,634	4,322	Staff with the Skills to Support Children as They Leave Care		4,527	-	(251)	4,276	313	-	12	4,601
3,989	3,843	4,251	Staff With the Skills to Assess Suitability of Families for Permanency (Adoptions)		3,974	(27)	-	3,947	360	-	-	4,307
1,614	2,036	1,779	Audits of Provision of Care to Looked After Children		1,770	-	-	1,770	154	-	-	1,924
692	855	783	Staff With Skills to Provide Specialist Education Provision to Looked After Children		734	(50)	-	714	31	-	-	745
293	481	384	Relationships with adoption agencies		449	(64)	-	385	17	-	-	402
65,526	65,699	80,230	Good Corporate Parents		87,205	(4,409)	(4,665)	81,121	6,415	-	260	87,796
			Exhibit Positive Behaviours and Resilience									
(1,048)	2,096	501	Extended Schools Core Offer		1,499	(14)	-	1,485	68	-	-	1,553
-	333	849	Staff with Skills to Teach Social and Emotional Aspects of Learning, Personal and Social curricula, Sex and Relationship Education		870	-	(22)	848	-	-	-	848
(1,048)	2,429	1,350	Exhibit Positive Behaviours and Resilience		2,369	(14)	(22)	2,333	68	-	-	2,401
			Educational Attainment Gaps Narrowed									
12,101	12,625	12,405	Pupil Referral Units		16,180	(2,662)	(130)	13,388	34	-	-	13,422
3,594	3,346	5,460	Staff With Skills to Support Those with Special Educational Needs (e.g. Autistic Spectrum)		4,976	(17)	-	4,959	403	-	-	5,362
2,675	6,292	4,213	School Action, School Action Plus Policies, Hard to Place and Fair Access		5,275	(18)	-	5,257	10	-	-	5,267
779	971	886	Agreements With Parents Whose Children Have Poor Attendance		1,025	(117)	-	908	110	-	-	1,018
19,419	23,234	22,964	Educational Attainment Gaps Narrowed		27,456	(2,844)	(530)	24,512	557	-	-	25,069
87,627	91,362	104,544	VULNERABLE YOUNG PEOPLE GIVEN A GOOD START IN LIFE		117,030	(7,247)	(4,817)	107,066	7,040	-	260	115,266

Our People » Supporting Vulnerable People » Essex Residents Can Determine the Services They Need to Achieve the Best Possible Quality of Life

Controllable Net Expenditure			Outcomes		2010-11 Budget							
2008-09 Actual	2009-10 Original Budget	2009-10 Latest Budget	Gross Expenditure	Income	Specific Government Grant	Controllable Net Expenditure	Support Services	Building Maintenance	Asset charges	Total Net Expenditure		
£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		

Our People » Supporting Vulnerable People » Older People Are Better Able to Participate Within Their Community

Controllable Net Expenditure			Outcomes		2010-11 Budget									
2008-09 Actual	2009-10 Original Budget	2009-10 Latest Budget			Gross Expenditure	Income	Specific Government Grant	Controllable Net Expenditure	Support Services	Building Maintenance	Asset charges	Total Expenditure		
£000	£000	£000			£000	£000	£000	£000	£000	£000	£000	£000		
			OUR PEOPLE (continued)											
			SUPPORTING VULNERABLE PEOPLE (continued)											
			OLDER PEOPLE ARE BETTER ABLE TO PARTICIPATE WITHIN THEIR COMMUNITY											
			Vulnerable People Are Supported To Live Independently											
3,056	1,875	2,281	Extra Care, Supported Living, Tenancies etc. (Including Supporting People)											
1,212	5,274	5,274	Telcare Equipment / Self Assessment Equipment (SKRA)											
1,850	4,124	4,027	Hospital Assessment Team's											
6,438	7,576	2,923	Reablement Service											
1,344	1,323	1,633	Social Care Direct											
10	3	12	Libraries Direct											
5,093	-	-	Essex Equipment Services											
18,923	20,175	16,150	Vulnerable People Are Supported To Live Independently											
			OLDER PEOPLE ARE BETTER ABLE TO PARTICIPATE WITHIN THEIR COMMUNITY											
18,923	20,175	16,150												
438,123	459,918	479,759	SUPPORTING VULNERABLE PEOPLE											
463,295	497,806	508,725	OUR PEOPLE											

Our Economy » Improving Transport » Congestion Reduced & Transport Infrastructure Improved

Controllable Net Expenditure			Outcomes		2020-21 Budget							
2008-09 Actual	2009-10 Original Budget	2009-10 Latest Budget			Gross Expenditure	Income	Specific Government Grant	Controllable Net Expenditure	Support Services	Building Maintenance	Asset Charges	Total Net Expenditure
£000	£000	£000			£000	£000	£000	£000	£000	£000	£000	£000
OUR ECONOMY												
IMPROVING TRANSPORT												
CONGESTION REDUCED												
Congestion Reduction												
8,185	8,628	8,599			13,813	(6,884)	-	6,929	538	-	5	7,472
2,960	3,336	3,259			3,752	(432)	-	3,320	8	20	13	3,361
1,377	1,424	1,294			529	-	-	529	8	-	-	537
872	872	667			953	(87)	-	866	14	-	29	909
-	-	588			599	-	-	599	10	-	-	609
188	196	313			201	-	-	201	7	-	16	224
-	-	-			-	-	-	-	-	-	-	-
-	-	-			-	-	-	-	-	-	-	-
13,582	14,456	14,720			19,847	(7,403)	-	12,444	585	20	63	13,112
13,582	14,456	14,720			19,847	(7,403)	-	12,444	585	20	63	13,112
TRANSPORT INFRASTRUCTURE IMPROVED												
Roads Are Kept In Good Condition												
24,124	23,101	22,514			36,023	-	(9,376)	26,647	2,458	16	12,890	42,011
9,532	9,784	11,071			31,464	(19,228)	-	12,236	1,025	-	-	13,261
1,179	1,256	1,256			1,254	-	-	1,254	78	-	22	1,354
34,835	34,141	34,841			68,741	(19,228)	(9,376)	40,137	3,561	16	12,912	56,626
34,835	34,141	34,841			68,741	(19,228)	(9,376)	40,137	3,561	16	12,912	56,626
48,437	48,597	49,561			88,588	(56,631)	(9,376)	52,581	4,146	36	12,975	69,798

Our Economy » Promoting Sustainable Economic Growth » A ‘Globalised’ Local Economy & Essex is a Recognised Tourist Destination

Controllable Net Expenditure			Outcomes		2009-10 Budget							
2008-09 Actual	2009-10 Original Budget	2009-10 Latest Budget			Gross Expenditure	Income	Specific Government Grant	Controllable Net Expenditure	Support Services	Building Maintenance	Asset Charges	Total Net Expenditure
£000	£000	£000			£000	£000	£000	£000	£000	£000	£000	£000
				OUR ECONOMY (continued)								
				PROMOTING SUSTAINABLE ECONOMIC GROWTH								
				A 'GLOBALISED' LOCAL ECONOMY								
				Sustainable Economic Growth Achieved								
4,518	4,876	5,422	Major Transport Schemes		2,040	(555)	-	1,485	351	24	5	1,865
4,518	4,876	5,422	Sustainable Economic Growth Achieved		2,040	(553)	-	1,485	351	24	5	1,865
			County's Economic Growth Effectively Led									
-	-	519	Inward Investment Strategy and Programme of Activity		449	-	-	449	46	-	-	495
-	-	264	Trade Missions		264	-	-	264	19	-	-	283
-	-	224	Banking on Essex		250	-	-	250	8	-	-	258
175	-	243	Post Offices		(1)	-	-	(1)	-	-	-	(1)
175	-	1,350	County's Economic Growth Effectively Led		962	-	-	962	73	-	-	1,035
			County's Regeneration Effectively Led									
1,415	1,559	1,562	Integrated County Strategy on Spatial Planning and Economic Regeneration Programme		1,387	(65)	-	1,322	118	-	-	1,440
-	-	-	Economic Participation		1,050	-	(1,050)	-	-	-	-	-
(4)	-	-	Haven Gateway/Coastal Regeneration		639	(279)	(360)	-	-	-	-	-
469	445	444	Tourism Plan		351	(14)	-	337	-	-	-	337
282	581	340	Regeneration Investment Strategy		-	-	-	-	-	-	-	-
(56)	1,027	(95)	Innovation and Enterprise Centres		357	(421)	-	(64)	23	75	5	39
-	-	148	Essex Manufacture, Innovation and Growth (EMIG)		155	(55)	-	100	-	-	-	100
-	-	107	Jaywick Regeneration		112	-	-	112	7	-	-	119
2,106	3,612	2,506	County's Regeneration Effectively Led		4,051	(834)	(1,410)	1,807	148	75	5	2,035
6,799	8,488	9,478	A 'GLOBALISED' LOCAL ECONOMY		7,053	(1,389)	(1,410)	4,354	572	99	10	4,935
			ESSEX IS A RECOGNISED TOURIST DESTINATION									
			Essex has a Thriving Cultural Sector									
1,346	1,425	1,470	Archives, Heritage and Arts		1,583	(297)	-	1,286	249	156	187	1,878
1,357	957	1,064	Projects for N18 including One World, One Essex		1,379	(399)	-	980	14	1	-	995
2,703	2,382	2,534	Essex has a Thriving Cultural Sector		2,962	(696)	-	2,266	263	157	187	2,473
			ESSEX IS A RECOGNISED TOURIST DESTINATION									
2,703	2,382	2,534	ESSEX IS A RECOGNISED TOURIST DESTINATION		2,962	(696)	-	2,266	263	157	187	2,473
			PROMOTING SUSTAINABLE ECONOMIC GROWTH									
9,502	10,870	11,712	PROMOTING SUSTAINABLE ECONOMIC GROWTH		10,015	(2,083)	(1,410)	6,520	835	256	197	7,808

Our Economy » Delivering Value for Money » Essex Championed

Controllable Net Expenditure			Outcomes		2010-11 Budget							
2008-09 Actual	2009-10 Original Budget	2009-10 Latest Budget			Gross Expenditure £000	Income £000	Specific Government Grant £000	Controllable Net Expenditure £000	Support Services £000	Building Maintenance £000	Asset Charges £000	Total Net Expenditure £000
£000	£000	£000										
			OUR ECONOMY (continue)									
			DELIVERING VALUE FOR MONEY									
			ESSEX CHAMPIONED									
			Members are Effective, Accessible and Seen As Community Champions									
-	988	5,598	Special Initiatives		988	-	-	988	-	-	-	988
4,129	4,517	5,353	Cabinet Leaders and Chief Executives Office		4,519	(60)	-	4,519	2,616	-	-	7,135
804	536	653	Training Development and Support for Members		500	-	-	500	-	-	-	500
201	275	264	Members Information Action Plan		241	-	-	241	-	-	-	241
43	27	47	Scrutiny Committees		26	-	-	26	-	-	-	26
5,477	6,343	11,915	Members are Effective, Accessible and Seen As Community Champions		6,334	(60)	-	6,274	2,616	-	-	8,890
			ESSEX CHAMPIONED									
5,477	6,343	11,915			6,334	(60)	-	6,274	2,616	-	-	8,890
			DELIVERING VALUE FOR MONEY									
5,477	6,343	11,915			6,334	(60)	-	6,274	2,616	-	-	8,890
63,096	65,810	73,488	OUR ECONOMY		104,937	(28,176)	(10,786)	65,975	7,597	292	13,472	86,436

Our World » Protecting the Environment » A Cleaner, Greener Essex & A Reduced Carbon Footprint for Essex

Controllable Net Expenditure			Outcomes		2009-10 Budget							Total Net Expenditure £000
2008-09 Actual	2009-10 Original Budget	2009-10 Latest Budget			Gross Expenditure £000	Income £000	Specific Government Grant £000	Controllable Net Expenditure £000	Support Services £000	Building Maintenance £000	Asset charges £000	
	£000	£000										
			OUR WORLD									
			PROTECTING THE ENVIRONMENT									
			A CLEANER, GREENER ESSEX									
			Essex Is Cleaner									
	587	601	Quality Street Scenes	826		723	-	723	352	-	-	1,075
	597	604	Essex Is Cleaner	826		723	-	723	352	-	-	1,075
	587	601	A CLEANER, GREENER ESSEX	826		723	-	723	352	-	-	1,075
			A REDUCED CARBON FOOTPRINT FOR ESSEX									
			The Carbon Footprint for Essex is Reduced or Limited									
	9,938	9,952	Energy Efficient Street Lighting	10,109		8,727	-	8,727	202	-	-	8,929
	2,104	1,846	Waste Strategy Team	1,764		2,012	(107)	1,905	-	-	-	1,905
	410	629	Environmental Awareness Team	405		394	-	394	32	-	-	426
	12,452	12,427	The Carbon Footprint for Essex is Reduced or Limited	12,368		11,133	(107)	11,026	234	-	-	11,260
	12,452	12,427	A REDUCED CARBON FOOTPRINT FOR ESSEX	12,368		11,133	(107)	11,026	234	-	-	11,260
	13,039	13,028	PROTECTING THE ENVIRONMENT	13,194		11,856	(107)	11,749	586	-	-	12,335

Our World » Reducing and Recycling Waste » Less Landfill Waste and Increased Recycling and Composting

Controllable Net Expenditure				Outcomes		2010-11 Budget							Total Net Expenditure
2008-09 Actual	2009-10 Original Budget	2009-10 Latest Budget				Gross Expenditure	Income	Specific Government Grant	Controllable Net Expenditure	Support Services	Building Maintenance	Asset charges	Total Net Expenditure
£000	£000	£000				£000	£000	£000	£000	£000	£000	£000	£000
				OUR WORLD (continued)									
				REDUCING AND RECYCLING WASTE									
				LESS LANDFILL WASTE AND INCREASED RECYCLING AND COMPOSTING									
				Waste To Landfill is Reduced									
33,460	32,048	32,074		Waste Collection (Direct Contracting)		33,163	(1,576)	-	31,587	549	108	69	32,313
14,195	15,142	15,225		Existing / New Recycling Facilities		17,858	-	-	17,858	193	-	-	18,051
333	411	411		Waste Collection Support		403	(69)	-	334	2	4	5	345
47,988	47,604	47,710		Waste To Landfill is Reduced		51,424	(1,645)	-	49,779	744	112	74	50,709
				LESS LANDFILL WASTE AND INCREASED RECYCLING AND COMPOSTING									
47,988	47,604	47,710				51,424	(1,645)	-	49,779	744	112	74	50,709
				REDUCING AND RECYCLING WASTE									
47,988	47,604	47,710				51,424	(1,645)	-	49,779	744	112	74	50,709

Our World » Making Communities Safer » Essex is the Safest Place in England

Controllable Net Expenditure				Outcomes		2010-11 Budget							
2008-09 Actual	2009-10 Original Budget	2009-10 Latest Budget			Gross Expenditure	Income	Specific Government Grant	Controllable Net Expenditure	Support Services	Building Maintenance	Asset Charges	Total Net Expenditure	
£000	£000	£000			£000	£000	£000	£000	£000	£000	£000	£000	
				OUR WORLD (continued)									
				MAKING COMMUNITIES SAFER									
				ESSEX IS THE SAFEST PLACE IN ENGLAND									
				Children Are Safe From Preventable Harm, Injury or Death									
9,598	11,295	12,787		Staff Capability to Make Effective Use of Court Powers (S31)	15,095	(44)	-	15,051	1,017	-	-	16,068	
2,785	2,682	2,806		Staff with Capability and Capacity to Make Effective Use of Child Protection Powers (S47)	2,821	(83)	(790)	1,948	359	-	62	2,369	
1,062	1,430	2,035		Management Information on Current State of Known Cases and Risks Associated With Them (QA Dashboard)	993	(34)	-	959	-	-	-	959	
974	1,340	1,319		Duty and Assessment Staff with the Capability and Capacity to Respond Immediately to Incidents	1,474	(173)	-	1,301	105	-	-	1,406	
609	1,345	1,345		Family Support Programme and Parenting Provision	1,345	(4)	-	1,341	36	-	-	1,377	
874	519	1,133		Effective Safeguarding Practices and Processes	991	(3)	-	988	194	-	-	1,182	
250	326	324		Effective Local Safeguarding Children Board and Complaints System	634	(311)	-	323	10	-	-	333	
890	550	550		Effective Practices and Processes (Children in Need)	534	(11)	-	523	15	-	-	538	
581	837	536		Relationships with Designated Child Protection Officers from all Agencies and Organisations Working With Children and Young People	547	-	-	547	31	-	-	578	
237	338	435		Safeguarding Training for Those Working With Children	442	(14)	-	428	-	-	-	428	
349	341	304		Family Group Conferencing (Assessment of Needs and Risk)	279	(3)	-	276	26	-	-	302	
18,209	21,003	23,574		Children Are Safe From Preventable Harm, Injury or Death	25,155	(686)	(790)	23,685	1,793	-	62	25,540	
				Drug and Alcohol Services are High Quality									
520	354	779		Adult Children Plan	7,419	(6,550)	(109)	760	223	-	-	983	
520	354	779		Drug and Alcohol Services are High Quality	7,419	(6,550)	(109)	760	223	-	-	983	
				There Are Fewer Fatalities/Loss Of Business and Impact on the Environment in a Disaster									
1,258	1,126	1,180		Professional Emergency Planning	1,238	(167)	-	1,071	98	-	-	1,169	
1,258	1,126	1,180		There Are Fewer Fatalities/Loss Of Business and Impact on the Environment in a Disaster	1,238	(167)	-	1,071	98	-	-	1,169	
				Access For All to the Natural Environment									
1,159	1,167	1,189		Increased Sustainable Travel to School Including Buses, School Crossing Patrols, and Improved Walking and Cycling Facilities	1,134	(6)	-	1,128	844	-	-	1,972	
1,159	1,167	1,189		Access For All to the Natural Environment	1,134	(6)	-	1,128	844	-	-	1,972	
				Roads are Safe									
5,834	4,827	4,679		Safety Campaigns	6,613	(406)	-	6,207	236	-	-	6,443	
2,557	2,617	2,371		Increase Enforcement of Traffic Offences / Speeding	3,445	(567)	-	2,878	-	-	460	3,038	
8,391	7,444	7,050		Roads are Safe	9,758	(973)	-	8,785	236	-	460	9,481	
				Essex is a Safe Place To Live									
1,102	1,009	1,458		Reducing Crime and Anti-Social Behaviour (with Essex Police and Partners)	855	-	-	855	36	-	-	891	
1,102	1,009	1,458		Essex is a Safe Place To Live	855	-	-	855	36	-	-	891	
30,639	34,103	35,230		ESSEX IS THE SAFEST PLACE IN ENGLAND	45,559	(8,376)	(899)	36,284	3,230	-	522	40,036	
30,639	34,103	35,230		MAKING COMMUNITIES SAFER	45,559	(8,376)	(899)	36,284	3,230	-	522	40,036	
91,666	92,732	96,134		OUR WORLD	108,539	(10,128)	(899)	97,632	4,560	112	596	105,080	

Operating Costs

Controllable Net Expenditure				Outcomes									
2008-09 Actual	2009-10 Original Budget	2009-10 Latest Budget				Gross Expenditure £000	Income £000	Specific Government Grant £000	Controllable Net Expenditure £000	Support Services £000	Building Maintenance £000	Asset charges £000	Total Net Expenditure £000
£000	£000	£000											
				OPERATING COSTS									
				CENTRAL COSTS									
				Central Services to the Public									
480	411	379		Registration of Births, Deaths and Marriages		2,191	(2,020)	-	171	426	19	24	640
1,459	1,229	1,622		Coroners' Courts		2,747	(1,034)	-	1,713	188	-	-	1,901
1,103	995	995		Second Homes Discount Scheme		1,100	-	-	1,100	-	-	-	1,100
735	35	32		Other Services		196	(12)	(152)	32	(122)	-	-	(90)
65	63	63		Other Property Services		63	-	-	63	2	-	-	65
3	(72)	(72)		Surplus Properties		53	(126)	-	(73)	5	146	64	142
3,845	2,661	3,009		Central Services to the Public		6,350	(3,492)	(652)	3,006	499	165	88	3,758
				Precepts									
944	1,126	1,126		Environment Agency		1,315	-	-	1,315	-	-	-	1,315
222	215	215		Kent and Essex Sea Fisheries		230	-	-	230	-	-	-	230
1,166	1,341	1,341		Precepts		1,545	-	-	1,545	-	-	-	1,545
				Non Distributed Costs									
328	-	-		Past Service Cost / (Gains)		-	-	-	-	-	-	-	-
1,753	-	-		Curtailment		-	-	-	-	-	-	-	-
-	-	-		Settlement		-	-	-	-	-	-	-	-
2,081	-	-		Non Distributed Costs		-	-	-	-	-	-	-	-
				Pension Interest and Return on Assets									
(73,350)	-	-		Expected Return on Pension Assets		-	-	-	-	-	-	-	-
102,395	-	-		Pension Interest		-	-	-	-	-	-	-	-
(211,193)	-	-		Pension Reserve (FRS 17)		-	-	-	-	-	-	-	-
7,852	-	-		Pension Interest and Return on Assets		-	-	-	-	-	-	-	-
14,944	4,002	4,360		CENTRAL COSTS		7,895	(3,492)	(652)	4,551	499	165	88	5,393
				CAPITAL FINANCING AND TREASURY MANAGEMENT									
				Interest Receivable									
(17,173)	(5,231)	(4,101)		External Interest Receivable		-	(2,931)	-	(2,931)	-	-	-	(2,931)
5,710	3,831	801		Interest on Earmarked Reserves		-	2,006	-	2,006	-	-	-	2,006
(11,463)	(1,400)	(3,300)		Interest Receivable		-	(925)	-	(925)	-	-	-	(925)
				Interest Payable									
17,546	21,006	13,903		External Interest Payable		20,395	-	-	20,395	-	-	-	20,395
(857)	(720)	(728)		Contributions Towards Transferred Debt		(694)	-	-	(694)	-	-	-	(694)
(132)	(130)	(130)		Loan Charges Grant		-	(130)	-	(130)	-	-	-	(130)
16,557	20,146	13,045		Interest Payable		19,701	(130)	-	19,571	-	-	-	19,571
				Capital Financing									
-	-	-		Government Grants		29,787	(29,787)	-	-	-	-	-	-
21,044	23,375	23,516		Repayment of External Loans		28,508	-	-	28,508	-	-	-	28,508
(1)	-	-		Depreciation		-	-	-	-	-	-	-	-
21,043	23,375	23,516		Capital Financing		58,295	(29,787)	-	28,508	-	-	(78,575)	(50,067)
26,137	42,121	33,261		CAPITAL FINANCING AND TREASURY MANAGEMENT		77,996	(30,842)	-	47,154	-	-	(78,575)	(31,421)

Operating Costs (continued)

Controllable Net Expenditure			Outcomes		2010-11 Budget							Total Net Expenditure
2008-09 Actual	2009-10 Original Budget	2009-10 Latest Budget			Gross Expenditure	Income	Specific Government Grant	Controllable Net Expenditure	Support Services	Building Maintenance	Asset charges	£000
£000	£000	£000			£000	£000	£000	£000	£000	£000	£000	£000
			OPERATING COSTS continued									
			APPROPRIATIONS									
			Schools									
2,475	-	-	Capital Financing									
18,146	4,000	683	Future Capital Funding									
			PFI Capital Financing Equalisation Reserves									
2,764	2,142	2,142	A130 reserve									
517	-	182	Clacton Secondary School PFI									
220	-	140	Debliden Park reserve									
	-	-	Tending PPP									
			General Reserves									
11,434	19,160	15,447	Waste reserve									
9,021	(1,495)	(1,495)	Essex Pledges reserve									
209	-	(6,109)	IMT Reserve									
	3,750	10,113	LAA performance reward reserve									
	-	-	Personal care reserve									
(13,758)	(5,133)	(18,076)	Children's reserve									
	-	-	Service improvements reserve									
142	-	-	Partnerships									
1,519	1,000	906	ExDRA Partnership reserve									
52	25	25	Essex Art Fund									
1,480	-	(749)	Quadrant Elections Reserve									
1,357	-	(699)	Capital Receipts Pump Priming Reserve									
1,482	(1,252)	(1,252)	Insurance reserve									
2,627	(2,627)	(2,627)	Pension Fund deficit									
-	(5,600)	(5,600)	Debt financing reserve									
993	(1,500)	(2,125)	Health and safety reserve									
	-	-	Landfill Allowances Equalisation reserve									
416	-	(42)	Carbon Reduction reserve									
352	-	(104)	Essex on-line partnership reserve									
1,500	-	-	Developing Partnerships									
(3,303)	7	(26)	Trading activities									
-	-	(773)	Transformation reserve									
1,482	-	(40)	Essex Transport reserve									
8,223	-	(8,223)	Carry Forwards reserve									
	-	815	Life Raft Pledge reserve									
			APPROPRIATIONS									
47,222	4,477	(67,287)										
	8,000	-	EMERGENCY CONTINGENCY									
86,503	58,600	28,534	OPERATING COSTS									

Support Services

Controllable Net Expenditure			Outcomes		2020-21 Budget							
2008-09 Actual	2009-10 Original Budget	2009-10 Latest Budget			Gross Expenditure	Income	Specific Government Grant	Controllable Net Expenditure	Support Services	Building Maintenance	Asset Charges	Total Net Expenditure
£000	£000	£000			£000	£000	£000	£000	£000	£000	£000	£000
SUPPORT SERVICES												
RECHARGED STRATEGIC SUPPORT SERVICES												
	4,492	3,977	Asset Management		2,672		-	2,672	(2,672)	-	-	-
4,863	2,050	2,356	Communications and Customer Relations		2,275		-	2,275	(2,275)	-	-	-
2,263	1,954	1,744	Customer Contact Centre		1,525		-	1,525	(1,695)	-	170	-
1,664	881	953	Democratic Services		918		-	918	(918)	-	-	-
881	3,715	3,659	Essex Legal Services		2,622		-	2,622	(2,622)	-	-	-
4,413	14,192	14,661	Facilities Management Service		12,970		-	12,970	(14,068)	373	725	-
14,975	12,150	20,476	Finance		7,140		-	7,140	(7,225)	-	85	-
8,768	9,253	10,020	Human Resources		8,583		-	8,583	(8,583)	-	-	-
24,604	24,269	36,925	Information Services		15,807		-	15,807	(15,977)	-	170	-
1,554	5,377	5,377	Insurance Cost Recovery Account		5,354		-	5,354	(5,354)	-	-	-
2,279	2,435	2,435	Transformation Support Unit		6,019		-	6,019	(6,019)	-	-	-
2,354	1,915	2,128	Procurement and Car Provision Scheme		1,689		-	1,689	(1,689)	-	-	-
1,375	1,475	1,400	Transport Coordination Centre		1,415		-	1,415	(1,415)	-	-	-
83,885	84,068	106,081	RECHARGED STRATEGIC SUPPORT SERVICES		68,989		-	68,989	(70,512)	373	1,150	-
SERVICE MANAGEMENT												
	13,428	12,533	Adults, Health & Community Wellbeing		15,092	(164)	(6,011)	8,917	6,656	17	8	15,598
11,764	3,646	3,255	Environment, Sustainability & Highways		12,739	(8,623)	-	4,116	187	-	42	4,345
3,646	3,536	94	Policy, Community Planning & Regeneration		20	(20)	-	-	6,777	3	4	6,784
1,184	-	(2,610)	Schools, Children & Families		12,218	(3,056)	(9,959)	(797)	11,760	498	59,526	70,687
(1,639)	(1,639)	2,166	Other		751	(452)	-	299	15	75	36	425
192	522	487										
15,147	14,876	18,535	SERVICE MANAGEMENT		40,820	(12,315)	(15,970)	12,535	25,395	593	59,616	98,139
-	-	-										
5,129	4,681	5,597	BUILDING MAINTENANCE		2,652	-	-	2,652	-	(2,652)	-	-
104,461	103,625	130,153	SUPPORT SERVICES		112,461	(12,315)	(15,970)	84,176	(45,147)	(1,686)	60,766	98,139

Capital Programme Summary

Outcomes	2010-11 Capital Programme					
	Contributions	Grants	Reserve for Future Capital Funding	Supported Borrowing	Unsupported Borrowing	Total Payment Approvals
	£000	£000	£000	£000	£000	£000
PUTTING THE CUSTOMER FIRST						
GREATER COMMUNITY ENGAGEMENT	-	-	-	-	1,500	1,500
KEEP THE HEART IN ESSEX COMMUNITIES	-	2,210	-	740	2,873	5,823
PUTTING THE CUSTOMER FIRST	-	2,210	-	740	4,373	7,323
OUR PEOPLE						
INCREASING EDUCATIONAL ACHIEVEMENT AND SKILLS	1,672	125,884	-	20,185	12,318	160,059
PROMOTING HEALTH AND LEISURE	-	3,611	56	-	6,383	10,050
SUPPORTING VULNERABLE PEOPLE	-	22,361	-	1,107	17,044	40,512
OUR PEOPLE	1,672	151,856	56	21,292	35,745	210,621
OUR ECONOMY						
DELIVERING VALUE FOR MONEY	-	-	-	-	-	-
IMPROVING TRANSPORT	72	4,000	-	26,379	11,847	42,298
PROMOTING SUSTAINABLE ECONOMIC GROWTH	2,619	73,110	-	1,000	15,963	92,692
OUR ECONOMY	2,691	77,110	-	27,379	27,810	134,990
OUR WORLD						
PROTECTING THE ENVIRONMENT	-	-	-	-	-	-
REDUCING AND RECYCLING WASTE	1,432	-	-	-	9,875	11,307
MAKING COMMUNITIES SAFER	-	1,207	-	2,133	-	3,340
OUR WORLD	1,432	1,207	-	2,133	9,875	14,647
OTHER	-	-	1,610	-	14,730	16,340
TOTAL	5,795	232,383	1,666	51,544	92,533	383,921

Schemes Starting in 2009-10 and Prior Years

Outcomes	2010-11 Payment Approvals			Total Payment Approvals						
	Gross Expenditure	Income	Net Expenditure	2009-10 and earlier years	2010-11	2011-12	2012-13	2013-14	2014-15	Total Payment Approvals
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
SCHEMES STARTING IN 2009-10 AND EARLIER YEARS										
PUTTING THE CUSTOMER FIRST										
GREATER COMMUNITY ENGAGEMENT										
Community Initiatives Scheme	1,500	-	1,500	1,675	1,500	1,500	1,500	1,500	1,500	9,175
GREATER COMMUNITY ENGAGEMENT	1,500	-	1,500	1,675	1,500	1,500	1,500	1,500	1,500	9,175
KEEP THE HEART IN ESSEX COMMUNITIES										
Public Art - General	1,500	-	1,500	6,000	1,500	-	-	-	-	7,500
Colchester Gypsy Site / Severalls East	1,900	(1,900)	-	75	1,900	-	-	-	-	1,975
Public Art Sadlers Farm	405	-	405	77	405	-	-	-	-	482
Public Art Common Fund	291	-	291	113	291	-	-	-	-	404
Public Art Fyerns & Craylands	58	-	58	56	58	-	-	-	-	114
Public Art Park & Ride Network	82	-	82	14	82	-	-	-	-	96
Gypsy And Traveller Pitch And Site Improvement	80	(60)	20	-	80	-	-	-	-	80
Public Art Brentwood High Street	12	-	12	33	12	-	-	-	-	45
Public Art Genius Loci	5	-	5	5	5	-	-	-	-	10
KEEP THE HEART IN ESSEX COMMUNITIES	4,333	(1,960)	2,373	6,373	4,333	-	-	-	-	10,706
PUTTING THE CUSTOMER FIRST	5,833	(1,960)	3,873	8,048	5,833	1,500	1,500	1,500	1,500	19,881
OUR PEOPLE										
INCREASING EDUCATIONAL ACHIEVEMENT AND SKILLS										
A HIGHER-SKILLED POPULATION										
Maldon Learning Hub	1,149	-	1,149	1	1,149	50	-	-	-	1,200
A HIGHER-SKILLED POPULATION	1,149	-	1,149	1	1,149	50	-	-	-	1,200

Schemes Starting in 2009-10 and Prior Years (continued)

Outcomes	2010-11 Payment Approvals			Total Payment Approvals					2009-10 and earlier years	Total Payment Approvals				
	Gross Expenditure	Income	Net Expenditure	2010-11	2011-12	2012-13	2013-14	2014-15		2010-11	2011-12	2012-13	2013-14	2014-15
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
SCHEMES STARTING IN 2009-10 AND EARLIER YEARS														
OUR PEOPLE (continued)														
A CHOICE OF SCHOOLS THAT SUPPORT CHILDREN TO ACHIEVE THEIR POTENTIAL														
Basic Need Schemes														
Witham, Chipping Hill Primary (Maltings Lane)	4,877	(3,912)	965						179	4,877	-	-	-	-
Colchester, Queen Boudicca Primary	1,879	-	1,879						-	1,879	200	-	-	-
Buckhurst Hill, Buckhurst Hill Primary	1,200	-	1,200						2	1,200	749	-	-	-
Secondary Additional Places	138	(138)	-						1,000	138	-	-	-	-
Temporary Accommodation														
	325	(325)	-						421	325	-	-	-	-
Reorganisation														
Harlow Passmoors Redevelopment	14,657	(2,849)	11,808						2,613	14,657	5,565	-	-	-
Hutton Willowbrook Primary School	3,638	-	3,638						1,139	3,638	1,773	-	-	-
Pitsea Felmores School	890	-	890						3,963	890	-	-	-	-
Post 16 Provision	493	(493)	-						507	493	-	-	-	-
Modernisation Schemes														
Targeted Capital	1,205	(1,205)	-						1,793	1,205	-	-	-	-
Primary Schools Halls														
	1,212	(1,212)	-						668	1,212	1,954	1,241	414	-
Academies														
Basildon Upper Academy	8,834	(8,834)	-						11,635	8,834	4,321	-	-	-
Basildon Lower Academy	2,454	(2,454)	-						13,155	2,454	-	-	-	-
Witham Academies	26,256	(26,256)	-						8,000	26,256	10,903	-	-	-
Primary Capital Programme														
Primary Capital	9,523	(9,523)	-						9,167	9,523	2,026	5,766	12,288	11,518
Formula Capital Grant														
	7,873	(7,873)	-						17,314	7,873	6,970	2,932	-	-
Special Schools														
Schools Access Initiative	1,385	-	1,385						2,634	1,385	-	-	-	-
Special School Improvements	230	(230)	-						270	230	-	-	-	-
Other														
Asset Management Plan - Condition/Suitability surveys	3,772	(3,772)	500						15,000	3,772	-	-	-	-
Secondary Schools Sports Facilities Block	569	(569)	-						431	569	-	-	-	-
Project Managers' Fees	63	(63)	-						1,846	63	-	-	-	-
Extended Schools	1,944	(1,944)	-						2,342	1,944	-	-	-	-
Children & Families														
Aiming High For Disabled Children	2,282	(2,282)	-						140	2,282	-	-	-	-
A CHOICE OF SCHOOLS THAT SUPPORT CHILDREN TO ACHIEVE THEIR POTENTIAL														
	95,699	(73,434)	22,265						94,319	95,699	34,461	9,939	12,702	11,518
INCREASING EDUCATIONAL ACHIEVEMENT AND SKILLS														
	96,848	(73,434)	23,414						94,320	96,848	34,511	9,939	12,702	11,518

Schemes Starting in 2009-10 and Prior Years (continued)

Outcomes	2010-11 Payment Approvals			Total Payment Approvals					
	Gross Expenditure	Income	Net Expenditure	2009-10 and earlier years	2010-11	2011-12	2012-13	2013-14	2014-15
	£000	£000	£000	£000	£000	£000	£000	£000	£000
SCHEMES STARTING IN 2009-10 AND EARLIER YEARS (continued)									
OUR PEOPLE (continued)									
PROMOTING HEALTH AND LEISURE									
A HEALTHIER ESSEX									
Danbury Outdoors Site Facility	2,022	(2,022)	-	75	2,022	-	-	-	-
Mersea Outdoors Site Facility	1,589	(1,589)	-	75	1,589	-	-	-	-
Weald Country Park	791	-	791	109	791	-	-	-	-
Thorndon Boundary Fencing	35	-	35	-	35	-	-	-	-
Thames Chase Visitor Centre	56	-	56	543	56	-	-	-	-
A HEALTHIER ESSEX	4,493	(3,611)	882	802	4,493	-	-	-	5,295
AN OLYMPIC LEGACY									
Hadleigh Farm Park - 2012 Games	350	-	350	-	350	162	-	-	-
Hadleigh Farm Build - 2012 Games	250	-	250	-	250	-	-	-	-
AN OLYMPIC LEGACY	600	-	600	-	600	162	-	-	762
PROMOTING HEALTH AND LEISURE	5,093	(3,611)	1,482	802	5,093	162	-	-	6,057

Schemes Starting in 2009-10 and Prior Years (continued)

Outcomes	2010-11 Payment Approvals			Total Payment Approvals						
	Gross Expenditure	Income	Net Expenditure	2009-10 and earlier years	2010-11	2011-12	2012-13	2013-14	2014-15	Total Payment Approvals
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
SCHEMES STARTING IN 2009-10 AND EARLIER YEARS (continued)										
OUR PEOPLE (continued)										
SUPPORTING VULNERABLE PEOPLE										
BETTER PREVENTION, EARLY INTERVENTION AND FAMILY SUPPORT SERVICES										
Childrens' Centres	8,526	(8,526)	-	20,284	8,526	-	-	-	-	28,810
BETTER PREVENTION, EARLY INTERVENTION AND FAMILY SUPPORT SERVICES	8,526	(8,526)	-	20,284	8,526	-	-	-	-	28,810
OLDER PEOPLE ARE BETTER ABLE TO PARTICIPATE WITHIN THEIR COMMUNITY										
Shaftesbury Extra Care	2,653	(2,653)	-	2,653	2,653	-	-	-	-	5,306
Oscars Phase 2	3,500	-	3,500	-	3,500	-	-	-	-	3,500
Learning Disability Residential Reprovision	1,413	-	1,413	659	1,413	834	-	-	-	2,906
Radio-frequency identification (RFID) extension	2,250	-	2,250	530	2,250	-	-	-	-	2,780
IT infrastructure grant	419	(419)	-	758	419	-	-	-	-	1,177
Springfield Library Facility	621	-	621	81	621	190	-	-	-	892
OLDER PEOPLE ARE BETTER ABLE TO PARTICIPATE WITHIN THEIR COMMUNITY	10,856	(3,072)	7,784	4,681	10,856	1,024	-	-	-	16,561
SUPPORTING VULNERABLE PEOPLE	19,382	(11,598)	7,784	24,965	19,382	1,024	-	-	-	45,371
OUR PEOPLE	124,323	(88,643)	32,680	120,087	124,323	35,697	9,939	12,702	11,518	311,266
OUR ECONOMY										
IMPROVING TRANSPORT										
CONGESTION REDUCED										
Real Time Passenger Information signs at Brentwood Station	72	(72)	-	-	72	-	-	-	-	72
CONGESTION REDUCED	72	(72)	-	-	72	-	-	-	-	72
IMPROVING TRANSPORT	72	(72)	-	-	72	-	-	-	-	72

Schemes Starting in 2009-10 and Prior Years (continued)

Outcomes	2010-11 Payment Approvals			Total Payment Approvals					2009-10 and earlier years	2010-11				Total Payment Approvals
	Gross Expenditure	Income	Net Expenditure	2009-10 and earlier years	2011-12	2012-13	2013-14	2014-15		2010-11	2011-12	2012-13	2013-14	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
SCHEMES STARTING IN 2009-10 AND EARLIER YEARS (continued)														
OUR ECONOMY (continued)														
PROMOTING SUSTAINABLE ECONOMIC GROWTH														
A 'GLOBALISED' LOCAL ECONOMY														
Saddlers Farm Junction Improvement	30,000	(30,000)	-	15,162	30,000	15,000	9,699	-	-	69,861	-	-	-	69,861
Basildon Enterprise Corridor	8,314	(8,314)	-	11,140	8,314	100	-	-	-	19,554	-	-	-	19,554
Roscommon Way Phase1	7,431	(6,932)	499	4,451	7,431	100	-	-	-	11,982	-	-	-	11,982
New Junction - A12 - Colchester	600	(6,948)	600	1,510	7,548	-	-	-	-	9,058	-	-	-	9,058
Colchester Cycle Town	1,800	(900)	900	-	1,800	1,800	1,800	1,800	-	9,000	-	-	-	9,000
Harlow A414 M1117 To Southern Way Dualling	7,350	(7,350)	-	198	7,350	-	-	-	-	7,548	-	-	-	7,548
A13 Passenger Transport Corridor Improvements	5,250	(5,000)	250	-	5,250	2,050	-	-	-	7,300	-	-	-	7,300
Witham Station Footbridge Extension	1,524	(854)	670	2,655	1,524	-	-	-	-	4,179	-	-	-	4,179
Chelmsford Chelmer Valley Park & Ride	1,994	(554)	1,840	-	1,994	1,800	-	-	-	3,794	-	-	-	3,794
Hadleigh Farm Access Improvements	1,700	-	1,700	350	1,700	-	-	-	-	1,950	-	-	-	1,950
A134 St Botolphs Roundabout Improvements, Colchester	700	(700)	-	300	700	-	-	-	-	1,000	-	-	-	1,000
Upper Maynes/ Cranes Farm Road Improvements	310	(310)	-	-	310	-	-	-	-	310	-	-	-	310
Traffic Management Improvements Braintree	50	-	50	-	50	-	-	-	-	50	-	-	-	50
Traffic Management Improvements Braintree	259	-	259	-	259	-	-	-	-	259	-	-	-	259
Traffic Asset Management Plan (TAMP)	225	(225)	-	-	225	-	-	-	-	225	-	-	-	225
The Street, Rayne	18	(18)	-	-	18	-	-	-	-	18	-	-	-	18
Tackling Congestion Improvement Scheme	350	-	350	-	350	-	-	-	-	350	-	-	-	350
Sturmer Parish Improvements	36	(36)	-	-	36	-	-	-	-	36	-	-	-	36
Springwood Avenue Made-up Road, Braintree	42	(42)	-	-	42	-	-	-	-	42	-	-	-	42
Saffron Walden Town Square Improvements	35	(35)	-	-	35	-	-	-	-	35	-	-	-	35
Safety Camera Rollout	393	(393)	-	-	393	-	-	-	-	393	-	-	-	393
New Real Time Passenger Information and Bus Priority Equipment	400	(400)	-	-	400	-	-	-	-	400	-	-	-	400
Multi-modal Interchange at Audley End Great Chesterford	113	(113)	-	-	113	-	-	-	-	113	-	-	-	113
Harlow Eastwick Junction (A414)	135	-	135	-	135	-	-	-	-	135	-	-	-	135
Harlow Area Passenger Transport Improvements	25	-	25	-	25	-	-	-	-	25	-	-	-	25
Gt. Notley Bypass Dualling	34	-	34	-	34	-	-	-	-	34	-	-	-	34
Demonstration Cycling Town - Harlow	20	-	20	-	20	-	-	-	-	20	-	-	-	20
Covered Salt Storage	151	-	151	-	151	-	-	-	-	151	-	-	-	151
Coldraihurst Avenue Upgrade Bus Stop	4	(4)	-	-	4	-	-	-	-	4	-	-	-	4
Colchester, Station Travel Plan	26	-	26	-	26	-	-	-	-	26	-	-	-	26
Colchester Town Centre	120	(100)	20	-	120	-	-	-	-	120	-	-	-	120
Colchester Road, Halstead	19	(19)	-	-	19	-	-	-	-	19	-	-	-	19
Chelmsford Walking and Cycling	110	-	110	-	110	-	-	-	-	110	-	-	-	110
Chelmsford Park and Ride Sandon Expansion	170	(70)	-	-	170	-	-	-	-	170	-	-	-	170
Butt Road Bus Stop Improvements	18	(18)	-	-	18	-	-	-	-	18	-	-	-	18
Brentwood High Street	370	(202)	168	-	370	-	-	-	-	370	-	-	-	370
79-81 New Farm Road Bus Stop Upgrade	20	(20)	-	-	20	-	-	-	-	20	-	-	-	20
Braintree Freepoint Footbridge	730	(430)	300	60	730	-	-	-	-	790	-	-	-	790
A130 Bypass	100	-	100	-	100	102	104	106	-	520	-	-	-	520
Epping Forest Transport Strategy	450	(300)	150	-	450	-	-	-	-	450	-	-	-	450
Colchester A134 St Botolph's Roundabout	300	(300)	-	-	300	-	-	-	-	300	-	-	-	300
Great Notley Bypass Dualling	200	-	200	-	200	-	-	-	-	200	-	-	-	200
Harlow First Avenue Bus Lane Phase2	200	(300)	-	-	200	-	-	-	-	200	-	-	-	200
Harlow A414 Capacity Improvements	166	(166)	-	-	166	-	-	-	-	166	-	-	-	166
Traffic Management Sign And Bus Shelter Laindon	30	(30)	-	-	30	-	-	-	-	30	-	-	-	30
Bus Stop Improvements, Hythe Hill	17	(17)	-	-	17	-	-	-	-	17	-	-	-	17
Chelmsford Innovation Centre	1,000	-	1,000	300	1,000	-	-	-	-	1,300	-	-	-	1,300
Haven Gateway Partnership	760	(760)	-	-	760	-	-	-	-	760	-	-	-	760
A 'GLOBALISED' LOCAL ECONOMY														
	81,017	(71,460)	9,557	36,026	81,017	20,952	11,603	1,906	-	153,412	-	-	-	153,412
PROMOTING SUSTAINABLE ECONOMIC GROWTH														
	81,017	(71,460)	9,557	36,026	81,017	20,952	11,603	1,906	-	153,412	-	-	-	153,412
OUR ECONOMY														
	81,017	(71,460)	9,557	36,026	81,017	20,952	11,603	1,906	-	153,412	-	-	-	153,412

Schemes Starting in 2009-10 and Prior Years (continued)

Outcomes	2010-11 Payment Approvals			Total Payment Approvals						
	Gross Expenditure	Income	Net Expenditure	2009-10 and earlier years	2010-11	2011-12	2012-13	2013-14	2014-15	Total Payment Approvals
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
SCHEMES STARTING IN 2009-10 AND EARLIER YEARS (continued)										
OUR WORLD										
REDUCING AND RECYCLING WASTE										
LESS LANDFILL WASTE AND INCREASED RECYCLING AND COMPOSTING										
Gt Dunmow Resource Management Centre	4,332	(1,432)	2,900	110	4,332	-	-	-	-	4,442
New Braintree Civic Amenity Site	81	-	81	2,129	81	-	-	-	-	2,210
LESS LANDFILL WASTE AND INCREASED RECYCLING AND COMPOSTING	4,413	(1,432)	2,981	2,239	4,413	-	-	-	-	6,652
REDUCING AND RECYCLING WASTE	4,413	(1,432)	2,981	2,239	4,413	-	-	-	-	6,652
OUR WORLD	4,413	(1,432)	2,981	2,239	4,413	-	-	-	-	6,652
OTHER										
Wide Area Network (WAN) replacement	1,610	-	1,610	2,012	1,610	-	-	-	-	3,622
Office Strategy - to Exit Leased Offices	1,385	-	1,385	-	1,385	-	-	-	-	1,385
Financial Systems Upgrade	215	-	215	-	215	-	-	-	-	215
OTHER	3,210	-	3,210	2,012	3,210	-	-	-	-	5,222
SCHEMES STARTING IN 2009-10 AND EARLIER YEARS										
	215,868	(63,567)	52,301	168,412	215,868	58,149	23,042	16,108	14,926	496,505

Schemes Starting in 2010-11

Outcomes	2010-11 Payment Approvals			Total Payment Approvals						
	Gross Expenditure	Income	Net Expenditure	2009-10 and earlier years	2010-11	2011-12	2012-13	2013-14	2014-15	Total Payment Approvals
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
SCHEMES STARTING IN 2010-11										
PUTTING THE CUSTOMER FIRST										
KEEP THE HEART IN ESSEX COMMUNITIES										
Public Rights Of Way	740	-	740	-	740	578	589	601	613	3,121
Public Art - Town Centre Enhancement	200	-	200	-	200	300	300	-	-	800
Public Art - Schools Building Enhancement	200	-	200	-	200	220	300	-	-	720
Gypsy and Traveller Pitch and Site Improvement	350	(250)	100	-	350	200	200	-	-	750
KEEP THE HEART IN ESSEX COMMUNITIES	1,490	(250)	1,240	-	1,490	1,298	1,389	601	613	5,391
PUTTING THE CUSTOMER FIRST	1,490	(250)	1,240	-	1,490	1,298	1,389	601	613	5,391

Schemes Starting in 2010-11 (continued)

Outcomes	2010-11 Payment Approvals			Total Payment Approvals						
	Gross Expenditure	Income	Net Expenditure	2009-10 and earlier years	2010-11	2011-12	2012-13	2013-14	2014-15	Total Payment Approvals
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
SCHEMES STARTING IN 2010-11 (continued)										
OUR PEOPLE										
INCREASING EDUCATIONAL ACHIEVEMENT AND SKILLS										
A CHOICE OF SCHOOLS THAT SUPPORT CHILDREN TO ACHIEVE THEIR POTENTIAL										
Basic Need Schemes										
Stansted, Rochford Nurseries Primary	1,588	-	1,588	7	1,588	4,272	-	-	-	5,867
Takeley, Priors Green Primary	278	-	278	-	278	4,473	1,823	-	-	6,574
Basic Need - Selective Secondary Provision	432	-	432	-	432	1,500	-	-	-	1,932
Temporary Accommodation										
	887	(887)	-	-	887	-	-	-	-	887
Reorganisation Schemes										
Philip Morant, Colchester - Temporary Expansion	603	-	603	-	603	1,333	-	-	-	1,936
St Helena, Colchester - Temporary Expansion	266	-	266	-	266	-	-	-	-	266
Post 16 Provision	776	(776)	-	-	776	625	-	-	-	1,401
Vocational Centres	443	-	443	-	443	1,000	-	-	-	1,443
Primary Capital Programme										
	401	(401)	-	-	401	-	-	-	-	401
Modernisation Schemes										
Food Technology	1,500	(1,500)	-	-	1,500	-	-	-	-	1,500
Formula Capital Grant										
Formula Capital Grant 10/11	3,288	(3,288)	-	-	3,288	7,714	7,714	3,857	-	22,573
Other										
Asset Management Plan - Condition/Suitability surveys	4,050	(4,050)	-	-	4,050	462	-	-	-	4,512
Secondary Schools Sports Facilities Block	583	(583)	-	-	583	417	-	-	-	1,000
Purchase of Land and Property	50	(10)	31	-	50	-	-	-	-	50
Project Manager's Fees	420	-	420	-	420	-	-	-	-	420
Extended Schools	1,140	(1,140)	-	-	1,140	-	-	-	-	1,140
Building Schools for the Future										
Castle View (Wave 4)	16,228	(16,228)	-	-	16,228	12,851	-	-	-	29,079
Philip Morant (Wave 6)	64	-	64	-	64	76	-	11,649	15,212	27,001
The Greensward Academy (Wave 6)	64	-	64	-	64	76	-	10,164	13,295	23,599
Stanway (Wave 6)	64	-	64	-	64	76	-	9,520	12,465	22,125
The Gilbert (Wave 6)	64	-	64	-	64	76	-	9,256	12,124	21,520
Cornelius Vermuyden (Wave 4)	11,155	(11,155)	-	-	11,155	8,834	-	-	-	19,989
Thurstable (Wave 6)	64	-	64	-	64	76	-	8,436	11,066	19,642
Columbus School And College (Wave 4)	10,995	(10,995)	-	-	10,995	8,707	-	-	-	19,702
The Fitzwilliam, Rayleigh (Wave 6)	64	-	64	-	64	76	-	8,389	11,005	19,534
Sir Charles Lucas (Wave 6)	64	-	64	-	64	76	-	7,688	10,100	17,928
St Helena (Wave 6)	64	-	64	-	64	76	-	7,330	9,639	17,109
De La Salle (Wave 4)	4,250	-	4,250	-	4,250	2,141	8,246	-	-	14,637
Homestead (Wave 6)	64	-	64	-	64	76	-	1,268	1,816	3,224
Alderman Blaxill (Wave 6)	64	-	64	-	64	76	-	1,090	1,588	2,818
Thomas Lord Audley (Wave 6)	64	-	64	-	64	76	-	1,090	1,588	2,818
Colchester Pru (Wave 6)	64	-	64	-	64	76	-	1,036	1,517	2,693
The Pioneer School (Wave 4)	1,426	(1,426)	-	-	1,426	1,130	-	-	-	2,556
Investment in LEP	10	-	10	-	10	-	-	-	-	10
A CHOICE OF SCHOOLS THAT SUPPORT CHILDREN TO ACHIEVE THEIR POTENTIAL										
	61,537	(52,448)	9,089	7	61,537	56,371	17,783	86,773	104,445	317,886
INCREASING EDUCATIONAL ACHIEVEMENT AND SKILLS										
	61,537	(52,448)	9,089	7	61,537	56,371	17,783	86,773	104,445	317,886

Schemes Starting in 2010-11 (continued)

Outcomes	2010-11 Payment Approvals			Total Payment Approvals						Total Payment Approvals
	Gross Expenditure	Income	Net Expenditure	2009-10 and earlier years	2010-11	2011-12	2012-13	2013-14	2014-15	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
SCHEMES STARTING IN 2010-11 (continued)										
OUR PEOPLE (continued)										
PROMOTING HEALTH AND LEISURE										
A HEALTHIER ESSEX										
Bradwell Outdoors Site Facility	2,500	-	2,500	-	2,500	2,500	-	-	-	5,000
Commercial Strategy (Phase 1)	1,957	-	1,957	-	1,957	508	269	-	-	2,734
Alderford Street Mill Car Park	500	-	500	-	500	250	-	-	-	750
A HEALTHIER ESSEX	4,957	-	4,957	-	4,957	3,258	269	-	-	8,484
PROMOTING HEALTH AND LEISURE	4,957	-	4,957	-	4,957	3,258	269	-	-	8,484
SUPPORTING VULNERABLE PEOPLE										
BETTER PREVENTION, EARLY INTERVENTION AND FAMILY SUPPORT SERVICES										
Early Years & Childcare Grant	7,411	(7,411)	-	-	7,411	-	-	-	-	7,411
Basilidon Space	3,200	(1,600)	1,600	-	3,200	3,200	-	-	-	6,400
Site Acquisition For Special School	2,500	-	2,500	-	2,500	-	-	-	-	2,500
Children With Disabilities Respite Centre (De La Salle)	2,000	-	2,000	-	2,000	-	-	-	-	2,000
Schools Access Initiative	1,107	-	1,107	-	1,107	1,527	-	-	-	2,634
Minor Works - Outdoor Education Centres	150	-	150	-	150	150	150	150	150	750
Playbuilder Capital Grant	615	(615)	-	-	615	-	-	-	-	615
Youth Capital Fund	614	(614)	-	-	614	-	-	-	-	614
Children's Centres Maintenance	523	(523)	-	-	523	-	-	-	-	523
Repair & Upgrade Swimming Pool Hargrave House	460	-	460	-	460	-	-	-	-	460
Minor Works - Family Centre Extensions	200	-	200	-	200	-	-	-	-	200
Minor Works - Upgrade Residential Homes	150	-	150	-	150	-	-	-	-	150
BETTER PREVENTION, EARLY INTERVENTION AND FAMILY SUPPORT SERVICES	18,930	(10,763)	8,167	-	18,930	4,877	150	150	150	24,257
OLDER PEOPLE ARE BETTER ABLE TO PARTICIPATE WITHIN THEIR COMMUNITY										
Community Wellbeing PFI	2,000	-	2,000	-	2,000	-	-	-	-	2,000
Accommodation/Housing Strategies	200	-	200	-	200	200	200	200	200	1,000
OLDER PEOPLE ARE BETTER ABLE TO PARTICIPATE WITHIN THEIR COMMUNITY	2,200	-	2,200	-	2,200	200	200	200	200	3,000
SUPPORTING VULNERABLE PEOPLE	24,130	(10,763)	10,367	-	24,130	5,077	350	350	350	27,257
OUR PEOPLE	87,624	(63,211)	24,413	7	87,624	64,706	18,402	84,123	101,765	353,627

Schemes Starting in 2010-11 (continued)

Outcomes	2010-11 Payment Approvals			Total Payment Approvals						Total Payment Approvals
	Gross Expenditure	Income	Net Expenditure	2009-10 and earlier years	2010-11	2011-12	2012-13	2013-14	2014-15	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
SCHEMES STARTING IN 2010-11 (continued)										
OUR ECONOMY										
IMPROVING TRANSPORT										
CONGESTION REDUCED										
Passenger Transport	3,000	(3,000)	-	-	3,000	3,000	2,389	2,437	2,485	13,311
Community Link	150	-	150	-	150	150	119	122	124	665
Traffic Management Improvements	500	-	500	-	500	390	398	406	414	2,108
Tackling Congestion	3,500	-	3,500	-	3,500	2,732	2,787	2,803	2,899	14,761
Traffic Signal Refurbishment	500	-	500	-	500	390	398	406	414	2,108
Walking And Cycling	870	-	870	-	870	679	693	707	721	3,670
CONGESTION REDUCED	8,520	(3,000)	5,520	-	8,520	7,341	6,784	6,921	7,057	36,653
TRANSPORT INFRASTRUCTURE IMPROVED										
County Roads Maintenance	11,708	-	11,708	-	11,708	11,798	12,034	12,274	12,520	60,334
Highways Maintenance Initiative	10,000	-	10,000	-	10,000	10,000	10,000	10,000	10,000	50,000
County Bridges Maintenance	6,631	-	6,631	-	6,631	6,769	6,904	7,042	7,183	34,529
Footways Maintenance	2,000	-	2,000	-	2,000	2,042	2,082	2,124	2,166	10,414
Essex Community Infrastructure Fund	1,000	-	1,000	-	1,000	1,000	1,000	1,000	1,000	5,000
Surface Water Alleviation	1,000	(1,000)	-	-	1,000	781	796	812	828	4,217
Street Lighting Replacement	770	-	770	-	770	786	802	818	834	4,010
Frinton Town Centre Improvements	597	-	597	-	597	-	-	-	-	597
TRANSPORT INFRASTRUCTURE IMPROVED	33,706	(1,000)	32,706	-	33,706	33,176	33,618	34,070	34,531	169,101
IMPROVING TRANSPORT	42,226	(4,000)	38,226	-	42,226	40,517	40,402	40,991	41,588	205,724

Schemes Starting in 2010-11 (continued)

Outcomes	2010-11 Payment Approvals			Total Payment Approvals						
	Gross Expenditure	Income	Net Expenditure	2009-10 and earlier years	2010-11	2011-12	2012-13	2013-14	2014-15	Total Payment Approvals
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
SCHEMES STARTING IN 2010-11 (continued)										
OUR ECONOMY (continued)										
PROMOTING SUSTAINABLE ECONOMIC GROWTH										
A 'GLOBALISED' LOCAL ECONOMY										
Major Schemes Planning & Management	3,000	-	3,000	-	3,000	3,000	3,000	3,000	3,000	15,000
Northern Approaches Road 3 - Colchester	4,269	(4,269)	-	-	4,269	4,487	197	-	-	8,953
Jaywick Regeneration - Housing Initiative	1,056	-	1,056	-	1,056	1,144	-	-	-	2,200
Replica Of The Mayflower	100	-	100	-	100	-	-	-	-	100
Colchester Town Centre Improvements	500	-	500	-	500	2,000	2,000	-	-	4,500
Harlow Cycle town	900	-	900	-	900	-	-	-	-	900
Adizones	350	-	350	-	350	350	-	-	-	700
Naze Tower	500	-	500	-	500	500	-	-	-	500
Rural Commission Implementation	500	-	500	-	500	-	-	-	-	500
Coastal Renaissance	500	-	500	-	500	-	-	-	-	500
A 'GLOBALISED' LOCAL ECONOMY	11,675	(4,269)	7,406	-	11,675	10,981	5,197	3,000	3,000	33,853
PROMOTING SUSTAINABLE ECONOMIC GROWTH										
	11,675	(4,269)	7,406	-	11,675	10,981	5,197	3,000	3,000	33,853
OUR ECONOMY	53,901	(8,269)	45,632	-	53,901	54,498	46,599	43,991	44,588	239,577

Schemes Starting in 2010-11 (continued)

Outcomes	2010-11 Payment Approvals			Total Payment Approvals						
	Gross Expenditure	Income	Net Expenditure	2009-10 and earlier years	2010-11	2011-12	2012-13	2013-14	2014-15	Total Payment Approvals
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
SCHEMES STARTING IN 2010-11 (continued)										
OUR WORLD										
REDUCING AND RECYCLING WASTE										
LESS LANDFILL WASTE AND INCREASED RECYCLING AND COMPOSTING										
Transfer Stations	6,684	-	6,684	-	6,684	-	9,038	9,038	-	24,760
Closed Landfill Management	50	-	50	-	50	1,000	-	-	-	1,050
Landfill Gas Flares Replacement	160	-	160	-	160	-	-	-	-	160
LESS LANDFILL WASTE AND INCREASED RECYCLING AND COMPOSTING	6,894	-	6,894	-	6,894	1,000	9,038	9,038	-	25,970
REDUCING AND RECYCLING WASTE	6,894	-	6,894	-	6,894	1,000	9,038	9,038	-	25,970
MAKING COMMUNITIES SAFER										
ESSEX IS THE SAFEST PLACE IN ENGLAND										
Safety Barriers Replacement	680	(647)	33	-	680	531	544	552	563	2,867
Safer Roads	2,100	-	2,100	-	2,100	1,639	1,672	1,706	1,740	8,857
Essex Casualty Reduction	560	(560)	-	-	560	560	560	560	560	2,800
ESSEX IS THE SAFEST PLACE IN ENGLAND	3,340	(1,207)	2,133	-	3,340	2,730	2,773	2,818	2,863	14,524
MAKING COMMUNITIES SAFER	3,340	(1,207)	2,133	-	3,340	2,730	2,773	2,818	2,863	14,524
OUR WORLD	10,234	(1,207)	9,027	-	10,234	3,730	11,811	11,856	2,863	40,494

Schemes Starting in 2010-11 (continued)

Outcomes	2010-11 Payment Approvals			Total Payment Approvals					2009-10 and earlier years
	Gross Expenditure	Income	Net Expenditure	2010-11	2011-12	2012-13	2013-14	2014-15	
	£000	£000	£000	£000	£000	£000	£000	£000	£000
SCHEMES STARTING IN 2010-11 (continued)									
OTHER									
IS Development	5,000	-	5,000	-	-	-	-	-	5,000
Virtual Desktop Infrastructure	3,500	-	3,500	-	-	-	-	-	3,500
Planned Capitalised Building Maintenance	4,000	-	4,000	-	-	-	-	-	4,000
Voice Over Internet Protocol (VOIP)	1,000	-	1,000	-	-	-	-	-	1,000
County Hall Chiller Replacement	375	-	375	-	375	-	-	-	750
Minor Works 2010/11	500	-	500	-	-	-	-	-	500
Wireless network	500	-	500	-	-	-	-	-	500
Capitalised Building Maintenance	300	-	300	-	-	-	-	-	300
2010/11 DDA Block	250	-	250	-	-	-	-	-	250
Magnet House Improvements	200	-	200	-	-	-	-	-	200
Smart Metering	120	-	120	-	-	-	-	-	120
Ely House Short Term Improvements	100	-	100	-	-	-	-	-	100
Stanwell House - Remodelling former Essex Records Office Area	85	-	85	-	-	-	-	-	85
Essex Records Office Window Replacement	80	-	80	-	-	-	-	-	80
Safe Access to C Block Plant Room	60	-	60	-	-	-	-	-	60
Essex Records Office Cooling System for Repositories	60	-	60	-	-	-	-	-	60
OTHER	13,130	-	13,130	13,130	375	-	-	-	13,505
SCHEMES STARTING IN 2010-11	166,379	(72,937)	93,442	166,379	121,607	77,203	137,573	149,829	652,594

Indicative Schemes Starting in 2011-12 and Later Years

Outcomes	2010-11 Payment Approvals			Total Payment Approvals						
	Gross Expenditure	Income	Net Expenditure	2009-10 and earlier years	2010-11	2011-12	2012-13	2013-14	2014-15	Total Payment Approvals
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
INDICATIVE SCHEMES STARTING IN 2011-12 AND LATER YEARS										
OUR PEOPLE										
INCREASING EDUCATIONAL ACHIEVEMENT AND SKILLS										
A HIGHER-SKILLED POPULATION										
Relocation of Basildon Adult Community Learning facilities	-	-	-	-	1,000	1,000	1,000	1,000	-	3,000
Employment & Inclusion	-	-	-	-	-	-	500	500	500	1,500
St Peters College, Chelmsford	-	-	-	-	1,000	-	-	-	-	1,000
A HIGHER-SKILLED POPULATION										
	-	-	-	-	2,000	1,500	1,500	1,500	500	5,500
A CHOICE OF SCHOOLS THAT SUPPORT CHILDREN TO ACHIEVE THEIR POTENTIAL										
Basic Needs Schemes										
Primary	-	-	-	-	2,934	6,627	5,436	2,249	17,246	
Secondary	-	-	-	-	-	2,154	10,013	5,833	18,000	
Reorganisation Schemes										
Primary	-	-	-	-	875	2,740	1,385	-	5,000	
Secondary	-	-	-	-	6,460	10,307	3,833	-	20,600	
Vocational Centres	500	(500)	-	500	1,737	2,145	2,855	1,263	8,500	
Modernisation										
Secondary	-	-	-	-	-	9,000	9,000	-	18,000	
Temporary Accommodation										
	-	-	-	-	1,000	1,000	1,000	1,000	4,000	
Primary Capital Programme										
	769	(769)	-	-	769	5,384	10,000	10,000	9,230	35,383
Formula Capital Grant										
	405	(405)	-	-	405	5,267	10,129	15,382	24,136	55,319
Special Schools										
Special Schools Modernisation	-	-	-	-	-	-	5,000	5,000	-	10,000
Special Schools Reorganisation	-	-	-	-	-	-	469	1,875	1,875	4,219
Schools Access Initiative	-	-	-	-	1,249	2,776	2,776	2,776	9,577	
Building Schools for the Future										
Woodlands (Wave 4)	-	-	-	-	14,229	18,361	-	-	-	32,590
The King John School (Wave 5)	-	-	-	-	-	11,922	15,384	-	-	27,306
The Billericay School (Wave 5)	-	-	-	-	-	10,822	13,964	-	-	24,786
Mayflower High School (Wave 5)	-	-	-	-	-	9,399	12,128	-	-	21,527
Beauchamps High School (Wave 5)	-	-	-	-	-	9,399	12,128	-	-	21,527
Bromfords (Wave 5)	-	-	-	-	-	8,508	10,978	-	-	19,486
The Appleton School (Wave 5)	-	-	-	-	-	7,828	10,100	-	-	17,928
The Deanes School (Wave 5)	-	-	-	-	-	7,277	9,390	-	-	16,667
Edith Borthwick New Model Special School (Wave 5)	-	-	-	-	-	5,804	7,489	-	-	13,293
Glenwood New Model Special School (Wave 5)	-	-	-	-	-	4,229	5,458	-	-	9,687
Shorefields (Wave 4)	-	-	-	-	2,696	3,443	-	-	-	6,139
James Hornsby High (Wave 4)	-	-	-	-	1,346	3,847	-	-	-	5,193
South View (Wave 5)	-	-	-	-	-	1,594	2,057	-	-	3,651
Investment in PFI SPV's	-	-	-	-	1,000	850	1,500	-	-	3,350
Other										
Asset Management Plan - Condition/Suitability	-	-	-	-	8,642	9,801	7,638	7,663	33,744	
Purchase of land and property	-	-	-	-	-	50	50	50	200	
Project Manager's Fees	-	-	-	-	420	420	420	420	1,680	
A CHOICE OF SCHOOLS THAT SUPPORT CHILDREN TO ACHIEVE THEIR POTENTIAL										
	1,674	(1,674)	-	-	1,674	53,289	175,901	177,239	56,495	464,598
INCREASING EDUCATIONAL ACHIEVEMENT AND SKILLS										
	1,674	(1,674)	-	-	1,674	55,289	177,401	178,739	56,995	470,098

Indicative Schemes Starting in 2011-12 and Later Years

Outcomes	2010-11 Payment Approvals			Total Payment Approvals						
	Gross Expenditure	Income	Net Expenditure	2009-10 and earlier years	2010-11	2011-12	2012-13	2013-14	2014-15	Total Payment Approvals
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
INDICATIVE SCHEMES STARTING IN 2011-12 AND LATER YEARS (continued)										
OUR PEOPLE (continued)										
SUPPORTING VULNERABLE PEOPLE										
BETTER PREVENTION, EARLY INTERVENTION AND FAMILY SUPPORT SERVICES										
Minor Works - Youth Centre, Children'S Homes, Family Centres	-	-	-	-	-	350	350	350	350	1,400
Harlow Youth Provision	-	-	-	-	-	800	-	-	-	800
BETTER PREVENTION, EARLY INTERVENTION AND FAMILY SUPPORT SERVICES										
OLDER PEOPLE ARE BETTER ABLE TO PARTICIPATE WITHIN THEIR COMMUNITY										
Day Centres	-	-	-	-	-	-	500	500	500	1,500
Goldilay Gardens	-	-	-	-	-	3,000	-	-	-	3,000
Harlow Library Accommodation	-	-	-	-	-	-	1,000	-	-	1,000
Fryems Library	-	-	-	-	-	1,000	1,000	1,000	-	3,000
OLDER PEOPLE ARE BETTER ABLE TO PARTICIPATE WITHIN THEIR COMMUNITY										
SUPPORTING VULNERABLE PEOPLE										
	-	-	-	-	-	4,000	2,500	1,500	500	8,500
	-	-	-	-	-	5,150	2,850	1,850	850	10,700
OUR PEOPLE	1,674	(1,674)	-	-	1,674	60,439	180,251	180,589	57,845	480,798

Indicative Schemes Starting in 2011-12 and Later Years

Outcomes	2010-11 Payment Approvals			Total Payment Approvals						
	Gross Expenditure	Income	Net Expenditure	2009-10 and earlier years	2010-11	2011-12	2012-13	2013-14	2014-15	Total Payment Approvals
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
INDICATIVE SCHEMES STARTING IN 2011-12 AND LATER YEARS (continued)										
OUR ECONOMY										
PROMOTING SUSTAINABLE ECONOMIC GROWTH										
A 'GLOBALISED' LOCAL ECONOMY										
South Essex Rapid Transit	-	-	-	-	-	-	6,300	5,200	5,200	16,700
Town Centre Improvements	-	-	-	-	-	2,000	2,000	2,000	2,000	8,000
Colchester Park & Ride	-	-	-	-	-	200	6,000	-	-	6,200
Chelmsford Town Centre Improvements	-	-	-	-	-	1,000	5,000	-	-	6,000
A133 Colchester Improvements	-	-	-	-	-	1,250	1,250	1,250	1,250	5,000
Congestion Management Schemes	-	-	-	-	-	-	1,000	1,000	1,000	3,000
Rochford, Sutton Road Improvements	-	-	-	-	-	1,000	1,000	-	-	2,000
Private Streetworks	-	-	-	-	-	500	500	500	500	2,000
Chelmsford Rapid Transit	-	-	-	-	-	1,600	-	-	-	1,600
Chelmsford Cycle Town	-	-	-	-	-	-	500	500	500	1,500
Harlow Cycle Town	-	-	-	-	-	-	500	500	500	1,500
Strategic Bus Corridor Improvements	-	-	-	-	-	-	500	500	500	1,500
Chelmsford Rail Street Scene	-	-	-	-	-	1,500	-	-	-	1,500
Station Travel Plan Infrastructure	-	-	-	-	-	-	500	500	500	1,500
Harlow Area Passenger Transport Improvements	-	-	-	-	-	-	-	-	1,000	1,000
Jaywick Regeneration	-	-	-	-	-	100	100	100	100	400
Chelmsford Bus Station Phase 2	-	-	-	-	-	20	-	-	-	20
Witham Station Footbridge	-	-	-	-	-	-	-	-	-	-
New Junction - A12 - Colchester	-	-	-	-	-	-	-	-	-	-
Witham Station Footbridge	-	-	-	-	-	-	-	-	-	-
A 'GLOBALISED' LOCAL ECONOMY	-	-	-	-	9,170	25,150	25,150	12,050	13,050	59,420
PROMOTING SUSTAINABLE ECONOMIC GROWTH	-	-	-	-	9,170	25,150	25,150	12,050	13,050	59,420
OUR ECONOMY	-	-	-	-	9,170	25,150	25,150	12,050	13,050	59,420

Indicative Schemes Starting in 2011-12 and Later Years

Outcomes	2010-11 Payment Approvals			Total Payment Approvals						
	Gross Expenditure	Income	Net Expenditure	2009-10 and earlier years	2010-11	2011-12	2012-13	2013-14	2014-15	Total Payment Approvals
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
INDICATIVE SCHEMES STARTING IN 2011-12 AND LATER YEARS (continued)										
OUR WORLD										
REDUCING AND RECYCLING WASTE										
LESS LANDFILL WASTE AND INCREASED RECYCLING AND COMPOSTING										
Anaerobic Digester Project	-	-	-	-	2,866	4,126	2,704	-	-	9,696
In-Vessel Composting Plant	-	-	-	-	1,680	4,193	1,585	-	-	7,458
Courtauld Road Improvements	-	-	-	-	-	-	-	-	603	603
LESS LANDFILL WASTE AND INCREASED RECYCLING AND COMPOSTING										
	-	-	-	-	4,546	8,319	4,289	603	603	17,757
REDUCING AND RECYCLING WASTE										
	-	-	-	-	4,546	8,319	4,289	603	603	17,757
OUR WORLD										
	-	-	-	-	4,546	8,319	4,289	603	603	17,757
OTHER										
Capitalised Building Maintenance 2011/12	-	-	-	-	300	-	-	-	-	300
Capitalised Building Maintenance 2012/13	-	-	-	-	-	300	-	-	-	300
Capitalised Building Maintenance 2013/14	-	-	-	-	-	-	300	-	-	300
Capitalised Building Maintenance 2014/15	-	-	-	-	-	-	-	300	-	300
2011/12 DDA Block	-	-	-	-	250	-	-	-	-	250
2012/13 DDA Block	-	-	-	-	-	250	-	-	-	250
2013/14 DDA Block	-	-	-	-	-	-	250	-	-	250
2015/16 DDA Block	-	-	-	-	-	-	-	250	-	250
Minor Works 2011/12	-	-	-	-	500	-	-	-	-	500
Minor Works 2012/13	-	-	-	-	-	500	-	-	-	500
Minor Works 2013/14	-	-	-	-	-	-	500	-	-	500
Minor Works 2014/15	-	-	-	-	-	-	-	500	-	500
OTHER										
	-	-	-	-	1,050	1,050	1,050	1,050	1,050	4,200
INDICATIVE SCHEMES STARTING IN 2011-12 AND LATER YEARS										
	1,674	(1,674)	-	-	1,674	75,205	214,770	197,978	72,548	562,175
TOTAL	383,921	(238,178)	145,743	168,419	383,921	254,961	315,013	351,457	237,303	1,711,274

Trading Activity Financial Plans

TRADING ACTIVITIES - SUMMARY REVENUE ACCOUNT							
	Revenue reserve 1 April 2010	Income	Expenditure	Financing Items	(Surplus) / deficit	Appropriations	Revenue reserve 31 Mar 2011
	£000	£000	£000	£000	£000	£000	£000
Schools, Children and Families							
School support							
School improvement & advisory service	(584)	(10,027)	9,781	-	(246)	-	(830)
Finance	(470)	(1,549)	1,523	-	(26)	-	(496)
Other	(1)	(60)	59	-	(1)	-	(2)
School staffing insurance scheme	(829)	(3,437)	3,437	-	-	-	(829)
Adults Health and Community Wellbeing							
Essex equipment service	(756)	-	-	-	-	-	(756)
Central Services							
Smarte East	(44)	(250)	182	-	(68)	-	(112)
	(2,684)	(15,323)	14,982	-	(341)	-	(3,025)

Reserves and Balances

Reserves and Balances	Actual Balance at 31 March 2009	Estimated closing balances			
		2009-10	2010-11	2011-12	2012-13
	£000	£000	£000	£000	£000
General Balance	(26,460)	(33,025)	(33,025)	(33,025)	(33,025)
Earmarked Revenue Reserves					
General reserves					
Service improvements	(22,365)	(4,289)	-	-	-
Essex Pledges	(9,021)	(7,526)	-	-	-
Quadrennial Elections reserve	(1,480)	(731)	(731)	(731)	(731)
Capital receipts pump priming	(1,357)	(858)	(858)	(858)	(858)
IMT development	(6,488)	(379)	(379)	(379)	(379)
Partnerships	(1,012)	(1,012)	(1,012)	(1,012)	(1,012)
Insurance	(4,514)	(3,262)	(3,130)	(3,130)	(3,130)
Pensions reserve	(2,627)	-	-	-	-
Transformation Reserve	(773)	-	-	-	-
Debt financing reserve	(5,600)	-	-	-	-
Essex Art Fund	(233)	(258)	(258)	(258)	(258)
LAA performance reserve	-	(10,113)	(2,518)	(2,518)	(2,518)
Health and Safety reserve	(3,005)	(880)	(880)	(880)	(880)
ExDRA partnership reserve	(3,344)	(4,250)	(4,250)	(4,250)	(4,250)
Carbon Reduction reserve	(1,521)	(1,479)	(1,479)	(1,479)	(1,479)
Essex on-line partnership	(352)	(248)	(248)	(248)	(248)
Children's Reserve	-	-	(4,400)	(4,400)	(4,400)
Essex Transport Reserve	(1,482)	(1,442)	(1,426)	(1,426)	(1,426)
Carry Forwards Reserve	(8,223)	-	-	-	-
Developing Partnerships	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)
Life Raft Pledge reserve	-	(815)	(815)	(815)	(815)
Personal care	-	-	(1,800)	(1,800)	(1,800)
Tendring PPP	(430)	(430)	(430)	(430)	(430)
Trading activities	(2,564)	(2,684)	(3,025)	(3,025)	(3,025)
	(77,891)	(42,156)	(29,139)	(29,139)	(29,139)
Future capital funding					
General	(6,370)	(4,725)	(3,059)	(3,059)	(3,059)
Trading	-	-	-	-	-
Bellhouse landfill	(61)	(61)	(61)	(61)	(61)
Historic Buildings reserve	(120)	(120)	(120)	(120)	(120)
	(6,551)	(4,906)	(3,240)	(3,240)	(3,240)
Equalisation Reserves					
PFI reserves					
A130 PFI	(49,532)	(51,674)	(53,589)	(53,589)	(53,589)
Clacton secondary schools' PFI	(4,590)	(4,772)	(4,944)	(4,944)	(4,944)
Debden PFI	(5,339)	(5,479)	(5,575)	(5,575)	(5,575)
Waste reserve	(23,138)	(38,585)	(62,745)	(91,905)	(126,065)
Landfill allowances equalisation	-	-	-	-	-
	(82,599)	(100,510)	(126,853)	(156,013)	(190,173)
Schools	(55,377)	(55,377)	(55,377)	(55,377)	(55,377)
Total	(222,418)	(202,949)	(214,609)	(243,769)	(277,929)

Performance Measures

Ref.	Measure Description	LGA* Measure	Type	Priority	Are we improving?			How do we compare to all authorities (excl. Districts)?	2009/10 Target (2009/10 AY)	Accountable	
					07/08 Outturn	08/09 Outturn	09/10 Latest				
PUTTING THE CUSTOMER FIRST: SATISFIED CUSTOMERS (OVERARCHING PRIORITY)											
U1	% of people who are satisfied with how Essex County Council runs things	No	Perception	High	52.2%	46.5%	44.2%	Best	Improved	Chief Executive Human Resources & Customer Excellence Assistant Chief Executive - Policy, Community Planning & Regeneration	
U2	% of customers satisfied with the service they have received from ECC at interaction points	No	Perception	High	-	-	79.1%	-	Improved		
U5	% of residents who feel their local area is a good place to live	Yes	Perception	High	80.5%	85.2%	83.6%	Best	82%		
PUTTING THE CUSTOMER FIRST: GREATER COMMUNITY ENGAGEMENT											
U51	% of residents who agree they feel informed about local public services	No	Perception	High	-	40.6%	39.6%	Upper	Improved	Assistant Chief Executive - Policy, Community Planning & Regeneration Assistant Chief Executive - Policy, Community Planning & Regeneration Assistant Chief Executive - Policy, Community Planning & Regeneration Assistant Chief Executive - Policy, Community Planning & Regeneration Assistant Chief Executive - Policy, Community Planning & Regeneration	
U6	% of people participating in formal voluntary activities at least once a month in the last 12 months	Yes	Outcome	High	31.7%	24.0%	27.3%	Lower	26.0%		
U7	% of people who feel able to influence decisions	Yes	Perception	High	-	27.1%	-	-	40%		
U8	% of the adult population in a local area who participated in sport and active recreation	Yes	Outcome	High	21.6%	21.6%	-	-	24.5%		
U11	% of the adult population in a local area that have engaged in the arts at least three times in the last 12 months	Yes	Outcome	High	21.9%	43.5%	44.6%	Lower	46.5%		
PUTTING THE CUSTOMER FIRST: A LARGER ROLE FOR THE THIRD SECTOR											
N16	% of people participating in formal voluntary activities at least once a month in the last 12 months	Yes	Outcome	High	-	24.0%	-	Best	26.0%	Assistant Chief Executive - Policy, Community Planning & Regeneration Assistant Chief Executive - Policy, Community Planning & Regeneration	
N7	% of third sector organisations giving a positive rating of local statutory bodies' influence on their success	Yes	Perception	High	-	15.9%	-	Lower	19.7%		
PUTTING THE CUSTOMER FIRST: KEEP THE HEART IN ESSEX COMMUNITIES											
U151	Number of physical visits to Essex Libraries	No	Outcome	High	8,097,889	8,013,430	-	-	TBC	Adults, Health & Community Wellbeing Adults, Health & Community Wellbeing Assistant Chief Executive - Policy, Community Planning & Regeneration Assistant Chief Executive - Policy, Community Planning & Regeneration	
U152	Active members of Essex Libraries	No	Outcome	High	351,475	344,848	348,867	-	TBC		
U10a	Access to services: Parishes with 3/4 identified key services	Yes	Process	High	-	32.2%	-	-	38.9%		
U10b	Access to services: Parishes with access to 5 essential services	Yes	Process	High	-	76.4%	-	-	81.1%		
OUR PEOPLE: INCREASING EDUCATIONAL ACHIEVEMENT AND SKILLS: A HIGHER-SKILLED POPULATION											
N163	% of population (19-64 for males; 19-59 for females) with at least a Level 2 qualification or higher	Yes	Outcome	High	64.0%	66.6%	-	Lower	65%	Assistant Chief Executive - Policy, Community Planning & Regeneration Assistant Chief Executive - Policy, Community Planning & Regeneration Assistant Chief Executive - Policy, Community Planning & Regeneration Assistant Chief Executive - Policy, Community Planning & Regeneration Assistant Chief Executive - Policy, Community Planning & Regeneration	
N164	% of population (19-64 for males; 19-59 for females) with a Level 3 qualification or higher	Yes	Outcome	High	41.9%	43.8%	-	Lower	41.5%		
N165	% of population (19-64 for males; 19-59 for females) with a Level 4 qualification or higher	Yes	Outcome	High	25.0%	25.2%	-	Lower	24.0%		
N167	% of 16-18 year olds not in education, employment or training	Yes	Outcome	Low	5.6%	6.7%	7.0	Upper	5.0%		
OUR PEOPLE: INCREASING EDUCATIONAL ACHIEVEMENT AND SKILLS: A CHOICE OF SCHOOLS THAT SUPPORT CHILDREN TO ACHIEVE THEIR POTENTIAL											
N76	Number of schools with less than 55% of pupils achieving Level 4+ in English and Maths at KS2	No	Process	Low	45	42	40	-	36	Schools, Children & Families Schools, Children & Families Schools, Children & Families Schools, Children & Families Schools, Children & Families	
N78	Number of schools with less than 30% of pupils achieving 5 or more A*-C GCSEs including English and Maths	Yes	Process	Low	17	9	10	-	4***		
N92	% gap between all children and the average score of the lowest achieving 20% at the Early Years Foundation Stage	Yes	Outcome	Low	37.9%	35.9%	34.1%	Lower	30.65%		
N93	% of pupils progressing by 2 levels between Key Stage 1 and Key Stage 2 in English	Yes	Outcome	High	88.3%	81.4%	-	Lower	90.0%***		
N94	% of pupils progressing by 2 levels between Key Stage 1 and Key Stage 2 in Maths	Yes	Outcome	High	83.0%	78.2%	-	Lower	88.0%		
N95	% of pupils progressing by 2 levels between Key Stage 1 and Key Stage 2 in English and Maths	Yes	Outcome	High	4.1%	43%	45%	Worst	50%		
N72	% of children achieving 78 points at the Early Years Foundation Stage	Yes	Outcome	High	72%	73%	72%	Upper	80.0%***	Schools, Children & Families Schools, Children & Families Schools, Children & Families Schools, Children & Families Schools, Children & Families	
N73	% of pupils achieving Level 4+ in English and Maths at KS2	Yes	Outcome	High	47.2%	49.0%	50.2%	Upper	53.9%		
N75	% of pupils achieving 5+ GCSEs at A*-C including English and Maths	Yes	Outcome	High	70%	73%	72%	Upper	75%		
N89a	Number of schools in special measures	No	Process	Low	8	3	2	-	0		
N86	% of secondary schools graded 1 or 2 by OFSTED for standards of behaviour	No	Process	High	71%	71%	71%	Lower	72%		
3093OF	Overall absence in primary schools (unauthorised and authorised)	No	Outcome	Low	5.2%	5.2%	-	-	5.05%	Schools, Children & Families Schools, Children & Families	
N134	Overall absence in secondary schools (unauthorised and authorised)	No	Outcome	Low	8.2%	7.7%	-	-	7.10%		
U154a	% of primary children who enjoy school most / all of the time	No	Perception	High	-	-	82.8%	-	Improved	Schools, Children & Families Schools, Children & Families	
U154b	% of secondary children who enjoy school most / all of the time	No	Perception	High	-	-	64.2%	-	Improved		
OUR PEOPLE: PROMOTING HEALTH AND LEISURE: A HEALTHIER ESSEX											
U120	Average mortality rate of those in the worst performing quintile per 100,000 population	Yes	Outcome	Low	705.53 (05-07)	-	-	-	677.53 (08-10)	Public Health Schools, Children & Families Assistant Chief Executive - Policy, Community Planning & Regeneration	
N57	% of children and young people participating in high quality PE and sport	Yes	Outcome	High	87.0%	83.0%	-	-	85.0%		
N8	% of the adult population in a local area who participated in sport and active recreation	Yes	Outcome	High	21.6%	21.6%	-	Lower	24.5%	Schools, Children & Families Schools, Children & Families	
N55	% of primary school age children at Reception age who are obese	Yes	Outcome	Low	8.2%	8.7%	8.2%	Upper	8.1%		
N56	% of primary school age children at Reception age who are obese	Yes	Outcome	Low	15.4%	15.9%	16.0%	Best	15.0%	Public Health Adults, Health & Community Wellbeing Environment, Sustainability & Highways	
N59	Rate of alcohol related admissions to hospitals per 100,000 population	Yes	Outcome	Low	1073	1179	1276	Best	1276		
N110	Number of people with severe and enduring mental health problems helped into employment or education	Yes	Outcome	High	173	296	323	-	222	Adults, Health & Community Wellbeing Highways & Transportation	
N168	% of children travelling to school by car (aged 5-16 years)	Yes	Outcome	Low	28.8%	28.1%	-	-	28.9%		
N122	Percentage change in the rate of under 18 conceptions per 1,000 girls aged 15-17	Yes	Outcome	High	-10.7%	-	-	-	45.0%	Adults, Health & Community Wellbeing Schools, Children & Families	
N134	Number of emergency bed days in hospital per head of the weighted population (Expressed as thousands)	Yes	Outcome	Low	-	32358	32777	-	33000		
N123	Rate of smokers 16+ years who quit smoking within 4 weeks of attending an NHS stop smoking service	Yes	Outcome	High	-	927	-	-	859	Adults, Health & Community Wellbeing Adults, Health & Community Wellbeing	
U15	% of people over 65 who have the information, assistance and support needed to exercise choice and control	Yes	Perception	High	-	26.5%	-	-	33.0%		
N139	% of people who feel they have good health	No	Perception	High	-	76.3%	76.1%	Upper	Improved	Adults, Health & Community Wellbeing	
OUR PEOPLE: PROMOTING HEALTH AND LEISURE: AN OLYMPIC LEGACY											
N57	% of children and young people participating in high quality PE and sport	Yes	Outcome	High	87.0%	83.0%	-	-	85.0%	Schools, Children & Families Assistant Chief Executive - Policy, Community Planning & Regeneration Assistant Chief Executive - Policy, Community Planning & Regeneration	
N8	% of the adult population in a local area who participated in sport and active recreation	Yes	Outcome	High	21.6%	21.6%	-	Lower	24.5%		
N11	% of people participating in formal voluntary activities at least once a month in the last 12 months	Yes	Outcome	High	-	43.5%	44.6%	Best	26.0%	Assistant Chief Executive - Policy, Community Planning & Regeneration Assistant Chief Executive - Policy, Community Planning & Regeneration	
N6	% of people participating in local voluntary activities at least once a month in the last 12 months	Yes	Outcome	High	-	24.0%	-	-	26.0%		
OUR PEOPLE: SUPPORTING VULNERABLE PEOPLE: BETTER PREVENTION, EARLY INTERVENTION AND FAMILY SUPPORT SERVICES											
N122	Percentage change in the rate of under 18 conceptions per 1,000 girls aged 15-17	Yes	Outcome	High	-10.7%	-	-	-	45.0%	Schools, Children & Families Assistant Chief Executive - Policy, Community Planning & Regeneration	
N32	Repeat Domestic Violence - cases previously reviewed at a MARAC within the last 12 months	Yes	Outcome	Low	-	-	-	-	TBC		
N16	% of children living in poverty	No	Outcome	Low	-	-	-	-	TBC	Public Health Schools, Children & Families	
N16	% of young people reporting either frequent misuse of drugs / volatile substances / alcohol	No	Perception	Low	-	10.9%	-	Upper	8.5%		
N51	Self assessment of how effectively mental health services meet children's mental health needs	Yes	Process	High	8	9	-	Worst	13	Schools, Children & Families Schools, Children & Families	
N88	% of schools providing access to the full core offer of extended services	No	Process	High	55%	88%	90%	Upper	100%		

Performance Measures (continued)

Ref.	Measure Description	LA4* Measure	Type	Polarity	07/08 Outcom	08/09 Outcom	09/10 Latest	Are we improving?	How do we compare to all authorities (last District)?	2009/10 Target (2009/10 AY)	Cabinet Member for:	Accountable
What are we measuring?												
OUR PEOPLE: SUPPORTING VULNERABLE PEOPLE: VULNERABLE YOUNG PEOPLE GIVEN A GOOD START IN LIFE												
3085SC	% of children looked after with three or more placements during the year	No	Process	Low	31.2%	29.0%	-	27.2%	-	10%	Deputy Leader	Schools, Children & Families
2954SC	% of looked after children placed more than 20 miles from their home address when first placed	No	Process	Low	18.3%	16.3%	-	15.5%	-	TBC**	Deputy Leader	Schools, Children & Families
NI 99	% of looked after children not placed at home with parents who are fostered by relatives or friends	Yes	Outcome	High	57.1%	38.5%	-	42.9%	-	60.0%	Deputy Leader	Schools, Children & Families
NI 100	% of looked after children achieving at least Level 4 in English at KS2	Yes	Outcome	High	47.6%	46.2%	-	46.0%	-	62.0%	Deputy Leader	Schools, Children & Families
NI 101	% of looked after children achieving at least Level 4 in Maths at KS2	Yes	Outcome	High	8.7%	8.1%	-	8.1%	-	18.0%	Deputy Leader	Schools, Children & Families
3973SC	% of care leavers with 5+ GCSEs A*-C	No	Outcome	High	9.0%	7.9%	-	7.9%	-	TBC**	Deputy Leader	Schools, Children & Families
3973SC	% of looked after children eligible for GCSEs who sat 1+ GCSE	No	Outcome	High	72.1%	77.8%	-	73.0%	-	TBC**	Deputy Leader	Schools, Children & Families
NI 104	difference of achievement of Level 4 at KS2 (including English and Maths) between those with SEN and without	No	Outcome	Low	55.2%	55.7%	-	55.6%	-	50%	Deputy Leader	Schools, Children & Families
NI 105	difference of achievement of Level 4 at KS2 (including English and Maths) between those with SEN and without	No	Outcome	Low	55.2%	55.7%	-	55.6%	-	50%	Deputy Leader	Schools, Children & Families
LI 6b	% of looked after children who had a dental and health assessment (Academic Year)	No	Outcome	High	77.8%	78.8%	-	80.9%	-	95.0%	Deputy Leader	Schools, Children & Families
3974SC	Looked after children absent from school	No	Outcome	Low	17.0%	14.0%	-	13.3%	-	TBC**	Deputy Leader	Schools, Children & Families
OUR PEOPLE: SUPPORTING VULNERABLE PEOPLE: ESSEX RESIDENTS CAN DETERMINE AND CONTROL THE SERVICES THEY NEED TO ACHIEVE THE BEST POSSIBLE QUALITY OF LIFE												
NI 330	% of all adults, older people and carers receiving social care service that are receiving Self Directed Support	No	Outcome	High	-	7.77%	-	11.75%	-	30.0%	Adults, Health & Community Wellbeing	Adults, Health & Community Wellbeing
LI 5	% of people over 65 who have the information, assistance and support needed to exercise choice and control	Yes	Perception	High	-	26.5%	-	23.3%	-	33.0%	Adults, Health & Community Wellbeing	Adults, Health & Community Wellbeing
NI 335	% of carers receiving a specific carer's service, advice or information in the same year	Yes	Outcome	High	24.5%	25.2%	-	25.2%	-	30.0%	Adults, Health & Community Wellbeing	Adults, Health & Community Wellbeing
NI 68	% of referrals to children's social care going to initial assessment	No	Process	High	43%	48.6%	-	61.2%	-	TBC**	Deputy Leader	Schools, Children & Families
NI 59	% of initial assessments for children completed in 7 working days of referral	Yes	Process	High	58.5%	75.4%	-	49.5%	-	TBC**	Deputy Leader	Schools, Children & Families
NI 60	% of core assessments for children completed in 35 working days of referral	Yes	Process	High	72.5%	80.8%	-	59.9%	-	TBC**	Deputy Leader	Schools, Children & Families
2022SC	Number of core assessments of children in need per 10,000	No	Process	High	67.0%	62.0%	-	53.4%	-	TBC**	Deputy Leader	Schools, Children & Families
NI 63SC	% of referrals to children's social care going to initial assessment	No	Process	High	43%	48.6%	-	61.2%	-	TBC**	Deputy Leader	Schools, Children & Families
NI 133	% of clients where the time from completion of assessment to provision of services is less than or equal to four weeks	No	Process	High	80.3%	82.0%	-	72.3%	-	82.0%	Adults, Health & Community Wellbeing	Adults, Health & Community Wellbeing
NI 134	% where the time from completion of assessment to provision of services is a care package is less than or equal to four weeks	No	Process	High	92.2%	91.2%	-	92.2%	-	92.0%	Adults, Health & Community Wellbeing	Adults, Health & Community Wellbeing
NI 64	% of children ceasing to be the subject of a Child Protection Plan who had had a Child Protection Plan for 2 years+	Yes	Process	Low	6.6%	6.6%	-	7.2%	-	TBC**	Deputy Leader	Schools, Children & Families
PAF Duo	% of service users receiving an annual review	Yes	Process	Low	15.5%	19.6%	-	12.7%	-	TBC**	Deputy Leader	Schools, Children & Families
NI 66	% of looked after children whose needs were reviewed on time	No	Process	High	70.3%	72.14%	-	71.9%	-	78.0%	Adults, Health & Community Wellbeing	Adults, Health & Community Wellbeing
2060SC	% of looked after children allocated to a qualified social worker	No	Process	High	84.0%	92.2%	-	90.5%	-	TBC**	Deputy Leader	Schools, Children & Families
NI 67	% of children with a Child Protection Plan whose case was reviewed within the required timescales	No	Process	High	99.1%	98.7%	-	99.4%	-	100%	Deputy Leader	Schools, Children & Families
NI 141	% of people who are receiving a Supporting People Service who left the service and moved on in a planned way	Yes	Outcome	High	99.5%	99.3%	-	98.3%	-	100%	Adults, Health & Community Wellbeing	Adults, Health & Community Wellbeing
NI 145	% of people with learning disabilities supported by the Council living in settled accommodation	No	Outcome	High	72.2%	75.2%	-	78.2%	-	80.0%	Adults, Health & Community Wellbeing	Adults, Health & Community Wellbeing
NI 146	% of adults with learning disabilities supported by the Council in paid employment	No	Outcome	High	-	61.7%	-	61.7%	-	61.7%	Adults, Health & Community Wellbeing	Adults, Health & Community Wellbeing
LI 7	Number of people with severe and enduring mental health problems helped into employment or education	Yes	Outcome	High	173	296	-	323	-	222	Adults, Health & Community Wellbeing	Adults, Health & Community Wellbeing
OUR PEOPLE: SUPPORTING VULNERABLE PEOPLE: OLDER PEOPLE ARE BETTER ABLE TO PARTICIPATE WITHIN THEIR COMMUNITY												
NI 167	% of people who are receiving a Supporting People Service who left the service and moved on in a planned way	Yes	Outcome	High	72.2%	76.2%	-	78.2%	-	80.0%	Adults, Health & Community Wellbeing	Adults, Health & Community Wellbeing
NI 135	% of carers receiving a specific carer's service, advice or information in the same year	Yes	Outcome	High	24.5%	25.2%	-	23.3%	-	30.0%	Adults, Health & Community Wellbeing	Adults, Health & Community Wellbeing
NI 55	Number of older people using telecare services	No	Outcome	High	3904	5342	-	5342	-	TBC	Adults, Health & Community Wellbeing	Adults, Health & Community Wellbeing
LI 5	% of people over 65 who have the information, assistance and support needed to exercise choice and control	Yes	Perception	High	-	26.5%	-	25.2%	-	33.0%	Adults, Health & Community Wellbeing	Adults, Health & Community Wellbeing
OUR ECONOMY: IMPROVING TRANSPORT: CONGESTION REDUCED												
NI 167	average vehicle journey time per mile during the morning peak	Yes	Outcome	Low	2.19 miles per mile	-	-	-	-	TBC	Highways & Transportation	Environment, Sustainability & Highways
NI 168	% of residents who feel that traffic congestion needs improving in their local area	Yes	Perception	High	28.8%	28.1%	-	28.1%	-	33.0%	Highways & Transportation	Environment, Sustainability & Highways
LI 5b	% of residents who feel that traffic congestion needs improving in their local area	No	Perception	High	-	38.8%	-	-	-	Improved	Highways & Transportation	Environment, Sustainability & Highways
OUR ECONOMY: IMPROVING TRANSPORT: TRANSPORT INFRASTRUCTURE IMPROVED												
NI 168	% of principal roads not in good condition	No	Outcome	Low	4%	5%	-	-	-	4%	Highways & Transportation	Environment, Sustainability & Highways
NI 169	% of non-principal roads not in good condition	No	Outcome	Low	6%	7%	-	-	-	7%	Highways & Transportation	Environment, Sustainability & Highways
LI 10	Increased cycling in major towns across Essex (compared to 2007 baseline)	No	Outcome	High	-	4.94%	-	9.1%	-	13.5%	Highways & Transportation	Environment, Sustainability & Highways
NI 177	Total number of passenger journeys made annually on local buses	No	Outcome	High	43,284,149	45,662,712	-	45,662,712	-	40,450,000	Highways & Transportation	Environment, Sustainability & Highways
LI 24	% of footpaths and rights of way which are easy to use by members of the public	No	Outcome	High	66.3%	65.6%	-	60.9%	-	65%***	Highways & Transportation	Environment, Sustainability & Highways
LI 12	% of users satisfied with information about public transport	No	Perception	High	73.0%	75.0%	-	75.0%	-	Improved	Highways & Transportation	Environment, Sustainability & Highways
OUR ECONOMY: PROMOTING SUSTAINABLE ECONOMIC GROWTH: A 'GLOBALISED' LOCAL ECONOMY												
NI 171	Number of jobs created and saved as a result of foreign direct investment by Essex County Council	Yes	Outcome	High	102,156 of PA	105,086 of PA	-	-	-	100% of PA	Leader	Assistant Chief Executive- Policy, Community Planning & Regeneration
LI 15	Number of jobs created and saved as a result of foreign direct investment by Essex County Council	Yes	Outcome	High	300	629	-	629	-	518	Leader	Assistant Chief Executive- Policy, Community Planning & Regeneration
OUR ECONOMY: PROMOTING SUSTAINABLE ECONOMIC GROWTH: ESSEX IS A RECOGNISED TOURIST DESTINATION												
LI 18	Tourism spend generated that contributes towards Essex's economy	No	Outcome	High	£2,538m	£2,573m	-	-	-	£2,608m	Leader	Assistant Chief Executive- Policy, Community Planning & Regeneration

Performance Measures (continued)

Ref.	What are we measuring?	Measure Description	LAA* Measure	Type	Polarity	07/08 Outturn	08/09 Outturn	09/10 Latest	How do we compare to all authorities (excl. Districts)?	2010/11 Target (2009/10 AV)	Cabinet Member for:	Accountable
OUR ECONOMY: DELIVERING VALUE FOR MONEY: TAXPAYERS' MONEY IS SPENT WISELY (OVERARCHING PRIORITY)												
U 48a	Total value of cashable efficiency savings delivered by services for reinvestment in services (thousands)		No	Outcome	High	-	28,080	62,987	-	58,088	Finance & Change Management	Finance
U 48b	Total value of non-cashable efficiency savings delivered by services (thousands)		No	Outcome	High	-	20,94.8	8,032	-	7,038	Finance & Change Management	Finance
U 49	% of residents who agree that Essex County Council provides good value for money		No	Perception	High	-	34.5%	34.2%	Best	Improved	Leader / Finance & Change Mgmt	Assistant Chief Executive - Policy, Community Planning & Regeneration / Finance
OUR ECONOMY: DELIVERING VALUE FOR MONEY: ESSEX CHAMPIONED												
U 18	Tourism spend generated that contributes towards Essex's economy		No	Outcome	High	£2,538bn	£2,573bn	-	-	£2,608bn	Leader	Assistant Chief Executive - Policy, Community Planning & Regeneration
N 171	Rate of business registrations per 10,000 resident population aged 16 or above		Yes	Outcome	High	102.5% of RA	105.9% of RA	-	-	104% of RA	Leader	Assistant Chief Executive - Policy, Community Planning & Regeneration
U 58	% of residents who agree that public services promote the interests of local residents		No	Perception	High	-	44.8%	45.5%	Best	Improved	Leader	Assistant Chief Executive - Policy, Community Planning & Regeneration
OUR WORLD: PROTECTING THE ENVIRONMENT: A CLEANER, GREENER ESSEX												
N 195a	% of sites graded D, C, C- or B for levels of litter		Yes	Outcome	Low	22%	6%	-	-	16%	Chief Whip and Environment & Waste	Environment, Sustainability & Highways
N 195b	% of sites graded D, C, C- or B for levels of debris		Yes	Outcome	Low	26%	10%	-	-	20%	Chief Whip and Environment & Waste	Environment, Sustainability & Highways
U 59	% of residents who are satisfied that the Council is keeping public land clear of litter and refuse		No	Perception	High	-	62.8%	60.5%	Best	Improved	Chief Whip and Environment & Waste	Environment, Sustainability & Highways
CP 3	% of users satisfied with our Country Parks		No	Perception	High	96.0%	96.0%	-	-	Improved	Chief Whip and Environment & Waste	Environment, Sustainability & Highways
OUR WORLD: PROTECTING THE ENVIRONMENT: A REDUCED CARBON FOOTPRINT FOR ESSEX												
U 28	CO ₂ emissions (tonnes) arising from Essex County Council activity		No	Outcome	Low	72,364	-	-	NA	TBC	Finance & Change Management	Commercial Services
N 186	% reduction of CO ₂ emissions per capita in the local area compared to the 2005 baseline		Yes	Outcome	High	3.7%	-	-	-	9%	Finance & Change Management	Environment, Sustainability & Highways
U 41	% of residents who already do environmentally friendly things		No	Perception	High	-	-	59.7%	NA	Improved	Chief Whip and Environment & Waste	Environment, Sustainability & Highways
OUR WORLD: REDUCING AND RECYCLING WASTE: LESS LANDFILL WASTE AND INCREASED RECYCLING AND COMPOSTING												
N 191	Number of kg of residual household waste collected per household		Yes	Outcome	Low	728.91 kg	643.7 kg	-	Upper	575kg	Chief Whip and Environment & Waste	Environment, Sustainability & Highways
N 192	% of household waste arising sent for reuse, recycling, composting or an aerobic digestion		Yes	Outcome	High	-	42.96%	47.40%	Best	47.00%	Chief Whip and Environment & Waste	Environment, Sustainability & Highways
WR 15	% of users who say that they are satisfied with the Recycling Centre		No	Perception	High	87.2%	76.9%	78.5%	-	Improved	Chief Whip and Environment & Waste	Environment, Sustainability & Highways
OUR WORLD: MAKING COMMUNITIES SAFER: ESSEX IS THE SAFEST PLACE IN ENGLAND												
U 47	Number of people injured or seriously injured on the roads in Essex		Yes	Outcome	Low	884	766	-	-	712	Highways & Transportation	Environment, Sustainability & Highways
U 46	Number of crimes of violence in Essex		No	Outcome	High	71	69	-	-	Improved	Chief Whip and Environment & Waste	Environment, Sustainability & Highways
U 30	% of traders who sell age restricted products to young people		No	Outcome	Low	-	11.4%	-	-	12.0%	Chief Whip and Environment & Waste	Environment, Sustainability & Highways
U 29	% of residents who say that they feel safe outside after dark		Yes	Perception	High	44.9%	56.9%	55.9%	Best	50.8%	Chief Whip and Environment & Waste	Environment, Sustainability & Highways
N 19	Rate of proven reoffending by young offenders		No	Outcome	Low	-	1.0	-	Lower	TBC**	Deputy Leader	Assistant Chief Executive - Policy, Community Planning & Regeneration
N 111	Rate of first time entrants to the youth justice system (per 100,000 population)		Yes	Outcome	Low	2,040	1,759	-	Lower	1,855	Deputy Leader	Schools, Children & Families

*Please note that LAA targets are agreed with the Government Office as part of the Essex Local Area Agreement

**Please note that SCF Improvement Notice measures and targets will be agreed in due course with the DCSF. These will be included once finalised.

***Please note that minor amendments for the LAA targets have been proposed to the Government Office. The proposed amendments have been included and will be confirmed shortly.

****Please note that this target is to be negotiated with the Government Office as part of the Essex Local Transport Plan

Resourcing Essex *Works*

Budget & Corporate Plan 2010-11

Delivering the best quality of life in Britain

Part 2: Portfolio Budgets



Portfolio Budgets

Format of the Budget

The general format of the budget is proposed by Cabinet Members, on the advice of the Chief Financial Officer, and is approved by Council.

The budget format will comply with all legal requirements and reflect the accountabilities of Cabinet Members for service delivery.

The format of the budget determines the level of detail to which financial control and management will be exercised. The format shapes how the rules around virements operate and sets the level at which funds may be reallocated within budgets.

Scheme of Virement

Executive Directors must ensure that spending remains within the service's overall cash limit, and that spending does not exceed individual policy budget headings. It is however permissible, in certain circumstances, to switch resources between approved budget headings, subject to obtaining the necessary approval. The switching of resources between approved policy budget headings is referred to as a virement.

The virement rules are as follows:

General rules:

- No expenditure shall be incurred without appropriate budget provision and, if necessary, a virement should be undertaken to put this in place.
- No virement relating to a specific financial year should be made at the end of the financial year after the date specified within the Chief Financial Officer's timetable for closure of the accounts.
- Virements are not permitted in relation to asset charges or other budget headings that are deemed to be outside the control of the Executive Directors, or where a proposal would adversely affect long-term revenue commitments.
- A virement that is likely to impact on the level of service activity of another Director can be implemented only with the agreement of the relevant Director.
- Amounts that require the approval of a Cabinet Member must specify the proposed expenditure and the source of funding, and must explain the implications in the current and future financial years.
- Where Member approval is required to a virement, this approval will usually be sought via the regular 'financial overview' reports to Cabinet. The prior agreement of the Chief Financial Officer will be required to seek approval to virements via a Cabinet Member Action.
- When a Cabinet Member is making a decision on an operational matter, any necessary virements must be included as part of that decision.

Virements within the same policy budget heading

Virements may be exercised within the same policy based budget, subject to obtaining the relevant approval, as follows:

Approval required	Amount of virement		
	Up to £50,000	In excess of £50,000 and up to £100,000	In excess of £100,000
Operational budget holder releasing the funds	✓	✓	✓
Head of Service	✗	✓	✓
Executive Director	✗	✗	✓

Virements between policy budget headings within a Portfolio

Virements may be exercised between the policy based budgets of a Portfolio, subject to obtaining the relevant approval, as follows:

Approval required	Amount of virement		
	Up to £50,000	In excess of £50,000 and up to £200,000	In excess of £200,000
Head of Service	✓	✓	✓
Executive Director	✓	✓	✓
Service Cabinet Member	✗	✓	✓
Chief Financial Officer	✗	✗	✓

Virements between Portfolios

- Where it is proposed to vire any amount between policy headings which are the responsibility of different Cabinet Members, the prior approval of the Cabinet Member for Finance and Change Management is required, after consultation with the Director(s), the Chief Financial Officer and the relevant Service Cabinet Members.
- The prior approval of the Cabinet Member for Finance and Change Management is required, after consultation with the Director(s), the Chief Financial Officer and the relevant Service Cabinet Members, in respect of proposals to transfer part of a trading activity's reserves to finance expenditure by a Service, or to make a contribution from a Service to a trading activity.

Exceptions to the virement rules

- The virement rules do not apply to the movement of budget between the individual budget headings of a trading activity (NB. The approval of the Cabinet Member for Finance and Change Management is however required to transfer resources between trading activities and the General Fund Balance).
- Member approval is not required when the virement reflects the implementation of decisions already taken by Members, except where supplementary funding is required that was not made explicit when the decision was taken.
- Member approval is not required where a budget will continue to be used for the approved purpose but is being transferred to reflect a change in budget holder responsibilities. Such transfers will however require the approval of the Chief Financial Officer where the budget transfer crosses policy budget headings.
- Member approval is not required for budget movements arising in order to comply with the CIPFA Best Value Accounting Code of Practice guidance on accounting for overheads, or budget movements arising in order to comply with proper accounting practice.

The policy based budgets for 2010-11 are set out in the Annex 2.1 and Annex 2.2 to this section of the Budget and Corporate Plan.

Revenue Budget Summary

Controllable Net Expenditure			Portfolios / Policy Budgets			2010-11 Budget						
2008-09 Actual	Original Budget	Latest Budget		Gross	Income	Specific government grant	Controllable Net Expenditure	Add: Controlled elsewhere			Asset charges	Total
£000	£000	£000						£000	£000	£000		
Budget Summary												
Deputy Leader												
(3,147)	(3,132)	(3,128)	Dedicated Schools Budget	144,937	(3,730)	(144,335)	(3,128)		3,026	102	-	-
133,518	130,114	155,222	Non Dedicated Schools Budget	166,801	(11,484)	(6,563)	148,754		16,249	484	689	166,176
130,371	126,982	152,094		311,738	(15,214)	(150,898)	145,626		19,275	586	689	166,176
Education and 2012 Games												
1,197	882	4,592	Dedicated Schools Budget	828,859	(2,356)	(825,701)	802		102	-	-	904
43,588	54,318	51,565	Non Dedicated Schools Budget	67,366	(10,360)	(4,196)	52,810		10,889	138	59,438	123,275
2,395	2,516	2,486	Lee Valley Park and 2012 Games	2,561	(53)	-	2,508		51	2	3	2,564
47,180	57,716	58,643		898,786	(12,769)	(829,897)	56,120		11,042	140	59,441	126,743
Adults, Health and Community Wellbeing												
334,747	365,413	365,207		522,134	(121,113)	(8,719)	392,302		17,110	485	1,551	411,448
74,463	73,689	75,153	Highways and Transportation	120,290	(36,926)	(9,376)	73,988		6,795	40	13,466	94,289
62,827	61,233	63,659	Chief Whip and Environment & Waste	76,454	(11,238)	(124)	65,092		3,967	290	125	69,474
9,345	11,740	19,919	Leader	38,563	(6,306)	(14,643)	17,614		10,284	229	314	28,441
6,618	5,283	5,346	Localism and Planning	7,078	(2,077)	-	5,001		673	-	1,514	7,188
4,880	5,326	4,536	Heritage, Culture and the Arts	6,357	(2,344)	-	4,013		853	269	201	5,336
(56)	25	(10)	Central Services	459	(452)	-	7		14	75	36	132
Finance and Change Management												
3,845	2,661	3,019	Central Services	6,350	(3,192)	(152)	3,006		499	165	88	3,758
2,081	-	-	Non distributed costs	-	-	-	-		-	-	-	-
1,166	1,341	1,341	Precepts and Magistrates	1,545	-	-	1,545		-	-	-	1,545
7,092	4,002	4,360		7,895	(3,192)	(152)	4,551		499	165	88	5,303
81,111	54,598	15,974	Other operating costs	118,539	(50,400)	-	68,139		-	-	(78,575)	(10,436)
Recharged Support Services												
Highways and Transportation												
1,375	1,475	1,400	Transport Coordination Centre	1,415	-	-	1,415		(1,415)	-	-	-
881	1,029	953	Chief Whip and Environment & Waste	918	-	-	918		(918)	-	-	-
Leader												
2,263	2,050	2,356	Communications and customer relations	2,275	-	-	2,275		(2,275)	-	-	-
1,664	1,954	1,714	Customer Contact Centre	1,525	-	-	1,525		(1,695)	-	170	-
Central Services												
24,604	24,269	36,925	Information Services	15,807	-	-	15,807		(15,977)	-	170	-
14,192	13,672	14,661	Facilities Management Service	12,970	-	-	12,970		(14,068)	373	725	-
8,768	9,253	10,020	Human Resources	8,583	-	-	8,583		(8,583)	-	-	-
2,354	1,915	2,128	Procurement and Car Provision Scheme	1,689	-	-	1,689		(1,689)	-	-	-
Finance and Change Management												
14,975	12,150	20,476	Finance	7,140	-	-	7,140		(7,225)	-	85	-
4,113	3,715	3,659	Essex Legal Services	2,622	-	-	2,622		(2,622)	-	-	-
1,554	5,377	5,377	Insurance Cost Recovery Account	5,354	-	-	5,354		(5,354)	-	-	-
4,863	4,492	3,977	Asset Management	2,672	-	-	2,672		(2,672)	-	-	-
2,279	2,717	2,435	Transformation Support Unit	6,019	-	-	6,019		(6,019)	-	-	-
5,129	4,681	5,507	Building Maintenance	2,652	-	-	2,652		-	(2,652)	-	-
Net cost of Services												
847,592	854,756	876,469		2,179,924	(262,031)	(1,013,809)	904,094		-	-	-	904,094
General Balance Contribution/(Withdrawal)												
(12,467)	6,000	1,635		-	-	-	-		-	-	-	-
(51,416)	(57,584)	(74,932)	General Government Grants	-	-	(82,031)	(82,031)		-	-	-	(82,031)
Budget Requirement												
783,709	803,172	805,172		2,179,924	(262,031)	(1,095,840)	822,063		-	-	-	822,063

Deputy Leader (DSG)

Controllable Net Expenditure			Portfolios / Policy Budgets		2010-11 Budget						
2008-09 Actual	2009-10 Original Budget	Latest Budget			Gross	Income	Specific government grant	Controllable Net Expenditure	Add: Controlled elsewhere	Asset charges	Total
£000	£000	£000			£000	£000	£000	£000	Support Services £000	Building Maintenance £000	Expenditure £000

Deputy Leader (Non-DSG)

Controllable Net Expenditure			Portfolios / Policy Budgets			2010-11 Budget							
2008-09 Actual	2009-10 Original Budget £000	2009-10 Latest Budget £000			Gross £000	Income £000	Specific government grant £000	Controllable Net Expenditure £000	Add: Controlled elsewhere Support Services £000	Building Maintenance £000	Asset charges £000	Total Net Expenditure £000	
			DEPUTY LEADER (NON DSG)										
			Schools LA										
			Access										
1,688	4,409	4,017	Asset management		6,903	(5)	(4,089)	2,809	413	5	215	3,442	
64	(294)	(48)	Excluded pupils		1,185	(1,230)	-	(45)	67	-	-	22	
393	1,697	1,415	Special School Improvement		2,424	(2,080)	-	344	1,759	-	-	2,103	
(4,130)	(5,009)	(1,995)	Service management		(4,953)	(124)	-	(5,077)	151	92	112	(4,722)	
20	74	74	Corporate and democratic core		69	-	-	69	-	-	-	69	
1,333	-	(2)	CYP Strategic Partnerships		-	-	-	-	73	-	-	73	
			Special educational needs (LA)										
3,277	1,832	3,771	Education psychology service		3,546	-	-	3,546	106	-	-	3,652	
656	706	706	Education related to looked after children		723	-	-	723	20	10	-	753	
240	408	408	Collaboration		449	-	-	449	-	-	-	449	
13,104	12,740	14,084	Home to school transport		14,416	(6)	-	14,410	652	-	-	15,062	
827	951	868	Education welfare service		902	-	-	902	27	-	-	929	
			Children's Services										
42,032	43,775	45,553	Care management and assessment		49,760	(437)	(1,167)	48,156	5,260	122	75	53,613	
61,641	55,308	69,537	Children looked after		72,581	(4,627)	-	67,954	3,694	255	269	72,172	
2,407	2,176	3,530	Other children's services		5,366	(205)	(1,288)	3,873	331	-	-	4,204	
62	140	137	Essex child protection		447	(310)	-	137	9	-	-	146	
22	24	21	Children's Fund		24	-	-	24	11	-	-	35	
-	-	-	Children's Trust		-	-	-	-	-	-	-	-	
408	426	424	Young Persons substance misuse		425	-	-	425	-	-	-	425	
1,623	(631)	1,452	Children Services Directorate		820	-	(19)	801	218	-	-	1,019	
(1,880)	(491)	441	Service management		(719)	(85)	-	(804)	4	-	-	(800)	
244	244	244	Corporate and Democratic Core		244	-	-	244	-	-	-	244	
8,638	9,865	8,810	TASCOS teams		7,855	(90)	-	7,765	3,294	-	2	11,061	
849	1,764	1,775	Youth Offending Teams		4,334	(2,285)	-	2,049	160	-	16	2,225	
133,518	130,114	155,222	Total		166,801	(11,484)	(6,563)	148,754	16,249	484	689	166,176	

Education & 2012 Games (DSG)

Controllable Net Expenditure			Portfolios / Policy Budgets			2010-11 Budget							
2008-09 Actual	2009-10 Original Budget	Latest Budget				Gross	Income	Specific government grant	Controllable Net Expenditure	Add: Controlled elsewhere	Asset charges	Total	
£000	£000	£000				£000	£000	£000	£000	Services £000	Maintenance £000	Building £000	Expenditure £000
EDUCATION AND 2012 GAMES (DSG)													
Schools Budget													
Individual Schools Budget													
372,994	343,032	387,734				344,685	-	-	344,685	-	-	-	344,685
416,141	371,444	406,070				358,119	-	-	358,119	-	-	-	358,119
6,118	-	6,195				-	-	-	-	-	-	-	-
410	39,067	501				39,055	-	-	39,055	-	-	-	39,055
(12,070)	-	(10,765)				14,562	-	(14,562)	-	-	-	-	-
(38,935)	-	(38,868)				44,519	-	(44,519)	-	-	-	-	-
1	-	-				-	-	-	-	-	-	-	-
1	-	-				-	-	-	-	-	-	-	-
306	365	365				370	-	-	370	-	-	-	370
168	173	173				173	-	-	173	1	-	-	174
346	449	487				682	-	-	682	3	-	-	685
1,752	1,776	1,812				1,782	-	-	1,782	8	-	-	1,790
20	23	24				24	-	-	24	-	-	-	24
362	371	552				683	-	-	683	7	-	-	690
621	319	311				309	-	-	309	-	-	-	309
427	589	627				936	-	(375)	561	-	-	-	561
149	6,564	2,587				5,648	-	-	5,648	-	-	-	5,648
School specific contingencies													
Grants supporting schools delegated budgets													
LSC funding for post-16 pupils													
(50,129)	(51,214)	(55,346)				-	-	(49,887)	(49,887)	-	-	-	(49,887)
(39,644)	(39,055)	(39,055)				-	-	(39,055)	(39,055)	-	-	-	(39,055)
257	255	464				5,080	-	(4,837)	243	-	-	-	243
(1)	-	-				-	-	-	-	-	-	-	-
-	-	-				770	-	(770)	-	-	-	-	-
-	-	-				1,291	-	(1,291)	-	-	-	-	-
(56)	49	(719)				2,568	(2,356)	(163)	49	-	-	-	49
1,863	1,959	2,399				2,566	-	-	2,566	-	-	-	2,566
-	551	367				510	-	-	510	-	-	-	510
1,056	1,286	1,115				1,288	-	-	1,288	-	-	-	1,288
662,157	678,003	667,030				825,620	(2,356)	(155,459)	667,805	19	-	-	667,824
Special educational needs													
500	557	675				703	-	-	703	83	-	-	786
-	2,498	134				2,536	-	-	2,536	-	-	-	2,536
662,657	684,058	667,839				828,859	(2,356)	(155,459)	671,044	102	-	-	671,146
(661,460)	(680,176)	(663,247)				-	-	(670,242)	(670,242)	-	-	-	(670,242)
1,197	882	4,592				828,859	(2,356)	(825,701)	802	102	-	-	904

Education & 2012 Games (Non-DSG)

Controllable Net Expenditure			Portfolios / Policy Budgets			2010-11 Budget						
2008-09 Actual	2009-10 Original Budget	Latest Budget				Gross	Income	Specific government grant	Controllable Net Expenditure	Add: Controlled elsewhere	Asset charges	Total
£000	£000	£000				£000	£000	£000	£000	£000	£000	£000
			EDUCATION AND 2012 GAMES (NON DSG)									
			Schools LA									
			Strategic management									
(881)	3,228	2,863	Statutory and regulatory duties			2,968	(30)	-	2,938	6,535	-	9,473
2,946	3,409	3,409	Early and premature retirement / redundancy costs			4,075	(667)	-	3,408	87	-	3,495
			Specific Grants									
(2,529)	786	(2,246)	Non Devolved Standards Fund			4,216	(14)	(3,428)	774	1,074	-	1,848
(1)	-	-	Non Standards Fund			-	-	-	-	-	-	-
			Access									
15,574	15,180	15,164	Home to school/college transport			16,840	(825)	-	16,015	703	-	16,718
56	104	104	Pupil support			104	-	-	104	2	-	106
266	250	241	Outdoor education			413	(172)	-	241	24	-	265
65	187	186	Provision of school places			197	-	-	197	-	-	197
11,885	13,625	13,922	School Improvement			16,522	(4,113)	(58)	12,351	313	21	12,705
1,149	2,035	2,023	Support to students			1,143	-	-	1,143	36	-	1,179
-	-	-	Asset Charges			-	-	-	-	-	59,084	59,084
			Children's Services									
10,763	11,176	11,557	Youth Service			15,291	(3,621)	(710)	10,960	1,978	117	13,389
1	-	-	Surestart			-	-	-	-	-	-	-
725	99	84	Connexions			86	-	-	86	-	-	86
(16)	8	8	Essex LCSB			8	-	-	8	-	-	8
3,585	4,231	4,250	Service management			5,503	(918)	-	4,585	137	-	4,722
43,588	54,318	54,565	Total			67,366	(10,360)	(4,196)	52,810	10,589	138	123,275

Education & 2012 Games (Lee Valley & 2012 Games)

Controllable Net Expenditure			Portfolios / Policy Budgets			2010-11 Budget						Total	
2008-09 Actual £000	2009-10 Original Budget £000	Latest Budget £000		Gross £000	Income £000	Specific government grant £000	Controllable Net Expenditure £000	Add: Support Services £000	Controlled elsewhere Building Maintenance £000	Asset charges £000	Net Expenditure £000		
			EDUCATION AND 2012 GAMES (LEE VALLEY & 2012 GAMES)										
			2012 Games and sports development										
721	812	782	Sports development	770	-	-	770	38	-	-	-	808	
78	83	83	Hadleigh Castle Country Park	169	(53)	-	116	13	2	3	3	134	
			Precepts										
1,596	1,621	1,621	Lee Valley Regional Park Precept	1,622	-	-	1,622	-	-	-	-	1,622	
2,395	2,516	2,486	Total	2,561	(53)	-	2,508	51	2	3	3	2,564	

Adults, Health and Community Wellbeing (Adult Social Care)

Controllable Net Expenditure			Portfolios / Policy Budgets			2010-11 Budget						
2008-09 Actual	2009-10 Original Budget	Latest Budget		Gross	Income	Specific government grant	Controllable Net Expenditure	Add: Controlled elsewhere	Asset charges	Total		
£000	£000	£000		£000	£000	£000	£000	Services £000	Building Maintenance £000	£000		
			ADULTS, HEALTH AND COMMUNITY WELLBEING									
			Adult Social Care									
			Access, Assessment and Care Management									
5,361	6,930	6,734	North East	7,047	(402)	-	6,645	101	-	6,746		
4,788	6,527	6,465	Mid	6,040	(58)	-	5,982	89	-	6,071		
2,933	3,271	3,201	South East	3,451	(35)	-	3,416	45	-	3,461		
4,828	4,541	4,485	South West	4,246	(134)	-	4,112	63	-	4,175		
4,666	5,332	5,291	West	5,134	(118)	-	5,016	74	-	5,090		
2,842	7,121	2,716	Countywide	2,891	(41)	(280)	2,570	167	11	2,748		
25,418	33,722	28,892		28,809	(788)	(280)	27,741	539	11	28,291		
			Supported Facilitated (Purchased & Provided Care)									
119,892	114,624	124,447	Older People	185,194	(65,160)	-	120,034	3,974	101	124,210		
26,375	28,951	29,098	Physical & Sensory Impairment	35,284	(3,173)	-	32,111	535	53	32,708		
95,916	113,303	109,611	Learning disabilities	164,566	(46,605)	(2,387)	115,574	3,357	269	119,565		
242,183	256,878	263,156		385,044	(114,938)	(2,387)	267,719	7,866	423	276,483		
			Mental Health									
11,686	12,182	11,744	Support Facilitated Care	14,376	(1,331)	-	13,045	205	33	13,283		
7,951	8,525	8,540	Access, Assessment & Care Management	9,181	(780)	-	8,401	831	-	9,252		
19,637	20,707	20,284		23,557	(2,111)	-	21,446	1,036	33	22,535		
			Other social care									
6,208	5,621	6,754	Third Sector Funding (Grants/SIA's)	6,275	(413)	-	5,862	132	-	6,005		
(138)	987	217	Carer's Strategy	968	-	-	968	36	-	1,004		
294	335	331	User carer involvement	304	-	-	304	41	-	345		
(75)	(3)	(10)	Essex Vulnerable Adults Committee	156	(204)	-	(48)	-	-	(48)		
6,289	6,940	7,292		7,703	(617)	-	7,086	209	-	7,306		
			Supporting People									
30,873	30,216	30,644	Programme costs	30,321	(383)	(41)	29,897	447	-	30,344		
715	877	855	Administrative costs	823	-	-	823	137	-	960		
(29,319)	(29,623)	(29,623)	Grant income	(1,073)	-	-	(1,073)	406	-	(667)		
379	405	405	Supporting People ASC	406	-	-	406	6	-	412		
2,648	1,875	2,281		30,477	(983)	(41)	30,053	996	-	31,049		
			Service management costs									
21,544	27,488	25,461	Service management costs	28,022	(324)	(6,011)	21,687	2,889	18	24,596		
(7)	(180)	(180)	Recharge of service management costs	(786)	-	-	(786)	582	-	(204)		
353	360	360	Corporate and Democratic Core	361	-	-	361	-	-	361		
318,065	347,790	347,546	Total Adult Social Care	503,187	(119,163)	(8,710)	375,307	14,117	485	390,437		

Adults, Health and Community Wellbeing (Community Services)

Controllable Net Expenditure			Portfolios / Policy Budgets			2010-11 Budget						Total
2008-09 Actual £000	2009-10 Original Budget £000	2009-10 Latest Budget £000		Gross £000	Income £000	Specific government grant £000	Controllable Net Expenditure £000	Add: Support Services £000	Controlled elsewhere Building Maintenance £000	Asset charges £000	Total Expenditure £000	

Highways and Transportation

Controllable Net Expenditure			Portfolios / Policy Budgets				2010-11 Budget					
2008-09 Actual	2009-10	Latest										
£000	Original Budget £000	Budget £000	£000	Gross	Income	Specific government grant £000	Controllable Net Expenditure £000	Add: Support Services £000	Controlled elsewhere Building Maintenance £000	Asset charges £000	Net Expenditure £000	Total
HIGHWAYS AND TRANSPORTATION												
28,972	27,318	26,405		28,371	(184)	-	28,187	2,520	16	12,889	43,612	
(102)	(1,199)	25		1,251	(1,721)	-	(470)	69	-	-	(401)	
1,960	1,533	1,621		1,789	-	-	1,789	68	-	-	1,857	
9,939	9,952	10,109		8,727	-	-	8,727	202	-	-	8,929	
6,716	7,502	6,779		11,606	(4,395)	-	7,211	396	-	-	7,607	
6,256	6,457	6,078		7,817	(979)	-	6,838	1,002	-	459	8,299	
4,929	4,876	5,422		2,040	(554)	-	1,486	378	24	5	1,893	
606	-	-		-	-	-	-	1	-	-	1	
2,977	3,365	3,207		3,067	-	-	3,067	195	-	-	3,262	
(916)	(82)	(81)		9,611	-	(9,376)	235	323	-	-	558	
12,084	12,988	14,616		41,314	(25,311)	-	16,003	1,624	-	113	17,740	
1	-	-		3,782	(3,782)	-	-	-	-	-	-	
1,041	979	972		915	-	-	915	17	-	-	932	
74,463	73,689	75,153		120,290	(36,926)	(6,376)	73,988	6,795	40	13,466	94,289	
Total												

100

Controllable Net Expenditure			Portfolios / Policy Budgets			2010-11 Budget					Total	
2008-09 Actual	2009-10 Original Budget	Latest Budget	Gross	Income	Specific government grant	Controllable Net Expenditure	Add: Support Services	Controlled elsewhere Building Maintenance	Asset charges	Total		
£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	Expenditure £000		
CHIEF WHIP AND ENVIRONMENT & WASTE												
Environment and Commerce												
Waste management												
25,091 (1,432)	25,861 (1,672)	25,862 (1,672)	24,319 -	- (1,577)	-	24,319 (1,577)	446	-	-	24,765 (1,577)		
13,375	14,065	14,147	17,566	-	-	17,566	180	-	-	17,746		
620	1,078	1,078	292	-	-	292	14	-	-	306		
333	411	411	403	(68)	-	335	2	4	5	346		
9,800	7,857	7,883	8,843	-	-	8,843	102	108	69	9,122		
180	184	184	334	-	-	334	2	-	-	336		
-	-	-	-	-	-	-	-	-	-	-		
2,104	1,846	1,764	2,012	(107)	-	1,905	-	-	-	1,905		
1,023	1,347	1,780	2,742	-	-	2,742	-	-	1	2,743		
51,294	50,977	51,437	56,311	(1,752)	-	54,759	746	112	75	55,692		
2,960	3,336	3,259	3,752	(433)	-	3,319	8	20	14	3,361		
409	624	494	394	-	-	394	32	426	-	428		
1,704	492	999	603	(325)	-	278	50	-	-	328		
-	-	-	-	-	-	-	-	-	-	-		
56,367	55,429	56,189	61,260	(2,510)	-	58,750	836	132	89	59,807		
842	738	708	1,920	(1,288)	(15)	617	102	129	29	877		
124	(18)	(27)	1,134	(699)	-	435	106	29	7	577		
83	91	91	126	(24)	-	102	2	-	-	104		
1,258	1,126	1,180	1,238	(166)	-	1,072	98	-	-	1,170		
1,057	866	1,739	7,877	(6,551)	(109)	1,217	257	-	-	1,474		
250	250	250	150	-	-	150	-	-	-	150		
315	247	247	247	-	-	247	3	-	-	250		
4	-	-	-	-	-	-	-	-	-	-		
176	176	176	173	-	-	173	-	-	-	173		
2,351	2,328	3,106	2,329	-	-	2,329	2,563	-	-	4,892		
62,827	61,233	63,659	76,454	(11,238)	(124)	65,092	3,967	290	125	69,474		

Leader

Controllable Net Expenditure			Portfolios / Policy Budgets			2010-11 Budget							
2008-09 Actual	2009-10 Original Budget	2009-10 Latest Budget			Gross	Income	Specific government grant	Controllable Net Expenditure	Support Services	Add: Controlled elsewhere	Asset charges	Total Net Expenditure	
£000	£000	£000			£000	£000	£000	£000	£000	£000	£000	£000	
			LEADER										
			Democratic core										
1,918	2,327	3,245	Democratic representation & management		2,785	-	-	2,785	-	-	-	2,785	
3,146	3,383	3,825	Corporate management - leadership		3,713	(161)	-	3,552	198	-	-	3,750	
			Other										
-	988	284	Essex Initiatives		988	-	-	988	-	-	-	988	
403	223	306	Contributions and subscriptions		157	-	-	157	-	-	-	157	
-	-	-	Corporate management - resource management		-	-	-	-	6,645	-	-	6,645	
-	-	-	Publications		-	-	-	-	-	-	-	-	
			Local Area Agreement pooled funds		5,217	-	(376)	4,841	-	-	-	4,841	
1,237	1,222	350											
			Adult Community Learning										
(227)	(817)	(847)	Adult education		13,908	(4,658)	(10,137)	(887)	3,190	151	309	2,763	
-	3	-	Community education local funds		-	-	-	-	-	-	-	-	
785	799	798	Residual pension liability		801	-	-	801	-	-	-	801	
			International development										
(376)	-	-	Other international development		-	-	-	-	-	-	-	-	
282	581	340	International Projects		-	-	-	-	-	-	-	-	
			Economic Regeneration										
1,707	2,586	2,344			4,465	(1,335)	(1,410)	1,720	157	75	5	1,957	
-	-	520	Inward Investment		448	-	-	448	46	-	-	494	
			Skills and International Trade										
-	-	2,996			5,731	(138)	(2,720)	2,873	19	-	-	2,892	
			LAA Performance Reward										
-	-	5,314			-	-	-	-	-	-	-	-	
			Tourism										
470	445	444			350	(14)	-	336	29	3	-	368	
9,345	11,740	19,919	Total		38,563	(6,306)	(14,643)	17,614	10,284	229	314	28,441	

Localism and Planning

Controllable Net Expenditure			Portfolios / Policy Budgets		2010-11 Budget							
2008-09 Actual	2009-10 Original Budget	2009-10 Latest Budget			Gross	Income	Specific government grant	Controllable Net Expenditure	Add: Support Services	Controlled elsewhere Building Maintenance	Asset charges	Total
£000	£000	£000			£000	£000	£000	£000	£000	£000	£000	£000
				LOCALISM AND PLANNING								
649	588	524		Area and partnership coordination	335	-	-	335	1	-	1,303	1,639
926	902	899		Develop partnerships with Districts	901	-	-	901	-	-	-	901
348	249	247		Making the Link	237	-	-	237	-	-	-	237
281	293	336		Rural Issues	281	-	-	281	-	-	-	281
51	6	52		Travellers	632	(658)	-	(26)	87	-	211	272
1,702	1,264	1,217		Sustainable development	989	(129)	-	860	92	-	-	952
1,857	858	915		Development management	2,256	(939)	-	1,317	374	-	-	1,691
804	1,123	1,156		Environmental planning	1,447	(351)	-	1,096	119	-	-	1,215
-	-	-		Service Improvement	-	-	-	-	-	-	-	-
6,648	5,283	5,346		Total	7,078	(2,077)	-	5,001	673	-	1,514	7,488

Heritage, Culture and the Arts

Controllable Net Expenditure			Portfolios / Policy Budgets					2010-11 Budget						
2008-09 Actual	2009-10 Original Budget	2009-10 Latest Budget			Gross	Income	Specific government grant	Controllable Net Expenditure	Add: Support Services	Controlled elsewhere Building Maintenance	Asset charges	Total		
£000	£000	£000			£000	£000	£000	£000	£000	£000	£000	£000		
			HERITAGE, CULTURE AND THE ARTS											
118	117	108			399	(270)	-	129	66	98	2	295		
1,151	1,072	1,033			1,410	(505)	-	905	165	-	-	1,070		
2,680	3,382	2,719			2,962	(696)	-	2,266	365	157	191	2,979		
736	592	529			1,439	(873)	-	566	257	14	8	845		
195	163	147			147	-	-	147	-	-	-	147		
4,880	5,326	4,536			6,357	(2,244)	-	4,013	853	269	201	5,336		

Central Services

Controllable Net Expenditure			Portfolios / Policy Budgets							2010-11 Budget					
2008-09 Actual £000	2009-10 Original Budget £000	2009-10 Latest Budget £000		Gross £000	Income £000	Specific government grant £000	Controllable Net Expenditure £000	Add: Services £000	Controlled elsewhere Building Maintenance £000	Asset charges £000	Net Expenditure £000	Total			
(56)	25	(10)		459	(452)	-	7	14	75	36		132			
(56)	25	(10)		459	(452)	-	7	14	75	36		132			

Finance and Change Management

Controllable Net Expenditure			Portfolios / Policy Budgets			2010-11 Budget					Total Expenditure £000
2008-09 Actual £000	2009-10 Original Budget £000	Latest Budget £000	Gross £000	Income £000	Specific government grant £000	Controllable Net Expenditure £000	Add: Controlled elsewhere Support Services £000	Building Maintenance £000	Asset charges £000		
FINANCE AND CHANGE MANAGEMENT											
Central services to the public											
735	35	32	195	(12)	(152)	31	(122)	-	-	(91)	
1,103	995	995	1,100	-	-	1,100	-	-	-	1,100	
480	411	379	2,191	(2,020)	-	171	426	19	24	640	
1,459	1,229	1,622	2,747	(1,034)	-	1,713	188	-	-	1,901	
3	(72)	(72)	53	(126)	-	(73)	5	146	64	142	
65	63	63	64	-	-	64	2	-	-	66	
3,845	2,661	3,019	6,350	(3,192)	(152)	3,006	499	165	88	3,758	
Non distributed costs											
328	-	-	-	-	-	-	-	-	-	-	
1,753	-	-	-	-	-	-	-	-	-	-	
2,081	-	-	-	-	-	-	-	-	-	-	
Precepts											
944	1,126	1,126	1,315	-	-	1,315	-	-	-	1,315	
222	215	215	230	-	-	230	-	-	-	230	
1,166	1,341	1,341	1,545	-	-	1,545	-	-	-	1,545	
7,692	4,002	4,360	7,895	(3,192)	(152)	4,551	499	165	88	5,303	

Other Operating Costs

Controllable Net Expenditure			Portfolios / Policy Budgets			2010-11 Budget						
2008-09 Actual	2009-10 Original Budget	Latest Budget		Gross	Income	Specific government grant	Controllable Net Expenditure	Add: Controlled elsewhere Support Services	Building Maintenance	Asset charges	Total Net Expenditure	
£000	£000	£000		£000	£000	£000	£000	£000	£000	£000	£000	
OPERATING COSTS												
Interest receivable												
(17,173)	(5,231)	(4,101)		-	(2,931)	-	(2,931)	-	-	-	(2,931)	
5,710	3,831	801		-	2,006	-	2,006	-	-	-	2,006	
Interest Payable												
17,546	21,006	13,903		20,395	-	-	20,395	-	-	-	20,395	
(857)	(730)	(728)		(694)	-	-	(694)	-	-	-	(694)	
(132)	(130)	(130)		-	(130)	-	(130)	-	-	-	(130)	
Capital financing												
(1)	-	-		-	-	-	-	-	-	(78,575)	(78,575)	
-	-	-		29,787	(29,787)	-	-	-	-	-	-	
21,044	23,375	23,516		28,508	-	-	28,508	-	-	-	28,508	
Pension interest & return on assets												
(73,350)	-	-		-	-	-	-	-	-	-	-	
102,395	-	-		-	-	-	-	-	-	-	-	
(21,193)	-	-		-	-	-	-	-	-	-	-	
Appropriations												
Schools												
2,475	-	-		-	-	-	-	-	-	-	-	
Capital Financing												
18,145	4,000	683		-	-	-	-	-	-	-	-	
-	-	-		-	-	-	-	-	-	-	-	
PFI capital financing equalisation reserves												
2,764	2,142	2,142		1,915	-	-	1,915	-	-	-	1,915	
220	-	140		96	-	-	96	-	-	-	96	
517	-	182		172	-	-	172	-	-	-	172	
11,434	19,160	15,447		24,160	-	-	24,160	-	-	-	24,160	
-	-	-		-	-	-	-	-	-	-	-	
General Reserves												
(13,758)	(15,133)	(18,076)		-	(4,289)	-	(4,289)	-	-	-	(4,289)	
9,021	(1,495)	(1,495)		-	(7,526)	-	(7,526)	-	-	-	(7,526)	
1,480	-	(749)		-	-	-	-	-	-	-	-	
1,357	-	(499)		-	-	-	-	-	-	-	-	
209	-	(6,109)		-	-	-	-	-	-	-	-	
142	-	-		-	-	-	-	-	-	-	-	
1,482	(1,252)	(1,252)		-	(132)	-	(132)	-	-	-	(132)	
2,627	(2,627)	(2,627)		-	-	-	-	-	-	-	-	
(2,227)	-	(773)		-	-	-	-	-	-	-	-	
-	(5,600)	(5,600)		-	-	-	-	-	-	-	-	
52	25	25		-	-	-	-	-	-	-	-	
-	3,750	10,113		-	(7,595)	-	(7,595)	-	-	-	(7,595)	
993	(1,500)	(2,125)		-	-	-	-	-	-	-	-	
-	-	-		-	-	-	-	-	-	-	-	
1,519	1,000	906		-	-	-	-	-	-	-	-	
416	-	(42)		-	-	-	-	-	-	-	-	
352	-	(104)		-	-	-	-	-	-	-	-	
-	2,000	-		4,400	-	-	4,400	-	-	-	4,400	
1,500	-	-		-	-	-	-	-	-	-	-	
1,482	-	(40)		-	(16)	-	(16)	-	-	-	(16)	
8,223	-	(8,223)		-	-	-	-	-	-	-	-	
-	-	815		-	-	-	-	-	-	-	-	
-	-	-		1,800	-	-	1,800	-	-	-	1,800	
(3,303)	7	(26)		-	-	-	-	-	-	-	-	
-	8,000	-		8,000	-	-	8,000	-	-	-	8,000	
84,111	54,598	15,974	Total	118,539	(50,400)	-	68,139	-	-	(78,575)	(10,436)	

Recharged Strategic Support Services

Controllable Net Expenditure			Portfolios / Policy Budgets		2010-11 Budget								
2008-09 Actual	2009-10 Original Budget	Latest Budget			Gross	Income	Specific government grant	Controllable Net Expenditure	Add: Controlled elsewhere Services	Building Maintenance	Asset charges	Total	
£000	£000	£000			£000	£000	£000	£000	£000	£000	£000	£000	
			RECHARGED STRATEGIC SUPPORT SERVICES										
			Highways and Transportation										
1,375	1,475	1,400	Transport Coordination Centre										
			Chief Whip and Environment & Waste										
881	1,029	953	Democratic Services										
			Leader										
2,263	2,050	2,356	Communications and customer relations										
1,664	1,954	1,714	Customer Contact Centre										
			Central Services										
24,604	24,269	36,925	Information Services										
14,192	13,672	14,661	Facilities Management Service										
8,768	9,253	10,020	Human Resources										
2,354	1,915	2,128	Procurement and Car Provision Scheme										
			Finance and Change Management										
14,975	12,150	20,476	Finance										
4,113	3,715	3,659	Essex Legal Services										
1,554	5,377	5,377	Insurance Cost Recovery Account										
4,863	4,492	3,977	Asset Management										
2,279	2,717	2,435	Transformation Support Unit										
83,885	84,068	106,081	Total		68,989	-	-	68,989	(70,512)	373	1,450	-	
5,129	4,681	5,507	BUILDING MAINTENANCE		2,652	-	-	2,652	-	(2,652)	-	-	

Capital Programme Summary

Portfolio	2010-11 Capital Programme					
	Contributions	Grants	Reserve for Future Capital Funding	Supported Borrowing	Unsupported Borrowing	Total Payment Approvals
	£000	£000	£000	£000	£000	£000
DEPUTY LEADER	-	21,187	-	2,492	6,910	30,589
EDUCATION & 2012 GAMES	1,672	127,597	-	18,800	14,519	162,588
ADULTS, HEALTH & COMMUNITY WELLBEING	-	3,072	-	-	9,984	13,056
HIGHWAYS & TRANSPORTATION	2,691	77,557	-	30,252	23,804	134,304
CHIEF WHIP, ENVIRONMENT & WASTE	1,432	-	56	-	12,658	14,146
LEADER	-	760	-	-	4,805	5,565
LOCALISM & PLANNING	-	2,210	-	-	1,620	3,830
HERITAGE, CULTURE & THE ARTS	-	-	-	-	3,253	3,253
CENTRAL SERVICES	-	-	1,610	-	13,130	14,740
FINANCE & CHANGE MANAGEMENT	-	-	-	-	1,850	1,850
TOTAL	5,795	232,383	1,666	51,544	92,533	383,921

Schemes Starting in 2009-10 and Earlier Years

Portfolio	2010-11 Payment Approvals			Total Payment Approvals						
	Gross Expenditure	Income	Net Expenditure	2009-10 and earlier years	2010-11	2011-12	2012-13	2013-14	2014-15	Total Payment Approvals
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
SCHEMES STARTING IN 2009-10 AND EARLIER YEARS										
DEPUTY LEADER										
Special Schools										
Childrens' Centres	8,526	(8,526)	-	20,284	8,526	-	-	-	-	28,810
Schools Access Initiative	1,385	-	1,385	2,634	1,385	-	-	-	-	4,019
Special School Improvements	230	(230)	-	270	230	-	-	-	-	500
Children & Families										
Aiming High For Disabled Children	2,282	(2,282)	-	140	2,282	-	-	-	-	2,422
DEPUTY LEADER	12,423	(11,038)	1,385	23,328	12,423	-	-	-	-	35,751
EDUCATION & 2012 GAMES										
Schools										
Basic Need Schemes										
Witham, Chipping Hill Primary (Maltings Lane)	4,877	(3,912)	965	179	4,877	-	-	-	-	5,056
Buckhurst Hill, Buckhurst Hill Primary	1,200	-	1,200	2	1,200	749	-	-	-	1,951
Colchester, Queen Boudica Primary	1,879	-	1,879	-	1,879	200	-	-	-	2,079
Secondary Additional Places	138	(138)	-	1,000	138	-	-	-	-	1,138
Temporary Accommodation	325	(325)	-	421	325	-	-	-	-	746
Reorganisation Schemes										
Harlow Passmores Redevelopment	14,657	(2,849)	11,808	2,613	14,657	5,565	-	-	-	22,835
Hutton Willowbrook Primary School	3,638	-	3,638	1,139	3,638	1,773	-	-	-	6,550
Pitsea Felmores School	890	-	890	3,963	890	-	-	-	-	4,853
Post 16 Provision	493	(493)	-	507	493	-	-	-	-	1,000
Modernisation Schemes										
Targeted Capital	1,205	(1,205)	-	1,793	1,205	-	-	-	-	2,998
Primary Schools Halls	1,212	(1,212)	-	668	1,212	1,954	1,241	414	-	5,489
Academies										
Basilidon Upper Academy	8,834	(8,834)	-	11,635	8,834	4,321	-	-	-	24,790
Basilidon Lower Academy	2,454	(2,454)	-	13,155	2,454	-	-	-	-	15,609
Witham Academies	26,256	(26,256)	-	8,000	26,256	10,903	-	-	-	45,159
Primary Capital Programme										
Primary Capital	9,523	(9,523)	-	9,267	9,523	2,026	5,766	12,288	11,518	50,388
Formula Capital Grant										
	7,873	(7,873)	-	17,314	7,873	6,970	2,932	-	-	35,089
Other										
Asset Management Plan - Condition/ Suitability	3,772	(3,272)	500	15,000	3,772	-	-	-	-	18,772
Secondary Schools Sports Facilities Block	569	(569)	-	431	569	-	-	-	-	1,000
Project Managers' Fees	63	(63)	-	1,846	63	-	-	-	-	1,909
Extended Schools	1,944	(1,944)	-	2,342	1,944	-	-	-	-	4,286
Youth										
Danbury Outdoors Site Facility	2,022	(2,022)	-	75	2,022	-	-	-	-	2,097
Mersea Outdoors Site Facility	1,589	(1,589)	-	75	1,589	-	-	-	-	1,664
2012 Games										
Hadleigh Farm Park - 2012 Games	350	-	350	-	350	162	-	-	-	512
EDUCATION & 2012 GAMES										
	95,763	(74,533)	21,230	94,425	95,763	34,623	9,939	12,702	11,518	255,970

Schemes Starting in 2009-10 and Earlier Years (continued)

Portfolio	2010-11 Payment Approvals			Total Payment Approvals						
	Gross Expenditure	Income	Net Expenditure	2009-10 and earlier years	2010-11	2011-12	2012-13	2013-14	2014-15	Total Payment Approvals
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
SCHEMES STARTING IN 2009-10 AND EARLIER YEARS (continued)										
ADULTS, HEALTH & COMMUNITY WELLBEING										
Springfield Library Facility	621	-	621	81	621	190	-	-	-	892
Radio-frequency identification (RFID) extension	2,250	-	2,250	530	2,250	-	-	-	-	2,780
Shaftesbury Extra Care	2,653	(2,653)	-	2,653	2,653	-	-	-	-	5,306
IT infrastructure grant	419	(419)	-	758	419	-	-	-	-	1,177
Learning Disability Residential Reprovision	1,413	-	1,413	659	1,413	834	-	-	-	2,906
OSCARS phase 2	3,500	-	3,500	-	3,500	-	-	-	-	3,500
	10,856	(3,072)	7,784	4,681	10,856	1,024	-	-	-	16,561
ADULTS, HEALTH & COMMUNITY WELLBEING										
HIGHWAYS & TRANSPORTATION										
79-81 New Farm Road Bus Stop Upgrade	20	(20)	-	-	20	-	-	-	-	20
A13 Passenger Transport Corridor Improvements	5,250	(5,000)	250	-	5,250	2,050	-	-	-	7,300
A130 Bypass	100	-	100	-	100	102	104	106	108	520
A134 St Botolphs Roundabout Improvements, Colchester	700	(700)	-	300	700	-	-	-	-	1,000
Basildon Enterprise Corridor	8,314	(8,314)	-	11,140	8,314	100	-	-	-	19,554
Braintree Freeport Footbridge	730	(430)	300	60	730	-	-	-	-	790
Brentwood High Street	370	(202)	168	-	370	-	-	-	-	370
Bus Stop Improvements, Hythe Hill	17	(17)	-	-	17	-	-	-	-	17
Butt Road Bus Stop Improvements	18	(18)	-	-	18	-	-	-	-	18
Chelmsford Chelmer Valley Park & Ride	1,994	(544)	1,840	-	1,994	1,800	-	-	-	3,794
Chelmsford Park and Ride Sandon Expansion	170	(170)	-	-	170	-	-	-	-	170
Chelmsford Walking and Cycling	110	-	110	-	110	-	-	-	-	110
Colchester A134 StBotolph's Roundabout	300	(300)	-	-	300	-	-	-	-	300
Colchester Cycle Town	1,800	(900)	900	-	1,800	1,800	1,800	1,800	1,800	9,000
Colchester Road, Halstead	19	(19)	-	-	19	-	-	-	-	19
Colchester Town Centre	120	(100)	20	-	120	-	-	-	-	120
Colchester, Station Travel Plan	26	-	26	-	26	-	-	-	-	26
Coldnailhurst Avenue Upgrade Bus Stop	4	(4)	-	-	4	-	-	-	-	4
Covered Salt Storage	151	-	151	-	151	-	-	-	-	151
Demonstration Cycling Town - Harlow	20	-	20	-	20	-	-	-	-	20
Epping Forest Transport Strategy	450	(300)	150	-	450	-	-	-	-	450
Great Notley Bypass Dualling	200	-	200	-	200	-	-	-	-	200
Hadleigh Farm Access Improvements	1,700	-	1,700	250	1,700	-	-	-	-	1,950
Harlow A414 Capacity Improvements	166	(166)	-	-	166	-	-	-	-	166
Harlow A414 M117 To Southern Way Dualling	7,350	(7,350)	-	198	7,350	-	-	-	-	7,548
Harlow Area Passenger Transport Improvements	25	-	25	-	25	-	-	-	-	25
Harlow Eastwick Junction (A414)	135	-	135	-	135	-	-	-	-	135
Harlow First Avenue Bus Lane Phase2	200	(200)	-	-	200	-	-	-	-	200
Gt. Notley Bypass Dualling	34	-	34	-	34	-	-	-	-	34
Multi-modal interchange at Audley End Great Chesterford	113	(113)	-	-	113	-	-	-	-	113
New Junction - A12 - Colchester	7,548	(6,948)	600	1,510	7,548	-	-	-	-	9,058
New Real Time Passenger Information and Bus Priority Equipment	400	(400)	-	-	400	-	-	-	-	400
Roscommon Way Phase1	7,431	(6,932)	499	4,451	7,431	100	-	-	-	11,982
Real Time Passenger Information signs at Brentwood Station	72	(72)	-	-	72	-	-	-	-	72
Saddlers Farm Junction Improvement	30,000	(30,000)	-	15,162	30,000	15,000	9,699	-	-	69,861
Safety Camera Rollout	393	(393)	-	-	393	-	-	-	-	393
Saffron Walden Town Square Improvements	35	(35)	-	-	35	-	-	-	-	35
Springwood Avenue Made-up Road, Braintree	42	(42)	-	-	42	-	-	-	-	42
Sturmer Parish Improvements	36	(36)	-	-	36	-	-	-	-	36
Tackling Congestion Improvement Scheme	350	-	350	-	350	-	-	-	-	350
The Street, Rayne	18	(18)	-	-	18	-	-	-	-	18
Traffic Asset Management Plan (TAMP)	225	(225)	-	-	225	-	-	-	-	225
Traffic Management Improvements	259	-	259	-	259	-	-	-	-	259
Traffic Management Improvements Braintree	50	-	50	-	50	-	-	-	-	50
Traffic Management Sign and Bus Shelter Laindon	30	(30)	-	-	30	-	-	-	-	30
Upper Maynes/Cranes Farm Road Improvements	310	(310)	-	-	310	-	-	-	-	310
Witham Station Footbridge Extension	1,524	(854)	670	2,655	1,524	-	-	-	-	4,179
	79,399	(70,772)	8,557	35,726	79,399	20,952	11,603	1,906	1,908	151,424
HIGHWAYS & TRANSPORTATION										

Schemes Starting in 2009-10 and Earlier Years (continued)

Portfolio	2010-11 Payment Approvals			Total Payment Approvals						
	Gross Expenditure	Income	Net Expenditure	2009-10 and earlier years	2010-11	2011-12	2012-13	2013-14	2014-15	Total Payment Approvals
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
SCHEMES STARTING IN 2009-10 AND EARLIER YEARS (continued)										
CHIEF WHIP, ENVIRONMENT & WASTE										
GI Dunmow Resource Management Centre	4,332	(1,432)	2,900	110	4,332	-	-	-	-	4,442
Weald Country Park	791	-	791	109	791	-	-	-	-	900
New Braintree Civic Amenity Site	-	-	81	2,129	81	-	-	-	-	2,210
Thames Chase Visitor Centre	56	-	56	543	56	-	-	-	-	599
Thomdon Boundary Fencing	35	-	35	-	35	-	-	-	-	35
CHIEF WHIP, ENVIRONMENT & WASTE	5,295	(1,432)	3,863	2,891	5,295	-	-	-	-	8,186
LEADER										
Haven Gateway Partnership	760	(760)	-	-	760	-	-	-	-	760
Maldon Learning Hub	1,149	-	1,149	300	1,000	50	-	-	-	1,200
Chelmsford Innovation Centre	1,000	-	1,000	-	-	-	-	-	-	1,300
LEADER	2,909	(760)	2,149	301	2,909	50	-	-	-	3,260
LOCALISM & PLANNING										
Community Initiatives Scheme	1,500	-	1,500	1,675	1,500	1,500	1,500	1,500	1,500	9,175
Colchester Gypsy Site / Severalls East	1,900	(1,900)	-	75	1,900	-	-	-	-	1,975
Gypsy And Traveller Pitch And Site Improvement	80	(60)	20	-	80	-	-	-	-	80
LOCALISM & PLANNING	3,480	(1,960)	1,520	1,750	3,480	1,500	1,500	1,500	1,500	11,230
HERITAGE, CULTURE & THE ARTS										
Public Art - General	1,500	-	1,500	6,000	1,500	-	-	-	-	7,500
Public Art Sadlers Farm	405	-	405	77	405	-	-	-	-	482
Public Art Common Fund	291	-	291	113	291	-	-	-	-	404
Public Art Park & Ride Network	82	-	82	14	82	-	-	-	-	96
Public Art Fryerns & Craylands	58	-	58	56	58	-	-	-	-	114
Public Art Brentwood High Street	12	-	12	33	12	-	-	-	-	45
Public Art Genius Lod	5	-	5	5	5	-	-	-	-	10
HERITAGE, CULTURE & THE ARTS	2,353	-	2,353	6,298	2,353	-	-	-	-	8,651
CENTRAL SERVICES										
Wide Area Network (WAN) replacement	1,610	-	1,610	2,012	1,610	-	-	-	-	3,622
CENTRAL SERVICES	1,610	-	1,610	2,012	1,610	-	-	-	-	3,622
FINANCE & CHANGE MANAGEMENT										
Office Strategy - To Exit Leased Offices	1,385	-	1,385	-	1,385	-	-	-	-	1,385
Hadleigh Farm Build - 2012 Games	250	-	250	-	250	-	-	-	-	250
Financial Systems Upgrade	215	-	215	-	215	-	-	-	-	215
FINANCE & CHANGE MANAGEMENT	1,850	-	1,850	-	1,850	-	-	-	-	1,850
SCHEMES STARTING IN 2009-10 AND EARLIER YEARS	225,868	(163,567)	62,301	168,412	215,468	58,149	23,042	16,408	14,926	495,595

Schemes Starting in 2010-11

Portfolio	2010-11 Payment Approvals			Total Payment Approvals						
	Gross Expenditure	Income	Net Expenditure	2009-10 and earlier years	2010-11	2011-12	2012-13	2013-14	2014-15	Total Payment Approvals
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
SCHEMES STARTING IN 2010-11										
DEPUTY LEADER										
Special Schools										
	Childrens Centres	523	(523)	-	523	-	-	-	-	523
	Early Years & Childcare Grant	7,411	(7,411)	-	7,411	-	-	-	-	7,411
	Schools Access Initiative	1,107	-	1,107	1,107	1,527	-	-	-	2,634
	Site Acquisition For Special School	2,500	-	2,500	-	-	-	-	-	2,500
Children & Families										
	Basildon SPACE	3,200	(1,600)	1,600	-	3,200	-	-	-	6,400
	Children With Disabilities Respite Centre (De La Salle)	2,000	-	2,000	-	2,000	-	-	-	2,000
	Minor Works - Family Centre Extensions	200	-	200	-	200	-	-	-	200
	Minor Works - Upgrade Residential Homes	150	-	150	-	150	-	-	-	150
Playbuilder Capital Grant	615	(615)	-	-	615	-	-	-	-	615
	Repair & Upgrade Swimming Pool Hargrave House	460	-	460	-	460	-	-	-	460
DEPUTY LEADER	18,166	(10,149)	8,017	-	18,166	4,727	-	-	-	22,893

Schemes Starting in 2010-11 (continued)

Portfolio	2010-11 Payment Approvals			Total Payment Approvals						
	Gross Expenditure	Income	Net Expenditure	2009-10 and earlier years	2010-11	2011-12	2012-13	2013-14	2014-15	Total Payment Approvals
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
SCHEMES STARTING IN 2010-11 (continued)										
EDUCATION & 2012 GAMES										
Schools										
Basic Need Schemes										
Stansted, Rochford Nurseries Primary	1,588	-	1,588	7	1,588	4,272	-	-	-	5,867
Takeley, Priors Green Primary	278	-	278	-	278	4,473	1,823	-	-	6,574
Basic Need - Selective Secondary Provision	432	-	432	-	432	1,500	-	-	-	1,932
Temporary Accommodation										
	887	(887)	-	-	887	-	-	-	-	887
Reorganisation Schemes										
St Helena, Colchester - Temporary Expansion	266	-	266	-	266	-	-	-	-	266
Philip Morant, Colchester - Temporary Expansion	603	-	603	-	603	1,333	-	-	-	1,936
Post 16 Provision	776	(776)	-	-	776	625	-	-	-	1,401
Vocational Centres	443	-	443	-	443	1,000	-	-	-	1,443
Modernisation Schemes										
Food Technology	1,500	(1,500)	-	-	1,500	-	-	-	-	1,500
Primary Capital Programme										
Primary Capital	401	(401)	-	-	401	-	-	-	-	401
Formula Capital Grant										
	3,288	(3,288)	-	-	3,288	7,714	7,714	3,857	-	22,573
Other										
Asset Management Plan - Condition/ Suitability	4,050	(4,050)	-	-	4,050	462	-	-	-	4,512
Secondary Schools Sports Facilities Block	583	(583)	-	-	583	417	-	-	-	1,000
Purchase of Land and Property	50	(19)	31	-	50	-	-	-	-	50
Project Managers' Fees	420	-	420	-	420	-	-	-	-	420
Extended Schools	1,140	(1,140)	-	-	1,140	-	-	-	-	1,140
Building Schools for the Future										
De La Salle (Wave 4)	4,250	-	4,250	-	4,250	2,141	8,246	-	-	14,637
Castle View (Wave 4)	16,228	(16,228)	-	-	16,228	12,851	-	-	-	29,079
Cornelius Vermuyden (Wave 4)	11,155	(11,155)	-	-	11,155	8,834	-	-	-	19,989
The Pioneer School (Wave 4)	1,426	(1,426)	-	-	1,426	1,130	-	-	-	2,556
Columbus School And College (Wave 4)	10,995	(10,995)	-	-	10,995	8,707	-	-	-	19,702
Alderman Blaxill (Wave 6)	64	-	64	-	64	76	-	1,090	1,588	2,818
The Gilbert (Wave 6)	64	-	64	-	64	76	-	9,256	12,124	21,520
Philip Morant (Wave 6)	64	-	64	-	64	76	-	11,649	15,212	27,001
St Helena (Wave 6)	64	-	64	-	64	76	-	7,330	9,639	17,109
Sir Charles Lucas (Wave 6)	64	-	64	-	64	76	-	7,688	10,100	17,928
Stanway (Wave 6)	64	-	64	-	64	76	-	9,520	12,465	22,125
Thomas Lord Audley (Wave 6)	64	-	64	-	64	76	-	1,090	1,588	2,818
Thurstable (Wave 6)	64	-	64	-	64	76	-	8,436	11,066	19,642
Colchester Pru (Wave 6)	64	-	64	-	64	76	-	1,036	1,517	2,693
The Greensward Academy (Wave 6)	64	-	64	-	64	76	-	10,164	13,295	23,599
The Fitzwimarc, Rayleigh (Wave 6)	64	-	64	-	64	76	-	8,389	11,005	19,534
Homestead (Wave 6)	64	-	64	-	64	76	-	1,268	1,816	3,224
Investment in LEP	10	-	10	-	10	-	-	-	-	10
Youth										
Bradwell Outdoors Site Facility	2,500	-	2,500	-	2,500	2,500	-	-	-	5,000
Minor Works - Outdoor Education Centres	150	-	150	-	150	150	150	150	150	750
Youth Capital Fund	614	(614)	-	-	614	-	-	-	-	614
2012 Games										
Adizones	350	-	350	-	350	350	-	-	-	700
EDUCATION & 2012 GAMES										
	65,151	(53,062)	12,089	7	65,151	59,371	17,933	80,923	101,565	324,950

Schemes Starting in 2010-11 (continued)

Portfolio	2010-11 Payment Approvals			Total Payment Approvals						Total Payment Approvals
	Gross Expenditure	Income	Net Expenditure	2009-10 and earlier years	2010-11	2011-12	2012-13	2013-14	2014-15	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
SCHEMES STARTING IN 2010-11 (continued)										
ADULTS, HEALTH & COMMUNITY WELLBEING										
Community Wellbeing PFI										
Accommodation/Housing Strategies	2,000	-	2,000	-	2,000	-	-	-	-	2,000
	200	-	200	-	200	200	200	200	200	1,000
ADULTS, HEALTH & COMMUNITY WELLBEING	2,200	-	2,200	-	2,200	200	200	200	200	3,000
HIGHWAYS & TRANSPORTATION										
Colchester Town Centre Improvements	500	-	500	-	500	2,000	2,000	-	-	4,500
Community Link	150	-	150	-	150	150	119	122	124	665
County Bridges Maintenance	6,631	-	6,631	-	6,631	6,769	6,904	7,042	7,183	34,529
County Roads Maintenance	11,708	-	11,708	-	11,708	11,798	12,034	12,274	12,520	60,334
Essex Casualty Reduction	560	(560)	-	-	560	560	560	560	560	2,800
Essex Community Infrastructure Fund	1,000	-	1,000	-	1,000	1,000	1,000	1,000	1,000	5,000
Footways Maintenance	2,000	-	2,000	-	2,000	2,042	2,082	2,124	2,166	10,414
Frinton Town Centre Improvements	597	-	597	-	597	-	-	-	-	597
Harlow Cycle Town	900	-	900	-	900	-	-	-	-	900
Highways Maintenance Initiative	10,000	-	10,000	-	10,000	10,000	10,000	10,000	10,000	50,000
Major Schemes Planning & Management	3,000	-	3,000	-	3,000	3,000	3,000	3,000	3,000	15,000
Northern Approaches Road 3 - Colchester	4,269	(4,269)	-	-	4,269	4,487	197	-	-	8,953
Passenger Transport	3,000	(3,000)	-	-	3,000	3,000	2,389	2,437	2,485	13,311
Public Rights Of Way	740	-	740	-	740	578	589	601	613	3,121
Saler Roads	2,100	-	2,100	-	2,100	1,639	1,672	1,706	1,740	8,857
Safety Barriers Replacement	680	(647)	33	-	680	531	541	552	563	2,867
Street Lighting Replacement	770	-	770	-	770	786	802	818	834	4,010
Surface Water Alleviation	1,000	(1,000)	-	-	1,000	781	796	812	828	4,217
Tackling Congestion	3,500	-	3,500	-	3,500	2,732	2,787	2,843	2,899	14,761
Traffic Management Improvements	500	-	500	-	500	390	398	406	414	2,108
Traffic Signal Refurbishment	500	-	500	-	500	390	398	406	414	2,108
Walking And Cycling	870	-	870	-	870	679	693	707	721	3,670
HIGHWAYS & TRANSPORTATION	54,975	(9,476)	45,499	-	54,975	53,312	48,961	47,410	46,064	253,722

Schemes Starting in 2010-11 (continued)

Portfolio	2010-11 Payment Approvals			Total Payment Approvals						
	Gross Expenditure	Income	Net Expenditure	2009-10 and earlier years	2010-11	2011-12	2012-13	2013-14	2014-15	Total Payment Approvals
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
SCHEMES STARTING IN 2010-11 (continued)										
CHIEF WHIP, ENVIRONMENT & WASTE										
Transfer Stations										
Commercial Strategy (Phase 1)	6,684	-	6,684	-	6,684	-	9,038	9,038	-	24,760
Closed Landfill Management	1,957	-	1,957	-	1,957	508	269	-	-	2,734
Landfill Gas Flares Replacement	50	-	50	-	50	1,000	-	-	-	1,050
	160	-	160	-	160	-	-	-	-	160
CHIEF WHIP, ENVIRONMENT & WASTE	8,851	-	8,851	-	8,851	1,508	9,307	9,038	-	28,704
LEADER										
Jaywick Regeneration - Housing Initiative										
Naze Tower	1,056	-	1,056	-	1,056	1,144	-	-	-	2,200
Rural Commission Implementation	500	-	500	-	500	-	-	-	-	500
Coastal Renaissance	500	-	500	-	500	-	-	-	-	500
Replica Of The Mayflower	500	-	500	-	500	-	-	-	-	500
	100	-	100	-	100	-	-	-	-	100
LEADER	2,656	-	2,656	-	2,656	1,144	-	-	-	3,800
LOCALISM & PLANNING										
Gypsy and Traveller Pitch and Site Improvement	350	(250)	100	-	350	200	200	-	-	750
LOCALISM & PLANNING	350	(250)	100	-	350	200	200	-	-	750
HERITAGE, CULTURE & THE ARTS										
Alderford Street Mill Car Park	500	-	500	-	500	250	-	-	-	750
Public Art - Schools Building Enhancement	200	-	200	-	200	220	300	-	-	720
Public Art - Town Centre Enhancement	200	-	200	-	200	300	300	-	-	800
HERITAGE, CULTURE & THE ARTS	900	-	900	-	900	770	600	-	-	2,270
CENTRAL SERVICES										
Virtual Desktop Infrastructure	3,500	-	3,500	-	3,500	-	-	-	-	3,500
IS Development	5,000	-	5,000	-	5,000	-	-	-	-	5,000
Wireless Network	500	-	500	-	500	-	-	-	-	500
Voice Over Internet Protocol (Voip)	1,000	-	1,000	-	1,000	-	-	-	-	1,000
Planned Capitalised Building Maintenance	1,000	-	1,000	-	1,000	-	-	-	-	1,000
County Hall Chiller Replacement	375	-	375	-	375	375	-	-	-	750
Minor Works 2010/11	500	-	500	-	500	-	-	-	-	500
Capitalised Building Maintenance	300	-	300	-	300	-	-	-	-	300
2010/11 DDA Block	250	-	250	-	250	-	-	-	-	250
Magnet House Improvements	200	-	200	-	200	-	-	-	-	200
Smart Metering	120	-	120	-	120	-	-	-	-	120
Ely House Short Term Improvements	100	-	100	-	100	-	-	-	-	100
Stanwell House - Remodelling Former Essex Records Office Area	85	-	85	-	85	-	-	-	-	85
Essex Records Office Window Replacement	80	-	80	-	80	-	-	-	-	80
Safe Access To C Block Plant Room	60	-	60	-	60	-	-	-	-	60
Essex Records Office Cooling System For Repositories	60	-	60	-	60	-	-	-	-	60
CENTRAL SERVICES	13,130	-	13,130	-	13,130	375	-	-	-	13,505
SCHEMES STARTING IN 2010-11										
	166,379	(72,937)	93,442	7	166,379	121,607	77,201	137,171	149,829	652,594

Indicative Schemes Starting in 2011-12 and Later Years

Portfolio	2010-11 Payment Approvals			Total Payment Approvals						
	Gross Expenditure	Income	Net Expenditure	2009-10 and earlier years	2010-11	2011-12	2012-13	2013-14	2014-15	Total Payment Approvals
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
INDICATIVE SCHEMES STARTING IN 2011-12 AND LATER YEARS										
DEPUTY LEADER										
Special Schools										
Special Schools Modernisation	-	-	-	-	-	-	5,000	5,000	-	10,000
Special Schools Reorganisation	-	-	-	-	-	-	469	1,875	1,875	4,219
Schools Access Initiative	-	-	-	-	-	1,249	2,776	2,776	2,776	9,577
DEPUTY LEADER	-	-	-	-	-	1,249	8,245	9,651	4,651	23,796
EDUCATION & 2012 GAMES										
Basic Needs Schemes										
Primary			-	-	-	2,934	6,627	5,436	2,249	17,246
Secondary			-	-	-	-	2,154	10,013	5,833	18,000
Temporary Accommodation			-			1,000	1,000	1,000	1,000	4,000
Reorganisation Schemes										
Primary				-	-	875	2,740	1,385	-	5,000
Secondary				-	-	6,460	10,307	3,833	-	20,600
Vocational Centres	500	(500)	-	-	500	1,737	2,445	2,855	1,263	8,500
Modernisation										
Secondary				-	-	-	9,000	9,000	-	18,000
Primary Capital Programme	769	(769)	-	-	769	5,384	10,000	10,000	9,230	35,383
Formula Capital Grant	405	(405)	-	-	405	5,267	10,129	15,382	24,136	55,319
Other										
Asset Management Plan - Condition/Suitability	-	-	-	-	-	8,642	9,801	7,638	7,663	33,744
Purchase of Land and Property	-	-	-	-	-	50	50	50	50	200
Project Managers' Fees	-	-	-	-	-	420	420	420	420	1,680
Building Schools for the Future										
James Hornsby High (Wave 4)	-	-	-	-	-	1,346	3,847	-	-	5,193
Shorefields (Wave 4)	-	-	-	-	-	2,696	3,443	-	-	6,139
Woodlands (Wave 4)	-	-	-	-	-	14,229	18,361	-	-	32,590
Beauchamps High School (Wave 5)	-	-	-	-	-	-	9,399	12,128	-	21,527
Bromfords (Wave 5)	-	-	-	-	-	-	8,508	10,978	-	19,486
Edith Borthwick New Model Special School (Wave 5)	-	-	-	-	-	-	5,804	7,489	-	13,293
Glenwood New Model Special School (Wave 5)	-	-	-	-	-	-	4,229	5,458	-	9,687
Mayflower High School (Wave 5)	-	-	-	-	-	-	9,399	12,128	-	21,527
South View (Wave 5)	-	-	-	-	-	-	1,594	2,057	-	3,651
The Appleton School (Wave 5)	-	-	-	-	-	-	7,828	10,100	-	17,928
The Billericay School (Wave 5)	-	-	-	-	-	-	10,822	13,964	-	24,786
The Deanes School (Wave 5)	-	-	-	-	-	-	7,277	9,390	-	16,667
The King John School (Wave 5)	-	-	-	-	-	-	11,922	15,384	-	27,306
Investment in PFI SPV's	-	-	-	-	-	1,000	850	1,500	-	3,350
Youth										
Minor Works - Youth Centre, Children's Homes, Family Centres	-	-	-	-	-	350	350	350	350	1,400
Harlow Youth Provision	-	-	-	-	-	800	-	-	-	800
EDUCATION & 2012 GAMES	1,674	(1,674)	-	-	1,674	53,190	168,006	167,938	52,194	443,002

Indicative Schemes Starting in 2011-12 and Later Years (continued)

Portfolio	2010-11 Payment Approvals			Total Payment Approvals					2009-10 and earlier years	2010-11				2014-15	Total Payment Approvals
	Gross Expenditure	Income	Net Expenditure	2010-11	2011-12	2012-13	2013-14	2014-15		2010-11	2011-12	2012-13	2013-14	2014-15	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
INDICATIVE SCHEMES STARTING IN 2011-12 AND LATER YEARS (continued)															
ADULTS, HEALTH & COMMUNITY WELLBEING															
Fryems Library	-	-	-	-	1,000	1,000	1,000	-	-	-	-	-	-	-	3,000
Goldray Gardens	-	-	-	-	3,000	-	-	-	-	-	-	-	-	-	3,000
Day Centres	-	-	-	-	-	500	500	500	-	-	-	-	500	500	1,500
Employment & Inclusion	-	-	-	-	-	-	500	500	-	-	-	-	500	500	1,500
Harlow Library Accommodation	-	-	-	-	-	1,000	-	-	-	-	-	-	-	-	1,000
ADULTS, HEALTH & COMMUNITY WELLBEING	-	-	-	-	4,000	3,000	2,000	1,000	-	-	4,000	3,000	2,000	1,000	10,000
HIGHWAYS & TRANSPORTATION															
South Essex Rapid Transit	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Town Centre Improvements	-	-	-	-	-	6,300	5,200	5,200	-	-	-	6,300	5,200	5,200	16,700
Colchester Park & Ride	-	-	-	-	2,000	2,000	2,000	2,000	-	-	2,000	2,000	2,000	2,000	8,000
Chelmsford Town Centre Improvements	-	-	-	-	200	6,000	-	-	-	-	-	-	-	-	6,200
A133 Colchester Improvements	-	-	-	-	-	1,000	5,000	-	-	-	1,000	5,000	-	-	6,000
Congestion Management Schemes	-	-	-	-	-	1,250	1,250	1,250	-	-	1,250	1,250	1,250	1,250	5,000
Rochford - Sutton Road Improvements	-	-	-	-	-	1,000	1,000	1,000	-	-	1,000	1,000	1,000	1,000	3,000
Private Streetworks	-	-	-	-	-	1,000	1,000	-	-	-	1,000	1,000	-	-	2,000
Chelmsford Rapid Transit	-	-	-	-	-	500	500	500	-	-	500	500	500	500	2,000
Chelmsford Cycle Town	-	-	-	-	-	1,600	-	-	-	-	1,600	-	-	-	1,600
Harlow Cycle Town	-	-	-	-	-	-	500	500	-	-	-	500	500	500	1,500
Strategic Bus Corridor Improvements	-	-	-	-	-	-	500	500	-	-	-	500	500	500	1,500
Chelmsford Rail Street Scene	-	-	-	-	-	1,500	-	-	-	-	1,500	-	-	-	1,500
Station Travel Plan Infrastructure	-	-	-	-	-	-	500	500	-	-	-	500	500	500	1,500
Harlow Area Passenger Transport Improvements	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Jaywick Regeneration	-	-	-	-	-	100	100	100	-	-	100	100	100	100	400
Chelmsford Bus Station Phase 2	-	-	-	-	-	20	-	-	-	-	20	-	-	-	20
Witham Station Footbridge	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Junction - A12 - Colchester	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Witham Station Footbridge	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
HIGHWAYS & TRANSPORTATION	-	-	-	-	9,470	25,150	12,050	13,050	-	-	9,470	25,150	12,050	13,050	59,420

Indicative Schemes Starting in 2011-12 and Later Years (continued)

Portfolio	2010-11 Payment Approvals			Total Payment Approvals						
	Gross Expenditure	Income	Net Expenditure	2009-10 and earlier years	2010-11	2011-12	2012-13	2013-14	2014-15	Total Payment Approvals
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
INDICATIVE SCHEMES STARTING IN 2011-12 AND LATER YEARS (continued)										
CHIEF WHIP, ENVIRONMENT & WASTE										
Anaerobic Digester Project	-	-	-	-	-	2,866	4,126	2,704	-	9,696
In-vessel composting Plant	-	-	-	-	-	1,680	4,193	1,585	-	7,458
Courtauld Road Improvements	-	-	-	-	-	-	-	-	603	603
CHIEF WHIP, ENVIRONMENT & WASTE										
	-	-	-	-	-	4,546	8,319	4,289	603	17,757
LEADER										
Relocation of Basildon Adult Community Learning facilities	-	-	-	-	-	1,000	1,000	1,000	-	3,000
St Peters College, Chelmsford	-	-	-	-	-	1,000	-	-	-	1,000
LEADER										
	-	-	-	-	-	2,000	1,000	1,000	-	4,000
CENTRAL SERVICES										
Minor Works 2011/12	-	-	-	-	-	500	-	-	-	500
Minor Works 2012/13	-	-	-	-	-	-	500	-	-	500
Minor Works 2013/14	-	-	-	-	-	-	-	500	-	500
Minor Works 2014/15	-	-	-	-	-	-	-	-	500	500
Capitalised Building Maintenance 2011/12	-	-	-	-	-	300	-	-	-	300
Capitalised Building Maintenance 2012/13	-	-	-	-	-	-	300	-	-	300
Capitalised Building Maintenance 2013/14	-	-	-	-	-	-	-	300	-	300
Capitalised Building Maintenance 2014/15	-	-	-	-	-	-	-	-	300	300
2011/12 DDA Block	-	-	-	-	-	250	-	-	-	250
2012/13 DDA Block	-	-	-	-	-	-	250	-	-	250
2013/14 DDA Block	-	-	-	-	-	-	-	250	-	250
2014/15 DDA Block	-	-	-	-	-	-	-	-	250	250
CENTRAL SERVICES										
	-	-	-	-	-	1,050	1,050	1,050	1,050	4,200
INDICATIVE SCHEMES STARTING IN 2011-12 AND LATER YEARS										
	1,674	(1,674)	-	-	1,674	75,205	214,770	197,978	72,548	562,175
TOTAL	383,921	(238,178)	145,743	168,419	383,921	254,961	315,013	351,657	237,303	4,714,274

Resourcing EssexWorks

Budget & Corporate Plan 2010-11

Delivering the best quality of life in Britain

Part 3:

Prudential Indicators, Treasury Management Strategy & Revenue Provision for Debt Repayment Policy



Introduction

Background

The Council has a statutory duty to:

- Comply with the following Codes of Practice issued by the Chartered Institute of Public Finance and Accountancy (CIPFA):
 - The Prudential Code for Capital Finance in Local Authorities (the Prudential Code).
 - The Treasury Management in the Public Services: Code of Practice and Cross-sectoral Guidance Notes (the Treasury Management Code).
- Determine an investment strategy in accordance with guidance issued under Section 15 (1) (a) of the Local Government Act 2003 (Investments guidance).
- Determine an annual policy that indicates how the Council will discharge its duty to make a prudent revenue provision for the repayment of debt.

This section of the Budget and Corporate Plan is therefore presented in compliance with these Codes of Practice and statutory regulations.

Revised editions of the CIPFA Codes were issued in November 2009; the requirements of the revised guidance have been incorporated. In addition, the CLG is currently consulting on changes to the guidance on investments issued under Section 15 (1) (a) of the Local Government Act 2003. The CLG proposals have therefore also been incorporated where these do not conflict with current guidance.

Prudential Code

The Local Government Act 2003 places a requirement upon the Council to determine, and keep under review, how much money it can afford to borrow for capital financing purposes. Regulations issued under the Local Government Act 2003 specifically require the Council to determine the affordability of its borrowing in compliance with the CIPFA Prudential Code.

Compliance with the Prudential Code enables the Council to demonstrate, via a series of prudential indicators, that its capital investment plans are affordable, that consequential borrowing is at a prudent and sustainable level and that treasury management decisions will be undertaken in accordance with good professional practice.

Prudential indicators for 2009-10 to 2011-12 were approved as part of the 2009-10 budget setting last year. These indicators have now been reviewed and updated, and extended to include 2012-13, 2013-14 and 2014-15. The revised indicators are presented in Annex 3.1, with explanatory commentary on pages 122 to 125.

Treasury Management Code / Investments Guidance

Treasury Management activities are those associated with the management of the Council's cash flows and its borrowing and investments. A fundamental aim is to effectively control the risks associated with these activities and to pursue value for money, in so far as this is consistent with the effective management of risk.

The Local Government (Capital Finance and Accounting) (England) Regulations 2003 require the Council to comply with the CIPFA Treasury Management Code.

The Treasury Management Code requires the Council to have in place:

- A **Policy Statement** which states the Council's treasury management policies, objectives and approach to risk management.
- **Treasury Management Practices** (TMPs) which set out the manner in which the Council will seek to achieve those policies and objectives, and prescribe how these activities will be managed and controlled.
- An annual **Treasury Management Strategy** that outlines the expected treasury activity for the forthcoming three years. This must address the matters specifically required by the Secretary of State's guidance on investments. In particular, the strategy must define the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.

The requirements of the Treasury Management Code are addressed on pages 126 to 132.

Revenue Provision for the Repayment of Debt

When the Council chooses to finance capital expenditure from borrowing, it is required to make an annual provision for the repayment of that borrowing from the Revenue Budget (referred to as the 'Minimum Revenue Provision' or MRP).

The Council has a statutory duty to determine a prudent level of revenue provision which ensures that debt is repaid over a period that is either reasonably commensurate with the period over which the capital expenditure provides benefit or, in the case of borrowing supported by the Government, reasonably commensurate with the period implicit in the determination of that support.

The Council's policy for ensuring a prudent level of revenue provision for the repayment of debt in 2010-11 is set out on pages 133 to 135.

Prudential Indicators

Context

The Prudential Code provides a framework that enables the Council to assess the affordability, prudence and sustainability of its capital investment plans and ensure that consequential treasury management decisions are taken in accordance with good professional practice.

This framework highlights, via a set of prudential indicators, the level of the Council's capital expenditure, the impact of that expenditure upon its borrowing and investment levels and the overall controls in place to ensure that the activity remains affordable, prudent and sustainable. The prudential indicators therefore draw together the Council's 2008-09 Balance Sheet, its revenue budget proposals, capital expenditure plans and treasury management strategy.

The prudential indicators are either indicators of affordability or prudence. This distinction is necessary in order to understand the role each indicator plays in the overall decision making framework.

The indicators of affordability are intended to ensure that total capital investment remains within sustainable limits and that the impact upon council tax is acceptable. The indicators of affordability therefore include:

- Capital expenditure
- Capital Financing Requirement
- External debt – authorised limit
- External debt – operational boundary
- External debt – actual external debt
- Ratio of financing costs to net revenue streams
- Incremental impact on Council Tax

The indicators of prudence are:

- Net borrowing and capital financing requirement
- Adoption of CIPFA Treasury Management Code.

There are a number of treasury management indicators which previously formed part of the Prudential Code that are now linked to the Treasury Management Code and are hence incorporated into the Treasury Management Strategy. These include:

- Interest rate exposures
- Maturity structure of borrowing
- Total principal sums invested

It is nevertheless still necessary to have regard to these indicators when assessing prudence of the Council's capital investment plans.

Prudential indicators for 2009-10 to 2011-12 were approved as part of the 2009-10 budget setting. Those indicators have now been reviewed and updated, and extended to include 2012-13, 2013-14 and 2014-15. A summary of the Prudential Indicators for each of these years is provided in Annex 3.1. Explanatory comments are set out in the following paragraphs.

Capital Expenditure Plans

The Council's capital expenditure plans and sources of financing for 2008-09, 2009-10 and 2010-11 are summarised in Annex 3.1. The capital expenditure plans for 2010-11 are presented in detail in Parts 1 and 2 of this Budget and Corporate Plan.

Indicative figures are also provided for the following four years, although these only have the status of planning guidelines at this stage.

Capital Financing Requirement

The Capital Financing Requirement (CFR) is a vital component of the Council's capital financing strategy as it represents the cumulative total of the Council's capital expenditure that has not yet been paid for from cash resources (i.e. capital receipts, capital grants and contributions from the revenue budget). It therefore provides a measure of the Council's need to borrow for capital financing purposes.

The actual CFR for 2008-09 is derived directly from the Council's 2008-09 Balance Sheet. The annual movements in the CFR from this point forward are the net result of:

- Increases, as new capital expenditure is financed from borrowing.
- Reductions, as provision is made within the Revenue Budget for the repayment of debt.

In addition, there is a one-off stepped increase in the CFR in 2009-10, as a consequence of a change in accounting rules that requires the Council to bring its PFI schemes onto the Balance Sheet, effectively recognising these as a form of credit arrangement (see comments on External Debt on page 124 for further detail).

The actual CFR for 2008-09 and the estimated movements for the current and forthcoming five years are set out in Annex 3.1.

The estimates set out within Annex 3.1 indicate that the CFR will increase year on year because annual borrowing is forecast to exceed the annual provision for the repayment of debt. It should however be borne in mind that the capital financing plans for 2011-12 through to 2014-15 are only indicative at this stage, hence the CFR may not necessarily reach the levels implied in Annex 3.1.

The Council has a statutory duty to determine a prudent level of revenue provision for the repayment of debt. The policy for 2010-11 commences on page 133.

Net Borrowing and the Capital Financing Requirement

As the Council is only permitted to undertake long term borrowing in order to finance its capital expenditure, it follows that borrowing and other credit arrangements should not exceed the Capital Financing Requirement (CFR). However, the Council does have some flexibility to borrow in advance of its need to do so (e.g. to take advantage of favourable interest rates), provided that net borrowing does not exceed the medium term forecast of the CFR.

The medium term forecast of the CFR is determined by aggregating the CFR for the preceding year and the additional financing requirement for the current and subsequent two financial years.

The level of borrowing that would be permitted each year by applying this rule, together with a projection of the actual level of the Council's external borrowing, are set out within Annex 3.1. This shows that the Council has complied with the requirement to keep net borrowing below the medium term forecast of the CFR in 2008-09, and that it envisages being able to do so in the current and subsequent five years. This assessment takes account of current commitments and plans, the capital programme proposals summarised in Annex 3.1 and the impact of re-categorising PFI schemes as credit arrangements in 2009-10.

External Debt

In order to ensure that external debt is maintained at a level consistent with the Council's capital financing decisions, limits are established upon the level of the Council's external debt, as follows:

- **Authorised limit** – defines the maximum amount of debt permitted by the Council, and represents the statutory limit determined under section 3 (1) of the Local Government Act 2003.
- **Operational boundary** – is an estimate of the probable level of the Council's debt, and provides the means by which external debt is managed to ensure that the 'authorised limit' is not breached.

External debt for this purpose is deemed to represent the sum of borrowing and other long term liabilities. Other long term liabilities are credit arrangements that are used to acquire fixed assets on deferred payment terms, such as via finance lease. They are included within the scope of the Prudential Framework as they have the same practical impact as borrowing.

Previously, it has not been necessary to specifically set an authorised limit or operational boundary to take account of credit arrangements, as the Council had very few finance lease arrangements in place. However, as a consequence of a change in accounting rules in 2009-10, the Council's PFI arrangements must now be recognised as a credit arrangement.

Limits are proposed for external debt within Annex 3.1. These take account of the capital financing assumptions (also summarised within Annex 3.1), and the need to recognise the Council's PFI schemes as a credit arrangement with effect from 2009-10. These limits are based upon an estimate of the most likely, prudent, but not worst case scenarios. They allow sufficient headroom for fluctuations in the level of cash balances.

The proposed limits for external debt are below the Capital Financing Requirement. The Council is able to maintain this position by temporarily utilising cash that has been set aside, such as in earmarked revenue reserves, as a short to medium term alternative to external borrowing. This practice does not diminish the magnitude of funds held in reserves and balances; the funds are merely being borrowed to defer external borrowing. Further comments on the Council's borrowing strategy are set out within the Treasury Management Strategy that commences on page 126.

Ratio of Financing Costs to Net Revenue Streams

This indicator identifies the trend in the cost of capital (i.e. borrowing costs, net of investment income) in relation to the Council's overall revenue budget requirement.

The actual ratio for 2008-09 and estimates for the current and forthcoming five years are set out within Annex 3.1.

Incremental Impact of Capital Investment Decisions on Council Tax

A key measure of the affordability of new capital investment is the impact upon council tax. This indicator therefore identifies the revenue costs associated with capital schemes proposed to start in 2010-11 and later years.

The incremental impact of the capital investment plans upon council tax is shown in Annex 3.1. The indicators represent the difference between:

- A council tax (at band D) that would result from only continuing schemes already under way in 2009-10; and
- A council tax (at band D) that would arise from undertaking the schemes proposed to start in 2010-11 and subsequent years.

Hence, the intention of this indicator is to demonstrate the increase in revenue costs that result from commencing new schemes in 2010-11 and subsequent years.

In reality, the actual impact upon council tax may be lower than that implied by the indicators set out in Annex 3.1 because:

- The revenue costs flowing from capital schemes will not be financed entirely from council tax – they will be financed from a combination of general grants, non domestic rates and council tax income.
- No account has been taken of any savings that may accrue from invest to save / improve schemes.

Treasury Management

The Prudential Code focuses on capital finance and effective capital planning. The CIPFA Treasury Management Code focuses on effective treasury management and also requires a number of treasury management indicators which are complementary to the Prudential Code.

The Prudential Code requires the Council to confirm adherence to the principles of CIPFA Treasury Management Code. This confirmation is provided within the Treasury Management Strategy which commences on page 126.

Summary

The prudential indicators set out within Annex 3.1 aim to demonstrate that the capital expenditure plans presented elsewhere within the Budget Book are affordable, prudent and sustainable, and that the associated borrowing will be managed within a sound treasury management framework.

Treasury Management Strategy

Introduction

Treasury management is an important aspect of the overall financial management of the Council. The Prudential Indicators, as summarised in Annex 3.1 and explained in pages 122 to 125, considered the affordability and impact of the Council's capital expenditure proposals; this section considers funding of these decisions.

The Council's treasury activities are strictly regulated by the CIPFA Treasury Management Code and statutory requirements.

The Treasury Management Code requires the Council to have in place:

- A **Policy Statement** which states the Council's treasury management policies, objectives and approach to risk management.
- **Treasury Management Practices** (TMPs) which set out the manner in which the Council will seek to achieve those policies and objectives, and prescribing how these activities will be managed and controlled.

The Policy Statement and TMPs have been updated, to take account of recent changes to the CIPFA Treasury Management Code, and are attached in annexes 3.5 and 3.6.

In addition, the Treasury Management Code requires the Council to produce an annual **Treasury Management Strategy** that outlines the expected treasury activity for the forthcoming three years.

In addition to addressing the requirements of the Treasury Management Code, the annual treasury management strategy must address matters specifically required by guidance issued under Section 15 (1) (a) of the Local Government Act 2003 on investments (Investments Guidance). In particular, the strategy must define the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments. The CLG is currently consulting on changes to the Investments Guidance. The CLG proposals have been incorporated into this Treasury Management strategy where these do not conflict with current guidance. If necessary, the Treasury Management Strategy will be revised during 2010-11 if any elements of the final CLG Investment Guidance are not adequately addressed here.

The Treasury Management Strategy for the forthcoming three years, which is set out in the subsequent paragraphs, includes:

- Borrowing and investment projections.
- The expected movements in interest rates.
- Borrowing and investment strategies.
- Treasury management performance indicators.
- Specific limits on treasury activities.

Borrowing and Investment Projections

The Council primarily undertakes borrowing in order to finance its capital programmes. Separately, the Council has cash backed resources which it has set aside for longer term purposes (such as funds set aside in reserves and balances) that are available to be invested.

The Capital Financing Requirement (CFR) provides a measure of how much the Council needs to borrow for capital financing purposes (see comments on page 123 and figures in Annex 3.1). In reality, the Council is able to maintain external borrowing at a level below its CFR by making use, temporarily, of some of the cash it has set aside for longer term purposes. This practice is referred to as ‘internal borrowing’, and means that there is no immediate link between the need to borrow to pay for capital spend and the level of external borrowing. The use of internal borrowing only defers the need for external borrowing though; as reserves and balances are used for their intended purpose, the Council will need to substitute internal for external borrowing. An important consideration for the forthcoming three years will be the extent to which the CFR is financed from external borrowing or from additional internal borrowing. The effect of financing the CFR from further internal borrowing will be to reduce the level of cash available for investment.

Greater reliance was placed upon internal borrowing during 2009-10 because:

- It was more beneficial to use cash balances to defer external borrowing rather than to hold them for investment.
- This reduced the amount of cash the Council had to invest, thereby reducing the risks associated with this activity.

This has widened the gap between the CFR and external borrowing though, making it probable that some catch-up external borrowing will be required over the forthcoming three years.

A forecast of the amount of external borrowing and investment balances for the forthcoming three years is provided in Annex 3.2. Revenue budget provision for interest payments and investments income has been determined on the basis of these estimates.

Interest Rates

Short term rates are expected to remain on hold for a considerable time. The recovery of the economy has commenced, but there is a danger that early reversal of monetary ease (rate cuts and Quantitative Easing (QE)) could trigger a dip back to negative growth.

The main drag upon the economy is expected to be weak consumers’ expenditure growth. The combination of the desire to reduce the level of personal debt and job uncertainty is likely to weigh heavily upon spending. This will be amplified by the recent increase in VAT and prospective increase in National Insurance. Without a rebound in this key element of UK GDP growth, any recovery in the economy is set to be weak and protracted.

The Monetary Policy Committee (MPC) will continue to promote easy credit conditions via quantitative monetary measures. QE has been extended to a total of £200bn and there is still an outside chance that it could be expanded further. Whether this has much impact in the near term remains a moot point given the personal sector’s reluctance to take on more debt and add to its already unhealthy balance sheet.

With inflation set to remain subdued in the next few years (though a sharp blip is forecast for the next few months), the pressure upon the MPC to increase rates will remain moderate. Some increase will be seen as necessary in 2010 to counter the effects of external cost pressures (as commodity price strength filters through) and to avoid damage that sterling could endure if the UK is seen to defy an international move to commence policy exit strategies.

The outlook for long-term fixed interest rates is a lot less favourable. While the UK's fiscal burden should ease in the future, this will be a lengthy process and deficits over the next two to three financial years will require a very heavy programme of gilt issuance. The market will no longer be able to rely upon QE to alleviate this enormous burden.

The QE programme might well end in February, especially if the economy has returned to a recovery path as seems very likely. With growth back on the agenda and inflation challenging the upper limit of the Government's target range, the majority of MPC members may feel enough assistance has been given to ensure lack of credit is no longer a fundamental threat to the welfare of the economy

The absence of the Bank of England as the largest buyer of gilts will shift the balance between supply and demand in the gilt-edged market. Other investors will almost certainly require some incentive to continue buying government paper.

This incentive will take the form of higher interest rates. The longer fixed interest rates will suffer from the lack of support from the major savings institutions – pension funds and insurance companies who will continue to favour other investment instruments as a source of value and performance. The shorter fixed interest rates will be pressured higher by the impact of rising money market rates. While bank purchases in this part of the market will continue to feature as these institutions meet regulatory obligations, this process will be insufficiently strong to resist the upward trend in yields.

An estimate of the movement in interest rates over the forthcoming three years is provided in Annex 3.2.

Sensitivity to Interest Rate Movements

A 1% movement in interest rates would have the following implications for the Council:

- Increase / decrease the cost of new long and short term borrowing (i.e. existing arrangements would be unaffected).
- Increase / decrease the level of income earned from short term investments.
- Increase / decrease the level of interest attributed to reserves and sums on deposit.

The costs of longer term debt of a callable nature may also change if interest movements coincide with scheduled 'option' dates; these being dates on which the lender has the opportunity to renegotiate over the interest rates of the borrowing.

Revenue budget provision for interest payable and receivable has been determined in accordance with the interest rate forecasts set out within Annex 3.2. An estimate of the impact of a 1% variance from these rates is provided in Annex 3.2.

Borrowing Strategy

▪ Borrowing requirement

Estimates of the Council's net additional borrowing requirements are set out within Annex 3.2. These estimates take account of:

- The borrowing required to finance the capital programme (as set out within Annex 3.1).
- The need to replace previous 'internal borrowing' with external loans (see comments on page 127).
- The annual revenue provision for the repayment of debt.
- Maturing loans, which it is assumed will be refinanced, depending upon interest rates and the prevailing cash flow position.

The net additional borrowing requirement can be accommodated within both the authorised limit and operational boundary for external debt (as set out within Annex 3.1 and explained on page 124).

▪ Borrowing in advance

The Council has some flexibility to borrow funds in advance of need if, for example, a sharp rise in interest rates is expected and borrowing early may help mitigate the impact of this rise upon the revenue budget. No provision has been made for advance borrowing within the Borrowing Requirement figures set out within Annex 3.2. However, borrowing may be undertaken in advance of need where there is a clear business case for doing so. A cautious approach will be taken to advance borrowing though, such that it will be limited to:

- The value of capital payments flowing from the current year's capital programme in future years that it is planned to finance from supported or unsupported borrowing.
- The value of supported borrowing announced via the Comprehensive Spending Review for the forthcoming period.
- The refinancing of existing loans that are due to mature within the first six months of the following financial year.

▪ Long and short term borrowing

Long term borrowing, for capital financing purposes, will only be undertaken for periods in excess of 364 days. Short term borrowing will be undertaken to manage cash flow fluctuations and, if appropriate, to defer long term borrowing until interest rates are considered favourable.

Before any long term borrowing is undertaken, consideration will be given to the prevailing and forecast interest rates, the Council's underlying cash balances and other relevant factors.

▪ Counterparties

The Government intends that the Public Works Loans Board (PWLB), which operates from within the UK Debt Management Office, will be able to meet every local authority's legitimate need for long term borrowing (i.e. up to the available capacity within their authorised borrowing limit). Applications for loans from the PWLB are considered without regard to an authority's ability to raise funds elsewhere. Thus, the Council will be able, if it so wishes, to satisfy the whole of its borrowing requirement from the PWLB over the forthcoming three years.

Loans are provided by the PWLB at rates of interest determined by the Treasury. Loans can be secured from the PWLB on either of the following bases:

- **Fixed interest loans** - the rate of interest is fixed for the life of the loan; and
- **Variable rate loans** - the rate of interest is varied at fixed intervals of one, three or six months.

Existing PWLB loans have all been secured at fixed interest rates, because this gives certainty regarding cost of the loan over its life. Variable rate loans will however also be considered over the forthcoming three years.

The rates of interest payable on PWLB loans are generally lower than those available on equivalent loans from the money markets. However, money market loans from UK financial institutions will continue to be considered alongside those offered by the PWLB, as will opportunities to borrow from other local authorities.

If short term borrowing is necessary, this will be secured via the money markets, from the Debt Management Office or from other local authorities.

- **Maturity structure of borrowing**

In order to avoid having large amounts of debt maturing in any one year, upper and lower limits are proposed in Annex 3.2 for the maturity structure of borrowing.

- **Interest rate exposure**

In order to manage and minimise the impact of movements in interest rates, limits are proposed within Annex 3.2 that will establish the ranges within which fixed and variable rate borrowing will be undertaken.

- **Performance indicators**

The Treasury Management Code requires the establishment of performance indicators that can be used as a benchmark to assess treasury management performance over the year. It is proposed that new long term borrowing is assessed against the average PWLB rate for the year.

Investment Strategy

- **Key objectives**

The primary objectives of investment activities are:

- Firstly, to **safeguard** the principal sums invested;
- Secondly, to ensure adequate **liquidity**; and
- Lastly, to consider investment returns or **yield**.

- **Risk benchmarking**

The current investment climate has one over-riding risk consideration – that of counterparty security risk. As a result of these underlying concerns, it is intended to apply risk benchmarking for the forthcoming period. This includes the benchmarking of security, liquidity and yield.

It is intended to benchmark security risk by assessing the historic level of default against the minimum criteria used in drawing up the Council's lending list as follows:

Historic risk of default	Maximum
Whole portfolio	0.04%
Investments for up to one year	0.03%
Investments for up to two years	0.00%
Investments for up to three years	0.00%
Investments for up to four years	0.03%
Investments for up to five years	0.06%

These benchmarks are embodied in the criteria for selecting cash investment counterparties. Where a counterparty is not credit rated, a proxy rating will be applied.

Liquidity is defined as having adequate, but not excessive cash resources, borrowing arrangements and overdraft or standby facilities to ensure that funds are available, at all times, for the achievement of the Council's objectives. In this respect, the Council will seek to maintain a contingency of **£10m** of cash available with a week's notice. This will be in excess of amounts available at short notice for managing expected cash flows.

Yield will be measured against the 7 Day Local Authority Seven Day rate.

▪ **Short and long term investments**

Surplus cash balances will usually be invested on a short term basis (up to a maximum period of 364 days) until the funds are next required. However, funds may be invested beyond 364 days, up to the maximum limits specified within Annex 3.2. Funds will only be invested for periods beyond 364 days if the cash is not required to defer further long term borrowing.

▪ **Investment counterparty selection criteria**

Funds will primarily be invested according to the Secretary of State's definition of specified investments, these being sterling deposits made for periods of less than one year, offering high security and high liquidity. Specified investments may include deposits with the UK Government, other local authorities, money market funds and bodies of high credit quality.

Funds may be invested according to the Secretary of State's definition of non specified investments. Non specified investments are undertaken for longer periods, or with bodies that are not of high credit quality. Their sole use in this Strategy is for the purpose of investing funds for periods in excess of one year (i.e. up to the limit set out within Annex 3.2).

A lending list will be compiled to include counterparties satisfying the criteria set out within Annex 3.3. The lending limits that will be applied to counterparties satisfying these criteria are also set out within Annex 3.3.

Whilst the criteria set out within Annex 3.3 rely on the application of credit ratings, additional operational market information will be applied before making any specific investment decision from the pool of counterparties. This additional market information (e.g. Credit Default Swaps, negative rating watches/outlooks) will be applied to compare the relative security of differing investment counterparties.

The criteria for choosing counterparties set out within Annex 3.3 provide a sound approach to investment in normal market circumstances. Under exceptional market circumstances, the Chief Financial Officer may temporarily limit investment activity to those counterparties considered of higher credit quality than the minimum criteria set out within Annex 3.3.

- **Interest rate exposure**

In order to manage and minimise the impact of movements in interest rates, limits are proposed within Annex 3.2 that will establish the ranges within which fixed and variable rate investments will be undertaken.

Treasury Management Advisors

The Council uses Butlers as its treasury management advisor. Butlers provide a range of services to the Council, including:

- Technical support on treasury matters and capital finance issues;
- Economic and interest rate analysis;
- Debt services, which includes advice on the timing of long term borrowing;
- Debt re-scheduling advice in relation to the Council's existing portfolio of loans;
- Generic investment advice on interest rates, timing and investment instruments;
- Credit ratings/market information comprising the three main credit rating agencies.

Whilst Butlers provide support to the Council in these areas, the final decision on all treasury matters rests with the Council.

The services received from Butlers are kept under regular review.

Other Matters

- **Essex Cares Ltd and Essex Probation Board**

The Council will borrow the surplus funds of Essex Cares Ltd and those of the Essex Probation Board, or lend to them to cover temporary shortfalls of cash, as part of its agreement to provide treasury management support to these organisations. Any amounts borrowed from, or lent to, these organisations will be consolidated on a daily basis with the Council's cash balances, and the Council will invest or borrow on the basis of the net position. The Council will charge interest on amounts lent to these organisations, or pay interest on amounts borrowed, in accordance with the terms of formal agreements with these bodies.

- **Essex Pension Fund**

Currently, the cash balances of the Council and Pension Fund are pooled together and the Council invests or borrows funds on the basis of the net position, paying interest to the Pension Fund at an appropriate rate. With effect from 2010-11, the Pension Fund will operate independently for treasury management purposes, in accordance with its own Treasury Management Strategy.

Revenue Provision for the Repayment of Debt Policy

Introduction

The Council has a statutory duty to make an annual provision, from the Revenue Budget, for the repayment of debt. Debt for this purpose is deemed to represent the total of borrowing undertaken for capital financing purposes and credit arrangements used to acquire fixed assets under deferred payment terms, such as via finance lease or PFI arrangements. Previously, the basis of the annual provision for the repayment of this debt was prescribed by government regulations. Now, the Council has a general duty to determine, for itself, a prudent level of revenue provision.

Prudent Provision

The broad aim of a prudent provision is to ensure that debt is repaid over a period that is reasonably commensurate with that over which the capital expenditure, or the asset acquired via a credit arrangement, provides benefit. For the element of capital expenditure met from borrowing supported by the government a prudent revenue provision should ensure that debt is repaid over a period commensurate with the period implicit in the determination of the government grant.

Four options are specified by the Government as methods of making a prudent provision, although other options are not ruled out. The four options are summarised as follows:

- **Option 1 – regulatory method**

This represents a continuation of the methodology previously prescribed by the Capital Financing Regulations. This method can now only be used in respect of capital expenditure incurred before 1 April 2008 and in respect of subsequent expenditure financed from government supported borrowing.

- **Option 2 – CFR method**

This is similar to, but slightly simpler than, the regulatory method and is determined at a rate of 4% of the Capital Financing Requirement at the end of the preceding financial year.

As with option 1, it can only be used in respect of capital expenditure incurred before 1 April 2008 and in respect of subsequent expenditure financed from government supported borrowing.

- **Option 3 – asset life method**

This option provides a simple framework for spreading capital expenditure financed from borrowing, which falls outside of the scope of options 1 and 2, over the useful life estimated at the start of the relevant asset's life.

Revenue provision is chargeable in the first financial year after the relevant asset becomes operational. At that point, the estimated useful life of the asset is fixed and annual revenue provision is determined using an equal instalments or annuity method.

- **Option 4 – depreciation method**

This option is available to be applied to any capital expenditure incurred by the Council. Unless option 3 is applied, option 4 must be applied in respect of all capital expenditure

incurred on or after 1 April 2008 that cannot be financed from government supported borrowing.

This option is applied to particular items of capital expenditure and places reliance on standard depreciation accounting procedures in setting revenue provision charges. Provision for the repayment of debt is charged by making debits to the Revenue Account for depreciation and impairments which would count as expenditure that scores against the General Fund balance (i.e. these charges would not be reversed out of the Revenue Account, as would normally be the case with depreciation). Depreciation and impairments would continue to score against the General Fund balance until the cumulative charge equals the amount of capital expenditure originally financed from borrowing.

In summary, each of these options can only be applied to determine a prudent provision for the repayment of debt in certain circumstances, as follows:

Borrowing	Options			
	1	2	3	4
Pre 1 April 2008	✓	✓	✓	✓
1 April 2008 and later:				
▪ Government supported	✓	✓	✓	✓
▪ Unsupported	x	x	✓	✓

In the case of finance leases, and on balance sheet PFI contracts, the MRP requirement is regarded as met by a charge equal to the element of rent or charge that goes to write down the balance sheet liability.

The statutory guidance does not require the amount of Revenue Provision for the forthcoming year to be specified and there is no requirement for the Council to confirm the actual amount of Revenue Provision once it has been determined.

Revenue Provision for Debt Repayment Policy 2010-11

In accordance with the requirement to make a prudent provision for the repayment of borrowing undertaken for capital financing purposes, the Council will ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by the Government, reasonably commensurate with the period implicit in the determination of that support.

This will be achieved by:

- Applying the **Regulatory Method** (Option 1) to determine revenue provision in relation to borrowing undertaken prior to 1 April 2008, and in relation to government supported borrowing undertaken since this date.

This approach is consistent with the basis applied to determine the Council's revenue support grant entitlement in relation to government supported borrowing.

- Applying the **Asset Life Method** (Option 3) to determine Revenue Provision in relation to unsupported borrowing undertaken since 1 April 2008.

Revenue Provision will be determined on an equal instalments basis, as this will ensure that annual charges are predictable for all future financial years once expenditure has been nominated for treatment under this option.

Asset lives for Revenue Provision purposes will normally be consistent with the useful life determined for depreciation purposes at the time that an asset is brought into use, with the distinction that it is not then expected to be reviewed over the remaining life of the asset.

The Council will however keep under review its general responsibility to make a prudent provision and will apply a shorter useful life in any circumstances where use of the standard useful life would not be supportable as prudent.

In the case of finance leases, and on balance sheet PFI contracts, the requirement to make a prudent revenue provision will be met by a charge equal to the element of the rent or charge that goes to write down the balance sheet liability. Thus, the **Asset Life Method** (Option 3) will be applied in a modified form.

The revenue budget provision for Revenue Provision charges in 2010-11 has been compiled on a basis consistent with this policy.

Prudential Indicators

Summary of prudential indicators									
	2008-09 Actual	2009-10		2010-11 Estimate	2011-12 Forecast	2012-13 Forecast	2013-14 Forecast	2014-15 Forecast	
		Original Estimate	Updated Estimate						
Capital expenditure & financing	£m	184	303	292	384	255	315	352	237
Capital Financing	£m								
Supported borrowing	£m	61	50	63	52	63	56	55	56
Unsupported borrowing	£m	8	64	60	92	42	72	51	15
Grants and contributions	£m	68	174	158	238	150	187	246	166
Capital receipts and earmarked reserves	£m	47	15	11	2	-	-	-	-
Total capital financing	£m	184	303	292	384	255	315	352	237
Capital financing requirement									
Capital financing requirement (CFR)									
Opening CFR	£m	520	581	568	1,018	1,134	1,204	1,294	1,359
Add									
Additional borrowing	£m	69	114	123	144	105	128	106	71
Reclassification of PFI schemes as credit arrangements		-	-	350	-	-	-	-	-
		589	695	1,041	1,162	1,239	1,332	1,400	1,430
Less									
Revenue provision for debt repayment	£m	(21)	(24)	(23)	(28)	(35)	(38)	(41)	(42)
Capital Financing Requirement	£m	568	671	1,018	1,134	1,204	1,294	1,359	1,388
Net borrowing and the CFR									
Medium term forecast of CFR	£m	784	826	1,204	1,294	1,359	1,388	1,408	1,426
Forecast external debt (long term) and credit arrangements	£m	337	511	707	874	995	1,119	1,184	1,214
Headroom	£m	447	315	497	420	364	269	224	212

Prudential Indicators

Summary of prudential indicators									
		2008-09 Actual	2009-10		2010-11 Estimate	2011-12 Forecast	2012-13 Forecast	2013-14 Forecast	2014-15 Forecast
			Original Estimate	Updated Estimate					
External debt									
Authorised limit									
Borrowing	£m	540	670	630	670	750	840	900	930
Other long term liabilities	£m	-	-	350	350	350	350	350	350
Total authorised limit	£m	540	670	980	1,020	1,100	1,190	1,250	1,280
Operational boundary									
Borrowing	£m	460	560	550	550	630	710	770	790
Other long term liabilities	£m	-	-	350	350	350	350	350	350
Total operational boundary	£m	460	560	900	900	980	1,060	1,120	1,140
Actual external debt	£m	348	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Financing & net revenue streams									
Ratio of financing costs to net revenue streams	%	3.4%	5.1%	4.2%	5.7%	7.2%	7.9%	8.5%	8.5%
Incremental impact on Council Tax									
Effect of capital schemes starting in:									
2010/11	£	-	-	£0.02	£4.85	£19.48	£27.37	£36.64	£40.91
2011/12	£	-	-	-	£0.02	£2.50	£11.60	£24.35	£31.49
2012/13	£	-	-	-	-	-	£0.62	£2.23	£2.35
2013/14	£	-	-	-	-	-	-	£1.03	£1.76
2014/15	£	-	-	-	-	-	-	-	£0.17
Total	£	-	-	£0.02	£4.87	£21.98	£39.59	£64.25	£76.68

Treasury Management Summary

Treasury Management Summary		2009-10 Latest Estimate	2010-11 Estimate	2011-12 Forecast	2012-13 Forecast
Estimated debt and investments					
Investments (average balance at each 31st March)	£m	60	100	140	170
External debt (operational boundary for borrowing)	£m	550	550	630	710
Expected movement in interest rates					
Bank Rate	%	0.5%	1.0%	2.0%	4.5%
Money rates					
3 month	%	0.8%	1.5%	2.5%	4.8%
1 year	%	1.4%	2.3%	3.3%	5.3%
PWLB (borrowing) rates					
5 year	%	3.2%	4.0%	4.3%	5.3%
20 year	%	4.4%	5.0%	5.3%	5.5%
50 year	%	4.6%	5.2%	5.3%	5.3%
Source: Butlers [January 2010]					
Effect of 1% increase in interest rates					
Interest on borrowing	£000		1,499		
Interest on investments	£000		(943)		
Interest attributed to reserves & balances	£000		1,917		
Interest attributed to other bodies	£000		122		
Net total	£000		2,595		
Note This shows the effect of a 1% deviation from the rates assumed in the Revenue Budget. The Revenue Budget has been compiled taking account of the interest rate forecasts referred to above.					
Borrowing requirement	£m	100	167	121	124
Interest rate exposures					
Upper limits for exposure to fixed rates					
Net exposure	%	100%	100%	100%	100%
Debt	%	100%	100%	100%	100%
Investments	%	100%	100%	100%	100%
Upper limits for exposure to variance rates					
Net exposure	%	70%	70%	70%	70%
Debt	%	30%	30%	30%	30%
Investments	%	100%	100%	100%	100%
Maturity structure of borrowing (upper limit)					
Under 12 months	%	20%	20%	20%	20%
12 months and within 24 months	%	40%	40%	40%	40%
24 months and within 5 years	%	60%	60%	60%	60%
5 years and within 10 years	%	80%	80%	80%	80%
10 years and within 25 years	%	100%	100%	100%	100%
25 years and within 40 years	%	100%	100%	100%	100%
40 years and within 50 years	%	100%	100%	100%	100%
50 years and above	%	40%	40%	40%	40%
Maturity structure of borrowing (lower limit)					
All maturity periods	%	0%	0%	0%	0%
Total sums invested for more than 364 days					
Upper limit for sums invested for more than 364 days	£m	60	50	50	50
Actual sums invested for more than 364 days (maximum)	£m	60	N/A	N/A	N/A

Counterparty Criteria for Investments

Lending List

The Council will only invest its funds with UK banks and building societies, and non UK banks domiciled in a country with a minimum sovereign long term rating of **AA**, that have credit ratings equivalent to or better than the following:

Rating category	Credit rating agencies		
	Fitch	Standard and Poor	Moody's
Short term rating	F1	A-1	P-1
Long term rating	A	A	A2
Individual / financial strength rating	B	-	C
Support rating	3	-	-

The Council may also use eligible institutions for the HM Treasury Credit Guarantee Scheme initially announced on 13 October 2008, that satisfy the minimum short and long term ratings set out above.

In addition, the Council may invest its funds with:

- The UK Government.
- Other local authorities.
- Pooled investment vehicles (i.e. Money Market Funds) that have been awarded an **AAA** credit rating.
- Financial institutions nationalised by the UK Government whose credit ratings do not meet the above criteria.
- Bank subsidiaries and treasury operations where their parent bank has the necessary ratings outlined above. In addition, the subsidiary must itself have a short and long term rating meeting the above criteria or be guaranteed by the parent bank.

Finally, the Council may use banks and building societies whose ratings fall below the criteria specified above if all of the following conditions are satisfied:

- Wholesale deposits in the bank are covered by a government guarantee;
- The government providing the guarantee is rated **AAA** by Fitch, Standard and Poor and Moody's.
- The Council's investments with the bank are limited to amounts and maturities within the terms of the stipulated guarantee.

Notes:

- The criteria outlined above will ensure that the Council's funds are only invested with high quality counterparties.
- Not all ratings categories are assessed by each of the ratings agencies.

- Counterparties will only be considered for inclusion on the Council's lending list if they have all of the following credit ratings:
 - Short term rating.
 - Long term rating.
 - Individual / financial strength rating.
 - Support rating.
- Where a counterparty is rated by more than one credit rating agency, the lowest ratings will be used to determine whether or not it is included on the counterparty list.
- Credit ratings are continually monitored, and counterparties will be removed from the Council's lending list in the event that they receive a downgrading to their credit rating status below the minimum criteria outlined above. Counterparties will also be suspended from the lending list in the event that they are placed on 'negative ratings watch'.
- Money Market Funds (MMFs) are short term investment instruments; they are pooled investments that are placed, by a manager, in a wide range of money market instruments. The size of the investment pool of a MMF enables the manager to not only offer the flexibility of overnight and call money, but also the stability and returns of longer dated deposits. Strict rules and criteria are set down by the official rating agencies, covering the types of investment counterparties used, the maturity distribution of the funds and investment concentrations. The MMFs that the Council would use will all be denominated in sterling and be regulated within the EU.
- In the event that the Council's own banker falls below the minimum credit rating criteria outlined above, the bank will be used for transactional purposes only, and not as an active outlet for investments.
- Organisations that are Eligible Institutions for the HM Treasury Credit Guarantee Scheme are authorised UK deposit-takers which have a substantial business in the UK or are UK building societies. The Government considers the role of institutions in the UK banking system, and to the overall economy, when considering applications to the Credit Guarantee Scheme. The Credit Guarantee Scheme provides Eligible Institutions with access to government help in raising capital and with the ability to issue securities with a government guarantee, thus enabling the organisations in question to meet their funding needs.

Lending Limits

For banks and building societies satisfying the ‘lending list’ criteria, lending limits will be determined with reference to the counterparties’ short and long term credit ratings, as follows:

- Investment limit of **£60m** for investments of up to **5** years:

Rating category	Credit rating agencies		
	Fitch	Standard and Poor	Moody's
Short term rating	F1+	A-1+	P-1
Long term rating	AA	AA	Aa2

- Investment limit of **£50m** for investments of up to **4** years:

Rating category	Credit rating agencies		
	Fitch	Standard and Poor	Moody's
Short term rating	F1+	A-1	P-1
Long term rating	AA-	AA-	Aa3

- Investment limit of **£35m** for investments of up to **1** year:

Rating category	Credit rating agencies		
	Fitch	Standard and Poor	Moody's
Short term rating	F1	A-1	P-1
Long term rating	A	A	A2

The lending limits for organisations that are Eligible Institutions for the HM Treasury Credit Guarantee Scheme will also be determined with reference to the counterparties’ short and long term credit ratings, as outlined above. However, investments with these counterparties will be restricted to periods of up to 1 year.

Lending limits for other counterparties will be as follows:

- No restrictions will be placed on the amounts that can be invested with the UK Government (i.e. Debt Management Office).
- An investment limit of **£50m** will be applied for investments of up to **one** year with individual Money Market Funds.
- An investment limit of **£25m** will be applied for investments of up to **one** year with individual top tier local authorities.
- An investment limit of **£15m** will be applied for investments of up to **one** year with individual lower tier local authorities.
- In addition to the limits outlined above, a further restriction will be applied in respect of investments with non UK financial institutions; that is, a country limit of **£35m** will be applied and investments outside of the UK will only be made for periods of up to one year. Thus, the individual limits for non UK financial institutions will be the lower of the country limit or the limit that results from applying the credit rating criteria outlined above. In addition, the country limit will restrict the total amount that can be invested within any one country outside of the UK at any one time.

Notes:

- The above lending limits represent the maximum amounts that can be placed with counterparties; the Chief Financial Officer may apply lower limits for management purposes, to ensure that funds are managed prudently according to prevailing circumstances.
- The short, long term, individual and support ratings will be used to determine the pool of counterparties with whom the Council can transact. The short and long term ratings will then be used further, to determine the maximum amount that can be invested with each of these counterparties, and for what period.
- Top tier local authorities will include county councils, unitary and metropolitan authorities and London boroughs.
- Lower tier local authorities will include district / borough councils, police and fire authorities, and passenger transport authorities

Credit Ratings

Credit Ratings

There are three main agencies assigning credit ratings to financial institutions, namely Fitch, Standard and Poor and Moody's. When these agencies assign ratings, they take account of any country specific circumstances. Ratings are therefore applicable worldwide; hence the risk of investing with two different counterparties that have similar ratings is the same, irrespective of their country of origin.

Fitch Credit Ratings

Description	Rating	Definition
Short term rating	F1	Indicates the strongest capacity for timely repayment of financial commitments. The addition of + denotes any exceptionally strong credit feature.
Long term ratings	AAA	Indicates lowest expectation of credit risk. This rating is assigned only in the case of exceptionally strong capacity for timely repayment of financial commitments. This capacity is highly unlikely to be adversely affected by foreseeable events.
	AA	Indicates a very low expectation of credit risk, with a very strong capacity for timely repayment of financial commitments. This capacity is not significantly vulnerable to foreseeable events. The addition of + or - indicate the bank's position within the category. i.e. the order of ranking is AA +, AA, AA -.
	A	Indicates a low expectation of credit risk, with a strong capacity for timely repayment of financial commitments. This capacity may be more vulnerable to changes in circumstances or in economic conditions than is the case for higher ratings. The addition of + or - indicate the bank's position within the category.
Individual ratings	A	A very strong bank. Characteristics may include outstanding profitability and balance sheet integrity, franchise management, operating environment or prospects.
	B	A strong bank. There are no major concerns regarding the bank. Characteristics may include strong profitability and balance sheet integrity, franchise management, operating environment or prospects.

Description	Rating	Definition
Support ratings	1	Denotes a bank for which there is extremely high probability of external support. The potential provider of support is very highly rated in its own right and has a very high propensity to support the bank in question.
	2	Denotes a bank for which there is a high probability of external support. The potential provider of support is highly rated in its own right and has a high propensity to support the bank in question.
	3	Denotes a bank for which there is a moderate probability of external support because of uncertainties about the ability or propensity of the potential provider of support to do so.
Money Market Funds rating	AAA	Indicates lowest expectation of credit risk. This rating is assigned only in the case of exceptionally strong capacity for timely repayment of financial commitments. This capacity is highly unlikely to be adversely affected by foreseeable events.

Standard and Poor's

Description	Rating	Definition
Short term rating	A-1	Indicates a strong capacity to meet its financial commitments. It is rated in the highest category by Standard and Poor's. The addition of + denotes an extremely strong capacity to meet its financial commitments.
Long term ratings	AAA	Indicates an extremely strong capacity to meet its financial commitments.
	AA	Indicates a very strong capacity to meet its financial commitments. The addition of + or - indicate the bank's position within the category. i.e. the order of ranking is AA+, AA, AA-.
	A	Indicates a strong capacity to meet its financial commitments, but is susceptible to the adverse effects of changes in circumstances and economic conditions. The addition of + or - indicates the bank's position within the category.
Money Market Funds rating	AAA	The fund's portfolio holdings provide extremely strong protection against losses from credit defaults.

Moody's

Description	Rating	Definition
Short term rating	P-1	Banks rated P-1 for deposits offer superior credit quality and a very strong capacity for timely payment of short term deposits.
Long term ratings	Aaa	Indicates exceptional credit quality and have the smallest degree of risk. Whilst credit qualities may change, such changes as can be visualised are most unlikely to materially impair the bank's strong position.
	Aa	Indicates excellent credit quality, but a greater susceptibility to long term risks than those banks rated Aaa. The addition of numerical modifiers 1, 2 or 3 indicates the bank's position within the category. (i.e.. the addition of 1 indicates the bank is in the highest end of its letter rating category, 2 indicates a mid range ranking and 3 indicates the bank is in the lower end of the ranking).
	A	Indicates good credit quality. However elements may be present that suggest a susceptibility to impairment over the long term. The addition of numerical modifiers 1, 2 or 3 indicates the bank's position within the category.
Financial strength ratings	A	Possesses superior intrinsic financial strength. Typically, they will be institutions with highly valuable and defensible business franchises, strong financial fundamentals and a very predictable and stable operating environment.
	B	Possesses strong intrinsic financial strength. Typically, they will be institutions with valuable and defensible business franchises, good financial fundamentals and a predictable and stable operating environment.
	C	Possesses adequate intrinsic financial strength. Typically, they will be institutions with more limited but still valuable business franchises. These banks will display either acceptable financial fundamentals within a predictable and stable operating environment or good financial fundamentals within a less predictable and stable operating environment.
Money Market Funds rating	Aaa	Money Market Funds and Bond Funds rated Aaa are judged to be of an investment quality similar to Aaa-rated fixed income obligations – that is, they are judged to be of the best quality.

Treasury Management Policy Statement

1. Purpose

The purpose of the Treasury Management Policy Statement is to define the policies and objectives of the Council's treasury management activities.

2. Definition of treasury management activities

Treasury management activities are defined as the:

- Management of the Council's investments and cash flows, its banking, money market and capital market transactions;
- Effective control of the risks associated with those activities; and
- Pursuit of optimum performance consistent with those risks.

3. Policies and objectives

The Council regards the successful identification, monitoring and control of risks to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the Council.

The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management and to employing suitable comprehensive performance management techniques, within the context of effective risk management.

Treasury Management Practices (TMPs)

Policy	Details
TMP 1	Risk management
	Arrangements are in place for the identification, management and control of treasury management risk. Specifically:
	<p>1. Credit and counter party risk management</p> <p>The risk of failure by a counterparty to meet its contractual obligations to the Council under an investment, borrowing or other financing arrangement will be managed by:</p> <ul style="list-style-type: none"> - Giving priority to the security of sums invested. - Determining counterparty lists and limits that reflect a prudent attitude towards organisations with whom funds may be deposited. - Limiting investment activities to the instruments, methods and techniques referred to in TMP 4: Approved instruments, methods and techniques. - Maintaining a formal counterparty policy in respect of those organisations from which funds may be borrowed, or with whom other financing arrangements may be obtained.
	<p>2. Liquidity risk management</p> <p>The risk that cash will not be available when it is needed, or that ineffective management of liquidity creates additional costs, will be mitigated by ensuring that:</p> <ul style="list-style-type: none"> - Adequate, though not excessive cash resources, borrowing arrangements, overdraft or standby facilities are maintained to ensure sufficient funds are available for the achievement of the Council's objectives. - Borrowing will only be undertaken in advance of need where there is a clear business case for doing so, and only for the current capital programme or to finance future debt maturities.
	<p>3. Interest rate risk management</p> <p>The risk that fluctuations in the levels of interest rates creates an unexpected or unbudgeted burden for the Council will be minimised by:</p> <ul style="list-style-type: none"> - Ensuring that exposure to interest rate movements is managed, as far as it is possible to do so, in accordance with the Revenue Budget and TMP 6: Reporting requirements and management information arrangements. - The prudent use of approved financing and investment instruments, methods and techniques, primarily to create stability and certainty of costs and revenues, whilst maintaining sufficient flexibility to take advantage of changes in interest rates.

Policy	Details
TMP 1	Risk management (continued)
	<p>4. Exchange rate risk management</p> <p>Exposure to fluctuations in exchange rates will be minimised, to avoid any detrimental impact upon budgeted income/expenditure.</p>
	<p>5. Refinancing risk management</p> <p>The risk that maturing borrowing, and other financing arrangements, cannot be refinanced on terms consistent with provisions made for those re-financings will be alleviated by ensuring that:</p> <ul style="list-style-type: none"> - Borrowing, private financing and partnership arrangements are secured at as competitive and favourable terms as can reasonably be achieved in the light of market conditions prevailing at the time. - Over reliance is not placed upon any one source of funding if this would jeopardise the achievement of competitive and favourable terms.
	<p>6. Legal and regulatory risk management</p> <p>Treasury management activities will be undertaken in compliance with statutory powers and regulatory requirements to mitigate the likelihood of losses.</p>
	<p>7. Fraud, error and corruption, and contingency management</p> <p>Exposure to the risk of losses as a result of fraud, error, corruption or other eventualities in the Council's treasury management dealings, will be alleviated by:</p> <ul style="list-style-type: none"> - Keeping under review the circumstances which may expose the Council to such losses; and - Having suitable systems, procedures and contingency arrangements in place to mitigate these risks.
	<p>8. Market risk management</p> <p>Treasury management policies and objectives are compiled to mitigate the risk of loss as a consequence of adverse market fluctuations in the value of principal sums invested.</p>
TMP 2	Performance measurement
	<ul style="list-style-type: none"> ▪ The Council is committed to the pursuit of value for money in its treasury management activities and to the use of performance methodology in support of that aim within the framework set out within the Treasury Management Policy Statement. ▪ The performance of the treasury management function will be measured in accordance with the benchmarks set within the annual Treasury Management Strategy.

Policy	Details
TMP 3	Decision making and analysis
	<ul style="list-style-type: none"> Records will be maintained of all treasury management decisions, and of the processes and practices applied in reaching those decisions, in order to demonstrate that reasonable steps were taken to consider all relevant issues.
TMP 4	Approved instruments, methods and techniques
	<ul style="list-style-type: none"> Treasury management activities will be undertaken by employing only those instruments, methods and techniques detailed in the annual Treasury Management Strategy.
TMP 5	Organisation, clarity and segregation of responsibilities, and dealing arrangements
	<ul style="list-style-type: none"> Treasury management activities will be structured and managed in a fully integrated manner, and in a way that ensures there is, at all times, clarity regarding treasury management responsibilities. A clear distinction will be made between those setting treasury management policies and those implementing and controlling these policies, particularly with regard to the execution and transmission of funds, the recording and administering of treasury management decisions, and the audit and review of the treasury management function. Delegations in respect of treasury management are set out within the Council's Financial Regulations and Scheme of Delegation for Financial Management. In accordance with these delegations, the Chief Financial Officer will ensure that: <ul style="list-style-type: none"> Clear written statements of the responsibilities of each post engaged in treasury management are in place; Arrangements are in place for absence cover; Those engaged in treasury management follow agreed policies and procedures; Proper documentation is available for recording all deals and transactions; Procedures exist for the effective transmission of funds. The Chief Financial Officer will fulfil all such responsibilities in accordance with the Treasury Management Policy Statement, these TMP's and CIPFA's Standard of Professional Practice on Treasury Management.

Policy	Details
TMP 6	Reporting requirements and management information arrangements
	<ul style="list-style-type: none"> ▪ Regular reports will be made on: <ul style="list-style-type: none"> - Implementation of the Council’s treasury management policies; - Effects of decisions taken and transactions executed in pursuit of these policies; - Implications of changes, particularly budgetary, resulting from regulatory, economic, market or other factors affecting treasury management activities; and - Performance of the treasury management function. ▪ These reporting requirements will be addressed by the provision of: <ul style="list-style-type: none"> - An annual report to full Council on the strategy and plan to be pursued in the coming year. - Quarterly financial overview reports, including an outturn report, to Cabinet, which will include performance of the treasury management function, the effects of the decisions taken and the transactions executed, and on any circumstances of non-compliance with the Council’s treasury management policy statement, TMPs and Annual Treasury Management Strategy. ▪ The Executive Scrutiny Committee will have responsibility for the scrutiny of treasury management policies and practices.
TMP 7	Budgeting, accounting and audit arrangements
	<ul style="list-style-type: none"> ▪ The annual revenue budget will include provision for: <ul style="list-style-type: none"> - Running of the treasury management function (to be included as part of the cost of the Finance Recharged Strategic Support Service); and - Interest payable on borrowing, investments income and interest attributed to reserves and balances (to be included as part of the ‘Operating Costs’ budget). ▪ The Chief Financial Officer will ensure that effective controls are in place to monitor these budgets, and will report upon any changes required in accordance with TMP 6: Reporting requirements and management information arrangements. ▪ Treasury management activities will be accounted for in accordance with appropriate accounting practices and standards, and with statutory and regulatory requirements.

Policy	Details
TMP 8	Cash and cash flow management
	<ul style="list-style-type: none"> ▪ Unless statutory or regulatory requirements demand otherwise, all monies in the hands of the Council will be under the control of the Chief Financial Officer, and will be aggregated for cash flow and investment management purposes. ▪ Cash flow projections will be prepared and updated on a regular and timely basis to ensure compliance with TMP 1.2 Liquidity risk management.
TMP 9	Money laundering
	<ul style="list-style-type: none"> ▪ Procedures are in place for verifying and recording the identity of counterparties. ▪ In accordance with the Council's Anti-money laundering policy, any suspected attempts to use the Council to launder money will be reported to the Council's Money Laundering Responsible Officer.
TMP 10	Training and qualifications
	<ul style="list-style-type: none"> ▪ All staff involved in the treasury management function are equipped to undertake the duties that are allocated to them. They receive regular training to ensure they maintain an appropriate level of expertise, knowledge and skills. ▪ The Chief Financial Officer will ensure that those Members with treasury management responsibilities, including those responsible for scrutiny, have access to training relevant to their needs and those responsibilities. ▪ Those charged with governance recognise their individual responsibilities to ensure they have the necessary skills to complete their role effectively.
TMP 11	Use of external service providers
	<ul style="list-style-type: none"> ▪ The responsibility for treasury management decisions remains with the Council at all times. ▪ The potential value of employing external providers of treasury management services, in order to acquire access to specialist skills and resources, is recognised. ▪ When such service providers are employed, the terms of their appointment are properly agreed and documented, and are subject to regular review by the Chief Financial Officer. ▪ Where feasible, and if appropriate, a spread of service providers will be used, to avoid over reliance on one or a small number of companies.

Policy	Details
TMP 12	Corporate Governance
	<ul style="list-style-type: none">▪ The treasury management function will be undertaken with openness and transparency, honesty, integrity and accountability.▪ The key principles of the CIPFA Treasury Management in the Public Services: Code of Practice and Cross-sectoral Guidance Notes have been adopted and implemented. This adoption is considered vital to the achievement of proper corporate governance in treasury management.▪ The Chief Financial Officer will monitor, and where necessary, report upon the effectiveness of these arrangements

Resourcing Essex *Works*

Budget & Corporate Plan 2010-11

Delivering the best quality of life in Britain

Part 4:

Section 151 Officer's Report:

Review of the Budget and the

Adequacy of Reserves



Review of the Budget and the Adequacy of Reserves

Introduction

The Council is statutorily required, in accordance with Section 25 of the Local Government Act 2003 to, when deciding the budget and council tax precept, receive and have regard to a report from its Section 151 Officer on the robustness of the estimates made in the budget setting and the adequacy of the Council's reserves.

The items set out below represent my assessment of these matters based on:

- information from services about financial risks; and
- the knowledge and experience of myself and the finance department.

Summary and Recommendation

Summary view of the Chief Financial Officer: In the light of the information made available during the budget process, and taking account of the considerations set out in this report, **it is my view that there is sufficient robustness within the Council's estimates and that the level of reserves are adequate.** However, in light of the challenging financial position experienced in 2009-10, the significant level of change the authority is embarking on and the level of risk incorporated in the budget it is imperative that robust financial management is demonstrated by all staff in the authority during 2010-11 and projects and programmes of change are monitored closely to ensure expected benefits are delivered.

It is recommended that the Council have regard to this report in considering the budget.

Background to the Budget

In arriving at the budget for 2010-11 (both revenue and capital), account has been taken of the following factors:

- Policy and service priorities.
- Increases in demand for services and other growth pressures.
- The impact of current and the proposed capital programme on the revenue financing budgets.
- Impact of expected pay and price increases.
- Transformation and efficiency programmes underway.
- Adjustments to reflect changing responsibilities, funding transfers and other technical adjustments.
- Any potential impacts of the current economic climate.
- Emerging issues from the projected 2009-10 outturn as reported in the Third Quarter Financial Review to Cabinet on 26 January 2010.

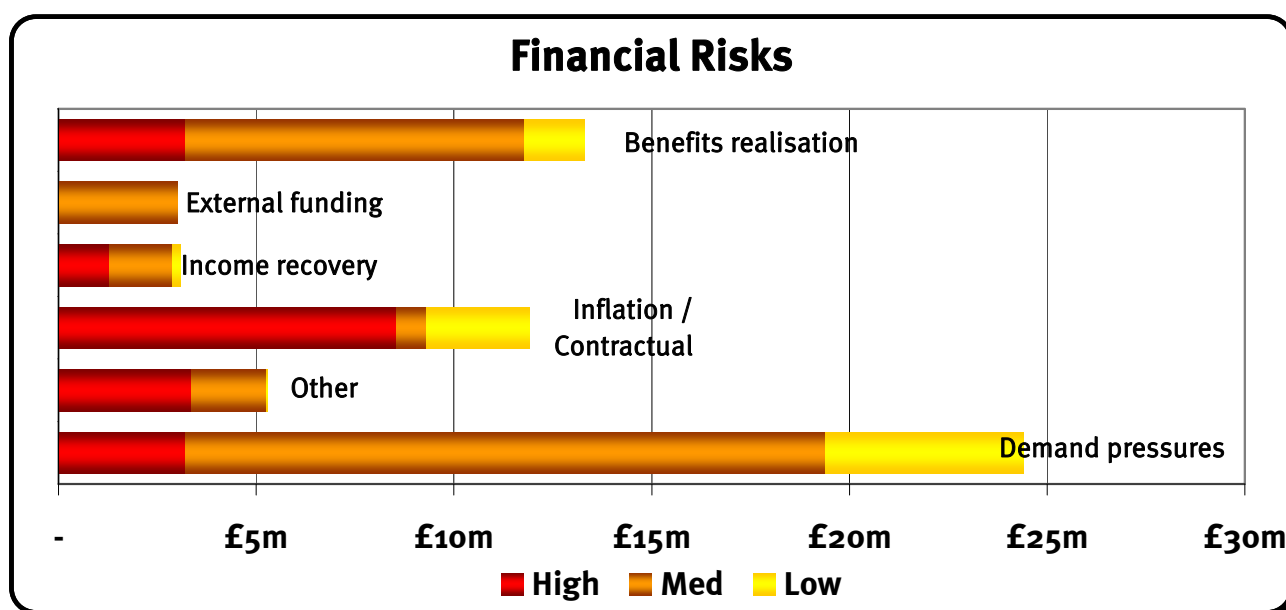
In keeping with the developing risk management agenda within the Council, all services were asked to complete specific risks assessments in their service plans, and this work, along with the service and corporate risk registers has been taken into account when compiling this report.

Assessment of Risks

Although best estimates have been taken into account when compiling the budget, the nature of the services provided by the Council means that there will always be a level of financial risk which needs to be monitored and managed.

In 2010-11, these risks have been assessed as having a value of £61 million (7% of the net revenue budget). Of these:

- £20 million have been assessed as having a high probability of materialising;
- £32 million as having a medium probability; and
- £9 million as having a low probability.



Demand Pressures

£25 million (41%) relates to the risk of demand pressures from service users resulting in costs exceeding budget provision (particularly relating to adult social care, support for vulnerable young people and waste disposal).

The Council is responsible for the care of some 24,000 adult service users, including some whose needs are severe and complex. Pressures can arise both from increases in the numbers of service users beyond expectations and changes in the average cost of packages of care due to changes in the mix of severity of cases and of care solutions. The average cost of an older person receiving home care is £6,000 per year, a residential care package could cost up to £23,000 per year, and someone with complex learning disabilities could require care costing on average £67,000 per year (although more complex cases can cost more than double this amount).

The numbers and type of care package for 'looked after children' significantly impact on the total costs of providing Children's Services. The cost of a residential care package can be around £180,000 per year whilst the average cost of supporting a child or young person in a fostering placement is £26,000 per year.

Waste costs will vary according to the level of waste which needs to be disposed. A 1% increase in waste volume could cost an additional £200,000 to £250,000.

Benefits Realisation

£13 million (21%) of the risk profile relates to the delivery of savings and efficiency programmes.

The Council is delivering an ambitious transformation programme to ensure we deliver the best quality of life to our residents in addition to delivering savings and efficiencies programmes totalling £88 million in 2010-11.

Strong project management, benefits tracking and robust financial management will be key to ensuring these risks do not materialise, combined with appropriate governance structures which support decision making.

Inflation and Contract Prices

£12 million (20%) relates to the risk of inflation or other negotiated contract prices exceeding budgeted levels.

Having regard to the current economic conditions, our estimates of the impact of inflation over the coming year, and the expectation that we will work with our supply chain to minimise contract price increases, we have budgeted for an inflationary pay increase of 0.2% and for general inflationary increases of 0.3%. There are specific areas where costs will increase by more than these figures as a result of increases in taxation or where specific contractual indexation terms apply, and these have been taken into account in the compilation of the budget.

The Council has experienced significant financial pressures in 2009-10 relating to the Schools, Children and Families service, and these have been reported regularly to Cabinet throughout the year. Additional resources have been built into the 2010-11 budget to reflect this situation, and a further £4.4 million is held in the Children's Reserve to further support the improvement plan should this be necessary.

Other Quantified Risks

The following risks have also been quantified:

- £3 million (5%) relates to the risk of anticipated funding from external bodies not materialising.
- £3 million (5%) relates to a failure to recover income.
- £5 million (8%) relates to other risks.

Unquantified Risks

The following risks have not been explicitly quantified in the analysis above but should they materialise could have a significant impact on the Council's finances:

- The Council manages the financial aspect of insurance claims through a combination of bought-in insurance cover and self insurance. The level of the insurance provision and reserve is reviewed on a regular basis to ensure appropriate levels are held. The largest single outstanding claim has been valued at just under £1 million, and the current estimated value of all paid and outstanding claims the last financial year amounts to just under £8 million.
- An unexpected significant business continuity event such as the impact of flu pandemic: the impact of such an event could be severe and require additional financial expense to ensure services are delivered at a particularly critical time.
- A systems connectivity failure which has an impact on multiple services: the cost of such an event would depend on the extent to which services were affected (particularly statutory services).
- Procurement activity relating to some of our major services, in particular, Building Schools for the Future, and the Waste Strategy.
- Interest rate fluctuations: The Treasury Management Strategy, included in Part3 of this report, outlines the risk relating to interest rate fluctuations and this is quantified in the Treasury Management Summary on page 138.

Steps to Minimise and Manage Risk

In building the budget, the authority has considered the risks inherent within it and has mitigated these as follows:

- The consideration of specific service contractual obligations which may not conform to general inflation levels.
- The on-going impact of the Schools, Children and Families improvement programme, and the additional impact of the 'Baby P' case.
- The reflection of lower interest rates on the investment returns budgets.
- The absence of the use of capital receipts to finance the capital programme to reflect the fall of activity in this area.
- The Council's insurance arrangements – the overall budget and insurance provision allow for estimated excesses on claims and costs that fall to the council.
- The level of the Council's emergency contingency, which is set at £8 million.

In addition, the authority has a number of processes embedded within its day to day working to minimise, and manage its risks, including:

- Promoting a robust approach to financial planning with services, looking at both the near and longer term.
- Use of performance reporting and balanced scorecards to act as an early warning system.
- Regular reporting to Members of the projected outturn, including outlining remedial action where appropriate – the quarterly reports to Cabinet are also considered by the Executive Scrutiny Committee.
- An established system of financial management, culminating in the presentation of monthly reports to the Corporate Leadership Team.
- The operation of a risk management approach as set out in our Risk Management Policy and Strategy: *Prudence, Strength and Performance*.
- The presence of the Council's internal control framework, including the Financial Regulations and Schemes of Delegation for Financial Management which provides the framework for delegated budget management.
- The operation of the internal audit function and its role in assessing controls and processes to highlight critical or major weaknesses and also advise on best practice.
- An annual review of the status of the control environment leading to the published Annual Governance Statement within the Statement of Accounts.
- The operation of the Outcomes and Delivery Boards to provide a challenge and quality assurance process to business developments to ensure they are soundly based.

However, it has to be recognised that these steps will not serve to eliminate risk entirely, especially for those that come from external sources, such as the demand pressure for social care support, and price fluctuations beyond those already included in the budget. There are further measures that can be taken to diminish the overall financial effect of these risks:

- Slowing down or stopping spending or increasing income elsewhere in the organisation. The greater the extent that this is possible, the lower the overall impact of risks.
- The extent to which it is possible to move funds around the organisation, and so utilise savings in one area against pressure in another.

The authority has demonstrated its ability and willingness to take the above steps in the past when it has been necessary.

A further source of funding is, of course, the Council's reserves and balances.

The Adequacy of Reserves and Balances

Projected Level of Reserves and Balances

Annex 1.4 of the Part 1 of the Budget and Corporate Plan sets out the projected level of reserves and balances.

Reserves and balances are of the following types:

- The General Balance, which is forecast to be £33.025 million at 1 April 2010.
- Reserves for future capital financing.
- Equalisation reserves, set aside for a specific purpose to mitigate the impact of fluctuations in revenue costs of PFI schemes and rising costs of waste disposal.
- Other earmarked reserves set aside for specific purposes.

In addition, Schools have their own reserves, which in an emergency, may be ‘borrowed’ by the Council, although this must be repaid with interest.

With the exception of the General Balance, reserves are set up and maintained for specific purposes. If they are used to meet unexpected pressures of the nature outlined above, due consideration should be given on the impact of their usage in this alternative way, rather than the original purpose.

Repayment of Reserves

During 2009-10 the Council withdrew funds from the Waste Reserve to finance some early transformation work, on the understanding that this would be replenished from future savings.

The Council will withdraw further funds from reserves in the course of setting the budget for 2010-11 and may make further withdrawals to pump-prime saving and efficiencies to be delivered by transformation projects. It is important that any additional financial savings delivered by transformation projects completed during the financial year and utilised in the following order:

1. To replenish any balances ‘borrowed’ from equalisation or other earmarked reserves.
2. To ensure the General Balance is maintained at a prudent level.
3. For any other purpose, including pump-priming further transformation projects or service improvements.

Rules of Engagement

To support our drive to reduce costs across the organisation we have put together some ‘Rules of Engagement’ to provide clear guidelines on financial management at the Council.

Directorate leadership teams have been asked to cascade the rules across their services and put them into action immediately. The ‘Rules of Engagement’ will be communicated to employees.

Budget Holder Accountability is Enhanced

If expenditure is required, and there is insufficient budget, the budget holder must escalate prior to any ordering, and appropriate budget vired to support the expenditure. Any budget holder being found to commit expenditure without available budget provision will be subject to disciplinary procedures (as per Financial Regulations).

Budget Recovery Plans

Should any budget holder find that they have an uncontrollable budget overspend (e.g. due to exceptional demand), they will produce, within 10 working days, a budget recovery plan in conjunction with their Head of Finance and signed off by their Directorate Leadership Team lead and Executive Director. The budget recovery plan must set out all options for containment of the budget within cash limit, moving through the hierarchy of the portfolio.

New and Additional Investment

No plans, new ideas or policies requiring new or additional investment can be put before Members without:

- specific comment on funding source and impact in the current and future years; and
- being signed off by the Corporate Leadership Team (CLT) lead, who has either found the required funding from own budgets, or gained Section 151 comment.

Please note that no service should be seeking approval to a policy without awareness of its financial impact.

Appointment of Staff (Including Agency and Interim Appointments)

Establishment Control processes are being introduced across the authority. CLT must approve all non-essential appointments (it will be up to each CLT member to determine what constitutes essential / non-essential for their area).

Costing of Projects / Initiatives

All projects are to be costed on a total cost basis, incorporating appropriate overheads, the costs of borrowing etc. Where these projects are funded from grants, these indirect costs should be allocated to these funding streams.

Booking venues for events

No external facilities can be booked for meetings/workshops etc – the use of Essex County Council premises must be maximised to reduce cash outflows. Any exceptions to this can only be approved by CLT members, and it is expected that this will only be given where suitable internal Essex County Council facilities are not available.

Attendance at External Conferences

There must be greater co-ordination of attendance at external Conferences to minimise cost to the council. It is expected that attendance at any one conference will be limited to a maximum of two Essex County Council officers. Messages/learning gained through conference attendance should be shared wider to maximise benefit.

Legal Support

All legal support must be commissioned through Legal Services – no other services can approach external lawyers or Counsel. Legal Services will source the required provision appropriately, agree charges with services and recharge them for the cost.

Finance Support

All finance support must be commissioned through Finance (via Head of Finance or the Chief Financial Officer) – no other services can approach external consultancy or advice directly. The Head of Finance will work with the service manager to support the acquisition of the required provision appropriately.

Corporate Contracts

There must be compliance to corporate contracts – any breach of this will result in disciplinary action (per Financial Regulations)

Car Sharing and Conference Calls

Use of car sharing / conference calls must be maximised to reduce costs.

Training Courses

All services are required to review of how training courses are procured and compare packages to ensure best value.

Fees and Charges

All Directorates to participate in a review of all fees and charges with a Cabinet fees and charges policy report to be delivered in the first quarter of 2010, for implementation in 2010-11.

Conclusion

The Council has set out an ambitious vision within its budget report to deliver public services to the people of Essex against a backdrop of an increasing demand, rising public expectation and economic recession.

The delivery of this programme is not without financial risks, some of which have been specifically mentioned in this report.

The analysis set out in earlier paragraphs assumes that the following actions to manage financial risk, amongst others, continue:

- Continued regular reporting of budgets to managers, Corporate Leadership Team and Portfolio Holders each month.
- Quarterly reports to Cabinet and the Executive Scrutiny Committee.
- Clear monitoring of delivery of savings within service figures.
- Sign off and review of key projects through the Outcomes and Delivery Boards.
- Action plans for portfolios to deal with any projected overspends.
- The 'Rules of Engagement' are communicated to and owned by all budget holders.

The resources available to meet the financial risks facing the Council should they materialise are:

- the Emergency Contingency;
- the Earmarked Reserves; and
- the General Balance.

In the light of this, and the information made available during the budget process, and taking account of the considerations set out in this report, **it is my view that there is sufficient robustness within the Council's estimates and that the level of reserves are adequate. However, in light of the challenging financial position experienced in 2009-10, the significant level of change the authority is embarking on and the level of risk incorporated in the budget it is imperative that robust financial management is demonstrated by all staff in the authority during 2010-11.**

Chief Financial Officer
9 February 2010

Resourcing EssexWorks

Budget & Corporate Plan 2010-11

Delivering the best quality of life in Britain

Part 5: Feedback Form



Feedback Form

We would appreciate it if you could take the time to complete this questionnaire.



Please return it us at Essex County Council, Corporate Finance, PO Box 11, County Hall, Chelmsford, Essex CM1 1LX



If you would rather complete this form online, you can access a copy at:

www.essex.gov.uk/financefeedback

1. Is the information provided useful? Yes/No *
2. Is the document easy to read? Yes/No *
3. Is the information provided easy to understand? Yes/No *

If no, what would aid your understanding?

e.g. increased use of charts/graphs, written explanations, more non financial information

4. Is there any additional information that you would like to see in the document?

5. Are there any other ways we could improve the document?

6. Are you responding as an Essex resident / an Essex business / other stakeholder? *

* Please delete as applicable.

Thank you for taking the time to complete this questionnaire

This book is issued by

Essex County Council's Corporate Finance; Performance, Planning & Improvement;
and Policy Teams

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