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# **Place Scrutiny Committee**

Date: Monday, 1st February, 2021 Time: 6.30 pm Place: Virtual Meeting via MS Teams

#### Contact: Tim Row - Principal Democratic Services Officer Email: committeesection@southend.gov.uk

# AGENDA

- 1 Apologies for Absence
- 2 Declarations of Interest
- 3 Questions from Members of the Public
- 4 Minutes of the Meeting held on Monday, 23rd November, 2020
- 5 Minutes of the Special Meeting held on Tuesday, 8th December, 2020

#### \*\*\*\* ITEMS CALLED-IN/REFERRED DIRECT FROM CABINET - THURSDAY, 14TH JANUARY 2021

- 6 Draft Prioritising Resources to Deliver Better Outcomes 2021/22 to 2025/26 (Pages 9 182)
   Minute 730 (Cabinet Agenda Item No. 9 refers)
   Referred direct by Cabinet to all three Scrutiny Committees
- Controlled Parking Zones Policy (Pages 183 200)
   Minute 735 (Cabinet Agenda Item No. 14 refers)
   Called-in by Councillors Cox and Davidson
- 8 Domestic Vehicle Crossing Policy (Pages 201 214) Minute 736 (Cabinet Agenda Item No. 15 refers) Called-in by Councillors Cox and Davidson
- Southend-on-Sea Borough Council Tree Policy (Pages 215 300)
   Minute 739 (Cabinet Agenda Item No. 18 refers)
   Called-in by Councillors Cox and Davidson
- 10 Enforcement Review Update & SBC Environment & Regulatory Enforcement Policy (Pages 301 - 320) Minute 740 (Cabinet Agenda Item No. 19 refers) Called in by Councillors Cox and Davidson

#### \*\*\*\* ITEMS CALLED-IN/REFERRED DIRECT FROM CABINET COMMITTEE -TUESDAY, 5TH JANUARY 2021

None

#### \*\*\*\* ITEMS CALLED-IN FROM THE FORWARD PLAN

None

\*\*\*\* ITEMS FOR PRE-CABINET SCRUTINY

None

#### \*\*\*\* OTHER SCRUTINY MATTERS

None

## **TO:** The Chair & Members of Place Scrutiny Committee:

Councillor A Moring (Chair),

Councillors K Buck (Vice-Chair), B Ayling, J Beck, A Bright, L Burton, A Chalk, D Cowan, T Cox, A Dear, M Dent, S George, D Jarvis, S Wakefield, C Walker, N Ward and P Wexham

# **Public Document Pack**

# SOUTHEND-ON-SEA BOROUGH COUNCIL

# Meeting of Place Scrutiny Committee

#### Date: Monday, 23rd November, 2020 Place: Virtual Meeting via MS Teams

 Present: Councillor A Moring (Chair) Councillors K Buck (Vice-Chair), B Ayling, J Beck, A Bright, L Burton, A Chalk, D Cowan, T Cox, A Dear, M Dent, S George, D Jarvis, C Walker, N Ward and P Wexham
 In Attendance: Councillors I Gilbert, C Mulroney, K Robinson, M Terry and R Woodley (Cabinet Members)

Councillor K Evans A Lewis, T Forster, L Reed, J Williams, S Dolling, A Richards, S Newman, S Wheeler, L Gibbins, K Waters, S Meah-Sims, E Anslow, R Pennington, A Wate, T Row, E Cook and A Smyth

**Start/End Time:** 6.30 pm - 9.10 pm

#### 560 Apologies for Absence

Apologies for absence were received from Councillor Wakefield (no substitute).

#### 561 Declarations of Interest

The following interests were declared at the meeting:

(a) Councillors I Gilbert, C Mulroney, K Robinson, M Terry and R Woodley (Cabinet Members) - Interest in the called-in items; attended pursuant to the dispensation agreed at Council on 19th July 2012, under S.33 of the Localism Act 2011; and

(b) Councillor Ward – Minute No. 565 (Destination Southend) – Non-pecuniary interest: Owner of a B & B.

## 562 Questions from Members of the Public

The Committee noted the responses to two questions that had been submitted by Mr Grubb to the Cabinet Member for Environment & Planning. Copies will be forwarded to him as he was not present at the meeting.

## 563 Minutes of the Meeting held on Monday 12th October 2020

Resolved:-

That the Minutes of the Meeting held on Monday, 12<sup>th</sup> October 2020 be received, confirmed as a correct record and signed.

#### 564 Annual Comments, Compliments and Complaints Report

The Committee considered Minute 515 of Cabinet held on 3<sup>rd</sup> November 2020, which had been called-in and referred direct to Scrutiny, together with the report of the Chief Executive that provided performance information about comments, complaints and compliments received across the Council for 2019/20.

Resolved:

That the following decision of Cabinet be noted:

"1. That the Council's performance in respect of comments, complaints, and compliments for 2019/20, be noted.

2. That the matter be referred to all three Scrutiny Committees (Appendix B and C to the submitted report referred to the People Scrutiny Committee only).

3. That authority be given to make the changes to the corporate Comments, Complaints and Compliments policy as set out in Section 4.3 and appendix A to the report."

Note: This is an Executive Function Cabinet Members: Cllr Terry (overarching), Cllr Harp (Appendix B) and Cllr Jones (Appendix C).

#### 565 Destination Southend

The Committee considered Minute 516 of Cabinet held on 3<sup>rd</sup> November 2020, which had been called-in for Scrutiny, together with the report of the Executive Director (Adults and Communities) that provided an update on the refreshed tourism strategy, 'Destination Southend', and outlined progress made to date together with ongoing plans.

The Cabinet Member for Business, Culture & Tourism undertook to provide written response to the following matters:

• The legalities of producing a Council published newsletter/magazine;

• The funding levels for improvements in Shoeburyness as a tourism venue as part of the budget process; and

• The consideration of potential specific areas, particularly Shoeburyness and Leigh as tourism locations by the Business, Culture & Tourism Working Party.

Resolved:-

That the following decision of Cabinet be noted:

"That the refreshed 'Destination Southend' Strategy and action plan, with updated content, be noted."

Note: This is an Executive Function Cabinet Member: Councillor Kevin Robinson

#### 566 The Beecroft Trust - Council Options

The Committee considered Minute 519 of Cabinet held on 3<sup>rd</sup> November 2020, together with the report of the Executive Director (Adults and Communities) which provided an update on the current position with regards to the former Beecroft Art Gallery and with the proposed renovations to the building to create artist's studios.

Resolved:-

1. That the following decision of Cabinet be noted:

"That it be noted that the proposal to convert the former Beecroft Art Gallery into artist's studios is no longer feasible."

2. That, in accordance with Council Procedure Rule 39, the matter be referred to full Council for consideration

Note: This is an Executive Function Cabinet Member: Cllr Robinson

#### 567 Hamlet Court Road Draft Conservation Area Designation

The Committee considered Minute 521 of Cabinet held on 3<sup>rd</sup> November 2020, together with the report of the Deputy Chief Executive and Executive Director (Growth and Housing) concerning the draft Conservation Area Appraisal produced on behalf of the Council by independent heritage experts, Purcell, assessing the potential of Hamlet Court Road for Conservation Area status and set out the proposed approach to public consultation.

Resolved:-

1. That the matter be referred back to Cabinet for reconsideration, as the Committee felt that consultation should refer to the whole length of Hamlet Court Road and adjoining roads such as Ditton Court Road and Preston Road.

2. That, in accordance with Council Procedure Rule 39, the matter be referred to full Council for consideration.

Note: This is an Executive Function Cabinet Member: Cllr Mulroney

#### 568 Notice of Motions (Referred by Council, 10th September 2020)

The Cabinet considered Minute 526 of Cabinet held on 3<sup>rd</sup> November 2020, which had been called-in to Scrutiny, together with the report of the Executive Director (Legal & Democratic Services) requesting the Cabinet to determine how to respond to each of the Notices of Motion referred by Council on 10th September 2020.

In response to questions, the Cabinet Member Business, Culture and Tourism gave assurances that invitations would be sent to all Councillors for the meetings of the Working Parties when the Motions were being discussed Resolved:

1. That the following decision of Cabinet be noted:

"That the Notices of Motion be referred to the relevant Cabinet Working Parties."

2. That, in accordance with Council Procedure Rule 39, the matter be referred to full Council for consideration.

Note: This is an Executive Function Cabinet Member: As appropriate to each Notice of Motion

#### 569 In-depth Scrutiny Project - Update

The Committee noted an oral update on the progress that had been made in respect of the in-depth Scrutiny study, entitled "To review the level of domestic waste recycling in the Borough, in order to examine what influences residents in terms of their recycling habits and the barriers to achieving a higher rate of recycling and to consider ways of working with residents to improve domestic waste recycling".

Resolved:

That the report be noted.

Note: This is a Scrutiny function

#### 570 Exclusion of the Public

Resolved:-

That, under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the items of business set out below, on the grounds that they would involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

#### 571 Report to the Trustees of the Beecroft Trust

The Committee considered a report by Steve Newman the (Council's Interim Team Leader, Corporate Property & Asset Management), Rosemary Pennington (Head of Arts and Cultural Wellbeing) and Laurie Gibbins (Solicitor) which was introduced by the Executive Director (Legal and Democratic Services).

The report, along with the Minutes of the meeting of the General Purposes Committee (19 November 2020), afforded the Place Scrutiny Committee the opportunity to make recommendations to full Council (in its capacity as sole trustee of the Beecroft Art Trust) on several key issues. Recommended:-

That the report be noted and that the following recommendations of the General Purposes Committee, from its meeting held on 19<sup>th</sup> November 2020 (Minute 559 refers), be endorsed:

"1. That it be noted that the scheme to provide affordable artist studios in the Former Gallery was unachievable and unviable.

2. That the Council as Trustee of the Beecroft Art Trust be recommended to sell the Former Gallery and the Council should be offered first refusal to purchase at full market value, subject to charity law requirements.

3. That the Council as Trustee of the Beecroft Art Trust be recommended to retain the Beecroft art collection in the former library building on an ad hoc basis, pending a more permanent solution which should be possible once the proceeds of sale from the Former Gallery have been received.

4. That the Council as Trustee agrees that all reasonable and proper costs expended by the Council on behalf of the Trust, associated with the sale of the Former Gallery and the acquisition of an alternative property, will be met from the proceeds of sale of the Former Gallery, subject to the Charity Commission's consent.

5. That the Council as Trustee seeks to amend the Commission Scheme dated 18th February 1980 to remove the Former Gallery from the Commission Scheme and ensure the Trust continues to adhere to the Objects of the Trust."

Note: This is Council function.

Chair:

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# **Public Document Pack**

# SOUTHEND-ON-SEA BOROUGH COUNCIL

# Meeting of Place Scrutiny Committee

#### Date: Tuesday, 8th December, 2020 Place: Virtual Meeting via MS Teams

 Present: Councillor A Moring (Chair) Councillors K Buck (Vice-Chair), J Beck, A Bright, L Burton, A Chalk, D Cowan, T Cox, A Dear, M Dent, S George, D Nelson\*, S Wakefield, C Walker, N Ward and P Wexham (\*Substitute in accordance with Council Procedure Rule 31.)
 In Attendance: Councillors I Gilbert, A Jones, C Mulroney, K Robinson, M Terry and R Woodley (Cabinet Members) Councillor K Evans A Lewis, J Chesterton, L Reed, G Halksworth, E Cooney, G Gilbert, N Hoskins, T Row, A Grant, N Laver, G Webb and E Cook

Also in attendance: G Kauders (Porters Place Southend-on-Sea LLP), F Klepping (Porters Place Southend-on-Sea LLP) and F Gaskin (Porters Place Southend-on-Sea LLP)

**Start/End Time:** 6.30 pm - 7.00 pm

#### 608 Apologies for Absence

Apologies for absence were received from Councillors Ayling (no substitute) and Jarvis (substitute: Councillor Nelson).

#### 609 Declarations of Interest

The following interests were declared at the meeting:

(a) Councillors I Gilbert, A Jones, C Mulroney, K Robinson, M Terry and R Woodley (Cabinet Members) - Interest in the called-in items; attended pursuant to the dispensation agreed at Council on 19th July 2012, under S.33 of the Localism Act 2011; and

(b) Councillors Beck, Cowan, Dear, Dent, Jones, Mulroney, Wakefield, Walker and Ward - Minutes 611 and 613 (Porters Place Southend on Sea LLP: Business Plan) – Non-pecuniary interests: Members of Development Control Committee;

(c) Councillor Beck - Minutes 611 and 613 (Porters Place Southend on Sea LLP: Business Plan) – Non-pecuniary interest: Councillor for Victoria Ward and has been involved with the Community Steering Committee in respect of the Better Queensway scheme;

(d) Councillor Wakefield – Minutes 611.and 613 (Porters Place Southend on Sea LLP: Business Plan) – Non-pecuniary interest: Sub-contractor for maintenance of existing South Essex Homes properties; and

(e) Mr A Lewis Minutes 611 and 613 (Porters Place Southend on Sea LLP: Business Plan)– Non-pecuniary interest: Council appointed representatives on the Porters Place LLP Board.

#### 610 Questions from Members of the Public

There were no questions from members of the public.

#### 611 Porters Place Southend-on-Sea LLP: Business Plan

The Committee considered Minute 600 of the special meeting of Cabinet held on Wednesday, 2<sup>nd</sup> December 2020, which had been referred direct to Scrutiny, together with the report of the Director of Regeneration and Growth concerning the submission of the new Business Plan for Porters Place Southend-on-Sea LLP.

Resolved:-

1. That the matter be referred back to Cabinet for reconsideration, as the Committee felt that further clarity and information was required in respect of the highways' issues and the possible highways implications on other redevelopment schemes including those at Fossetts Farm and Roots Hall.

2. That, in accordance with Council Procedure Rule 39, the matter be referred to full Council for consideration.

Note: This is an Executive function Cabinet Member: Councillor Gilbert

#### 612 Exclusion of the Public

Resolved:-

That, under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the items of business set out below, on the grounds that they would involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

# 613 Porters Place Southend-on-Sea LLP: Business Plan - Confidential Appendices

Resolved:-

That the confidential appendices relating to the Porters Place LLP Business Plan, be noted.

Note: This is an Executive Function Cabinet Member: Cllr Gilbert

Chair:

## Southend-on-Sea Borough Council

# Report of Executive Director (Finance & Resources) To Cabinet

On

14th January 2021

Report prepared by: Pete Bates, Interim Head of Corporate Finance Caroline Fozzard, Group Manager for Financial Planning and Control

## Draft Prioritising Resources to Deliver Better Outcomes – 2021/22 to 2025/26 All Scrutiny Committees Cabinet Members: Councillor Ian Gilbert and Councillor Ron Woodley Part 1 (Public Agenda Item)

# 1 Purpose of Report

- 1.1 To illustrate over the medium term how the Council's limited revenue and capital resources are prioritised to respond to increasing demand for key local services, provide targeted support to cope with the impact of the pandemic, assist with the future economic recovery of Southend-on-Sea and deliver better outcomes for local residents aligned to our Southend 2050 ambition.
- 1.2 To highlight the Council's approach and commitment to securing long term financial sustainability and more effective medium term business and financial planning.
- 1.3 To propose a fully funded integrated set of revenue budget initiatives and capital investment priorities for consultation, agreement and then submission to Council for approval.

## 2 Recommendations

The proposed overall investment package contained in this integrated revenue and capital resources report was launched for consultation with relevant stakeholders on 7th January 2021.

The following series of recommendations will ensure that a compliant, balanced, and sustainable budget is agreed that invests in key priorities to deliver better outcomes for residents of Southend-on-Sea. This overall budget package is subject to confirmation of the Local Government financial settlement, certain assumptions and any consultation and scrutiny responses received by Cabinet prior to its next meeting scheduled for 16<sup>th</sup> February 2021 when it considers its final budget proposals.



That Cabinet recommend to Council that it:

- 2.1 Notes that a Medium Term Financial Strategy for 2021/22 2025/26 will be available for consideration in February 2021 and approve the draft Medium Term Financial Forecast and estimated Earmarked Reserves Balances up to 2025/26 (Annexes 1 and 2 to Appendix 1);
- 2.2 Consider and acknowledge the draft Section 151 Officer's statement on the robustness of the proposed budget, the adequacy of the Council's reserves and the Council's Reserves Strategy (Appendix 2);
- 2.3 Approve the appropriation of the sums to earmarked reserves totalling £3.625M (Appendix 3);
- 2.4 Approve the appropriation of the sums from earmarked reserves totalling £6.218M, which includes £2.500M (Paragraph 10.13) to cover the remaining estimated budget gap for 2021/22. (Appendix 3);
- 2.5 Approve a General Fund Budget Requirement for 2021/22 of £133.423M and Council Tax Requirement of £87.712M (Appendix 4a) and any required commencement of consultation, statutory or otherwise;
- 2.6 Note that the 2021/22 revenue budget has been prepared on the basis of using £1.5 million from accumulated Collection Fund surpluses for the core budget to allow for a smoothing of the budget gap across the next four financial years (Paragraph 10.15)
- 2.7 Approve a Council Tax increase of 3.99% for the Southend-on-Sea element of the Council Tax for 2021/22, being 1.99% for general use and 2.0% for Adult Social Care (Paragraph 10.16);
- 2.8 Note the position of the Council's preceptors is to be determined:
  - Essex Police no indication of Council Tax position
  - Essex Fire & Rescue Services no indication of Council Tax position
  - Leigh-on-Sea Town Council proposed precept increase of 3.02%;
- 2.9 Approve that no Special Expenses be charged other than Leigh-on-Sea Town Council precept for 2021/22;
- 2.10 Consider and approve the proposed General Fund revenue budget investment of £8.122M (Appendix 5);
- 2.11 Consider and approve the proposed General Fund revenue budget savings and income generation initiatives for 2021/22 of £4.155M (Appendix 6);

- 2.12 Consider and approve the proposed future outline Budget Transformation Programme 2022/23 – 2025/26 (Appendix 7);
- 2.13 Consider and approve the proposed range of fees and charges for 2021/22 (Appendix 8)
- 2.14 Approve the Dedicated Schools Grant budget and its relevant distribution as recommended by the Education Board (Appendix 9);
- 2.15 Consider and approve the Capital Investment Strategy for 2021/22 to 2025/26 (Appendix 10) and the Capital Investment Policy (Annex 1 to Appendix 10);
- 2.16 **Consider and approve the proposed:** 
  - (i) new schemes and additions to the Capital Investment Programme for the period 2021/22 to 2025/26 totalling £21M for the General Fund (Appendix 11)
  - (ii) new schemes subject to viable business cases (Appendix 11);
- 2.17 Note the proposed changes to the current Capital Investment Programme that were considered for approval as part of the Resourcing Better Outcomes Financial Performance Report Period 8 earlier on this agenda (Appendix 12);
- 2.18 Approve the proposed Capital Investment Programme for 2021/22 to 2025/26 of £168.6M for 2021/22 to 2025/26 (Appendix 13) of which £25.6M is supported by external funding;
- 2.19 Approve the Minimum Revenue Provision (MRP) Policy for 2021/22 (Appendix 14) and the prudential indicators (Appendix 15);
- 2.20 Approve the operational boundary and authorised limits for borrowing for 2021/22 are set at £375M and £385M respectively (Appendix 15).

# 3 COVID-19 Impact and Implications

- 3.1 This integrated revenue and capital budget report has been developed against the huge fiscal challenges brought about by the pandemic. The overall assessment of the health and economic impact of COVID-19 is continuing and will undoubtedly do so for a long time to come. The challenge is clearly worldwide, and national governments are still wrestling with how they can tactically put in place the right package of measures to save lives and to try to minimise the spread of the virus and its impact across their respective populations. These plans have been disrupted by major concerns of a resurgence in the virus.
- 3.2 Whilst finalising this report the Government announced that the whole of England would now be placed in national lockdown from 5<sup>th</sup> January 2021. There are now major concerns over the ability of the NHS to cope with the increased volume of admissions to hospital at what is notoriously a very busy and demanding time in any normal year.

- 3.3 Alongside these worrying developments, there has also been some very positive announcements around the successful testing of various potential vaccines to immunise people against the virus. Consideration has now turned to how these new vaccines can be safely and quickly deployed across populations, prioritising the most vulnerable in the first instance with the obvious ambition to finally get everyday life back to normal again. The logistics of implementing such a huge immunisation strategy will take many months but it is clearly vital for everyone's health and wellbeing and critical to safely get our local economies working effectively again.
- 3.4 The pandemic continues to have a huge direct operational and financial impact right across the Local Government Sector. All local authorities are struggling with the challenges of uncertainty, large financial pressures and concerns for their residents and local areas in such unprecedented times. Effectively managing the short and medium term financial challenges that COVID-19 has brought to the Borough will be an important factor in our future success.
- 3.5 The Council's new 'Getting to Know Your Business' programme has now been operational for a couple of months. The first phase of the programme has helped to establish a baseline for all services in terms of their costs, income generation potential, value for money and relative performance. This data has been used to highlight key lines of enquiry where benchmarking suggested that either our costs or income levels are above or below average. This assessment, together with a comprehensive 'strategic-fit' review against our Southend 2050 ambition, economic recovery aspirations and delivering better outcomes and value for money for our local residents has influenced the development of the investments, savings and income generation proposals contained within this draft budget report.
- 3.6 For the first time in Southend-on-Sea's history this report also outlines a highlevel future Budget Transformation Programme for 2022/23 – 2025/26 to be scoped and developed further over the coming months to support the Council's future financial sustainability ambition and to prepare for what will undoubtedly be a very challenging Comprehensive Spending Review in 2021 for the Local Government Sector.
- 3.7 The overall financial landscape today bears no comparison to the relatively stable state of the national public finances just 9 months ago. To highlight just two key headlines from the Chancellor's Spending Review 2020 speech the national economy is predicted to shrink by 11.3% in 2020/21 (the largest fall for 3 centuries) and borrowing is expected to reach £394 billion (the highest level in peacetime history).

- 3.8 These headlines from the Chancellor were announced before the latest national increases in COVID-19 infection levels and prior to the introduction of more severe local lockdown arrangements and obviously prior to the new complete national lockdown from 5<sup>th</sup> January 2021. It really has been an unprecedented year and some tough national and local choices and decisions on priorities, future tax options and non-statutory service levels will be required over the medium-term.
- 3.9 Although generally received as a positive outcome there is still some concern and uncertainty over the potential impact of whatever the exact terms of the country's negotiated exit with a trade deal from the European Union will be. At the time of writing this report the full details of Brexit were still being assessed and evaluated. The UK Government has agreed the deal, the European Parliament were still finalising their appropriate governance arrangements to vote through the overall proposed exit package. We will continue to monitor the situation and update Cabinet and Council as appropriate.
- 3.10 Given the current set of circumstances the financial landscape and operating environment for all public services and particularly for local government remains challenging and uncertain. Local Authorities have been provided with an initial indicative financial settlement for 2021/22 only. No information is currently available for future years. Although our new 10-year Financial Sustainability Strategy was only developed and approved in February 2020, we are now proposing to review it again in the Autumn of 2021, after the next Comprehensive Spending Review. This will enable us to reassess, at a high level, our ambition, approach, desire and commitment to ensure that Southendon-Sea Borough Council remains financially stable and resilient for the future.
- 3.11 It will also be important to reassess, understand and take responsibility for our financial future. We have to be proactive in the delivery of our agreed Southend 2050 ambition, key priorities, evaluate the local economic recovery progress and to provide the best possible value for money services to our local residents, businesses and visitors. Our financial sustainability will be enhanced by embracing the Borough's economic potential, growing our local tax bases and by increasing our income generating and commercial capabilities.
- 3.12 Given the unprecedented circumstances experienced this year, our Medium Term Financial Strategy 2021/22 2025/26 is still under development and will be presented to Cabinet and Council in February 2021. This strategy will provide an integrated view of the whole of the Council's finances and priority investment plans over the medium term. This report outlines how scarce revenue and capital resources are prioritised and deployed to respond to increasing demand for key local services and to deliver better outcomes for local residents aligned to our Southend 2050 ambition, phased priorities and commitments.

# 4 Southend 2050 Ambition and Economic Recovery Focus

4.1 Building on the extensive engagement and consultation exercise undertaken with residents and key local stakeholders during 2018, this report highlights how this shared and jointly owned ambition for Southend-on-Sea has heavily influenced the investment priorities for 2021/22 – 2025/26. This agreement also helped to provide clear direction for the Organisation and enabled the Council to respond positively to the huge health, economic and operational impact caused locally by COVID-19. The borough's agreed long-term ambition continues to shape the Council's overall business and financial planning framework which is now clearly driven by 5 Strategic themes. The 5 themes summarised in the following graphic provided a framework for our initial response to the pandemic and is now also helping to influence our approach to enabling our local economy to recover and our service offer to be re-designed and more effectively targeted to local residents.



- 4.2 To reflect these aspirations and to support delivery of the early phases of activities to achieve better outcomes for local residents, the Council for 2021/22 is continuing to develop a longer-term view of the use of its resources and financial planning arrangements. This has also helped with mobilising the Council's efforts to focus on enabling the local economy to recover from the pandemic.
- 4.3 This approach enhances the profiling of investment and supports effective prioritisation of activities. It will also enable improved consideration of major regeneration plans that span more than one financial year from both a revenue and capital perspective. These new set of arrangements were introduced in 2020/21 and became the key driver behind integrating both revenue and capital investment plans into a single report with greater emphasis on the medium term.

- 4.4 Local Government still faces huge challenges in terms of uncertainty over future funding levels and continuing increases in demand and local expectations Southend-on-Sea is no exception, but the Council is determined to do everything it can to plan effectively for the future and invest in priorities that make a real positive difference to local residents, businesses and visitors. The year 2020/21 has been dominated by the impact of the pandemic so 2021/22 is now clearly an important transitional year in our journey towards becoming a more outcome focussed organisation where our resources are prioritised accordingly.
- 4.5 The overall proposed budget package contained in this report has been developed in what has been unprecedented times for the Local Government Sector and indeed the UK generally. The intention has been to target scarce resources to the agreed priorities under Southend 2050 and key revised delivery phases, support our local economy to survive and then recover, whilst also responding positively to the impact of the pandemic and major local demand pressures in core service provision.

#### 5 National funding situation

- 5.1 Spending reviews are critically important to local authorities because they determine how much money will be given to Government departments, many of whom may then provide separate funding allocations to local councils.
- 5.2 Spending reviews are co-ordinated and managed by HM Treasury. The dates and length of spending reviews vary. Comprehensive spending reviews (CSRs) tend to be less frequent and aim to take a longer term view and usually involve a series of zero-based reviews of public spending.
- 5.3 Due to the worsening economic situation as a result of the global pandemic, Brexit implications and the high degree of uncertainty over the future state of the economy, the Government announced a 1-year spending review in 2020 and subsequently issued a provisional financial settlement for 2021/22 only.

- 5.4 The key one-off announcements relevant to Local Government are summarised below:
  - Proposed 2% Council Tax referendum limit plus 3% Social Care Precept
  - Fundamental Review of Business Rates Reset has been delayed to Spring 2021 and 100% Business Rates pilots will be maintained for a further year
  - Fair Funding Review this was expected in 2021/22 but is listed as delayed with no revised implementation date proposed
  - Business Rates Multiplier to be frozen for 2021/22
  - Revenue Support Grant to increase in line with inflation
  - New Homes Bonus the current scheme to be maintained a further year with no new legacy payments a consultation is planned with a view to implementation in 2022/23
  - Additional Covid-19 funding of £3.2Bn for 2021/22, including:
    - £1.55Bn for anticipated additional COVID-19 expenditure pressures
    - £0.67Bn additional grant funding to help local authorities support households that are least able to afford council tax payments
    - £0.8Bn to support authorities with tax revenue losses
    - Extending the COVID-19 sales, fees, and charge reimbursement scheme for a further three months until the end of June 2021
    - £254M for rough sleepers and those at risk of homelessness during COVID-19
  - Adults and Children's Social Care £300M of new grant funding, in addition to the £1Bn announced in the 2019 Spending Review that is being maintained into 2021/22
  - Improved Better Care Fund (iBCF) will continue and will be pooled with the NHS to help meet adult social care needs and reduce pressures on the NHS
  - Public Health Grant Local Authority spending through this grant will continue to be maintained at the same level
  - Schools a £2.2Bn increase in the core schools' budget in 2021/22
  - Cyber Security Systems £16M to support modernisation
  - A public sector pay freeze, excluding those earning less than £24,000 (who will receive at least £250)
  - A rise in the National Living Wage of 2.2% to £8.91 an hour and an equivalent increase in the National Minimum Wage
  - £5.2Bn over six years into flood and coastal investment across England
  - £1.7Bn in 2021/22 for local road maintenance and upgrades to tackle potholes, relieve congestion and boost connectivity
  - £111M Lower Tier Services Grant for one year only
- 5.5 After the Queens Speech, the Ministry of Housing, Communities and Local Government issued the provisional Local Government Finance Settlement which was in line with the assumptions made throughout the budget planning process. All possible steps will be taken to ensure that the release of the final finance settlement aligns with local authority budget setting timetables.

# 6 Local funding impact

- 6.1 The key announcements set out in section 5.4 indicate the following provisional allocations for Southend-on-Sea Borough Council:
  - Social Care additional £1.1M to be delivered through grant in addition to the funding received in 2020/21, so for 2021/22 the total grant will be £6.0M.
  - The current funding streams of £6.744M iBCF, £0.824M Winter Pressures Grant via the BCF pool and £1.517M Disabled Facilities Grant will also continue for 2021/22
  - The Better Care Fund will increase by £0.334M, so for 2021/22 the Fund will be £6.614M
  - Public Health Grant will remain at the 2020/21 level, so for 2021/22 the Grant will be £9.525M
  - The Revenue Support Grant has increased by 0.55% to £6.082M
  - Lower Tier Services Grant one-off funding in 2021/22 of £0.238M

# Dedicated School Grant Budget and Schools Revenue funding

- 6.2 The Dedicated School Grant (DSG) budget consists of delegated funding to schools, early years providers and providers of pupil's with special educational needs and alternative provision. It is the main source of revenue funding for these settings. There is also an element of this funding that is used to support Southend-on-Sea Borough Council's educational related services.
- 6.3 The current total DSG for 2021/22 is £171.7M (latest allocation for 2020/21 is £158.3M). In practice, although the Education Board and Local Authority remain responsible for allocating the entirety of DSG, the final actual DSG awarded to the local authority will exclude funding for Academies, High Needs place funding for both colleges and further education providers, and free special schools. These elements are paid directly to them from the Education and Skills Funding Agency. The final estimated allocation expected to be awarded to the local authority for 2021/22 is £55.5M, after considering these estimated deductions of £116.2M.

6.4 The Department for Education (DfE) announced on the 18th December 2020 the final funding details for 2021/22 which are summarised as below (and note there are 4 blocks of funding allocations within the DSG):

Block	Amount £M's	Detail
Schools Block	133.818	Allowing for 14,955 primary and 11,455 secondary pupils plus growth and premises factors
Early Years Block	10.773	This funding allows for 15 hour universal entitlement and additional 15 hour extended entitlement for 3-4 year olds and 15 hour entitlement for 2 year olds
High Needs Block	25.558	Includes special school and further education place funding, for ages 2 up to 25. Alternative provision funding, hospital education funding, and support for wider SEND services.
Central Schools Services Block	1.556	Includes Education Support Grant and Council support functions
Total DSG 2021/22	171.705	

#### Key 2021/22 Dedicated Schools Grant DfE Headline Announcements

- 6.5 In September 2019, the Government and the DfE released a statement, "that the funding for schools and high needs compared to 2019-20, will nationally rise by £2.6 billion for 2020-21, £4.8 billion for 2021-22, and £7.1 billion for 2022-23". This was a welcome announcement and 2021/22 is now the second year of that three-year commitment. Early notification has supported financial planning but there remain many national and local issues including significant national pressures on high needs funding, some schools that have been struggling historically financially and further required increases in teacher salaries and pension contributions.
- 6.6 The DfE announced in July 2020, the following key headlines in relation to Individual School Funding for 2021/22 (schools block). The minimum per pupil levels were set at £4,180 for primary schools (£3,750 in 2020/21) and £5,415 for secondary schools (£5,000 in 2020/21). These new rates now include the rolling of the previous teacher pay and pension grants into the DSG at a rate of £180 per primary pupil and £265 per secondary pupil. The funding floor will be set at 2.00% at a per pupil led funding basis, and all schools attracting their core National Funding Formula (NFF) allocations will benefit by an increase of 3% to those core factors. In addition, schools funded at the floor level will also receive £180 per primary pupil and £265 per secondary pupil for the rolling of the previous teacher pay and pension grants into the DSG.

- 6.7 In relation to Early Years funding on the 18<sup>th</sup> December 2020 the DfE announced an increase of 6p per hour in 2021/22 to help fund childcare places for 3 & 4 year olds and 8p per hour to fund childcare places for eligible 2 year olds.
- 6.8 In relation to high needs block funding allocations, the funding floor (within the NFF) will be set at an 8% uplift with a maximum gains cap of 12%. As Southend's own allocation under the NFF has been below an uncapped formulae this means that our local High Needs block for 2021/22 will receive an additional indicative allocation of £3.046M. £0.482M of this amount relates to previous protected pay award and employer pension grants now rolled into the DSG. By applying the maximum 12% uplift this means that for the first time Southend has reached its full allocation through the formulae in 2021/22.
- 6.9 In relation to central block funding in the July 2020 announcements, the DfE stated in 2021/22 that there will be a further 20% reduction to the element of funding that some authorities receive for historic commitments. This is in line with the previous DfE intentions as part of the NFF to unwind this funding element. The impact on Southend's own allocation means that this is now an equivalent to a £326,000 funding loss out of the original £905,000, leaving £579,000 remaining.

# **DSG Education Board Decisions**

- 6.10 Although the total quantum of DSG is now calculated by a national formula that indicates the amount of funding that will be received, it currently remains a local decision as to how each block of funding is allocated. The Education Board (covering School Forum matters) met on both the 20th October 2020 and 15<sup>th</sup> December 2020 to determine and agree the principle decisions for the allocation of the 2021/22 individual school block allocations. Although within Mainstream Schools the minimum amounts per pupil are now a mandatory requirement, the Board confirmed its approval for the remaining mainstream school allocations to continue with the implementation of the NFF locally.
- 6.11 The recommendations of the DSG budget to the Education Board was presented on the 15<sup>th</sup> December 2020 and **Appendix 9** shows the detailed principle breakdown of the proposed 2021/22 Dedicated Schools budgets. This assessment also includes the considerations to the further reduced Central Block funding announcements. There will be a final 19<sup>th</sup> January 2021 Education Board report (for noting only) which will set the final funding allocations for 2021/22, based on the funding principle decisions made by the Education Board at its meetings on 20th October 2020 and 15<sup>th</sup> December 2020.

## Pupil Premium

6.12 In addition to funding from the DSG, schools will receive Pupil Premium grant, which will provide amounts of £1,345 / £955 of funding per primary / secondary pupil who have been registered for free school meals in any of the past 6 years. Based on initial estimates the total Pupil Premium will provide an additional indicative £7.4 million for schools in Southend-on-Sea (including both Maintained and Academy schools).

# 7 Financial Sustainability Strategy

- 7.1 This was a new high-level long-term strategy which was approved in February 2020 that framed the financial future and intentions for the Council. It helped to set the context for the Medium Term Financial Strategy, guide our approach to maximising resources, prioritising investment and the effective targeting of resources to deliver the ambitions and outcomes contained within the Southend 2050 programme and Roadmap phases.
- 7.2 Its primary purpose is to outline our approach, desire, and commitment to achieving financial sustainability by embracing the area's economic potential, growing our local tax base and increase sustainable income capabilities. Given the health, economic and financial shocks in 2020/21, the Council is planning to review this strategy again in the Autumn of 2021, following the announcement of the 2021 Comprehensive Spending Review.

# 8 Medium Term Financial Strategy (MTFS) 2021/22 – 2025/26

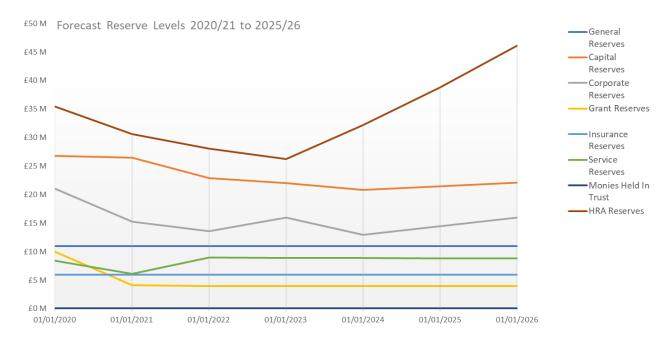
- 8.1 Given the unprecedented and constantly changing events in 2020/21 this revised MTFS is still under review and will be presented to Cabinet and Council in February 2021. The updated strategy will build on what was approved in February 2020 and will look to provide an integrated view of the whole of the Council's finances and outlook over the medium term, i.e. over the next five years. It will continue to show how the Council intends to align its financial resources to the Southend 2050 ambition, five-year roadmap, and desired outcomes. Careful consideration will also be given to understanding the local impact of COVID-19 and assessing what level of support can realistically be provided to local residents and businesses to stimulate the recovery of the local economy.
- 8.2 This strategy is the Council's key financial planning document which informs business and resource planning and shows how spending needs to be balanced with the amount of available funding. It will identify budget gaps in the medium term to enable the Council sufficient time to address them in a considered, measured, and planned way.
- 8.3 Although the full MTFS is still being updated, considerable work has been undertaken to establish a Medium Term Financial Forecast for the years 2021/22 to 2025/26 and this is shown in **Annex 1 to Appendix 1**. A summary table showing the forecast budget gap for the next five years is shown below.

Year	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget gap	£0M	£7.0M	£5.2M	£3.5M	£4.7M	£20.4M

8.4 The Section 151 Officer's Statement on the Adequacy of Balances and the Robustness of the Budget is attached as **Appendix 2**. This includes the recommended Reserves Strategy based on an approach to evidence the requisite level of reserves by internal financial risk assessment.

8.5 The proposed Earmarked Reserves balances (2020/21 – 2025/26) is shown in **Annex 2 to Appendix 1** and it illustrates not only the appropriations to and from Earmarked Reserves but also the transfers between them. There are several re-classifications proposed for 2021/22 including the recalibration of reserves in line with known risks and the addition of a £1M COVID-19 Local Recovery & Response reserve.

A summary of the forecast reserve balances from 2020/21 to 2025/26 is illustrated in the following graph.



- 8.6 The level of resources available for revenue and capital investment were subject to extensive challenge and prioritisation to ensure that investment is designed to have a positive impact and is aligned to deliver the Southend 2050 outcomes and first phases of the roadmap.
- 8.7 For revenue prioritisation of proposed investment, careful assessment was given to the current demands and pressures for existing local priority services, the future requirements needed to continue to respond positively to the pandemic and to a range of initiatives that are not only aligned to our 2050 priorities but would also have a big value for money impact in providing better outcomes for local residents.
- 8.8 For capital, prioritisation of proposed investment is achieved through application of the Capital Investment Strategy. This is a key document which forms part of the authority's integrated revenue, capital and balance sheet planning. It provides a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the delivery of desired outcomes. It includes an overview of the governance processes for consideration, prioritisation and approval of capital investment. The Capital Investment Strategy for 2021/22 to 2025/26 is attached as **Appendix 10**.

# 9 **Prioritising Resources to Deliver Better Outcomes**

- 9.1 Successful and timely delivery of the revenue budget and capital investment programme are a key part of responding positively to the impact of the pandemic and achieving the Southend 2050 ambition.
- 9.2 The following table provides a summary of the revenue investment proposals that form part of this overall budget package. The detail of each proposal for 2021/22 is shown at **Appendix 5**. All the proposed initiatives are planned to be a permanent increase in the revenue base budget of the Council.

Ref	Proposed Investment	2021/22 £000s
PJ-A	Waste Recyclables	400
	Pride and Joy Total	400
SW-A	Inflationary Increase for Adult Service Providers	1,500
SW-B	Older People Demographics	480
SW-C	Essential Living Fund	233
SW-D	Children to Adults transition	350
SW-E	Leaving Care Support 16+	500
SW-F	Looked After Children	590
SW-G	In House Foster Care team	150
SW-H	Child and Adolescent Mental Health Services (CAMHS)	210
SW-I	Special Guardianship Order (SGA) Kinship Allowance	50
SW-J School Uniform Grant		25
	4,088	
CS-A	Highways Service Redesign	725
CS-B	ICT Transformation	300
	Connected and Smart Total	1,025
ES-A	Pay and Increments	1,250
ES-B	Investment Income and Financing Review	172
ES-C	Benefits Payments	550
ES-D	Enabling Services Redesign	497
ES-E	General Budget Adjustments	140
	Enabling Services Total	2,609
	Total Investments	8,122

9.3 In addition to these new investment proposals, the Council is also actively involved in several projects aimed at reducing the impact of climate change. The Council has been very successful in utilising investment to leverage external grant funding via competitive bidding processes to be able to undertake projects on a larger scale which in turn will have a greater benefit to the local environment.

These climate change initiatives support our aspirations to achieve net-zero emissions by 2030 in line with the Climate Emergency Declaration. Some of these projects are nearing competition and several others, are currently in delivery.

The projects are a mixture of fully funded programmes and schemes which require match funding. This match funding primarily is in the form of staff time or previously approved capital schemes which are contributing towards our Green City ambition.

Current schemes include Plasticity (over  $\in 1$  million) to work on delivering a new approach to plastic waste which will help us drive up recycling rates over the next 4 years with resident and business engagement, Nature Smart Cities (over  $\in 850,000$ ) to help local authorities understand how they can build a business case to approve urban greening projects which will reduce flood risk and provide relief from heat stress, Cool Towns (over  $\in 700,000$ ) which will test and validate a number of measures that are designed to reduce heat stress in the Borough and Circle ( $\in 800,000$ ) which will deliver a number of green infrastructure projects.

9.4 The following table provides a summary of the proposed savings and income generation proposals for 2021/22 that form part of this overall budget package. The detail of each proposal for 2021/22 – 2025/26 is shown at **Appendix 6**.

Ref	Proposed Savings and Income Generation Proposals	2021/22 £000s
SW01	Supported Accommodation & Supporting People Contracts	0*
SW02	Commercial negotiation and contract review with key providers	160
SW03	Reduction in care home placements	0*
SW04	Review of low cost home care packages	267
SW05	Review local and regional learning disability pathways	0*
SW06	Review section 75 with Essex Partnership University Trust	0*
SW07	Review of the Adult Social Care contributions policy	0*
SW08	Introduce a new strengths based refresh to adult social care	0*
SW09	Optimise efficiency and productivity based on benchmarking	100
	Safe and Well Total	527
AI01	Efficiency review of the Libraries and Galleries operation	30
	Active and Involved Total	30
CS01	Reduction in Concessionary Fares journeys (pre-COVID19)	250
CS02	ICT: Smart programme	320
	Connected and Smart Total	570
ES01	Deletion of vacant post in the Technical and Compliance team	30
ES02	Interest saving due to reduced borrowing in 2021/22	150
ES03	Creation of a Corporate Debt Collection Team	80
ES04	Review of Rent Deposit Loan Scheme	40
ES05	Single property visits proposal	40
ES06	Review Discounts and Exemptions on Council Tax and NNDR	100
ES07	Delete vacant post in Internal Audit and Counter Fraud	36
ES08	Various administrative efficiencies and savings	91
ES09	Delete vacant posts in the Contact Centre	75
ES10	Service redesign of the Business Support function	500
ES11	Delete vacant post within the Corporate Strategy team	34
	Enabling Service Total	1,176
	Savings Initiatives Total	2,303

Savings Initiatives Total 2,303

Ref	Proposed Savings and Income Generation Proposals	2021/22 £000s
PJ01	Contactless donation points in parks	2
	Pride and Joy Total	2
SW10	CCTV monitoring services for other networks	0*
	Safe and Well Total	0*
AI02	Increased income from Museums and Galleries	30
AI03	Targeted integration of the Public Health grant	150
Al04	Negotiated planned increased in bowls season ticket fees	7
	Active and Involved Total	187
OP1	Introduce charging at Pre-Application Advice meetings	8
OP2	Fast Track and Premium Services for Planning Applications	15
OP3	Potential sponsorship opportunities within parks	0*
OP4	Leasing income and charges of use of parks buildings	0*
OP5	Review of Planning and Building Control Consultancy Service	0*
OP6	Commercial rental income from the acquisition of Victoria Plaza	250
OP7	New rental income from the airport business park	40
	Opportunity and Prosperity	313
CS03	Comprehensive review of car parking fees and charges	1,000
CS04	Review of all Highways fees and charges	50
	Connected and Smart Total	1,050
ES12	Review scope of Debt Collection and Enforcement team	100
ES13	New income stream from a formal laptop disposal scheme	50
ES14	Housing Revenue Account charging review	150
	Enabling Services Total	1,663
	Income Generation Total	1,852
	Grand Total	4,155

Key: 0\* - Savings/extra income is planned to be delivered in future years

## 10 General Fund Revenue Budgets 2021/22 – 2025/26

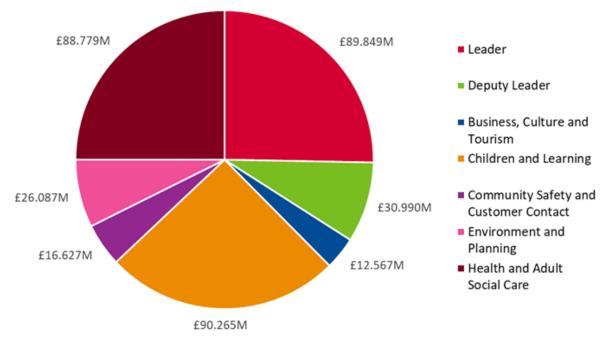
## Forecast revenue outturn 2020/21

- 10.1 The original General Fund revenue budget requirement for 2020/21 totalled £130.429M and was to be met from government grants, available business rates, council tax and adult social care precept with no planned use of revenue balances or reserves.
- 10.2 Members have been supplied with regular financial monitoring information throughout the year. The latest forecast outturn for 2020/21 is summarised in the Resourcing Better Outcomes Financial Performance Report Period 8, elsewhere on this agenda. The year has clearly been dominated by the impact of COVID-19 on both the finances and operations of the Council. In keeping with the majority of upper tier local authorities Southend-on-Sea have also been experiencing significant increases in demand and associated costs for key social care services in Children's and Adults.

- 10.3 The latest financial forecast for 2020/21 indicates a projected £3.05M overspend for the Council. The two collection fund initiatives (75% support for irrecoverable losses and spreading of collection fund deficits) have not yet been fully assessed and included, as the technical guidance has only just been released. Once implemented these initiatives should improve the current overall forecast financial outturn for 2020/21.
- 10.4 A range of mitigation plans are also in place to try and improve the overall financial position by the end of the financial year. The situation will continue to be closely monitored. It is anticipated that the forecast overspend will be met by a combination of using contingency and reserves if required. The actual year-end final position for 2020/21 will be considered as part of the outturn report, which will be presented to Cabinet in June 2021.

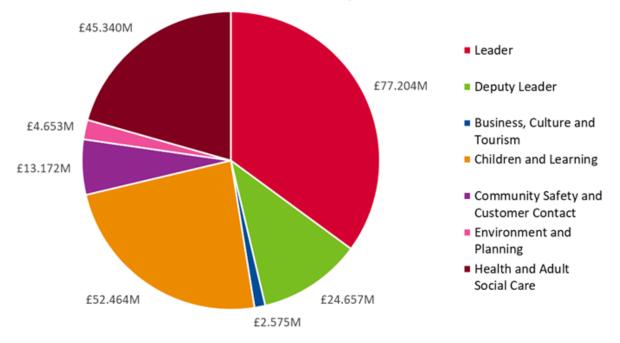
## General Fund Revenue Budget 2021/22

10.5 The proposed gross revenue expenditure for 2021/22 by portfolio and including all the proposed initiatives summarised in section 9.2, 9.4 and 10.13 is shown in the following pie chart.



Council Revenue Gross Expenditure by Portfolio - £355.164M

10.6 The proposed gross revenue income for 2021/22 by portfolio is shown in the following pie chart:



#### Council Revenue Gross Income by Portfolio - £220.065M

# Fees and Charges

- 10.7 Cabinet at its meeting on 18<sup>th</sup> September 2018 approved the introduction of a fees and charges policy to cover all fees and charges reviews except car parking charges. This approved policy enabled Chief Officers to set fees and charges annually where the expected yield for a service or category is in line with the budget parameters as set out in the Medium Term Financial Strategy. Outside of these budget parameters any changes will need agreeing by Cabinet like car parking charges. For 2021/22 the guideline yield has been set at 2% and therefore charges for 2021/22 will be set by Chief Officers within this guideline with a few exceptions.
- 10.8 The proposed overall balanced revenue budget package assumes several new fee charging options within parking, highways, and planning. The detailed proposals are summarised at **Appendix 8**. The parking offer across the Borough for 2021/22 will now also include a 12 month pilot of the Southend Pass that was agreed by Cabinet in September 2020 and will cover a 3 hour parking session per zone, per day aimed at Southend-on-Sea residents. This will be on an annual subscription (£102) basis at a cost of £8.50 per month. The intention is that this scheme will provide a car parking pass offering significant value for money for local residents and also provide a more stable source of parking revenue for the Council regardless of seasonal fluctuations.

- 10.9 Several reports have been brought to Members throughout 2020 regarding the status of a variety of parking projects, one of which was the creation of administrative zones across the Borough. Now that the zones have been agreed, the parking charges are to be simplified across these areas to ensure that charging is consistent across various car parks which is not currently the case. There are a few minor exceptions to these new arrangements, which are outlined in detail at **Appendix 8**.
- 10.10 There are also a wide variety of parking permits with differing terms and conditions in operation across the Borough. In order to rationalise these arrangements, the proposed range of fees and charges have been reviewed and simplified for all parking options.
- 10.11 As part of the investment into the highways restructure agreed in July 2020, the new enforcement team will deal with all highways obstructions (excluding parking). In order to facilitate this and to provide a deterrent to offenders the fees and charge in this area have been reviewed with a number of new proposals included.
- 10.12 The planning function are proposing a new pre-application advice service and a premium fast track service. These new service offers will not be to the detriment of current service delivery, but will provide the opportunity for additional advice, or a faster decision if this will enable works to begin sooner on a development. The new fast track service will not guarantee planning approval.

## **Overall General Fund Budget**

10.13 The overall proposed balanced General Fund Revenue Budget package for 2021/22 is summarised in the following table.

	2020/21 £M	2021/22 £M
Net Base Budget		131.342
Net Investment and Reprioritisation		2.081
Revenue Budget	130.428	133.423
Less Available Funding		
Revenue Support Grant	(6.049)	(6.082)
Business Rates	(25.481)	(25.591)
Business Rates Top-Up Grant	(12.551)	(12.538)
Council Tax Surplus	(2.000)	(1.500)
To be funded from Council and ASC Precept	84.347	87.712
General Council Tax	76.966	78.644
ASC Precept Income	7.381	9.068
Remaining Budget Gap	0	2.500
Use of Reserves to Balance Budget	0	(2.500)
Balanced Budget	0	0

10.14 The following table provides a summary of the 'one-off' use of reserves approved as part of a three year programme of initiatives when the budget for 2020/21 was set in February 2020.

Use of Reserves	2021-22 (£000)	2022-23 (£000)	2 Year Total (£000)
Service Design	185	185	370
Summer and Winter Planning	100	100	200
Economic Development	100	-	100
Community Safety / Environment Crime	150	-	150
Workforce Development	50	-	50
Community Builders / Capacity Building Fund	100	-	100
HR Support for Social Work Recruitment	50	-	50
ICT Procurement Officer	11	-	11
Management Capacity In House Foster Team	75	-	75
Parking Review: Southend Pass	275	-	275
Parking Review: Project Funding	180	-	180
Business Transformation Reserve total	1,276	285	1,561
Complex Needs Provision	150	-	150
Public Health Reserve total	150	-	150
Local Plan	130	-	130
Housing Implementation	150	-	150
New Homes Bonus Reserve total	280	-	280
Outcome Delivery	250	250	500
Outcome Delivery Reserve total	250	250	500
School Improvement	200	200	400
School Improvement Reserve total	200	200	400
Use of Reserves total	2,156	735	2,891

## Council Tax 2021/22 and estimated collection fund balance 2020/21

10.15 The Council must formally determine the Council Tax Base (the number of Band D equivalent properties) for 2021/22 and any estimated Collection Fund balance at the end of 2020/21. The Council Tax base for 2021/22 is as reported in a separate report on this agenda for approval by Cabinet as delegated by Council at **58,630.49** (equivalent Band D properties) including Leigh-on-Sea Town Council.

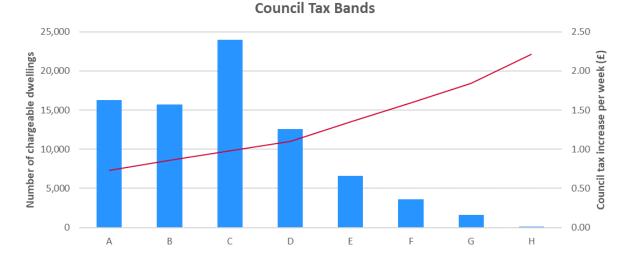
The tax base for Leigh-on-Sea Town Council has been calculated for 2021/22 as **8,762.69** Band D equivalents.

The Council Tax base for Southend-on-Sea has decreased for the first time ever as a direct result of the impact of COVID-19. There has been some continued housing growth across the borough with new properties being added to the list, but this has been negated by the level of eligible Local Council Tax Support awards, combined with the on-going impact of other local discounts and exemptions. The proposed increase in the Empty Homes Premium to 300% from April 2021 for properties empty for longer than 10 years has also been factored into the tax base calculation. The estimated balance on the Collection Fund in respect of Council Tax as at the end of 2020/21 will be formally reported to Cabinet in February 2021. It is currently assumed that £1.5M of the projected accumulated historical surplus will be used to support the budget for 2021/22.

# Council Tax

10.16 Overall, the draft budget assumes a total increase in the Council Tax of 3.99% (that being 1.99% for general use and 2% for the Adult Social Care precept). This would result in a Band D value of £1,494.73 per annum (the Band D level for 2020/21 is £1,437.39). This equates to an annual increase of £57.34 and a weekly increase of £1.10. The following table and bar chart provide an indicative illustration of the impact of the proposed council tax increase for 2021/22 across the range of properties in Southend-on-Sea. Over 70% of properties in the Borough are in council tax bands A to C.

Council Tax Band	А	В	С	D	E	F	G	Н
Number of chargeable dwellings	16,322	15,705	23,990	12,558	6,620	3,641	1,580	95
20/21 Council Tax per week (£)	18.43	21.50	24.57	27.64	33.78	39.93	46.07	55.28
Increase per week (£)	0.73	0.86	0.98	1.10	1.35	1.59	1.84	2.21
21/22 Council Tax per week (£)	19.16	22.36	25.55	28.74	35.13	41.52	47.91	57.49



This draft proposed budget for 2021/22 assumes a council tax increase of 1.99% for general use on the Southend-on-Sea element of the total Council Tax. It also assumes an Adult Social Care precept increase at a level of 2.0% of the main council tax. This has been determined on the basis of trying to limit the local council tax increase to as low a level as realistically possible in the very financially challenging circumstances. The proposal is to implement 2.0% of the 3.0% Adult Social Care Precept available and defer the remaining 1.0% increase to the 2022/23 financial year.

The ability to apply this precept was introduced by the Government as part of the 2016/17 Local Government finance settlement. It was introduced to assist with the increasing demand and demographic expenditure pressures from Adult Social Care that Local Government has been experiencing and are continuing to face.

The total Council Tax payable by taxpayers consists of Southend-on-Sea Borough Council element, the Adult Social Care element and the precepts for Essex Fire & Rescue Services Authority and Essex Police Authority. Where applicable it also includes Leigh-on-Sea Town Council precept.

## Precepts

- 10.17 Leigh-on-Sea Town Council has indicated its proposed level of precept for 2021/22 of £456,624 (2020/21 = £447,392) pending approval at their Town Council meeting of 19<sup>th</sup> January 2021. Based on their council tax base of 8,762.69, the Town Council element of the total Council Tax bill would increase from £50.58 to £52.11 at Band D, equivalent to an increase of 3.02% from 2020/21.
- 10.18 Essex Fire & Rescue Services and Essex Police through the Police, Fire and Crime Commissioner has by law to set both precepts no later than 1<sup>st</sup> March 2021 (after consideration by the Essex Police, Fire and Crime Panel on 4<sup>th</sup> February 2021). At this stage, no information is available on their proposed Council Tax increase levels for 2021/22.

# <u>Levies</u>

10.19 The Council is required to pay relevant levying bodies, who have only indicated their draft levy position for 2021/22. Updated levies figures will be included in the final report to Cabinet on 16<sup>th</sup> February 2021. The final levies will be reported on in the Council Tax report for Council on 25<sup>th</sup> February 2021. The current position for 2021/22 is identified in the following table: -

Levying Body	2020/21 Probable Actual £000	2021/22 Estimate £000	Percentage increase %
Kent and Essex Inshore Fisheries and Conservation Authority (Provisional)	21.9	21.9	0%
Flood Defence – Environment Agency (Provisional)	204.7	208.8	2%
Coroners Court (Provisional)	410.6	423.0	3%
Total	637.2	653.7	

The Kent and Essex Inshore Fisheries and Conservation Authority levy is provisional and is proposed at the same level as 2020/21. The Flood defence levy is provisional and is based on the increase agreed at the Anglian Eastern Regional Flood and Coastal Committee. The Coroners Court levy is also provisional.

## Reserves Strategy and Section 151 Officer's Statement

10.20 The Reserves Strategy is set out in the Section 151 Officer's Statement on the Adequacy of Balances attached at **Appendix 2**. Within the boundaries of this strategy the presentation of the budget reflects proposed net appropriations from earmarked reserves totalling £2.593M for which separate approval is sought. Full details are shown in **Appendix 3**.

# Staffing Implications

- 10.21 The investment proposals outlined in **Appendix 5** will result in an increase to the staffing establishment of the Council of circa 29 full time equivalent posts.
- 10.22 There are approximately 38 posts/roles proposed to be deleted as part of the budget savings package detailed at **Appendix 6** for 2021/22. The proposed changes will be designed to target vacant posts first, fixed term contracts where applicable, interim arrangements and agency cover. Every effort will be made to avoid any compulsory redundancies as part of implementing these budget proposals.
- 10.23 The Council's workforce planning process will continue to provide oversight on all proposed staffing changes and ensure that the approach will manage vacant posts (permanent and temporary), agency and interim arrangements to ensure that any staff identified at risk from the proposed staffing restructures can be redeployed where appropriate.
- 10.24 The Council's policies on managing organisational change, redeployment and redundancy will be followed accordingly. Consultations with staff and Trade Unions will continue throughout the budget development and implementation process.

## 11 Capital Investment Programme

- 11.1 Each year the Council agrees a Capital Investment Strategy that sets out the framework for controlling and monitoring the Capital Investment Programme. The Capital Investment Strategy is a key document for the Council. It sets out the processes and policies relating to capital expenditure and investment.
- 11.2 The capital investment programme is prepared and developed in accordance with the Council's Capital Investment Strategy, which is attached as **Appendix 10** to this report. In turn, the Capital Investment Strategy has been written in the context of Southend 2050 and the five themes and all capital investment is therefore driven by the aim of contributing to the delivery of the ambition and the desired outcomes.

## Deliverability

11.3 There is inevitably a gap between the capital investment programme ambition and the finite available resources to afford and deliver the programme. This limits the number and value of schemes that are affordable and deliverable.

- 11.4 The average capital investment delivered over the last 12 years has been circa £60M p.a.. Therefore, on average it has been assumed to be the core deliverable level of programme each year. There will always be exceptions over and above this amount, for example where the Council is passporting grant or providing loans to partner organisations or purchasing property for strategic and regeneration purposes. These must form part of the capital investment programme, but they do not create an issue with deliverability.
- 11.5 In order to aim for a deliverable level of programme each financial year there will need to be prioritisation and re-sequencing of projects. Since July, a programme review has been underway. Multiple rounds of capital challenge sessions have taken place with project managers and directors to:
  - re-assess schemes in light of the Council's updated outcomes, refreshed roadmap and six recovery priorities;
  - re-assess schemes in light of the effects of the global pandemic on deliverability and affordability
  - ascertain more realistic budget profiles based on expected delivery timescales and to ensure resources are in place to deliver them
  - review the overall programme to achieve a more even investment profile across the years, to ensure it is realistic and affordable as a whole
  - consider whether any schemes can be stopped or paused
  - consider whether any schemes should be subject to a viable business case assessment.
- 11.6 This has led to some schemes being deleted from the capital investment programme whilst others have been moved to the 'subject to viable business cases' section below the main programme. These schemes can be brought up into the main programme at the appropriate time in line with the approach where schemes can enter the programme during the financial year and not just annually at budget setting. This approach should ensure that the programme is affordable, deliverable and focussed on the Council's key priorities.

#### 12 Capital Investment Programme – position as set out in the Resourcing Better Outcomes – Financial Performance Report – Period 8 (elsewhere on this agenda)

- 12.1 At November Cabinet a 2020/21 budget of £62.3M was approved together with the total budget for financial years 2021/22 to 2024/25 of £152.1M.
- 12.2 Since November Cabinet the capital investment programme review has continued as set out in paragraph 11.5. Also, since then the Investment Board has agreed some proposed new schemes can progress to Cabinet for consideration. The Council has also purchased the Victoria shopping centre as a strategic acquisition on the High Street and for the future regeneration benefits it offers through its proximity to Better Queensway.

- 12.3 Capital investment of £3.9M has also been included to acquire 20 dwellings or units to support rough sleepers with suitable properties. This is a roadmap goal for 2021 and is being financed by £1.6M of grant monies from the Homes and Communities Agency and £1.6M of match funding from the HRA capital investment reserve. The balance is being funded from S106 pooled resources which were already included in the programme.
- 12.4 As a result of this and the ongoing review, the Resourcing Better Outcomes Financial Performance Report – Period 8 includes any virements between schemes, re-profiles across years, new external funding, proposed new schemes, proposed scheme deletions and movements between the main programme and the 'subject to' section. These are set out in **Appendix 12**.

	2020/21 (£000)	2021/22 (£000)	2022/23 (£000)	2023/24 (£000)	2024/25 (£000)	2025/26 (£000)	Total (£000)
At November Cabinet	62,275	66,766	46,356	17,010	21,978	0	214,385
Amendments	12,349	2,326	(4,410)	(2,504)	(8,559)	8,663	7,865
Revised programme	74,624	69,092	41,946	14,506	13,419	8,663	222,250
General Fund	58,837	50,858	22,664	6,778	5,778	8,663	153,578
HRA	15,787	18,234	19,282	7,728	7,641	0	68,672
Total	74,624	69,092	41,946	14,506	13,419	8,663	222,250

12.5 The resulting revised capital investment programme for 2020/21 to 2024/25 of £222.3M is shown in the following table:

Total proposed budget for 2021/22 to 2025/26 = £147.6M

12.6 Key areas of investment within this programme across the four-year period 2021/22 to 2024/25 are as follows:

## Pride and Joy

## Southend Pier

- 12.7 Capital investment in this area contributes to the desired outcome that the variety and quality of our outstanding cultural and leisure offer has increased for our residents and visitors and we have become the region's first choice coastal tourism destination.
- 12.8 Major capital investment in the pier of £14.4M in included in the current programme. This includes monies to deliver a continuing planned approach to addressing the condition works and bearing refurbishment identified within the condition survey. This will reduce the requirement for urgent and/or reactive condition works. To ensure the pier continues to be an outstanding visitor attraction other investment has been included to replace the pier trains, for phase 1 of the development of the pier head, for phase 2 of the Prince George Extension and for refurbishment works to the timber outer pier head.

# Safe and Well

## Housing

- 12.9 Capital investment in this area contributes to the desired outcome that we are well on our way to ensuring that everyone has a home that meets their needs. In line with the regeneration framework and development pipeline, sites for housing, wider regeneration and a range of other land uses are being analysed for their development potential and how they can most beneficially fit into a comprehensive development pipeline. A report to the Cabinet of 15 September provided an update on the progress of: the acquisitions programme; the Modern Methods of Construction pilot projects; Phase 3 of the HRA Land Review; PSP Southend LLP and the work with Southend United Football Club and Citizen Housing in respect of Roots Hall and Fossetts Farm.
- 12.10 A number of sites within the pipeline are currently underway and a major capital investment of £13.1M is included in this programme is to deliver the agreed phases of the affordable housing development programme to provide much needed housing for those on the Homeseeker's Register. *A building programme of private, locally affordable housing, for rent and sale* is a roadmap goal for 2021.
- 12.11 Capital investment of £6.0M is included until 2022/23 to continue the affordable housing acquisitions programme. Capital investment of £28.0M has also been included over the four years to 2024/25 to continue the programme of works to maintain the housing stock to decency levels and to invest in environmental health and safety and disabled adaptations works. The 5,900 houses, flats and bungalows have all been deemed to be at decency levels but there continues to be newly arising need so these levels need to be maintained to sustain an environment that keeps residents safe and well.

# Social Care

- 12.12 Capital investment in this area contributes to the desired outcome that we are all effective at protecting and improving the quality of life for the most vulnerable in our community.
- 12.13 A major investment of £6.7M included in this capital programme is for the final stage of the re-development of the Delaware and Priory Residential Care homes and the Viking Day Centre. The new development is due to welcome its first residents in late 2021 and will include the building of a new 60-bedroom care facility and a day centre providing high quality services for people with high and complex needs, including dementia, and incorporating specialist services for people with disabilities. The new centre will be flexible, enabling people to remain as independent as possible offering a wide range of activities to meet individual needs and interests as well as providing personal care, therapeutic and health interventions. *The Priory Care Centre is operational and meets the current and future needs of residents* is a roadmap goal for 2022.

# Climate change

- 12.14 Capital investment in this area contributes to the desired outcome that we act as a green city with outstanding examples of energy efficient and carbon neutral buildings, streets, transport, and recycling. *The Climate Change Action Plan tackles climate change* is a roadmap goal in 2021.
- 12.15 The Council wants to achieve net zero carbon by 2030. The way we travel in Southend needs to help the Council achieve this target. The transport strategy is being written and will be about the transport the town wants in Southend by 2050. This will also inform the new Local Transport Plan and Local Plan by 2022.
- 12.16 The Council's Low Carbon Energy and Sustainability Strategy focuses on delivering low carbon growth, improving energy efficiency, and providing for a more sustainable future with the aim of establishing Southend as a Low Carbon Smart City.
- 12.17 The Better Queensway project will transform the Queensway area into a vibrant new place which provides high quality housing for residents of all tenures, together with commercial units and high quality and attractive public realm. The project has an associated energy strategy and aspirations include:
  - for the site to be a net energy generator
  - to ensure energy resilience and sustainability
  - contributing to the Council's wider energy ambitions
- 12.18 Seasonal optimisation will be used to maintain systems at their most efficient with renewable energy maximised. The aims will be to use less energy and to supply energy efficiently with a future target of zero carbon energy.
- 12.19 The Council has been awarded £4.2M from the Government's Get Building Fund to power the Better Queensway project with a modern, efficient electric heating system and to roll our electric vehicle charging points across the town centre.
- 12.20 The construction works at the Airport Business Park have been delivered by contractors appointed through an Official Journal of the European Union (OJEU) compliant procurement process. As part of this, the Council and Henry Boot Developments Limited have defined the standards they expect contractors to achieve. Building Research Establishment Environmental Assessment Method (BREEAM) Very Good has been adopted as the minimum standard for buildings and BREEAM Excellent will initially be targeted for all developments (albeit this will need to be considered in the context of overall development viability). The Launchpad, which will begin construction in March 2021, is aiming for BREEAM Excellent and additional green infrastructure has been secured through the Nature Smart Cities project. This includes a living roof and solar panels.

- 12.21 Across the Airport Business Park there has been considerable investment in walking and cycling infrastructure ensuring connectivity with the wider network and through to Rochford station. An S106 contribution will ensure that the park is served by public transport. The site also benefits from sustainable drainage solutions and there has been considerable investment in planting.
- 12.22 On all new build projects the Council incorporates an environmental and energy use assessment. Where appropriate this includes a BREEAM assessment although the Council is also considering the use of other standards such as the WELL Building Standard, which has a greater focus on human health and wellness. Work has been undertaken between the certifying bodies for these standards to provide alignment between them.
- 12.23 Where building refurbishments are undertaken, and particularly through projects delivered through the Property Refurbishment Programme, the Council is taking measures to upgrade the energy efficiency of its operational buildings with a specific focus on measures that reduce energy consumption and reduce energy loss.
- 12.24 Capital investment of £1.8M is included in this programme for energy saving initiatives in line with the declared climate change emergency. Projects include energy efficiency, air quality measurement, solar panels, and electric vehicle projects.
- 12.25 As part of the tree planting policy an additional 1,000 trees are being planting between the 2019/20 and 2021/22 planting seasons. These will have the benefit of absorbing CO2, filtering urban pollution and fine particulates, cooling the air, and increasing biodiversity by providing habitat, food and protection for plants and animals.

# **Opportunity and Prosperity**

# Enterprise and Regeneration

- 12.26 Capital investment in this area contributes to the desired outcome that key regeneration schemes, such as the Better Queensway and the Airport Business Park are underway and bring prosperity and job opportunities to the borough.
- 12.27 A major investment of £10.5M included in this capital investment programme is for the completion of the Airport Business Park, a major strategic employment site in close proximity to London Southend Airport. It is envisaged that the new Business Park will become renowned as a leading regional centre for the science, medical and technology sectors and deliver benefits for both local businesses and local communities. The development will create thousands of job opportunities for local people, attract inward investment and it is hoped it will bring lasting prosperity to the region. All enabling works have now been completed and procurement is underway for the construction of the Launchpad, with tenders due for return in December and contract award planned for February 2021. Airport Business Park Southend completion of all site infrastructure and utilities and Airport Business Park Southend first commercial occupation are roadmap goals for 2020. Airport Business Park Southend Launchpad start of site is a roadmap goal for 2021.

- 12.28 £13.0M is included in this capital investment programme for the Council's remaining share of the initial funding of the Porter's Place Southend-on-Sea LLP to deliver the Better Queensway regeneration project.
- 12.29 Capital investment of £0.8M included in this programme is to resource the Council's ability to support, directly deliver, hold accountable and work in partnership with Porter's Place Southend-on-Sea LLP and Swan Housing Association to deliver the Better Queensway regeneration project. *Better Queensway project plans updated for period to delivery of Phase 1 of the project and the new road layout of Queensway* is a roadmap goal for 2020.

# Housing

- 12.30 Capital investment in this area contributes to the desired outcome that key regeneration schemes bring prosperity and job opportunities to the borough.
- 12.31 Capital investment of £2.7M has been included in the main programme to buy residential and commercial properties as they become available to facilitate the delivery of the Better Queensway regeneration project. All purchases will be fully reimbursed by the LLP. *Better Queensway regeneration and housing scheme starts* is a roadmap goal for 2022.

# Schools

- 12.32 Capital investment in this area contributes to the desired outcome that our children are school and life ready and young people are ready for further education, training or employment.
- 12.33 The schools capital investment programme for 2021/22 onwards totals £3.4M. The programme will continue to be dominated by the schools condition works and completion of the works to provide more school places to cope with the current high pupil numbers, as the demand moves from the primary sector to the secondary schools. *Aspiration and educational attainment raised amongst residents in deprived areas* is a roadmap goal for 2021 and *All schools rated 'good' or 'outstanding' by Ofsted* is a roadmap goal for 2024.
- 12.34 Thus far expansion projects have been completed at Belfairs High School, Shoeburyness High School and St Bernards High School. All resulting additional forms of entry have been filled for September 2020 year 7 admissions. There are also ongoing projects at Chase High School and St Thomas More High School. Although St Thomas More's main project has been completed, phase two for the outside hard play areas are at the tender stage with all works due to be completed by the end of the 2020/21 financial year. Once completed the whole expansion programme will have added 1,250 places across years seven to eleven by September 2024, giving both sufficient places and a small level of surplus as required by the Department for Education that gives parents some choice over which school they wish their children to attend.

# Connected and Smart

# Highways and Infrastructure

- 12.35 Capital investment in this area contributes to the desired outcome that people have a wide choice of transport options.
- 12.36 Capital investment of £9.2M is included in this programme for the Bell Junction, A127 essential maintenance works, the extension of London Road public realm improvements to Victoria Circus and town centre improvements funded from the Local Growth Fund monies from Government. *A127 The Bell junction improvement works commence* is a roadmap goal for 2020.
- 12.37 Capital investment of £4.6M included in this programme is for highways infrastructure schemes. These include: Highways protection at Belton Way and bridge strengthening works funded by grants received from the Department for Transport.
- 12.38 Capital investment of £0.8M for parking schemes including car park improvements and resurfacing. The car parks include Alexandra Street, Clarence Road, Hamlet Court, Warrior Square and Fairheads Green. Investing in parking infrastructure will reduce the risk of loss of income from parking charges by ensuring that car parks are attractive and well used facilities which are fit for purpose. This is an important component in implementing the Council's Car Parking Strategy across the Borough.

# <u>Enabling</u>

# Works to Property

12.39 Capital investment of £6.0M included in this programme is to continue the property refurbishment and fire improvement works programmes. The property refurbishment programme enables a proactive approach to ensure investment is made in the fabric and services within buildings before they get to a stage that capital works become urgent or have a detrimental impact on service users' use of the building or leads to urgent repairs and maintenance works which are usually more costly long term. The fire improvement programme enables the Council to proactively manage and address active and passive fire protection measures across its operational property stock. This ensures buildings remain safe whilst also progressively delivering bringing buildings up to current standards. If the project is not delivered the Council may be forced to close operational buildings following fire risk assessments or other fire inspections.

# ICT

12.40 Capital investment of £3.0M included in this programme for ICT includes a device refresh, application transformation, digital enablement, security and resilience and a project to stabilise the estate. This is to ensure the ICT is fit for purpose to meet the Council's requirements as it continues its digital journal to a connected and smart borough.

# 13 New capital investment proposed

- 13.1 Although the capital investment programme for 2021/22 to 2024/25, updated as a result of the changes set out in **Appendix 12**, represents a significant investment of over £147M on the part of the Council in the Southend area, the Council's ambition to improve the lives of residents is undiminished.
- 13.2 Therefore, significant new capital investment in the town's footways and carriageways is being proposed of £21M across the five years from 2021/22 to 2025/26. This includes £14M for footways improvements and £7M for carriageways improvements to reduce long term structural maintenance and improve public safety. A further £29M has been included in the 'subject to viable business case' section of the capital investment programme. This includes £19M for footways and £10M for carriageways.
- 13.3 Together these represent an average investment of £10M a year over the next five years into footways and carriageways improvements (an average of £6.6M a year on footway improvements and £3.4M a year on carriageway improvements). This is a significant increase on the average of £1.6M a year invested in footways and carriageways over the last five years (£8M in total across the five years).
- 13.4 From 2022/23 two thirds of this new investment will be in footways as, over the period to 2021/22, more will have been spent on carriageways which has been funded from Government grants via the Local Transport Plan and the Local Growth Fund. These projects have included Kent Elms, the Bell Junction, London Road public realm improvements, highways protection at Belton Way, carriageway maintenance (including potholes) and bridge strengthening. Further grant allocations are expected to be confirmed for maintenance of potholes as part of the 2021/22 Local Government finance settlement.
- 13.5 The footway and carriageway improvements schemes that are subject to a viable business case will enter the programme via the normal governance arrangements (as set out in the Capital Investment Strategy) if they can be shown to be deliverable and affordable. In principle they will need to be linked to additional ring-fenced income from highways/parking charges. Over the last three financial years the reactive highways maintenance has averaged circa £0.65M p.a. charged to the revenue account but as this capital investment gets underway there should be less reactive spend. This will make more budget available for the capital financing costs to support this and further highways investment.
- 13.6 This is in addition to the budget of £1.4M for footways and carriageways already in the approved capital investment programme which includes:
  - Improving the footway condition around highway trees
  - Installing junction protection for the prevention of obstructive and indiscriminate parking from road junctions to help improve the safety of all road users
  - The removal of the existing anti-skid zebra crossing surfacing and replacement using high friction road surface.

# 14 Capital investment subject to viable business cases

- 14.1 To ensure that the programme is affordable, deliverable and focussed on the Council's key priorities a number of schemes have been included in the 'subject to viable business case' section of the programme. These schemes can be brought up into the main programme at the appropriate time in line with the approach where schemes can enter the programme during the financial year and not just annually at budget setting.
  - Highways (Footways) New Highways (Carriageways) New **Tree Planting** New Better Queensway - Additional Affordable Housing Included at November Cabinet Better Queensway Housing and Commercial Property New acquisitions Better Queensway Energy Centre New **Regeneration Pipeline Schemes** New Strategic and Regeneration Acquisitions Included at November Cabinet Private Sector Housing Strategy Transferred from main programme **ICT** - Operational requirements New Coastal Defence (Shoebury Common Sea Defence Transferred from Scheme) main programme Shoebury Health Centre Included at November Cabinet East Beach Masterplan Included at November Cabinet Town Centre and Seafront Security Works Included at November Cabinet **Civic Centre Campus Masterplan** Included at November Cabinet Cliffs Pavilion - External Refurbishment Works Included at November Cabinet **Airport Business Park** Transferred from main programme
- 14.2 The following schemes are listed as being subject to viable business cases:

14.3 Highways (Footways) and Highways (Carriageways): please see paragraph 13.2 above.

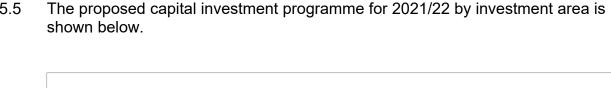
- 14.4 Tree Planting: the current tree planting policy is for additional trees to be planted up to the 2021/22 planting season. It is recognised that consideration needs to be given to extending this policy beyond 2021/22.
- 14.5 Better Queensway Additional Affordable Housing an agreement has been negotiated by the Council, Swan Housing Association and Porters Place Southend-on-Sea LLP to secure an additional 100 affordable homes for social rent. £10M has been included in this section of the programme and is subject to approval of any offer made under the agreement to acquire or gap fund with nomination rights any of the 100 additional affordable homes.
- 14.6 Better Queensway Housing and Commercial Property acquisitions: £19.9M has been included in this section for the acquisition of properties to facilitate delivery of the Better Queensway regeneration project. The purchases will be subject to negotiations and sufficient budget can be brought up into the main programme at the appropriate time.
- 14.7 Better Queensway Energy Centre: the Council has been awarded £4.2M from the Government's Get Building Fund to power the Better Queensway project with a modern, efficient electric heating system. This funding is subject to planning permission and at the appropriate time it can be brought up into the main programme so that the monies can be passported to the Porters Place Southend-on-Sea LLP for them to match fund.
- 14.8 Regeneration Pipeline Schemes: it is recognised that consideration needs to be given to extending this pipeline beyond the current commitments in the capital investment programme.
- 14.9 Strategic and Regeneration Acquisitions: £10.4M is included to enable individual properties to be purchased as part of the wider strategic, regeneration, transformation or recovery aims of the Council. Decisions will need to be made commercially and often quickly and efficiently but will be subject to undertaking due diligence of the appropriate extent and depth.
- 14.10 Private Sector Housing Strategy: this capital budget is for grants for works to improve properties within the private sector in line with the strategy. £0.8M has been transferred from the main programme to this section and can be brought back up into the main programme subject to a policy being approved and the staffing resources being in place to deliver it.
- 14.11 ICT operational requirements: the current investment in ICT is set out in paragraph 12.40 but it is recognised that consideration needs to be given to more operational investment beyond the current commitments in the programme.
- 14.12 Coastal Defence (Shoebury Common Sea Defence scheme): a business case needs to be submitted and assessed for viability of the detailed design and construction phases in 2021/22 and 2022/23. So the budgets for those years totalling £3.9M have been moved to this 'subject to viable business case' section.

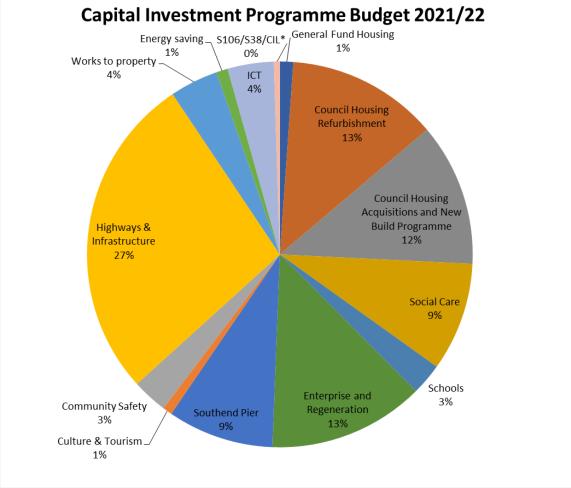
- 14.13 Shoebury Health Centre: further discussions are needed with the CCG and further work is to take place to consider viability assessments, to short list options and to agree a preferred option. Therefore a business case needs to be submitted and assessed for viability.
- 14.14 East Beach Masterplan: a masterplan is to be developed capturing a range of essential and aspirational projects for East Beach which will then enable the individual projects to be progressed as funding is available while ensuring that they all support the overall masterplan and there is no conflict between projects.
- 14.15 Town Centre and Seafront Security Works: it is recognised that a business case for the design brief and for further security measures needs to be submitted and assessed for viability.
- 14.16 Civic Centre Campus Masterplan: a project looking at the long-term plans for the Council workplaces of the future, including the potential repurposing and/or redevelopment of the Civic Campus, potential relocation of services to the Victoria Centre and other satellite locations.
- 14.17 Cliffs Pavilion External Refurbishment Works: further work is needed to the proposed scheme to address all of the external areas to rejuvenate the building and present this as an upmarket offer for the Borough. Therefore a business case needs to be submitted and assessed for viability.
- 14.18 Airport Business Park £2.9m is being moved from the main programme in 2022/23 to the 'subject to viable business case' section so that elements of the scheme budget can be reviewed.

# 15 Proposed capital investment programme 2021/22 to 2025/26

- 15.1 Given all of the above, including the new investment, the proposed main capital investment programme for 2021/22 to 2025/26 represents a significant investment of over £168M on the part of the Council in the Southend area with further schemes that could be added subject to viable business cases being approved. The projected investment in 2021/22 alone amounts to over £74M.
- 15.2 To ensure that schemes are given proper consideration before they are added to the Capital Investment Programme, very few schemes are included in this report as proposed additions for 2021/22 to 2025/26: £21M for the General Fund as set out in **Appendix 11**, with the details of each scheme and its funding explained. These proposals have been prepared in line with the prioritisation process set out in the capital investment strategy and consideration has been given to proportionality, prudence, affordability and sustainability.
- 15.3 As a result of the strategy around delivery and prioritisation of schemes many new schemes and additions that are being proposed which are subject to viable business cases being produced and approved under current governance processes, before they can be brought into the capital investment programme. These schemes are set out in **Appendix 11**. This approach should ensure that the programme is affordable, deliverable and focussed on the Council's key priorities.

15.4 Appendix 12 sets out the budget change requests included in the Resourcing Better Outcomes - Financial Performance Report - Period 8.





\*S160/S38/CIL percentage has been rounded from 0.50%

15.5

15.6 The 2021/22 capital budget is part of the wider capital investment programme spanning several years. The following table shows the revised programme if all the requests in **Appendices 11 and 12** are approved:

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 and future years £000	Total £000
At November Cabinet	62,275	66,766	46,356	17,010	21,978	0	214,385
Amendments in Appendix 12	12,349	2,326	(4,410)	(2,504)	(8,559)	8,663	7,865
Sub-total	74,624	69,092	41,946	14,506	13,419	8,663	222,250
New investment in Appendix 11	0	5,000	4,000	4,000	4,000	4,000	21,000
Revised programme	74,624	74,092	45,946	18,506	17,419	12,663	243,250
General Fund	58,837	55,858	26,664	10,778	9,778	12,663	174,578
HRA	15,787	18,234	19,282	7,728	7,641	0	68,672

Total proposed budget for 2021/22 to 2025/26 = £168.6M 2020/21 capital expenditure to 31/12/2020: £44.2M

- 15.7 For 2020/21 the revised budget includes the purchase of the Victoria Centre (£10.9M) and the inclusion of £3.2M of new budget for the Next Steps Accommodation Programme. Although these take the revised budget over £60M they should not affect the deliverability of the programme as the first is a one-off purchase and the second relates to grant monies that have to be spent by March 2021.
- 15.8 For 2021/22 the revised budget includes £6.7M for the Priory New Build and £5.6M for the Airport Business Park launchpad. Although these take the revised budget over £60M they should not affect the deliverability of the programme as they are part of on-going projects that are delivering at pace.
- 15.9 The proposed amended Capital Investment Programme for 2020/21 to 2025/26 is detailed in **Appendix 13**.

# Funding of the capital investment programme

15.10 The proposed capital investment programme presented in this report is currently fully funded and has been prepared based on the level of borrowing the Council can support, notified capital grants, prudent assumptions over the level of other grants and the timing and valuation of capital receipts (from the sale of existing surplus Council assets) that will be realised.

15.11 The proposed estimated funding for the programme (excluding schemes subject to viable business case and budget re-profiling approval) is as follows:

Type of funding	2021/22 £M	2022/23 £M	2023/24 £M	2024/25 £M	2025/26 & future years £M	Total £M
External funding – capital grant	19.3	1.4	0.8	0.8	1.7	24.0
External funding – third party contributions	1.1	0.3	0.0	0.2	0.0	1.6
Capital Receipts	2.6	3.4	0.1	0.0	0.0	6.1
Major Repairs Reserve (Housing Revenue Account)	7.5	7.1	6.7	6.7	0.0	28.0
Earmarked reserves / Revenue Contributions	9.3	9.5	0.1	0.0	0.0	18.9
Borrowing – Main Schemes <sup>(1)</sup>	23.8	20.7	8.1	7.3	4.0	63.9
Borrowing – Invest to Save <sup>(1)</sup>	10.5	3.5	2.7	2.4	7.0	26.1
Total	74.1	45.9	18.5	17.4	12.7	168.6

Note 1 - this relates to both internal and external borrowing

The estimated amounts of internal and external borrowing are shown in the table below:

Borrowing to fund capital schemes	2021/22 £M	2022/23 £M	2023/24 £M	2024/25 £M	2025/26 & future years £M	Total £M
Internal borrowing	34.3	13.2	0.0	0.0	11.0	58.5
External borrowing	0.0	11.0	10.8	9.7	0.0	31.5
Total borrowing	34.3	24.2	10.8	9.7	11.0	90.0

- 15.12 The Corporate Asset Management Strategy records a clear preference for the retention of freeholds but does recognise that in some circumstances, a disposal is the most appropriate course of action. Capital receipts will reduce the need for borrowing to support the Capital Investment Programme if they can be generated.
- 15.13 Individual authorities are responsible for deciding the level of their affordable borrowing. The Government does have powers to limit the aggregate for authorities for national economic reasons, or for an individual authority. Funding schemes by borrowing has a revenue consequence of approximately £70k for every £1M borrowed or if £10M is borrowed this would equate to an increase in Council Tax of approximately 0.8%. The full impact of borrowing costs associated with the funding of the proposed programme has been included in the Council's current financial planning for 2021/22 to 2025/26.

- 15.14 The Minimum Revenue Provision (MRP) is an amount to be set aside for the repayment of debt. Each Local Authority has a general duty to charge an amount of MRP to revenue which it considers to be prudent, with responsibility being placed upon the full Council to approve an annual MRP policy statement. The MRP policy statement for 2021/22 is attached as **Appendix 14**.
- 15.15 The Treasury Management Strategy covers the management of the council's cash flows, its borrowings and its investments, the management of the associated risks, and the pursuit of the optimum performance or return consistent with those risks.
- 15.16 The budget includes provision for the financing costs of the Council's Capital Investment Programme, including interest on external borrowings. Offsetting this, the Council will earn interest by temporarily investing its surplus cash, which includes unapplied and set-aside capital receipts. These budgets depend on many factors, not least the Council's level of revenue and capital budgets, use of reserves, methods of funding the budget requirement, interest rates, cash flow and the Council's view of risk.
- 15.17 Audit Committee have responsibility for the scrutiny of the Treasury Management Strategy and it is the subject of a separate report to February Cabinet proceeding to Council for approval in advance of the forthcoming year.
- 15.18 The CIPFA Prudential Code for Capital Finance in Local Authorities has been developed to support Local Authorities in taking capital investment decisions and to ensure that these decisions are supported by a framework which ensures prudence, affordability and sustainability. To demonstrate compliance with these objectives each authority is required to produce a set of prudential indicators. These prudential indicators for capital and treasury management are attached as **Appendix 15**.
- 15.19 It is the Chief Finance Officer's view that this capital investment programme is prudent, affordable and sustainable and the risks associated with it are manageable.

# 16 Other Options

16.1 The Local Government Act requires billing authorities to complete and approve their budgets and set a council tax before 11 March immediately prior to the start of the financial year on 1 April.

# 17 Reasons for Recommendations

17.1 The recommendations in this report are to comply with statutory requirements and relevant Local Authority codes of practice and to ensure the budgets align to and enable the delivery of the Councils ambition and desired outcomes or to enhance the Councils infrastructure.

# 18 Corporate Implications

# 18.1 Contribution to the Southend 2050 Road Map

The delivery of a revenue budget and the capital investment programme in line with the recommendations in this report will contribute to the delivery of the Southend 2050 ambition and achievement of the desired outcomes and five year roadmap.

# 18.2 **Financial Implications**

As set out in this report.

# 18.3 Legal Implications

As set out in this report.

# 18.4 **People Implications**

As set out in paragraphs 10.20 – 10.23 of this report.

# 18.5 **Property Implications**

The Capital Investment Strategy and Corporate Asset Management Strategy (CAMS) may affect the Council's property holdings, assets and liabilities. The Strategy and CAMS will reflect the implications of the agreed Capital Investment Programme and any impact on the level of required borrowing.

# 18.6 **Consultation**

Consultation has taken place with the Chief Executive, Executive Directors and their Directors as part of the budget preparation process who are fully committed to working within the budget proposed. Members are being consulted through Cabinet, Scrutiny and Council.

Consultation with staff and unions will continue throughout the process. Briefings for local businesses and the voluntary sector have been undertaken to give them an opportunity to find out more about what is in the planned draft budget from the Leader, Deputy Leader and Executive Director (Finance & Resources).

Staff have been kept abreast of progress and opportunities for contributions through communications by the Chief Executive and Executive Director (Finance & Resources) and through media briefings.

Several of the investment proposals included within this budget package have been included because of feedback from our partners and stakeholders, demonstrating collaborative working to deliver our Southend 2050 outcomes.

# 18.7 Equalities and Diversity Implications

Assessments have been carried out for all proposed revenue investment and reprioritisation proposals in the 2021/22 budget and for all capital investment proposals where appropriate. This is summarised in **Appendix 16**.

## 18.8 **Risk Assessment**

The budget proposals will be subject to the Executive Directors and Directors review of risk and robustness. These have informed the Chief Finance Officer's Section 25 of the 2003 Local Government Act statement on the robustness of estimates and adequacy of reserves as part of this report in **Appendix 2**.

All capital projects are delivered using best practice project management tools as appropriate. This requires a full risk assessment and management review to be carried out. The programme includes an appropriate sum within each project to cover build risk and claims.

# 18.9 Value for Money

The proposals set out in the report reflect the Council's drive to improve value for money and to deliver significant efficiencies in the way it operates.

All projects are required to follow and adhere to procurement guidance issued by the Council. They must also comply with procedure rules for entering into and managing contracts with suppliers.

# 18.10 Community Safety Implications

Assessments have been carried out for all revenue and capital investment proposals where appropriate.

#### 18.11 Environmental Impact

Assessments have been carried out for all revenue and capital investment proposals where appropriate.

# 19 Background Papers

The Local Government Finance Settlement 2021/22, MHCLG Budget working papers held by the Finance and Resources section Southend 2050 Ambition / Five Year Roadmap Southend 2050 – Strategic Delivery Plans Appendix 1 Medium Term Financial Strategy 2021/22 – 2025/26 Annex 1 to Appendix 1 – Medium Term Financial Forecast to 2025/26

Annex 2 to Appendix 1 – Earmarked Reserves to 2025/26

- Appendix 2 Section 151 Officer's Statement on the Adequacy of Balances and the Robustness of the Budget
- Appendix 3 Appropriations to and from General Fund Earmarked Reserves
- Appendix 4 General Fund Revenue Budgets for 2021/22

Appendix 4a. One Page Summary

Appendix 4b. Objective Summary by Portfolio

Appendix 4c. Subjective Summary by Portfolio

- Appendix 5 Proposed Revenue Investment 2021/22
- Appendix 6 Proposed Savings and Income Generation Initiatives
- Appendix 7 Budget and Transformation Programme 2022/23 to 2025/26
- Appendix 8 Proposed increases or new Fees and Charges
- Appendix 9 Dedicated Schools Grant Budget 2021/22 Budget planning
- Appendix 10 Capital Investment Strategy 2021/22 to 2025/26 Annex 1 to Appendix 10 – Capital Investment Policy
- Appendix 11 Capital Investment Proposals 2021/22 to 2025/26
- Appendix 12 Other Requested Changes to Approved Capital Investment Programme
- Appendix 13 Amended Capital Investment Programme 2021/22 to 2025/26 (2020/21 shown for information)
- Appendix 14 Minimum Revenue Provision Policy 2021/22
- Appendix 15 Prudential Indicators 2021/22 to 2025/26
- Appendix 16 Equality Analyses supporting budget proposals

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Appendix 1



# Medium Term Financial Strategy 2021/22 to 2025/26

# January 2021

# To be reviewed and updated for February 2021 Cabinet



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#### Medium Term Financial Forecast 2021/22 to 2025/26

		21/22 000s		22/23 000s		23/24 )00s		24/25 100s		25/26 00s
		005	Z.	1005	20	1005	20	1005	ž.	005
Base Budget From prior year LESS	130,428		133,423		145,524		148,866		152,287	
LESS Appropriations to / (from) reserves in prior year Revenue Contributions to Capital Less other one-off expenditure / (savings)	10,286 (363) (9,009)		2,593 (1,409) (156)		(1,162) (1,463) 1,265		4,227 (1,816) (3,000)		(2,089) 0 1,500	
Adjusted Base Budget	(0,000)	131,342	(100)	134,451	1,200	144,164	(0,000)	148,277	1,000	151,698
Appropriations to / (from) reserves		(2,593)		1,162		(4,227)		2,089		2,090
Revenue Contributions to Capital (Funded from Earmarked Reserves)		1,409		1,463		1,816		2,003		2,090
Other one-off / time limited expenditure bids		156		(1,265)		3,000		(1,500)		(1,500)
Inflation and other increases		2,750		3,750		3,750		3,750		3,750
Capital Programme Costs		91		724		959		1,076		852
Corporate Cost Pressures		205		(48)		744		(38)		24
Directorate (Savings) / Pressures Ongoing Executive Directorate investment Budget reductions proposed	5,356 (4,005)	1,351	3,050 (2,367)	683	3,850 (618)	3,232	3,050 (917)	2,133	3,050 (475)	2,575
Better Care Fund Funding to Support Social Care and benefit Health Expenditure relating to the BCF and IBCF	(13,358) 13,358	0								
Public Health Projected Grant Income * Projected Expenditure	(9,525) 9,525	0	0	0	0	0	0	0	0	0
Housing Revenue Account Projected Expenditure Projected Income Contributions to / (from) HRA Earmarked Reserves	31,583 (29,012) (2,571)	0	32,132 (30,259) (1,873)	0	24,959 (30,996) 6,037	0	25,314 (31,861) 6,547	0	25,367 (32,714) 7,347	0
Dedicated Schools Grant Projected Grant Income Projected Expenditure Pupil Premium received from Government (indicative) Pupil Premium Expenditure	(55,475) 55,475 (1,892) 1,892	0								
Projected General Fund Net Expenditure		134,711		140,920		153,438		155,787		159,489
Changes in General Grants		(1,288)		11,604		628		0		0
Budget Requirement		133,423	-	152,524	-	154,066	-	155,787	-	159,489
Funded By										
Council tax increase (1.99% in 21/22, 1.99% onwards) (taxbase +0.0% 2021/22 and +0.5% p.a future years) Social Care Precept		(78,644)		(80,792)		(83,010)		(85,285)		(87,618)
(2.0% in 21/22, 1% in 22/23, 0% onwards)		(9,068)		(9,996)		(10,046)		(10,096)		(10,147)
Business Rates		(38,129)		(53,736)		(54,810)		(55,906)		(57,024)
Revenue Support Grant **		(6,082)		0		0		0		0
Collection Fund Surplus		(1,500)		(1,000)		(1,000)		(1,000)		0
Total Funding		(133,423)		(145,524)		(148,866)		(152,287)		(154,789)
Funding Gap	0			7,000		5,200		3,500		4,700
Funding Gap (Cumulative)		0		7,000		12,200		15,700		20,400
Core Precept		78,644		80,792		83,010		85,285		87,618
Social Care Precept		9,068		9,996		10,046		10,096		10,147
Band D Council Tax Council Tax for a Band D Property % Increase in Council Tax		1,494.73 3.99%		1,539.45 2.99%		1,570.05 1.99%		1,601.28 1.99%		1,633.14 1.99%
<b>Council Tax Base</b> Council Tax Base Increase in Tax Base on prior year		58,681 0.00%		58,974 0.50%		59,269 0.50%		59,566 0.50%		59,863 0.50%

\* The assumption has been made that the ringfence is removed after 2021/22, this change in reflected in the figures for general grants and business rates for 2022/23. \*\* The assumption has been made that this grant will form part of the business rate baseline assessment from 2022/23 onwards.

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	Balance	То	From		Balance	То	From		Balance	То	From		Balance	То	From		Balance	То	From		Balance	То	From		Balance
Earmarked Reserves		Reserves	Reserves	Transfers	1/4/21	Reserves	Reserves	Transfers	1/4/22	Reserves	Reserves	Transfers	1/4/23	Reserves	Reserves	Transfers	1/4/24	Reserves	Reserves	Transfers		Reserves	Reserves	Transfers	1/4/26
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Capital Reserves				1 1	1																				
Business World ERP Reserve	132			385	517				517				517				517				517				517
Capital Reserve	5,714		(363)	1,500	6,851		(3,909)	172	3,114	625	(1,463)		2,276	625	(1,816)		1,085	625			1,710	625			2,335
Interest Equalisation Reserve	4,211		(945)		3,266	285		699	4,250				4,250				4,250				4,250				4,250
MRP Equalisation Reserve	16,504	285	(918)		15,871			(871)	15,000				15,000				15,000				15,000				15,000
Queensway Reserve	235		( /	(235)	-			(- )	-				-				-				-				-
Capital Reserves	26,796	285	(2,226)	1,650	26,505	285	(3,909)	-	22,881	625	(1,463)	-	22,043	625	(1,816)	-	20,852	625	-	-	21,477	625	-	-	22,102
Corporate Reserves			(-))	_,			(0)0007				(_,,				(_/====/						,				
Business Rates Retention Reserve	4,283			(2,283)	2,000				2,000				2,000				2,000				2,000				2,000
Business Transformation Reserve	1,055		(1,012)	3,750	3,793		(1,276)	(497)	2,020		(285)		1,735				1,735				1,735				1,735
COVID-19 Recovery & Response	-		(_//	-,	-		(-))	1,000	1,000		(/		1,000				1,000				1,000				1,000
New Homes Bonus	5,326	1,370	(560)		6,136	1,340	(280)	(3,696)	3,500	628			4,128				4,128				4,128				4,128
Outcome Delivery Reserve	3,320	1,570	(250)	750	500	1,540	(250)	(3,050)	250	020	(250)		-,120				4,120				4,120				-
Pension Reserve	9,564	2,000	(4,350)	(5,214)	2,000	2,000	(250)		4,000	2,000	(250)		6,000	1,500	(4,500)		3,000	1,500			4,500	1,500			6,000
	850	2,000	(4,550)	(3,214)	850	2,000			4,000	2,000			850	1,500	(4,300)		850	1,500			4,300	1,500			850
Rental Equalisation		3,370	(C 172)	(2.007)	15,279	2 240	(1,806)	(2 102)	13,620	2,628	(535)			1,500	(4 500)			1,500				1,500			
Corporate Reserves	21,078	3,370	(6,172)	(2,997)	15,279	3,340	(1,806)	(3,193)	13,020	2,028	(535)	-	15,713	1,500	(4,500)	-	12,713	1,500	-	-	14,213	1,500	-	-	15,713
Grant Reserves				<u>г</u>																					
Area Child Protection	32		1= +==		32				32				32				32				32				32
COVID-19 Reserve	5,128		(5 <i>,</i> 128)		-				-				-				-				-				-
Dedicated Schools Grant	1,248				1,248				1,248				1,248				1,248				1,248				1,248
General Grants Carried Forward	2,119		(412)		1,707				1,707				1,707				1,707				1,707				1,707
Public Health Grant - DAAT	241		(35)		206				206				206				206				206				206
Public Health Grant - Public Health	1,235		(271)		964		(150)		814				814				814				814				814
Grant Reserves	10,003	-	(5,846)	-	4,157	-	(150)	-	4,007	-	-	-	4,007	-	-	-	4,007	-	-	-	4,007	-	-	-	4,007
Insurance Reserves																									
Insurance Reserve	5,963				5,963				5,963				5,963				5,963				5,963				5,963
Ci Insurance Reserves	5,963	-	-	-	5,963	-	-	-	5,963	-	-	-	5,963	-	-	-	5,963	-	-	-	5,963	-	-	-	5,963
Service Reserves																									<del> </del>
Adult Social Care Reserve	235			(928)	(693)			2,693	2,000				2,000				2,000				2,000				2,000
Children's Social Care Reserve	-		(3,000)	3,000	-			2,500	2,500				2,500				2,500				2,500				2,500
Building Control Reserve	116			(116)	-				-				-				-				-				-
Cemeteries Reserve	39			(39)	-				-				-				-				-				-
Elections Reserve	162		(36)		126		(36)		90	107			197		(36)		161		(36)		125		(35)		90
Internal Audit Reserve	288				288				288				288				288				288				288
Local Land Charges Reserve	64				64				64				64				64				64				64
Schools Improvement	25		(200)	575	400		(200)		200		(200)		-				-				-				-
Social Fund	467		(350)		117		(117)		-		· · /		-				-				-				- 1
Specific Corporate Projects	730		()	(730)	-		( )		-				-				-				-				-
Street Lighting Reserve	105			( /	105				105				105				105				105				105
Supporting People Reserve	406				406				406				406				406				406				406
Voluntary Organisations Reserve	125			(125)	-				-				-								-				
Waste Management Reserve	4,922			(123)	4,922			(2,000)	2,922				2,922				2,922				2,922				2,922
Welfare Reform Reserve	711			(290)	421			(2,000)	421				421				421				421				421
Service Reserves	8,395		(3,586)	1,347	6,156	-	(353)	3,193		107	(200)		8,903	-	(36)		8,867	-	(36)		8,831	-	(35)	-	8,796
Monies Held In Trust	0,393	-	(3,300)	1,347	0,150	-	(333)	3,133	0,550	107	(200)	-	0,903	-	(30)	-	0,007	-	(30)	-	0,001	-	(55)	-	0,790
Comp-3 When Children Reach 18	3			Г	3	1			3	1			2								3	I			-
	-				3 17				-				3 17				3								17
Emily Brigs Trust	17								17								17				17				
Thorpe Smith Bequest	33				33				33				33				33 53				33				33
Monies Held In Trust	53	-	-	-	53	-	-	-	53	-	-	-	53	-	-	-	53	-	-	-	53	-	-	-	53
Total General Fund Earmarked	72,288	3,655	(17,830)	-	58,113	3,625	(6,218)	-	55,520	3,360	(2,198)	-	56,682	2,125	(6,352)	-	52,455	2,125	(36)	-	54,544	2,125	(35)	-	56,634
Reserves					-								-	-			-	-					. ,		
HRA Capital Investment Reserve	23,181		(3,582)		19,599		(2,631)		16,968		(1,933)	(2,387)	12,648	5,977		(1,313)	17,312	6,487		(1,036)	22,763	7,287		(875)	29,175
	I						(2,031)				(1,933)	(2,387) 2,387		5,977				0,487				1,28/		(875) 875	
HRA Major Repairs Reserve	8,160 580	~~	(1,255)		6,905	60			6,905	~		2,38/	9,292	~~		1,313		~~		1,036	11,641	60		8/5	
HRA Repairs Contract Pension Reserve	I	60			640	60			700	60			760	60			820	60			880	60			940
HRA Reserve	3,502		(4.007)		3,502		(2.526)		3,502		(1.022)		3,502	C 027			3,502	C F 47			3,502	7 2 4 7			3,502
Total HRA Reserves	35,423	60			30,646	60	( ) )	-	28,075	60		-	26,202	6,037		-	32,239	6,547	-	-	38,786	7,347	-	-	46,133
Total Earmarked Reserves	107,711	3,715	(22,667)	-	88,759	3,685	(8,849)	-	83,595	3,420	(4,131)	-	82,884	8,162	(6,352)	-	84,694	8,672	(36)	-	93,330	9,472	(35)	-	102,767

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# COUNCIL BUDGET 2021/22 TO 2025/26

# SECTION 151 OFFICER'S STATEMENT ON ADEQUACY OF BALANCES AND THE ROBUSTNESS OF THE BUDGET

# 1. Introduction

- **1.1.** The Chief Financial Officer is required to make a statement on the adequacy of reserves and the robustness of the budget. This is a statutory duty under section 25 of the 2003 Local Government Act which states the following:
  - a) Where an authority to which section 32 or 43 of the Local Government Finance Act 1992 (billing or major precepting authority) or section 85 of the Greater London Authority Act 1999 (c.29) (Great London Authority) applies is making calculations in accordance with that section, the Chief Finance Officer of the authority must report to it on the following matters:
    - The robustness of the estimates made for the purposes of the calculations, and
    - The adequacy of the proposed financial reserves.
  - b) An authority to which a report under this section is made shall have regard to the report when making decisions about the calculations in connection with which it is made.

This includes reporting and taking into account:

- The key assumptions in the proposed budget and to give a view on the robustness of those assumptions.
- The key risk areas in the budget and to assess the adequacy of the Council's reserves when reviewing the potential financial impact of these risk areas on the finances of the Council. This should be accompanied by a Reserves Strategy.
- **1.2.** CIPFA published a new Financial Management (FM) Code in October 2019. One of the 17 standards included in the new Code is *'the budget report includes a statement by the chief financial officer on the robustness of the estimates and a statement on the adequacy of the proposed financial reserves'.* The first full year of compliance with the new FM Code will be 2021/22. This is a good practice approach that Southend-on-Sea have always followed and the statement is updated in light of the prevailing circumstances and assessment of relevant risks each financial year.

- **1.3.** This statement must be considered and approved by full Council as part of the budget approval and Council Tax setting process.
- **1.4.** This document concentrates on the General Fund budget, the Housing Revenue Account and Capital Investment Programme, but in addition it also considers key medium-term issues faced by the Council.
- **1.5.** The importance of this overall approach and need for prudent and realistic levels of reserves and provisions has been brought sharply into focus by the impact of COVID-19 on both the finances and operations of the Local Government Sector throughout 2020/21.

# 2. Assurance Statement of the Council's Section 151 Officer

- 2.1. The following are the summary assurances and recommendations of the Council's Section 151 Officer (currently the Executive Director of Finance and Resources). They must be read in conjunction with the supporting statement in this Appendix, which together make up the Section 151 Officer's statutory duty to report under Section 25 of the Local Government Act 2003.
- 2.1.1. In relation to the 2021/22 General Fund Revenue budget I have examined the budget proposals and I believe that, whilst the spending and service delivery proposals are challenging, they are nevertheless achievable given the political and management desire to implement the changes. Good management and the sound monitoring of performance and budgets will be essential. I am satisfied that sufficient management processes exist within the Council to deliver this budget and to identify and deal with any problems which may arise unexpectedly during the year.
- 2.1.2. The key process risks in making the above statement are the level of resources within the Council dedicated to providing financial support services and advice to managers, which will need the finance teams to be focused on key risk budgets.
- 2.1.3. My recommendations are also conditional upon:
  - a) The Council continuing to assess, learn, report and respond appropriately to the impact of COVID-19 across all aspects of its operations.
  - b) The Council approving the updated Medium Term Financial Strategy for 2021/22 to 2025/26

- c) A recognition in the medium-term planning approach that the level of reserves and corporate risk assessment need to be regularly reviewed in the light of changing circumstances and that it may not be possible to match the two at any single point in time. The Council needs to show a commitment to maintain reserves at a level which provides adequate cover for most identified risks during the planning period. This approach is pragmatic and shows a clear commitment to prudent contingency planning.
- d) It must be noted, however, that the recommended levels of reserves could still leave the Council exposed to the very exceptional risks identified in this review and, if all those risks crystallised at the same time, then the total level of reserves could be inadequate;
- e) Cabinet Members, Chief Executive, Executive Directors and managers not exceeding their cash limits for 2021/22 (and future years covered by the Medium Term Financial Strategy);
- f) Taking every opportunity to meet the Reserves Strategy as a first call on windfall underspends;
- g) Not considering further calls on reserves other than for those risks that have been identified, those that could not have been reasonably foreseen and that cannot be dealt with through management or policy actions. The exception to this is where the Reserves Strategy (reviewed annually) is met. Even in those circumstances, it is not prudent to finance ongoing spending from one-off reserves. Any excess reserves should be targeted towards business transformation (including redundancies and invest to save initiatives), key services particularly Childrens and Adults, contributions to support capital outlay, Local Government funding changes and the impacts of significant changes in national policy.
- Where there is a draw-down on reserves, which causes the approved Reserves Strategy to be off target, that this is replenished as part of a revised Medium Term Financial Strategy. This approach has been adopted in the current Strategy £2.5M has been used to support the budget in 2021/22 and the medium term proposed plan is to replenish this amount over 2022/23 2025/26.
- i) That the Council has arrangements and resources in place to consider value for money in preparation for future years' budgets.
- 2.1.4. In relation to the adequacy of reserves, I recommend the following Reserves Strategy based on an approach to evidence the requisite level of reserves by internal financial risk assessment. The Reserves Strategy will need to be reviewed annually and adjusted in the light of the prevailing circumstances.

- a) An absolute minimum level of unallocated General Fund reserves of £8 million is maintained throughout the period between 2021/22 to 2025/26;
- An optimal level of unallocated General Fund reserves of £10 million over the period 2021/22 to 2025/26 to cover the absolute minimum level of reserves, in-year risks, cash flow needs and unforeseen circumstances;
- c) A maximum recommended level of unallocated General Fund reserves of £12 million for the period 2021/22 to 2025/26 to provide additional resilience to implement the Medium Term Financial Strategy;
- d) A Reserves Strategy to remain within the recommended level of reserves over the relevant period of 2021/22 to 2025/26.
- 2.1.5. The estimated level of unallocated General Fund reserves at 31 March 2021, based on current projections is £11 million depending on the final outturn position. Therefore:
  - a) The absolute minimum level of reserves of £8 million is currently being achieved;
  - b) The optimal level of reserves of £10 million criteria is being achieved for 2020/21, if departments spend against budget as currently projected;
  - c) The maximum level of reserves of £12 million is not being exceeded;
  - d) Reserves should remain within the recommended range of reserves during 2021/22. This is subject to the cash limited budget for 2021/22 being met.
- 2.1.6. These recommendations are made based on:
  - a) The risks identified by the Chief Executive and Executive Directors reviews of their budgets;
  - b) My own enquiries during the development of the current budget proposals;
  - c) The resilience and sustainability required to deliver the Medium Term Financial Strategy;
  - d) One-off unallocated reserves not being used to fund new on-going commitments;
  - e) That the reserves in 2021/22 and the foreseeable future are used only if risks materialise and cannot be contained by management or policy actions.
  - f) That where reserves are drawn down, the level of reserves is maintained in line with the latest Medium Term Financial Strategy.

- 2.1.7. There are also serious exceptional risks which, if they crystallise, could significantly impact the Council's reserves and leave its financial standing seriously in question. These include:
  - a) A national failure to mobilise and roll out an effective immunisation programme to eradicate the spread and impact of COVID-19 and reduced financial support for the continuing local implications of lockdown due to the pandemic;
  - b) The potential for cliff slips, pier remediation works and any other unforeseen Council owned infrastructure issues;
  - c) Waste Management (Disposal) This is to be kept under review pending a new contract in 2023;
  - d) The current Waste Collection and Street Cleansing contract, which has been renegotiated now includes a requirement for an earlier re-tendering of this service in 2023;
  - e) The financial implications from the Care Act, other welfare reform changes and other associated Housing legislation;
  - f) The increasing cost and demand pressures for adult and children social care;
  - g) The risk surrounding the non-delivery of savings and exceeding investment proposals within the budget package for 2021/22;
  - h) The risk of not comprehensively developing and robustly implementing the Budget and Transformation Programme for 2022/23 2025/26;
  - i) The financial uncertainty for the public sector arising from the prevailing and continuing national and local conditions;
  - j) The risk of further significant reductions in income and Government grant funding, particularly in relation to:
    - Growth and decline in the Council's Tax base and Business Rates base;
    - Business Rates appeals from the 2017 revaluation;
    - Academies funding;
    - The Local Council Tax Support Scheme with reduction in subsidy funding and no protection for caseload increases;
    - Further changes to the way in which Local Government is financed by Government particularly with any changes to the Business Rates Retention Scheme;
    - Future Government changes in policy and funding for Local Government, particularly the unknown impact of the next Spending Round and fair funding review;
    - The need to address the Country's ongoing Public Sector Borrowing Requirement (PSBR) and the structural financial deficit.

- The economic impact of the withdrawal of the UK from the European Union;
- k) Insurance Claims;
- Any impact on Council services and Budget in 2021/22 and later years arising from the withdrawal from the European Union on 1/1/21.
- 2.1.8. In relation to the Housing Revenue Account (HRA) in 2021/22 and the medium to long term:
  - a) Given the current status of housing management provision the recommendation is that general reserves be maintained at the target figure of £3m;
  - b) A 2021/22 budget has been agreed with South Essex Homes Ltd. to maintain a balanced HRA;
  - c) Forward projections for the HRA beyond 2021/22 are being remodelled. In addition, this is linked to the HRA's own Medium Term Financial Strategy for the period 2021/22 to 2025/26.

The current position demonstrates that it is possible to:

- Maintain a balanced HRA throughout that period;
- Meet current level of capital investment; and
- Repayment of required debt
- 2.1.9. In relation to the General Fund and HRA Capital Investment Programme 2020/21 to 2025/26 (including commitments from previous years and new starts):
  - a) The HRA Capital Programme will need to be contained within the total programme cost;
  - b) The General Fund Capital Budget is substantial but is based on the best information available in terms of project costs. What is less certain is the actual phasing of expenditure;
  - c) The key strategic schemes identified in the Capital Investment Programme will be closely monitored in-year;
  - d) That the funding identified for the approved Capital Investment Programme is delivered and is prudent, affordable and sustainable.
- 2.1.10. In relation to the medium to long term Capital Investment Programme:
  - a) The delivery of the agreed Capital Strategy and Asset Management Plan is a critical priority to enable the matching of resources to needs and priorities.

# 2.2. <u>Assurance</u>

Given all these factors, I, as the Council's Section 151 Officer, consider the estimates for 2021/22 to be sufficiently robust and recommend for approval by the Council. I am also able to advise the Council that the level of General Fund Reserves is adequate and to recommend a Reserves Strategy which is achievable for 2021/22 – 2025/26.

# 3. <u>Supporting Statement</u>

# 3.1. <u>Processes</u>

- 3.1.1. Budget estimates are exactly that estimates of spending and income made at a point in time and which will change as circumstances change. This statement about the robustness of estimates cannot give a 100% guarantee about the budget but gives Members reasonable assurance that the budget has been based on the best information and assumptions available at the time.
- 3.1.2. In order to meet the requirement on the robustness of estimates several key processes have been put in place, including:
  - a) The issuing of clear guidance to Services on preparing budgets;
  - b) The development of a Council wide risk assessment;
  - c) The use of extensive budget monitoring and its escalation process to identify risks;
  - d) The Council's S151 Officer providing advice throughout the process of budget preparation and budget monitoring;
  - e) The Chief Executive and Executive Directors review of their budgets and appropriate sensitivity analysis;
  - f) A review of all budget proposals and implications by CMT from April 2020 to January 2021;
  - g) A review of budget proposals and implications by Cabinet Members from June 2020 to January 2021;
  - h) Enquiries made directly by the Section 151 Officer and Finance Officers
- 3.1.3. Notwithstanding these arrangements, which are designed to rigorously test the budget throughout its various stages of development, considerable reliance is placed on the Chief Executive, Executive Directors and Directors having proper arrangements in place to identify issues, project costs, service demands, income levels, to consider value for money and efficiency, and to implement changes in their service plans. These arrangements are supported by appropriately qualified financial staff.
- 3.1.4. A summary of the key budget assumptions considered by Services and financial staff in terms of assessing the robustness of their budgets are shown below:
  - a) The treatment of inflation and interest rates.
  - b) The treatment of demand led pressures.
  - c) The treatment of efficiency savings/productivity gains.

- d) The financial risks inherent in any significant new funding partnerships, major outsourcing deals or major capital developments.
- e) The availability of other funds to deal with major contingencies.
- f) The Service's track record in budget and financial management.
- g) The Service's capacity to manage in-year budget pressures.
- 3.1.5. The full key budget assumptions and comments by the Chief Executive and Executive Directors have been used in constructing all budget proposals.
- 3.1.6. Corporate and service processes are under continuous review and improvement. Over the last few years there has been a sustained emphasis on a robust scheme of budget monitoring with an improved reporting format to Cabinet and Members in 2020/21. Additionally, the regular review and monitoring of the annual budget savings that was introduced by the current Executive Director of Finance & Resources will continue in 2021/22.
- 3.1.7. There are also clear plans in place for the continuous improvement and development of the ERP system (Business World) covering both Financial and HR systems. This will strengthen the authority's capacity and ability to monitor more effectively the overall budget. Continual improvement in these processes will also assist in the prevention or at least the earlier identification of issues to be dealt with in the budget and Medium Term Financial Strategy and allow for any in-year rebalancing to be undertaken as soon as possible if required. Nevertheless, in preparing a comprehensive budget for such a complex Organisation, unforeseen issues will undoubtedly still arise throughout the year and in the future.

# 3.2. <u>Robustness of Estimates - General Fund Revenue Budget</u>

- 3.2.1. The 2021/22 budget and Southend 2050 ambition, themes and five-year roadmap continues the need and our commitment to target our financial resources to delivering better outcomes and effectively manage risks. In addition to improving efficiency, there are clearly choices for the Council in this respect:
  - a) To increase financial resources to meet demand and reduce risk; and/or
  - b) To reduce (where possible) service levels and standards, frequency of service delivery, and eligibility for services.
- 3.2.2. As part of developing the budget, Members of the administration have considered these options and the outcome of these deliberations are reflected in the proposed budget package.

- 3.2.3. Most notably the Council has had to address major cost increases and pressures as well as corporate priorities including:
  - a) Employee costs;
  - b) Demographic and cost pressures for Adult and Children Social Care;
  - c) The cost of prudential borrowing within the capital programme;
  - d) Shortfalls in income and grant income;
  - e) Inflation;
- 3.2.4. The factors and risks considered in developing the proposed budget and recommendations on reserves are contained in each of the Executive Directors proposals surrounding their Service budget.
- 3.2.5. These assumptions will require the forecasts for future years to be reviewed early in each financial year leading to more detailed budgets during the autumn of each financial year.

# 3.3. Financial Sustainability Strategy

- 3.3.1. The Council has previously developed a high-level long-term strategy that is designed to frame its financial future and intentions. This strategy helps set the context for the Medium Term Financial Strategy, guide the Council's approach to maximising resources, prioritising investment and the effective targeting of resources to deliver the ambitions and outcomes contained within the Southend 2050 programme and roadmap phases.
- 3.3.2. Its primary purpose is to outline the Council's approach, desire and commitment to achieving financial sustainability by embracing the area's economic potential, growing our local tax base and increase sustainable income capabilities.
- 3.3.3. Given the unprecedented circumstances and challenges caused by COVID-19 in 2020/21 and the Government's decision to only issue a one-year financial settlement for 2021/22, the Council has committed to reviewing this strategy again in the Autumn of 2021, following what should be the announcement of a Comprehensive Three Year Spending Review for the Local Government Sector.

# 3.4. Medium Term Financial Strategy

3.4.1. The Council needs to deliver its Medium Term Financial Strategy reflecting the continuing impact of the proposed budget and only planned growth in relation to issues that are unavoidable. Within the current uncertain financial climate, it is very likely that service improvement and reasonable Council Tax increases, without key service reductions, will only be achieved through improving efficiency, clear prioritisation and adopting a new more commercial approach to income generation.

# 3.5. Adequacy of Reserves – General Fund Revenue Budget

- 3.5.1. Under the Local Government 2003 Act the Secretary of State has powers to set a minimum level of reserves. The most likely use of this power is where an authority is running down its reserves against the advice of their S151 Officer.
- 3.5.2. Determining the appropriate levels of reserves is not a precise science or a formula e.g. a simple percentage of the Council's budget. It is the Council's safety net for risks, unforeseen or other circumstances. The reserves must last the lifetime of the Council unless contributions are made from future years' revenue budgets. The minimum level of balances cannot be judged merely against the current risks facing the council as these can and will change over time.
- 3.5.3. Determining the appropriate levels of reserves is a professional judgement based on local circumstances including the overall budget size, risks, robustness of budget preparation, major initiatives being undertaken, budget assumptions, other earmarked reserves and provisions, and the Council's track record in budget management. It is also a professional judgement on the external factors that influence the Council's current and future funding position.
- 3.5.4. The consequences of not keeping a minimum prudent level of reserves can be serious. In the event of a major problem or a series of events, the Council would run the serious risk of a deficit or of being forced to cut spending during the year in a damaging and arbitrary way.
- 3.5.5. The recommendation on the prudent level of reserves has been based on the robustness of estimate information and the Corporate Risk Register. In addition, the other strategic operational and financial risks considered when recommending the minimum level of unallocated General Fund reserves include:
  - a) There is always some degree of uncertainty over whether the full effects of any economy measures and/or service reductions will be achieved. The Executive Directors have been requested to be prudent in their assumptions and that those assumptions, particularly about demand led budgets, will hold true in changing circumstances.
  - b) The Bellwin Scheme Emergency Financial Assistance to Local Authorities provides assistance in the event of an emergency. The Local Authority can claim assistance with the cost of dealing with an emergency over and above a threshold set by the Government.
  - c) The risk of major litigation, both current and in the future.
  - d) Risks in the inter-relationship between the NHS and Social Service authorities coupled with the responsibilities of Public Health.

- e) The Local Council Tax Support Scheme with less Government funding and increases in caseload at the Council's own risk
- f) Issues arising from the final Housing Benefit Subsidy Claim.
- g) The localisation of Business Rates including the impact of businesses declining in the borough boundaries.
- h) New and impending legislation.
- i) Unplanned volume increases in major demand led budgets, particularly in adult and children's services, learning disabilities, physical and sensory impairment, and housing benefits.
- j) The need to retain a general contingency to provide for some measure of unforeseen circumstances which may arise. This part of the reserves is not provided for directly but indirectly on the assumption that the financial risks identified will not all crystallise.
- k) The need to retain reserves for general day-to-day cash flow needs. This is minimal given the level of cash the Council holds at any given time.
- I) The potential impact nationally, regionally and locally of new climate change initiatives and commitment to our green agenda.
- m) The longer-term impact of the pandemic on the finances and operational arrangements of the Council.
- n) There remains some ongoing uncertainty over the impact of Brexit.
- 3.5.6. Further exceptional risks identified may have a potential and serious call on reserves. The Council is advised to be cautious about these risks and commit to restoring any drawn down reserves in line with the Medium Term Financial Strategy.
- 3.5.7. In these circumstances, I will require the Council, Cabinet, Chief Executive, Executive Directors and Directors:
  - a) To remain within their service budget for 2021/22 and within agreed medium term financial strategy parameters for future years (2022/23 to 2025/26) with a strict adherence to recovering overspends within future years' financial plan targets;
  - b) Repayment to reserves in line with the Medium Term Financial Strategy should these risks materialise;
  - c) Direct any windfall revenue savings/underspends to reserves should the General Fund Revenue Reserves Strategy require it.

# 3.6. Estimated Earmarked General Fund Revenue Reserves

3.6.1. I have reviewed the Council's General Fund earmarked revenue reserves which are estimated to amount to circa. £58.2 million as at 1<sup>st</sup> April 2021. This will be compiled of key reserves for Capital at £26.5 million, Corporate at £15.3 million, Grants at £4.2m, Insurance at £6.0 million and Service Reserves at £6.2 million. Further consideration and potential reassessment of all earmarked reserves will be undertaken in light of budget decisions taken in February 2021.

# 3.7. Estimated Earmarked Housing Revenue Account Revenue Reserves

3.7.1. I have reviewed the Council's Housing Revenue Account earmarked revenue reserves which are estimated to amount to £31.1 million as at 1<sup>st</sup> April 2021. This is compiled mainly of a Capital Investment reserve of £24.8 million and Major Repairs reserve of £6.3 million.

# 3.8. <u>Schools' Balances</u>

- 3.8.1. Schools' balances, while consolidated into the Council's overall accounts, are a matter for Governing Bodies. Nevertheless, under the Council's Scheme for Financing Schools the Council has a duty to scrutinise whether any school holds surplus balances. In Section 4.1 of the Council's Scheme is "The right to carry forward surplus balances" identifies that Schools may carry forward from one financial year to the next any surplus/deficit in net expenditure relative to the school's budget share for the year plus/minus any balance brought forward from the previous year.
- 3.8.2. Any revisions to the Council's Scheme for Financing Schools in respect of balances will be amended in line with the requirements of the Secretary of State for Education with minor amendments agreed by the Schools' Forum.
- 3.8.3. I am satisfied that the arrangements in place are adequate.

# 3.9. <u>Capital Investment Programme – 2021/22 to 2025/26</u>

# The Capital Budget

- 3.9.1. Projects, included in the capital investment programme, were prepared by Directors and managers in line with financial regulations and guidance. All projects were agreed by the relevant member of CMT and Cabinet Member and are fully funded for their estimated cost.
- 3.9.2. Projects have been costed at outturn prices with many subject to tender after inclusion in the programme. This may lead to variance in the final costs.

General Fund Revenue Budget 21/22 Appendix 2 3.9.3. Services are required to work within the given cash envelope so any under or over provision must be found within these limits.

# Capital Investment Programme Risks

- 3.9.4. The risk of the Council being unable to fund variations in the programme is minimal mainly due to phasing of projects. The Council can freeze parts of the programme throughout the year to ensure spend is within the agreed financial envelope, although this may have service implications.
- 3.9.5. A further key risk to the capital investment programme is the ability of the Council to fully deliver it within the agreed timescales.
- 3.9.6. In relation to the General Fund and HRA Capital Investment Programme specifically for 2021/22 (including commitments from previous years and new starts):
  - a) The HRA Capital Investment Programme will need to be contained within total programme cost by delaying or stopping specified schemes.
  - b) The General Fund Capital Budget is substantial but is based on the best information available in terms of project costs. What is less certain is the phasing of expenditure.
  - c) The strategic schemes identified in the Capital Investment Programme will be closely monitored in-year.
  - d) That the funding identified for the approved Capital Investment Programme is delivered and is prudent, affordable and sustainable.

## Appropriations for 2020/21

Within the forecast outturn figure, there are several proposals for appropriations to and from earmarked reserves. The final value of these appropriations will be assessed at year-end and reported as part of the closedown reporting programme.

## Appropriations to Reserves

## 1. £1,370,000 to the New Homes Bonus Reserve

The Council currently continues to receive New Homes Bonus Grant. Given the uncertainty over the level of this grant in the future, it is proposed that any monies are continued to be used to support one-off projects.

## 2. £285,000 to the MRP Equalisation Reserve

When the 2020/21 budget was approved the agreed appropriation of £918,000 from the MRP equalisation reserve was based on the 2019/20 capital expenditure that was forecast to be financed by borrowing. The actual 2019/20 capital expenditure financed by borrowing was lower than forecast so this amount can be transferred back to the MRP equalisation reserve to fund future increases in MRP without impacting base line services.

#### 3. £2,000,000 to the Pensions Reserve

This appropriation provides some flexibility by beginning to rebuild the Pensions Reserve to ensure that the Council has sufficient provision to cope with future pension fund evaluations.

## Total Appropriations to Reserves

#### £3,655,000

# Appropriations from Reserves

# 1. £363,000 from the Capital Reserve

This is to fund several approved capital projects in 2020/21.

## 2. £945,000 from the Interest Equalisation Reserve

This is to smooth the impact in 2020/21 of the increases in the interest budgets because of the financing of the capital investment programme.

# 3. £918,000 from the MRP Equalisation Reserve

This is to smooth the impact in 2020/21 of the increases in MRP that the Council needs to set aside because of the proposed capital investment programme.

# 4. £1,012,000 from the Business Transformation Reserve

To fund one-off investments identified as part of the approved 2020/21 budget plus business cases agreed throughout the year.

# 5. £560,000 from the New Homes Bonus Reserve

To fund several proposed one-off investments during 2021/22.

# 6. £250,000 from the Outcome Delivery Reserve

This is to fund proposed interventions in 2020/21 which will provide better improved outcomes in line with our 2050 ambitions.

## 7. £4,350,000 from the Pensions Reserve

This is to fund the prepayment of pension deficit contributions and thereby securing savings over the three-year actuarial review period.

## 8. £5,128,000 from the COVID-19 Grant Reserve

In accordance with proper accounting practice, grants received in 2019/20, but not used, were carried forward into 2020/21 via the use of earmarked reserves. This appropriation represents the release of those funds to support the approved and eligible grant related expenditure.

# 9. £400,000 from the General Grants Reserve

In accordance with proper accounting practice, grants received in 2019/20, but not used, were carried forward into 2020/21 via the use of earmarked reserves. This appropriation represents the release of some of those funds to support the approved and eligible grant related expenditure.

### 10. £35,000 from the Public Health Grant – DAAT Reserve

This is to fund proposed additional hours and capacity to enhance the current operating model at the local complex needs facility in 2020/21.

## 11. £271,000 from the Public Health Grant – Public Health Reserve

This is to fund proposed additional investment for the operation of a new complex needs facility. This investment will be drawn down once the purchase of a suitable property is secured to expand the service and provision in 2020/21.

## 12. £3,000,000 from the Children's Social Care Reserve

In recognition of the continuing demand pressure in the Children's Social Care Service, this will fund the creation of a specific contingency for 2020/21. It will only be used at the discretion of the Corporate Management Team.

#### 13. £36,000 from the Elections Reserve

In line with the purpose that this reserve was set up, £36,000 will be released in 2020/21 in support of the costs of staging the Borough elections.

#### 14. £200,000 from the Schools Improvement Reserve

To fund approved and planned investment into Schools Improvement

#### 15. £350,000 from the Social Fund Reserve

To continue to fund the approved on-going work of the Essential Living Fund Team in 2020/21.

## Total Appropriations from Reserves

£17,774,000

## Appropriations for 2021/22

The proposed appropriations to and from earmarked reserves included within the 2021/22 budget are:

# Appropriations to Reserves

## 1. £285,000 to the Interest Equalisation Reserve

This appropriation provides some flexibility to fund future decreases in investment income due to the worsening national economic situation caused by the pandemic, without impacting base line services.

#### 2. £1,340,000 to the New Homes Bonus Reserve

The Council currently continues to receive New Homes Bonus Grant. Given the uncertainty over the level of this grant in the future, it is proposed that any monies are continued to be used to support one-off projects.

## 3. £2,000,000 to the Pensions Reserve

This appropriation provides some flexibility by beginning to rebuild the Pensions Reserve to ensure that the Council has sufficient provision to cope with future pension fund evaluations.

## Total Appropriations to Reserves

£3,625,000

## Appropriations from Reserves

## 1. £3,909,000 from the Capital Reserve

£1,409,000 to fund several capital projects proposed as part of the 2021/22 budget package plus £2,500,000 to support the overall budget. This £2,500,000 will be repaid into the reserve over the following three years at a rate of £625,000 per annum.

# 2. £1,276,000 from the Business Transformation Reserve

To continue to fund several one-off investments agreed in 2021/22.

# 3. £280,000 from the New Homes Bonus Reserve

To fund several proposed one-off investments during 2021/22.

# 4. £250,000 from the Outcome Delivery Reserve

This is to fund proposed interventions in 2021/22 which will provide better improved outcomes in line with our 2050 ambitions.

# 5. £150,000 from the Public Health Grant – Public Health Reserve

This is to fund proposed continued additional investment into public health activities in 2021/22

## 6. £36,000 from the Elections Reserve

In line with the purpose that this reserve was set up, £36,000 will be released in 2021/22 in support of the costs of staging the Borough elections in May 2021.

# 7. £200,000 from the Schools Improvement Reserve

To fund proposed investment into Schools Improvement for 2021/22.

## 8. £117,000 from the Social Fund Reserve

The last of this reserve is being used to partially fund the proposed on-going work of the Essential Living Fund Team in 2021/22. From 2022/23 the work will be fully funded through the Council's base budget.

## Total Appropriations from Reserves

£6,218,000

Summary of General Fund Re	-		Dueft
	Original	Probable	Draft
	Budget	Outturn	Budget
	2020/21	2020/21	2021/22
	£000s	£000s	£000s
Portfolios	10.007	10.150	47.000
Leader: Housing, ICT, Revenues & Benefits	13,607	19,459	17,902
Deputy Leader: Assets, Highways and Transport	4,954	8,234	4,250
Business, Culture and Tourism	4,841	5,951	4,810
Children and Learning	30,612	36,168	33,166
Community Safety and Customer Contact	5,655	2,765	2,263
Environment and Planning	19,871	21,883	20,210
Health and Adult Social Care	38,908	41,695	40,448
Portfolio Net Expenditure	118,448	136,155	123,049
Levies	645	645	645
	3,217	2,314	
Contingency Childrens Social Care Contingency	3,000	3,000	3,278 0
Pensions Triennial Review	2,350	2,350	(2,000)
Financing Costs	17,534	2,330 16,919	(2,000) 17,530
-			
Total Net Expenditure	145,194	161,383	142,502
Contribution to / (from) earmarked reserves	(8,522)	(9,046)	(2,593)
Revenue Contribution to Capital	363	363	1,409
Non Service Specific Grants	(6,607)	(23,668)	(7 <i>,</i> 895)
Total Budget Requirement	130,428	129,032	133,423
Met from:			( <b>a</b> )
Revenue Support Grant	(6,049)	(6,049)	(6,082)
Business Rates	(38,032)	(36,532)	(38,129)
Collection Fund Surplus	(2,000)	(2,000)	(1,500)
Council Tax Requirement	84,347	84,451	87,712
Council Tax	(76,966)	(74,274)	(78,644)
Adult Social Care Precept	(70,300) (7,381)	(74,274) (7,123)	(9,068)
	(84,347)	(81,397)	(87,712)

# **Summary of General Fund Revenue Estimates**

The probable outturn is as reported elsewhere on the agenda to Cabinet on 14th January 2021. The anticipated overspend on the 2020/21 General Fund budget will be met by a combination of using contingency and reserves if required.

			202	0/21				2021/22	
		Original		Pr	obable Outtu	urn		Draft Budget	t
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
Leader: Housing, ICT, Revenues & Benefits									
Housing									
Housing Needs and Homelessness	1,710	(1,483)	227	2,761	(1,654)	1,107	1,722	(1,492)	230
Private Sector Housing	718	(178)	540	537	(178)	359	694	(179)	515
Strategy and Planning for Housing	537	(128)	409	509	(128)	381	583	(131)	452
Supporting People	2,245	-	2,245	2,245	-	2,245	2,245	-	2,245
ІСТ									
Information Communications and Technology	4,532	(1,261)	3,271	4,619	(1,143)	3,476	4,519	(1,489)	3,030
Legal and Democratic Services									
Democratic Services Support	389	-	389	386	-	386	388	-	388
Elections and Electoral Registration	359	-	359	259	-	259	355	-	355
Legal Services	1,435	(256)	1,179	1,677	(256)	1,421	1,705	(262)	1,443
Local Land Charges	201	(297)	(96)	200	(297)	(97)	203	(297)	(94)
Mayoralty	183	-	183	184	-	184	185	-	185
Member Support	715	-	715	714	-	714	714	-	714
Other Services									
Corporate Subscriptions	100	-	100	170	-	170	100	-	100
Emergency Planning	227	-	227	222	-	222	225	-	225
Human Resources	2,177	(555)	1,622	2,232	(433)	1,799	2,194	(536)	1,658
Strategic Service Support	670	(19)	651	662	(19)	643	904	(20)	884
Strategy and Performance	1,900	(41)	1,859	2,152	(41)	2,111	1,885	(42)	1,843
Revenues and Benefits									
Council Tax Collection	992	(698)	294	1,026	(18)	1,008	1,072	(1,074)	(2)
Housing Benefit Administration	1,675	(925)	750	1,738	(1,138)	600	1,914	(925)	989
Non Domestic Rates Collection	209	(309)	(100)	248	(239)	9	247	(281)	(34)
Rent Benefit Payments	64,546	(64,649)	(103)	65,399	(64,649)	750	65 <i>,</i> 396	(64,649)	747
Strategic Planning and Policy									
Corporate and Non-Distributable Costs	2,356	(200)	2,156	1,912	(200)	1,712	2,229	(200)	2,029
Leader Total	87,875	(70,997)	16,878	89,852	(70,393)	19,459	89,479	(71,577)	17,902

			202	0/21				2021/22			
		Original		Pr	obable Outtu	urn		Draft Budge	t		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)		
Deputy Leader: Assets, Highways and Transpo	rt										
Asset and Facilities Management											
Asset Management	496	(17)	479	579	(17)	562	665	(17)	648		
Buildings Management	2,039	(113)	1,926	2,225	(113)	2,112	2,049	(113)	1,936		
Community Centres and Club 60	17	(1)	16	17	(1)	16	17	(1)	16		
Corporate and Industrial Estates	97	(3,667)	(3,570)	194	(3,815)	(3,621)	100	(3,972)	(3,872)		
Property Management and Maintenance	482	(116)	366	420	(116)	304	497	(119)	378		
Tickfield Training Centre	400	(164)	236	401	(124)	277	404	(167)	237		
Financial Services											
Accountancy	2,345	(271)	2,074	2,219	(271)	1,948	2,454	(273)	2,181		
Accounts Payable	135	(4)	131	135	(4)	131	137	(4)	133		
Accounts Receivable	211	(84)	127	230	(84)	146	213	(86)	127		
Corporate Fraud	237	(53)	184	226	(50)	176	283	(104)	179		
Corporate Procurement	964	-	964	760	-	760	880	-	880		
Insurance	178	(249)	(71)	177	(249)	(72)	179	(249)	(70)		
Internal Audit	700	(192)	508	514	(192)	322	717	(145)	572		
Highways and Transport											
Bridges and Structural Engineering	51	-	51	51	-	51	51	-	51		
Car Parking Management	1,413	(6,970)	(5,557)	1,873	(4,482)	(2,609)	1,477	(7,970)	(6,493)		
Concessionary Fares	3,390	-	3,390	3,140	-	3,140	3,140	-	3,140		
Decriminalised Parking	1,141	(1,741)	(600)	823	(1,148)	(325)	1,143	(1,782)	(639)		
Dial A Ride Service	72	(20)	52	77	-	77	77	-	77		
Highways Maintenance	3,536	(189)	3,347	3,468	(110)	3,358	3,518	(244)	3,274		
Passenger Transport	142	(68)	74	252	(78)	174	144	(70)	74		
Road Safety and School Crossing	165	-	165	144	-	144	164	-	164		
Traffic and Parking Management	171	(6)	165	478	(6)	472	538	(6)	532		
Transport Management	224	-	224	504	(274)	230	227	-	227		
Transport Planning	727	(612)	115	1,100	(647)	453	1,114	(624)	490		
Vehicle Fleet	534	(351)	183	9	-	9	9	-	9		
Deputy Leader Total	19,867	(14,888)	4,979	20,016	(11,781)	8,235	20,197	(15,946)	4,251		

			202	0/21				2021/22	
		Original			obable Outtu	ırn	Draft Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
Business, Culture and Tourism									
Culture									
Arts Development	613	(264)	349	595	(262)	333	618	(265)	353
Culture Management	11	(7)	4	11	(7)	4	8	(7)	1
Library Service	2,989	(392)	2,597	2,976	(227)	2,749	2,979	(395)	2,584
Museums and Art Gallery	889	(95)	794	853	(22)	831	902	(126)	776
Southend Theatres	52	(25)	27	52	-	52	52	(25)	27
Sport and Leisure Facilities	124	(308)	(184)	125	-	125	126	(308)	(182)
Sports Development	55	-	55	55	-	55	56	-	56
Economic Development and Regeneration									
Economic Development	651	(335)	316	751	(272)	479	655	(335)	320
Town Centre	193	(61)	132	121	(41)	80	193	(63)	130
Tourism									
Resorts Services Pier and Foreshore	1,426	(1,011)	415	1,512	(517)	995	1,439	(1,034)	405
Tourism	354	(17)	337	276	(26)	250	357	(18)	339
Business, Culture and Tourism Total	7,356	(2,515)	4,841	7,327	(1,374)	5,953	7,385	(2,576)	4,809

			202	0/21				2021/22	
		Original		Pr	obable Outtu	ırn		Draft Budge	t
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
Children and Learning									
Childrens Social Care									
Children Fieldwork Services	6,087	(5)	6,082	7,100	(5)	7,095	6,256	(5)	6,251
Children with Disablities	1,250	(178)	1,072	1,427	(149)	1,278	1,256	(178)	1,078
Childrens Specialist Support and Commissioning	2,832	(184)	2,648	3,412	(220)	3,192	3,304	(185)	3,119
Inhouse Fostering and Adoption	5,618	(211)	5,407	4,932	(127)	4,805	5,901	(211)	5,690
Leaving Care Placements and Resources	2,291	(1,023)	1,268	3,340	(1,112)	2,228	2,935	(1,146)	1,789
Private Voluntary Independent Provider Placements	6,550	(120)	6,430	9,720	(253)	9,467	7,140	(120)	7,020
Education and Schools									
Early Years Development and Child Care Partnership	11,833	(10,471)	1,362	11,878	(10,536)	1,342	11,827	(10,471)	1,356
High Needs Educational Funding	13,446	(12,259)	1,187	15,118	(14,015)	1,103	15,156	(14,017)	1,139
School Support and Education Transport	8,652	(6,288)	2,364	6,240	(3,777)	2,463	6,538	(3,920)	2,618
Southend Adult Community College	2,277	(2,200)	77	2,277	(2,200)	77	2,277	(2,200)	77
Maintained Schools Delegated									
Maintained Schools Delegated Budgets	22,569	(22,569)	-	22,554	(22,554)	-	22,554	(22,554)	-
Pupil Premium	2,500	(2,500)	-	2,500	(2,500)	-	2,502	(2,500)	2
Youth and Family Support									
Early Help and Family Support	2,018	(1,258)	760	2,206	(1,137)	1,069	2,301	(1,260)	1,041
Youth Offending Service	2,035	(532)	1,503	2,011	(422)	1,589	2,018	(532)	1,486
Youth Service	538	(46)	492	473	(15)	458	544	(46)	498
Children and Learning Total	90,495	(59,843)	30,652	95,188	(59,022)	36,166	92,509	(59,345)	33,164

		2020/21							2021/22			
		Original			Probable Outturn			Draft Budget				
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)			
Community Safety and Customer Contact												
Cemeteries and Crematorium Cemeteries and Crematorium	1,078	(2,692)	(1,614)	1,108	(2,692)	(1,584)	1,079	(2,756)	(1,677)			
Community Safety Closed Circuit Television Community Safety	534 800	(35) (32)	499 768	532 834	(30) (32)	502 802	538 706	(35) (32)	503 674			
<b>Customer Services</b> Customer Services Centre Registration of Births Deaths and Marriages	2,313 366	(309) (470)	2,004 (104)	2,161 366	(229) (365)	1,932 1	2,250 372	(309) (481)	1,941 (109)			
Regulatory Services												
Regulatory Business Regulatory Licensing	29 118	(15) (488)	14 (370)	98 117	(12) (289)	86 (172)	29 117	(15) (499)	14 (382)			
Regulatory Management Regulatory Protection	1,228 72	- (14)	1,228 58	1,138 72	- (14)	1,138 58	1,241 73	- (14)	1,241 59			
Community Safety and Customer Contact Total	6,537	(4,053)	2,484	6,426	(3,663)	2,763	6,405	(4,141)	2,264			

			202	0/21				2021/22	
		Original		Pr	obable Outtu	ırn		Draft Budget	
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
Environment and Planning									
Energy									
Climate Change	476	(394)	82	516	(372)	144	481	(406)	75
Flooding									
Flood and Sea Defence	414	(13)	401	604	(9)	595	414	(13)	401
Parks and Open Spaces									
Amenity Services Organisation	4,058	(612)	3,446	4,019	(525)	3,494	4,106	(627)	3,479
Parks and Amenities Management	1,517	(455)	1,062	1,533	(313)	1,220	1,528	(474)	1,054
Planning									
Building Control	449	(460)	(11)	447	(385)	62	454	(471)	(17)
Development Control	1,038	(750)	288	1,197	(797)	400	1,051	(790)	261
Regional and Local Town Plan	830	-	830	823	-	823	549	-	549
Waste and Street Scene									
Enterprise Tourism and Environment Central Pool	1,519	-	1,519	1,727	-	1,727	1,618	-	1,618
Environmental Care	228	(4)	224	222	(4)	218	229	(4)	225
Household Recycling	498	(7)	491	482	(7)	475	507	(7)	500
Public Conveniences	504	-	504	508	-	508	508	-	508
Street Cleansing	1,418	-	1,418	1,443	-	1,443	1,443	-	1,443
Waste Collection	5,088	-	5,088	5,050	-	5,050	5,180	-	5,180
Waste Disposal	5,039	-	5,039	5,644	-	5,644	4,871	-	4,871
Waste Management	(281)	(230)	(511)	310	(230)	80	292	(230)	62
Environment and Planning Total	22,796	(2,925)	19,871	24,525	(2,642)	21,883	23,231	(3,022)	20,209

			202	0/21				2021/22	
		Original		Pre	obable Outtu	ırn	Draft Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
Health and Adult Social Care									
Adult Social Care									
Adult Support Services and Management	509	-	509	519	(43)	476	291	-	291
Business Support Team	1,881	(154)	1,727	2,012	(200)	1,812	2,003	(156)	1,847
Healthwatch Regulation	123	(69)	54	123	(69)	54	123	(69)	54
Older People	30,009	(20,745)	9,264	35,150	(25,295)	9,855	31,806	(21,757)	10,049
Other Community Services	4,577	(2,708)	1,869	4,299	(2,068)	2,231	3,821	(2,003)	1,818
People with a Learning Disability	15,550	(1,890)	13,660	16,689	(2,200)	14,489	16,252	(2,193)	14,059
People with a Physical or Sensory Impairment	5,588	(1,306)	4,282	6,136	(1,625)	4,511	5,792	(1,092)	4,700
People with Mental Health Needs	4,629	(395)	4,234	5,297	(833)	4,464	4,754	(490)	4,264
Strategy, Development and Commissioning	3,459	(958)	2,501	3,488	(932)	2,556	3,418	(923)	2,495
Health									
Drug and Alcohol Action Team	2,469	(2,187)	282	2,469	(2,187)	282	2,472	(2,187)	285
Public Health	6,426	(6,612)	(186)	8,061	(7,802)	259	6,659	(6,786)	(127)
Young Persons Drug and Alcohol Team	277	(265)	12	247	(235)	12	281	(265)	16
Voluntary and Community Services									
Support to Voluntary Sector	701	-	701	697	-	697	697	-	697
Health and Adult Social Care Total	76,197	(37,289)	38,908	85,187	(43,489)	41,698	78,369	(37,921)	40,448

	2020	0/21	2021/22
Subjective Summary: All Portfolios	Original	Probable	Draft Budget
	£000s	Outturn	£000s
Expenditure			
Employees	75,767	76,303	78,289
Premises	6,168	7,000	6,218
Transport	3,273	3,244	3,195
Supplies & Services	37,809	42,557	39,394
Third Party Payments	95,335	106,081	96,870
Transfer Payments	92,447	93,131	93,407
Special Items	200	200	200
Expenditure Total	310,999	328,516	317,573
Income			
Government Grants	(131,217)	(136,434)	(130,898)
Other Grants & Reimbursements	(21,938)	(23,331)	(22,413)
Fees & Charges	(33,410)	(26,751)	(34,909)
Rents	(3,930)	(4,116)	(4,236)
Sales	(290)	(173)	(343)
Recharges to Housing Revenue Account	(1,197)	(1,299)	(1,467)
Other Internal Charges	(567)	(259)	(259)
Income Total	(192,550)	(192,363)	(194,525)
Grand Total	118,449	136,153	123,048

	2020	0/21	2021/22
Subjective Summary	Original	Probable	Draft Budget
	£000s	Outturn	£000s
Leader: Housing, ICT, Revenues & Benefits	1	r	1
Expenditure			
Employees	14,884	14,513	15,280
Premises	126	126	126
Transport	54	54	54
Supplies & Services	7,908	8,705	8,031
Third Party Payments	701	1,398	701
Transfer Payments	64,002	64,855	65,085
Special Items	200	200	200
Expenditure Total	87,875	89,851	89,477
Income			
Government Grants	(63,399)	(63,728)	(63,399)
Other Grants & Reimbursements	(3,679)	(3,732)	(3,682)
Fees & Charges	(2,858)	(1,871)	(3,219)
Rents	(75)	(75)	(75)
Sales	-	-	(50)
Recharges to Housing Revenue Account	(934)	(933)	(1,098)
Other Internal Charges	(52)	(52)	(52)
Income Total	(70,997)	(70,391)	(71,575)
Leader Total	16,878	19,460	17,902

	2020	0/21	2021/22
Subjective Summary	Original	Probable	Draft Budget
	£000s	Outturn	£000s
Deputy Leader: Assets, Highways and Transport			
Expenditure			
Employees	7,901	7,638	8,872
Premises	3,366	3,735	3,412
Transport	390	160	159
Supplies & Services	1,462	1,638	1,276
Third Party Payments	6,724	6,843	6,477
Transfer Payments	-	-	-
Special Items	-	-	-
Expenditure Total	19,842	20,014	20,196
Income			
Government Grants	(2)	(274)	(2)
Other Grants & Reimbursements	(69)	(114)	(107)
Fees & Charges	(10,401)	(7 <i>,</i> 096)	(11,380)
Rents	(3,668)	(3,817)	(3,974)
Sales	-	-	-
Recharges to Housing Revenue Account	(264)	(314)	(317)
Other Internal Charges	(475)	(167)	(167)
Income Total	(14,888)	(11,782)	(15,947)
Deputy Leader Total	4,954	8,232	4,249

	2020	0/21	2021/22
Subjective Summary	Original	Probable	Draft Budget
	£000s	Outturn	£000s
Business, Culture and Tourism			
Expenditure			
Employees	4,471	4,486	4,494
Premises	1,302	1,355	1,313
Transport	70	59	70
Supplies & Services	1,084	984	1,079
Third Party Payments	428	442	429
Transfer Payments	-	-	-
Special Items	-	-	-
Expenditure Total	7,356	7,326	7,385
Income			
Government Grants	(60)	(60)	(60)
Other Grants & Reimbursements	(756)	(702)	(757)
Fees & Charges	(1,506)	(459)	(1,563)
Rents	(52)	(17)	(52)
Sales	(140)	(137)	(143)
Recharges to Housing Revenue Account	-	-	-
Other Internal Charges	-	-	-
Income Total	(2,515)	(1,375)	(2,575)
Business, Culture and Tourism Total	4,841	5,951	4,810

	202	0/21	2021/22
Subjective Summary	Original	Probable	Draft Budget
	£000s	Outturn	£000s
Children and Learning			
Expenditure			
Employees	17,576	18,464	18,360
Premises	301	293	303
Transport	1,808	1,857	1,840
Supplies & Services	19,903	22,426	21,736
Third Party Payments	22,463	23,873	21,949
Transfer Payments	28,445	28,276	28,322
Special Items	-	-	-
Expenditure Total	90,495	95,189	92,510
Income			
Government Grants	(57 <i>,</i> 903)	(57,287)	(57,410)
Other Grants & Reimbursements	(863)	(882)	(863)
Fees & Charges	(875)	(724)	(829)
Rents	(58)	(58)	(58)
Sales	(144)	(30)	(144)
Recharges to Housing Revenue Account	-	-	-
Other Internal Charges	(40)	(40)	(40)
Income Total	(59,883)	(59,021)	(59,344)
Children and Learning Total	30,612	36,168	33,166

	2020	0/21	2021/22
Subjective Summary	Original	Probable	Draft Budget
	£000s	Outturn	£000s
Community Safety and Customer Contact			
Expenditure			
Employees	5,276	4,959	5,264
Premises	304	547	300
Transport	38	38	38
Supplies & Services	736	721	718
Third Party Payments	84	162	84
Transfer Payments	-	-	-
Special Items	-	-	-
Expenditure Total	6,437	6,427	6,404
Income			
Government Grants	-	-	-
Other Grants & Reimbursements	(35)	(246)	(326)
Fees & Charges	(3,997)	(3,394)	(3,793)
Rents	(15)	(15)	(16)
Sales	(6)	(6)	(6)
Recharges to Housing Revenue Account	-	-	-
Other Internal Charges	-	-	-
Income Total	(4,053)	(3,661)	(4,141)
Community Safety and Customer Contact Total	2,384	2,766	2,263

	2020	0/21	2021/22
Subjective Summary	Original	Probable	Draft Budget
	£000s	Outturn	£000s
Environment and Planning			_
Expenditure			
Employees	7,885	7,908	8,067
Premises	498	588	498
Transport	461	539	461
Supplies & Services	1,462	1,723	1,181
Third Party Payments	12,490	13,767	13,026
Transfer Payments	-	-	-
Special Items	-	-	-
Expenditure Total	22,796	24,525	23,233
Income			
Government Grants	(13)	-	(13)
Other Grants & Reimbursements	(546)	(555)	(548)
Fees & Charges	(2,353)	(2 <i>,</i> 058)	(2,448)
Rents	(14)	(30)	(14)
Sales	-	-	-
Recharges to Housing Revenue Account	-	-	-
Other Internal Charges	-	-	-
Income Total	(2,926)	(2,643)	(3,023)
Environment and Planning Total	19,871	21,882	20,210

	2020	0/21	2021/22
Subjective Summary	Original	Probable	Draft Budget
	£000s	Outturn	£000s
Health and Adult Social Care			-
Expenditure			
Employees	17,775	18,336	17,951
Premises	271	355	266
Transport	453	537	574
Supplies & Services	5,254	6,360	5,374
Third Party Payments	52,444	59,597	54,205
Transfer Payments	-	-	-
Special Items	-	-	-
Expenditure Total	76,197	85,185	78,370
Income			
Government Grants	(9,840)	(15,085)	(10,014)
Other Grants & Reimbursements	(15,990)	(17,100)	(16,130)
Fees & Charges	(11,411)	(11,149)	(11,677)
Rents	(48)	(104)	(48)
Sales	-	-	-
Recharges to Housing Revenue Account	-	(52)	(52)
Other Internal Charges	-	-	-
Income Total	(37,289)	(43,490)	(37,921)
Health and Adult Social Care Total	38,908	41,695	40,449

# Summary of Proposed Investment 2021/22

Theme	Proposed Investment (£)
Pride and Joy	400,000
Safe and Well	4,088,000
Connected and Smart	1,025,000
Enabling Services	2,609,000
Total	8,122,000

Proposed Investment by Southend 2050 Theme

Ref	Reason for Investment	Total (£)
Pride a	nd Joy	
PJ-A	Waste Recyclables As a result of changes in the global recyclable materials market the value of recyclable material has decreased. The waste collection contract contains a rebasing period to share the risk of price fluctuations which has now materialised.	400,000
	Pride and Joy Total	400,000
Safe an	d Well	
SW-A	<b>External Adult Care Service Providers</b> This additional investment is to cover the statutory increase in the national living wage from April 2021. This will help to improve the pay and conditions of their workforce. The additional monies set aside for this area will support an increase in prices paid for care and enable care providers to increase minimum wages so that they are able to meet statutory requirements.	1,500,000
SW-B	Older People Demographics To continue to meet the needs of the local population an allowance is made each year to mitigate the financial impact caused by the increase in aged resident numbers. The increase assumed for Southend in 2021/22 is a growth rate of 1% in over 65's based on data provided by the office of national statistics. The population increase of people aged over 80 is predicted to rise from 5.8% (10,700) to 9% (19,000) of the population by 2041. It will help to fund an increasing number of Southend residents to remain in their own homes and live independently with a domiciliary care package or direct payment. It will also fund an increasing number of residential placements for people with more complex needs (including dementia).	480,000

SW-C	Essential Living Fund	233,000
	This investment is required to realign the base budget of this	
	programme and to continue to fund the ongoing support	
	delivered by the Essential Living Fund Team to local eligible	
	residents. This budget adjustment will remove the need for any	
	further funding from Reserves to support this main programme	
	of activity.	
SW-D	Children to Adults transition	350,000
	This is to support the additional cost of supporting individuals	
	with a learning disability currently registered with Children's	
	Social Care who will reach the age of 18 or leave education in	
	2021/22 (estimated 49 children) and will meet the eligibility	
	criteria for Adult Social Care interventions. The support	
	packages and associated costs have been estimated by Social	
	Care professionals considering the skills, ambitions and abilities	
	of each client on the schedule. The packages of care are	
	developed to promote independence and positive outcomes in	
	their future lives.	
SW-E	Leaving Care Support 16+	500,000
	Additional investment for Leaving Care Accommodation and	
	support for ages 16 + to support existing placements and	
	budget pressure. This extra funding has been driven by the	
	increases in our Looked After Children (LAC) numbers over	
	recent years which currently peaked during 2019/20 at 331.	
	When a child turns 18 they are no longer a looked after child,	
	but the local Authority still has a statutory duty to continue to	
	support the now young adult up to the age of 25 when they are	
	still accessing educational support. From the age of 16 where a	
	LAC child is not remaining in residential care up to the age of	
	18, or remaining with an existing foster carer placement they will	
	require and be placed in supported accommodation. The cost to	
	the local authority of the supported accommodation placement will reduce from when the young adult turns 18 as they will be	
	able to access if needed statutory benefit entitlement including	
	housing support. However, these placements can still cost more	
	than the statutory benefit entitlement and of course the	
	placement will still require fully funding from the ages of 16 to	
	18. This investment will therefore support the existing increased	
	numbers of 16+ children to young adults which was at the end	
	of November 2020 (Period 8) 38 supported accommodation	
	placements ongoing at an average cost of £28,000 per annum.	
SW-F	Looked After Children (LAC)	590,000
	Additional funding required to support existing LAC external	,
	care placements driven by the increase for external care	
	placement numbers. This additional funding will not cover the	
	current budget pressure which currently stands at £2.9M but it	
	will assist to alleviate a proportion of that pressure. The long-	
	term strategy remains where possible to place children in care	
	within the Council's own local in-house foster provision with	
	increased capacity or a local children's care home which will	

CAMHS are now to be 100% funded from the General Fund for 2021/22 onwards because of reduced Government funding for the DSG Central Block.       5         SW-I       Special Guardianship Order (SGO) Kinship Allowance       50,000         New investment for SGO kinship allowances. Funding and allowance rates due are based on eligibility, but this new investment will enable up to 25 child cases to be supported each year.       25,000         SW-J       School Uniform Grant       25,000         To fund school uniform grants for eligible children under a defined policy for exceptional circumstances. The School uniform grant will be eligible for children whose parents or carers who are classified as under low income through National Benefit entitlements and who meet one the criteria for exceptional circumstances which are as follows: <ul> <li>you are being made homeless and placed somewhere that means changing school and have been supported in finding temporary accommodation by the council</li> <li>you and your children are being placed in a refuge that means changing school and have a letter from the refuge</li> <li>you have lost school clothes in a fire or flood damage and have a letter from the relevant service</li> </ul> Where one of the criteria is met, the following annual school uniform grant amounts per child will be on offer for         Reception Year 1 and Year 2 £80       Year 3 to Year 6 £100       Year 7 to 11 £150	(	T	
Additional 2 FTE team manager capacity and 0.5 FTE Senior         Practitioner within the in house Foster Care team to help drive         recruitment of inhouse foster carers, manage the team, increase         the quality of the inhouse foster care offer and therefore reduce         long term demand for External Care Placements.         SW-H         Child and Adolescent Mental Health Services (CAMHS)         CAMHS are now to be 100% funded from the General Fund for         2021/22 onwards because of reduced Government funding for         the DSG Central Block.         SW-I         Special Guardianship Order (SGO) Kinship Allowance         New investment for SGO kinship allowances. Funding and         allowance rates due are based on eligibility, but this new         investment will enable up to 25 child cases to be supported         each year.         SW-J         School Uniform Grant         To fund school uniform grants for eligible children under a         defined policy for exceptional circumstances. The School         uniform grant will be eligible for children whose parents or         carers who are classified as under low income through National         Benefit entitlements and who meet one the criteria for         exceptional circumstances which are as follows:         • you are being made homeless and placed somewhere that         mea		2020/21 external care placement numbers at the end of November 2020 (Period 8) were 92. This is 12 external care placements higher than the average across 2019/20. This funding can therefore either support approximately 3 existing external residential care placements or 12 external foster care placements.	150.000
CAMHS are now to be 100% funded from the General Fund for 2021/22 onwards because of reduced Government funding for the DSG Central Block.5SW-ISpecial Guardianship Order (SGO) Kinship Allowance New investment for SGO kinship allowances. Funding and allowance rates due are based on eligibility, but this new investment will enable up to 25 child cases to be supported each year.50,000SW-JSchool Uniform Grant To fund school uniform grants for eligible children under a defined policy for exceptional circumstances. The School uniform grant will be eligible for children whose parents or carers who are classified as under low income through National Benefit entitlements and who meet one the criteria for exceptional circumstances which are as follows:25,000•you are being made homeless and placed somewhere that means changing school and have been supported in finding temporary accommodation by the council9•you have lost school clothes in a fire or flood damage and have a letter from the relevant serviceWhere one of the criteria is met, the following annual school 		Additional 2 FTE team manager capacity and 0.5 FTE Senior Practitioner within the in house Foster Care team to help drive recruitment of inhouse foster carers, manage the team, increase the quality of the inhouse foster care offer and therefore reduce long term demand for External Care Placements.	
New investment for SGO kinship allowances. Funding and allowance rates due are based on eligibility, but this new investment will enable up to 25 child cases to be supported each year.       25,000         SW-J       School Uniform Grant To fund school uniform grants for eligible children under a defined policy for exceptional circumstances. The School uniform grant will be eligible for children whose parents or carers who are classified as under low income through National Benefit entitlements and who meet one the criteria for exceptional circumstances which are as follows:       25,000         •       you are being made homeless and placed somewhere that means changing school and have been supported in finding temporary accommodation by the council       9,000         •       you and your children are being placed in a refuge that means changing school and have a letter from the refuge       9,000         •       you have lost school clothes in a fire or flood damage and have a letter from the relevant service       Where one of the criteria is met, the following annual school uniform grant amounts per child will be on offer for         Reception Year 1 and Year 2       £80         Year 3 to Year 6       £100         Year 7 to 11       £150	SW-H	CAMHS are now to be 100% funded from the General Fund for 2021/22 onwards because of reduced Government funding for	210,000
<ul> <li>To fund school uniform grants for eligible children under a defined policy for exceptional circumstances. The School uniform grant will be eligible for children whose parents or carers who are classified as under low income through National Benefit entitlements and who meet one the criteria for exceptional circumstances which are as follows:</li> <li>you are being made homeless and placed somewhere that means changing school and have been supported in finding temporary accommodation by the council</li> <li>you and your children are being placed in a refuge that means changing school and have a letter from the refuge</li> <li>you have lost school clothes in a fire or flood damage and have a letter from the relevant service</li> </ul> Where one of the criteria is met, the following annual school uniform grant amounts per child will be on offer for Reception Year 1 and Year 2 £80 Year 3 to Year 6 £100 Year 7 to 11 £150	SW-I	New investment for SGO kinship allowances. Funding and allowance rates due are based on eligibility, but this new investment will enable up to 25 child cases to be supported	50,000
<ul> <li>means changing school and have been supported in finding temporary accommodation by the council</li> <li>you and your children are being placed in a refuge that means changing school and have a letter from the refuge</li> <li>you have lost school clothes in a fire or flood damage and have a letter from the relevant service</li> <li>Where one of the criteria is met, the following annual school uniform grant amounts per child will be on offer for</li> <li>Reception Year 1 and Year 2 £80 Year 3 to Year 6 £100 Year 7 to 11 £150</li> </ul>	SW-J	To fund school uniform grants for eligible children under a defined policy for exceptional circumstances. The School uniform grant will be eligible for children whose parents or carers who are classified as under low income through National Benefit entitlements and who meet one the criteria for exceptional circumstances which are as follows:	25,000
uniform grant amounts per child will be on offer for Reception Year 1 and Year 2 £80 Year 3 to Year 6 £100 Year 7 to 11 £150		<ul> <li>means changing school and have been supported in finding temporary accommodation by the council</li> <li>you and your children are being placed in a refuge that means changing school and have a letter from the refuge</li> <li>you have lost school clothes in a fire or flood damage and have a letter from the relevant service</li> </ul>	
		uniform grant amounts per child will be on offer for Reception Year 1 and Year 2 £80 Year 3 to Year 6 £100	
			4,088,000

# Appendix 5

Ref	Reason for Investment	Total (£)
Connec	cted and Smart	
CS-A	Highways Service Redesign This additional investment into the Highways staffing is in accordance with the Highways Restructure report approved by Cabinet on 28th July 2020 and subsequently by Council. This investment will facilitate increased local enforcement, engineering expert capacity, climate change and sustainability ambitions by increasing the establishment by an additional 18.7 full time equivalent roles.	725,000
CS-B	<b>ICT Transformation</b> Required to support the transition to a Cloud based solution for our ICT infrastructure. Also includes provision for the technical support required for our data centre and networking requirements.	300,000
	Connected and Smart Total	1,025,000
Enablin	ig Services	
ES-A	<b>Pay and Increments</b> Provision has been included for a pay award for staff earning less than £24,000 and spinal point increments for all eligible staff. If a pay award settlement is reached above the recommended Government pay freeze for staff earning over £24,000 then this will have to be initially funded from Reserves for 2021/22 and then built into the Council's base budget the following year.	1,250,000
ES-B	Investment, Income and Financing Costs Review The budget includes provision for the financing costs of the Council's Capital Investment Programme, offset by investment income and other interest receivable. Investment income has been adversely impacted by the prevailing exceptionally low interest rates. This has been partially offset by lower than anticipated capital financing costs in 2020/21 which gives a lower starting point for the 2021/22 budget.	172,000
ES-C	Housing Benefits The Housing Benefit budget has seen an ongoing increase in the number of eligible claimants and payments and in previous years any upward variations or adjustments have been met from the Welfare Reform reserve specifically set aside to equalise this budget. This investment will now realign the circa £48m gross expenditure and income budget accordingly so that the net budget more accurately reflects the requirements. This permanent investment will now remove the need for funding from the Welfare Reform Reserve.	550,000

ES-D	<b>Enabling Services Redesign</b> This additional staffing investment into key enabling services is in accordance with the Enabling Major Projects and Recovery report approved by Cabinet on 15th September 2020 and subsequently by Council. This will support the delivery of our major transformation programme, support the delivery of key strategic regeneration projects, securing extra external funding for our green agenda, ensuring strong proportional governance, facilitating improved outcomes and better VFM across the Council by increasing the establishment by an additional 10 full time equivalent roles.	497,000
ES-E	<b>General Budget Adjustments</b> Required to right size remaining small budget issues across the Council.	140,000
	Enabling Services Total	2,609,000
	Total Investments	8,122,000

lce		g ons		Fin	ancial Im	pact	
Referen	Detail of Savings Proposals	Staffin Implicati	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s

## Savings Initiatives

Safe ai	nd Well						
SW01	Review of Supported Accommodation & Supporting People contracts, to ensure they are targeted, effective and best meet the needs of adults. Developing a better and more agile housing offer to provide clear targeted pathways of support for people living with mental health and learning disabilities.	n/a	-	300	300	500	50
SW02	Commercial negotiation and contract reviews with key providers to deliver efficiencies and an increased commercial focus.	n/a	160	780	780	780	78
SW03	Review and facilitate a reduction in care home placements by gradually increasing support for independent healthy living at home.	n/a	-	-	-	625	1,25
SW04	Targeted reviews of low cost home care packages. Ensuring that packages are commensurate with meeting need and, where appropriate, enabling people to become more independent.	n/a	267	250	125	-	
SW05	Review local and regional learning disability pathways to enable people to move from supported living towards greater independence.	n/a	-	150	300	300	3(
SW06	A review of the section 75 agreement with Essex Partnership University Trust in order to develop a more targeted and efficient offer for people with statutory adult social care needs	n/a	-	100	100	100	10
SW07	Comprehensive review of the Adult Social Care contributions policy including the rates used to assess contributions, partial disregards on disability benefits and best practice approach to personal allowances.	n/a	-	140	140	140	14
SW08	Introduce a new strengths based refresh to social care in 2021/22. Based on experience in other areas improvements, better outcomes and cashable savings should start to accrue by 2023/24.	n/a	-	-	200	200	20
SW09	Based on recent benchmarking information explore options to optimise efficiency and productivity which should result in a reduction in internal costs of the Council's adult social care operations.	- 2.00	100	100	100	100	10
	Safe and Well Total	- 2.00	527	1,820	2,045	2,745	3,37

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ce		g ons	Financial Impact						
Reference	ail of Savings Proposals	Staffing Implications	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s		
Active	and Involved								
AI01	General efficiency and productivity review of the Libraries & Galleries operations.	n/a	30	30	30	30	30		
	Active and Involved Total	-	30	30	30	30	30		
Conne	cted and Smart								
CS01	Saving calculated on the basis of a reduced number of Concessionary Fares journeys (Pre- COVID- 19)	n/a	250	250	250	250	250		
CS02	ICT: Smart programme - a range of technology enabled initiatives to improve efficiency, productivity and the de-commissioning of obsolete products.	n/a	320	470	760	760	760		
	Connected and Smart Total	-	570	720	1,010	1,010	1,010		
Enabli	ng Services/Corporate Initiatives								
ES01	Deletion of a vacant L6 post in the Technical and Compliance team.	- 1.00	30	30	30	30	30		
ESO2	Saving based on the interest costs on £10m of capital expenditure by not borrowing during 2021/22 (assumed borrowing would have taken place at the half year point)	n/a	150	300	300	300	300		
ES03	Creation of a Corporate Debt Collection Team - Phase 1 consolidation of staffing resources - Phase 2 improved collection rates across all debt streams, reduction in bad debts and write-offs	- 2.00	80	80	80	80	80		
ESO4	Rent Deposit Loans Scheme, review potential to move to a more targeted Grant Scheme - phase 1 review policy and eligibility criteria, assess feasibility of moving to grants and target support more effectively. Final phase release 1 fte due to no need for recovery action.	- 1.00	40	40	40	40	40		
ES05	Share and capture appropriate information for Council Tax and planning/building control from a single property visit. Increased efficiency and reduction on the need for separate visits to the same properties.	- 1.00	40	40	40	40	40		
ES06	Review all Discounts & Exemptions on Council Tax & Non Domestic Rates - phase 1 recruit 2 officers £80K (invest to save). Target reduction in number and value of elligible exemptions and discounts.	2.00	100	100	100	100	100		

lce		Staffing Implications	Financial Impact						
Reference	Detail of Savings Proposals		2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s		
ES07	Removal of vacant Internal Audit and Counter Fraud Services Business Support Manager from the establishment.	- 1.00	36	36	36	36	36		
ES08	<ul> <li>Better use of Email for communication. Improved efficiency and productivity by reducing reliance on hybrid mail.</li> <li>Corresponding reduction in postage costs.</li> <li>Rationalisation and reduction in the number of mobile phones and SIMs across the Council.</li> <li>Cease the use of Stor-a-file to hold all out archived documentation off site.</li> <li>Lyreco expenditure reduction as well as the resource requirements for invoice processing.</li> <li>Consumables and paper reduction due to less photocopying and printing requirements and improved use of more electronic methods.</li> <li>Move to electronic payslips for all Schools.</li> </ul>	n/a	91	46	49	57	57		
ES09	Release currently vacant posts in the Contact Centre	- 2.60	75	75	75	75	75		
ES10	Service redesign of the Business Support function right across the council to improve efficiency, productivity and value for money. Targeting the range of vacant posts, interim arrangements, fixed term contracts and use of agency staff.	- 30.00	500	1,000	1,000	1,000	1,000		
ES11	Remove vacant post within the Corporate Strategy/Transformation team.	- 1.00	34	34	34	34	34		
	Enabling Services Total	- 37.60	1,176	1,781	1,784	1,792	1,792		
	Savings Initiatives Total	- 39.60	2,303	4,351	4,869	5,577	6,202		

#### **Income Generating Initiatives**

Pride and Joy								
PJ01	Explore the introduction of contactless donation points within parks.	n/a	2	2	2	2	2	
	Pride and Joy Total	-	2	2	2	2	2	
Safe and Well								
SW10	Explore the provision of CCTV monitoring services for other networks.	n/a	-	10	10	10	10	

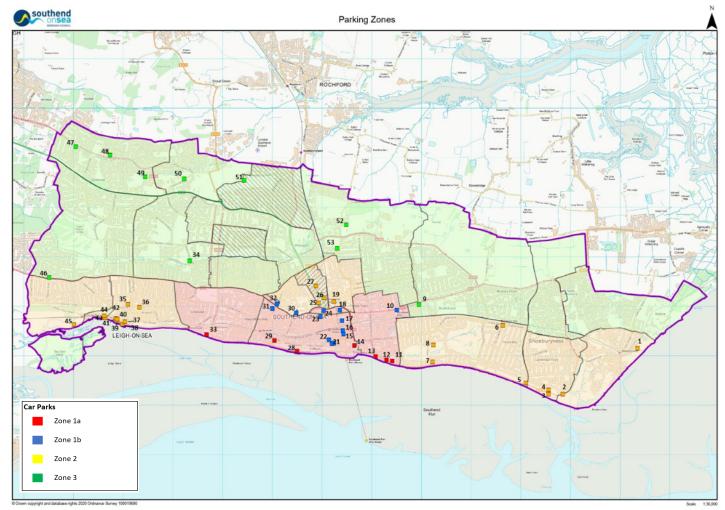
Reference	Detail of Savings Proposals	Staffing Implications	Financial Impact					
			2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/20 £000s	
	Safe and Well Total	-	-	10	10	10	10	
Active	and Involved							
AI02	Secure increased external funding and additional income from the improved service offer within the museums and galleries business from April 2021	n/a	30	30	30	30	3	
AI03	Further targeted integration of eligible expenditure and use of the Public Health grant to support Southend 2050 Ambitions and Outcomes.	n/a	150	300	350	350	35	
AI04	Negotiated planned increase in season ticket fees, following consultation with Bowls Clubs, to reduce the level of subsidy for this discretionary service.	n/a	7	27	37	46	4	
	Active and Involved Total	-	187	357	417	426	42	
Oppor	tunity and Prosperity							
	Introduce charging for Senior or Specialist Officer Attendance at Planning Pre-Application Advice           Meetings.	n/a	8	15	21	21	2	
OP1	Introduce charging for Senior or Specialist Officer Attendance at Planning Pre-Application Advice	n/a n/a	8	15 20	21	21		
OP1 OP2	Introduce charging for Senior or Specialist Officer Attendance at Planning Pre-Application Advice Meetings.	·					3	
OP1 OP2 OP3	Introduce charging for Senior or Specialist Officer Attendance at Planning Pre-Application Advice Meetings.         Introduce a new fee for offering a Fast Track or Premium Services for certain Planning Applications	n/a	15	20	31	31	2 3 1 1	
OP1 OP2 OP3 OP4	Introduce charging for Senior or Specialist Officer Attendance at Planning Pre-Application Advice Meetings.         Introduce a new fee for offering a Fast Track or Premium Services for certain Planning Applications         Explore the potential sponsorship opportunities of a number of parks.	n/a n/a	15	20	31	31	3	
OP1 OP2 OP3 OP4 OP5	Introduce charging for Senior or Specialist Officer Attendance at Planning Pre-Application Advice Meetings.         Introduce a new fee for offering a Fast Track or Premium Services for certain Planning Applications         Explore the potential sponsorship opportunities of a number of parks.         Ensure all parks buildings either have a lease or charged seperately for usage.	n/a n/a n/a	-	20 5 10	31 10 10	31 10 10	3 1 1 5	
OP1 OP2 OP3 OP4 OP5 OP6	Introduce charging for Senior or Specialist Officer Attendance at Planning Pre-Application Advice Meetings.Introduce a new fee for offering a Fast Track or Premium Services for certain Planning ApplicationsExplore the potential sponsorship opportunities of a number of parks.Ensure all parks buildings either have a lease or charged seperately for usage.Review of Planning and Building Control Consultancy Service charges	n/a n/a n/a n/a		20 5 10 38	31 10 10 56	31 10 10 56	3 1 1 5 25	
Oppor OP1 OP2 OP3 OP4 OP5 OP6 OP7	Introduce charging for Senior or Specialist Officer Attendance at Planning Pre-Application Advice Meetings.Introduce a new fee for offering a Fast Track or Premium Services for certain Planning ApplicationsExplore the potential sponsorship opportunities of a number of parks.Ensure all parks buildings either have a lease or charged seperately for usage.Review of Planning and Building Control Consultancy Service chargesNew net commercial rental income from the acquistion of the Victoria Plaza	n/a n/a n/a n/a n/a	15 - - 250	20 5 10 38 250	31 10 10 56 250	31 10 10 56 250	3 1 1 5 25 6	
OP1 OP2 OP3 OP4 OP5 OP6 OP7	Introduce charging for Senior or Specialist Officer Attendance at Planning Pre-Application Advice Meetings.Introduce a new fee for offering a Fast Track or Premium Services for certain Planning ApplicationsExplore the potential sponsorship opportunities of a number of parks.Ensure all parks buildings either have a lease or charged seperately for usage.Review of Planning and Building Control Consultancy Service chargesNew net commercial rental income from the acquistion of the Victoria PlazaNew rental income from the Costa Coffee development at the airport business park	n/a n/a n/a n/a n/a n/a	15 - - 250 40	20 5 10 38 250 63	31 10 10 56 250 63	31 10 10 56 250 63	3	
OP1 OP2 OP3 OP4 OP5 OP6 OP7	Introduce charging for Senior or Specialist Officer Attendance at Planning Pre-Application Advice Meetings.         Introduce a new fee for offering a Fast Track or Premium Services for certain Planning Applications         Explore the potential sponsorship opportunities of a number of parks.         Ensure all parks buildings either have a lease or charged seperately for usage.         Review of Planning and Building Control Consultancy Service charges         New net commercial rental income from the acquistion of the Victoria Plaza         New rental income from the Costa Coffee development at the airport business park	n/a n/a n/a n/a n/a n/a	15 - - 250 40	20 5 10 38 250 63 401	31 10 10 56 250 63 441	31 10 10 56 250 63 441	3 1 1 5 25 6 44	
OP1 OP2 OP3 OP4 OP5 OP6 OP7 Conne	Introduce charging for Senior or Specialist Officer Attendance at Planning Pre-Application Advice Meetings.         Introduce a new fee for offering a Fast Track or Premium Services for certain Planning Applications         Explore the potential sponsorship opportunities of a number of parks.         Ensure all parks buildings either have a lease or charged seperately for usage.         Review of Planning and Building Control Consultancy Service charges         New net commercial rental income from the acquistion of the Victoria Plaza         New rental income from the Costa Coffee development at the airport business park         Copportunity and Prosperity Total	n/a n/a n/a n/a n/a n/a	15 - - 250 40 <b>313</b>	20 5 10 38 250 63 401 1,000	31 10 10 56 250 63 441	31 10 10 56 250 63 441	3 1 1 5 25 6 44	

e		g ons	Financial Impact							
Reference	Detail of Savings Proposals	Staffing Implications	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s			
Enabli	Enabling Services/Corporate Initiatives									
ES12	Explore the possibility to expand the enforcement remit of our internal Corporate Collections & Enforcement Team. This type of iniative has been successfully implemented in other Authorities. Phase 1 recruit 2 dedicated officers (£80k Invest to save) - Phase 2 generate additional income, initial target £180K per year.	2.00	100	100	100	100	100			
ES13	New income stream by securing a formal Laptop Disposal contract.	n/a	50	50	-	150	-			
ES14	Extra income received for eligible servces delivered to the Housing Revenue Account.	n/a	150	200	200	200	200			
	Enabling Services Total	2.00	1,663	1,801	1,841	2,041	1,891			
	Income Generation Total	2.00	1,852	2,170	2,270	2,479	2,329			
	Grand Total	- 37.60	4,155	6,521	7,139	8,056	8,531			

Reference	Detail of Proposal
Pride and J	ογ
BTP-PJ01	Review of the Grounds Maintenance service
BTP-PJ02	Review the hours of operation and attendence profile at all Household Waste Recycling Centres.
BTP-PJ03	Review of public toilet provision across the Borough, including new capital investment intentions, current condition surveys, usage levels, environment and social behaviour considerations and explore the potential for targeted charging for some services/facilities.
Safe and W	
BTP-SW01	Review of all enforcement operations and arrangements.
BTP-SW02	Review professional and expert service support and capacity to reduce future insurance claims and liabilities.
BTP-SW03	Review of both the equipment and aids & adaptation services to explore if a more joined up, efficient and effective approach can be designed to deliver better outcomes and value for money.
BTP-SW04	Integrate a comprehensive demand management programme into the developing Childrens recovery plan.
BTP-SW05	Integrate a comprehensive demand management programme into the developing Adults Social Care recovery plan.
Active and	
BTP-AI01	Review and where appropriate rationalisation of all administrative and operational buildings and assets to determine current and potential future use and to gain reassurance that all our property arrangements are 'fit for purpose' and providing value for money.
	ty and Prosperity
BTP-OP01	Review potential general licensing opportunities in Parks
Connected	and Smart
BTP-CS01	Review of the current arrangements for using assistive technology, telecare and other mainstream computerised devices. Enhancing, tailoring and targeting this offer should deliver better outcomes for residents, improved efficiencies, productivity and value for money.
Enabling So	ervices/Corporate Initiatives
BTP-ES01	Review of the Revenues and Benefits self-service platform for residents, together with a diagnostic of the workflow and relationship arrangements with the Corporate Customer Contact Centre. Objective to optimise efficiency and productivity to support first point of contact resolution for local residents.

Reference	Detail of Proposal
BTP-ES02	Review of all corporate memberships and service specific subscriptions
BTP-ESO3	Develop a phased programme of comprehensive reviews of all staffing structures and delivery arrangements across all Council operations. Ensuring compliance with best practice organisational design principles
BTP-ES04	Review of the Council's learning & development investment programme
BTP-ES05	Review the level of subsidy provided for all discretionary services and compare the levels of local fees and charges compared to national benchmarks.

### Car Parking



		Unit	Zone 1a	Zone 1b	Zone 2	Zone 3
		onit	8am - 10pm	8am - 6pm	8am - 6pm	8am - 6pm
On-Street Pay and Display		Up to 1 hr	£2.50	£1.10	£1.00	£1.00
		Up to 2 hrs	£4.50	£2.20	£2.00	£2.00
		Up to 3 hrs	£6.50	£3.30	£3.00	£3.00
		Up to 4 hrs	£8.50	£4.40	£4.00	-
		Up to 14 hrs	£24.00	£12.00	£12.00	-
Off-Street (Car Parks)	VATable	Up to 1 hr	£2.50	£1.10	£1.00	£1.00
		Up to 2 hrs	£4.50	£2.20	£2.00	£2.00
		Up to 3 hrs	£6.50	£3.30	£3.00	£3.00
		Up to 4 hrs	£8.50	£4.40	£4.00	-
		Up to 5 hrs	£11.00	£5.50	£5.00	-
		Up to 6 hrs	£14.00	£6.60	£6.00	-
		Up to 14 hrs	£24.00	£12.00	£12.00	-
Pre-booked coach parking	VATable	Daily (up till closing time)	£30.00	£30.00	£30.00	
Seafront Trader Permit		Annual	£400.00	£400.00	£200.00	
Season Ticket for Named Car Park	VATable	Annual	£600.00	£600.00	£500.00	
		6 month	£310.00	£310.00	£260.00	
		Quarterly	£160.00	£160.00	£135.00	
		Monthly	£55.00	£55.00	£45.00	

### New or amended fees and charges

### Appendix 8

Season Ticket for Car Park (Zone)	VATable	Annual	£1,100.00	£1,100.00	£900.00			
		Quarterly	£330.00	£330.00	£270.00			
		Monthly	£110.00	£110.00	£90.00			
Season Ticket for All Zones	VATable		£1,300.00					
Season Ticket - Baxter Avenue	Virtuble	Annual	£1,500.00					
Season Ticket - University Square (Studen	ts only)	Annual		1,200	per buy			
Season neket - oniversity square (studen			1 month	6 months	12 months			
Business Permit		Scheme specific	-	£135.00	£250.00			
Operational Permit (On-street)		All Permit Zones		-	£65.00			
Resident Carer Permit (1 permit only)		Scheme specific	-	_	£15.00			
Resident Permit - 1st car		Scheme specific		_	£15.00			
Resident Permit - 2nd car		Scheme specific		_	£25.00			
Resident Permit - 3rd car		Scheme specific		_	£50.00			
Resident Permit - 4th car		Scheme specific		_	£75.00			
		Scheme specific		_	£50.00			
Resident Season Ticket (in RPS*)	VATable	Scheme specific	£8.50	-	130.00			
Southend Pass SBC Associate Permit	VATable	- Pluo	10.30	- £135.00	- £250.00			
			-	£135.00	£250.00			
SBC Staff Permit	VATable							
		Blue						
		Orange						
		Yellow						
Temporary Permit		7 days			5.00			
Tradesman Permit		All zones (new)	-	£350.00	£650.00			
Visitors Vouchers (Book of 20)		Daily			.00			
Yellow Line Dispensation		Daily			2.00			
Car Park unlock tariff		-			5.00			
Suspension (Admin Fee)		-		£30	0.00			
Suspension		Per day, per bay		£20	0.00			
Replacement permit		Vehicle changes		£5	.00			
Replacement permit		Loss		£30	0.00			
Permit refund admin fee		Administrative cost		£15	5.00			
Hotel day rate discount		Daily charging period	5	0% of max dai	ily parking tarif	f		
Authorised copy of car park key		Issuance		£20	0.00			
Car Park Overflow charges		Day rate		£50	0.00			
Filming in car parks requiring suspension								
of parking bays		Filming		as per agre	eed charge			
Siting base units/comfort units in car								
parks		Filming		daily bay	vs charge			
Siting base units/comfort units in car								
parks within dedicated bays		first contact		daily ba	y charge			
Free Parking		To provide free parking in	L Council car par	ks after 1600h	urs on Thursday	s and all day		
		on Sundays in Decem	-			-		
Parks and open spaces		All free car parks within			•			
Southchurch Park East		Charges are being in		-		-		
Southchurch Park East		refurbishment with the ex						
		School during opening ar	-	-	-			
Zone 2		The following car parks w		of charge: Had Avenue.	dleigh Road, Le	igh Hill and		
Small Business Day		Free	Parking in Zon		parks			
RPS*				king Scheme				

### Highways

SERVICES	Net Charge 2020/21	Vat (20%)	Gross Charge 2020/21	Net Charge 2021/22	Vat (20%)	Gross Charge 2021/22	INCREASE (%) BEFORE ROUNDING UP	NEW / AMENDED CHARGE
HIGHWAYS			•					
Permit to place a builders skip on the highway	N/A	N/A	N/A	£125.00		£125.00	N/A	New
Skip permit extension	N/A	N/A	N/A	£110.00		£110.00	N/A	New
Unlicensed skip permit	N/A	N/A	N/A	£270.00		£270.00	N/A	New
Permission to erect scaffolding on the highway	£25.50		£25.50	£23.00		£23.00	-10%	Amend
Permission to deposit building materials on the highway	£214.40		£214.40	£237.00		£237.00	11%	Amend
Permission to erect a hoarding or fence on the highway	£214.40		£214.20	£237.00		£237.00	11%	Amend
Permission to carry out a mobile lifting operation (crane / cherry picker) on the highway	£214.40		£214.40	£237.00		£237.00	11%	Amend
Permission to erect temporary structures, e.g. Gantry, cradle or fan on the highway	N/A	N/A	N/A	£237.00		£237.00	N/A	New
Permission to carry out works by Licence under Section 50 NRSWA 1991	£260.10		£260.10	£237.00		£237.00	-9%	Amend
Validation or extension request to a s50 licence	£56.10		£56.10	£237.00		£237.00	322%	Amend
Permission to carry out construction works on the highway.	N/A	N/A	N/A	£237.00		£237.00	N/A	New
Permission to make an opening of the footway to make an entrance of a cellar or vault/ front garden for works	N/A	N/A	N/A	£237.00		£237.00	N/A	New

street to provide means of admitting light to an adjacent premises	N/A	N/A	N/A	£237.00	£237.00	N/A	New
Application under S247 TCPA 1990 to stop up the highway	N/A	N/A	N/A	£237.00	£237.00	N/A	New
Cost of dealing with a public inquiry if the making of a stopping up order is challenged	N/A	N/A	N/A	£237.00	£237.00	N/A	New
Bollard (reset)	N/A	N/A	N/A	£55.00	£55.00	N/A	New
Bollard (replacement)	N/A	N/A	N/A	£480.00	£480.00	N/A	New
Street Lighting Column Replacement	N/A	N/A	N/A	£680.00	£680.00	N/A	New
Traffic signals (re-plumb post)	N/A	N/A	N/A	£225.00	£225.00	N/A	New
Replace zebra crossing markings	N/A	N/A	N/A	£325.00	£325.00	N/A	New
Replace Bus shelters	N/A	N/A	N/A	£4,100.00	£4,100.00	N/A	New
Repair Bus shelters	N/A	N/A	N/A	£55.00	£55.00	N/A	New
Bond for all commercial works	N/A	N/A	N/A	£30,000.00	£30,000.00	N/A	New
		N/A	N/A	£20,000.00	£20,000.00	N/A	New
Bond for all residential works <b>TECHNICAL APPROVAL OF HIGHWAYS</b> Fee for checking and approving structures (Category 0 – no departure's)		<u> </u>	· ·			<u> </u>	
TECHNICAL APPROVAL OF HIGHWAYS S Fee for checking and approving structures (Category 0 – no	STRUCTURES	(Fee for adr	ninistering, cor	nmissioning specialist s	tructural engineers a	nd signing the Teo	chnical Approva
TECHNICAL APPROVAL OF HIGHWAYS S Fee for checking and approving structures (Category 0 – no departure's) Fee for checking and approving structures (Category 1 – no	N/A	(Fee for adr	ninistering, cor N/A	f525.00	fructural engineers a £525.00	nd signing the Teo N/A	chnical Approva
TECHNICAL APPROVAL OF HIGHWAYS SFee for checking and approvingstructures (Category 0 – nodeparture's)Fee for checking and approvingstructures (Category 1 – nodeparture's)Fee for checking and approvingstructures (Category 1 – nodeparture's)Fee for checking and approvingstructures (Category 2 – no	N/A N/A	(Fee for adr N/A N/A	ninistering, cor N/A N/A	f525.00 £525.00	fructural engineers a £525.00 £525.00	nd signing the Teo N/A N/A	chnical Approva New New

Installation of H Bars	N/A	N/A	N/A	£225.00	£225.00	N/A	New
Refresh H bars	N/A	N/A	N/A	£150.00	£150.00	N/A	New
	11,77	11,77		1130.00	2130.00	(1)/(	i i i i i i i i i i i i i i i i i i i
SIGNS		1	I				
Replacement of defective sign (street name board)	N/A	N/A	N/A	£452.00	£452.00	N/A	New
Traffic signs (Sign replacement RTC (1.15 Chevron)	N/A	N/A	N/A	£492.00	£492.00	N/A	New
Illuminated Signs (re-plumb and concrete)	N/A	N/A	N/A	£220.00	£220.00	N/A	New
MEMORIAL BENCHES					I		
Memorial Benches (Bench, Plaque and 4x maintenance and admin)	£1,568.25		£1,568.25	£1,810.00	£1,810.00	15%	Amend
Memorial Benches- Supply and Install Plaque	N/A	N/A	N/A	£138.00	£138.00	N/A	New
Memorial Benches - Full Refurbishment	N/A	N/A	N/A	£505.00	£505.00	N/A	New
Memorial Bench - Minor Repair	N/A	N/A	N/A	£70.00	£70.00	N/A	New
Memorial Bench - Bench Removal	N/A	N/A	N/A	£70.00	£70.00	N/A	New
TRAFFIC MANAGEMENT RELATED CHA	RGES (NO VAT	TO BE AD					
Temporary Traffic Orders	£2,900		£2,900	£1,850	£1,850.00	-36%	Amend
Temporary Traffic Regulation Notice (Emergency Road Closure) No Advert	N/A	N/A	N/A	£150.00	£150.00	N/A	New
Disabled Parking Bays - With TRO and signs and lines. Admin and lining	N/A	N/A	N/A	£500.00	£500.00	N/A	New
Disabled Parking Bays - With TRO and signs and lines.	N/A	N/A	N/A	£1,980	£1,980.00	N/A	New
Change to Traffic Order	N/A	N/A	N/A	£1,850	£1,850.00	N/A	New
Revoke of Traffic regulation order	N/A	N/A	N/A	£1,850	£1,850.00	N/A	New
Experimental Traffic Regulation Order	N/A	N/A	N/A	£1,850	£1,850.00	N/A	New

Experimental Traffic Regulation Order	N/A	N/A	N/A	£2,500	£2,500.00	N/A	New
TRAFFIC MANAGEMENT RELATED CHA	RGES						
Signs and Lines infrastructure implementation per metre	N/A	N/A	N/A	£225.00	£225.00	N/A	New
New parking post / plate	N/A	N/A	N/A	£225.00	£225.00	N/A	New
Implementation / Removal of new bay markings	N/A	N/A	N/A	£525.00	£525.00	N/A	New
Implementation of personalised Disabled Bay	N/A	N/A	N/A	£525.00	£525.00	N/A	New
Removal of personalised Disabled Bay	N/A	N/A	N/A	£525.00	£525.00	N/A	New
VEHICULAR CROSSOVERS							
PVX; application fee – includes inspection and administration (non refundable)	£142.80		£142.80			2%	Amend
PVX; application fee – includes inspection and administration (non refundable) – cross a watercourse or ditch	N/A		N/A	£195.00	£195.00	N/A	New
PVX; relocation of drainage (inspection and administration) – non refundable	N/A		N/A	£100.00	£100.00	N/A	New
Costs to construct a crossing (upto 2.44m)	N/A		N/A	£1,200.00	£1,200.00	N/A	New
Costs to construct a crossing (2.44m upto 3.66m)	N/A		N/A	£1,500.00	£1,500.00	N/A	New
Costs to construct a crossing 3.66m upto 4.8m)	N/A		N/A	£2,000.00	£2,000.00	N/A	New
Inspection fee during construction (per inspection / max 4)	£86.70		£86.70	£80.00	£80.00	-8%	Amend
PVX; application fee for Commercial PVX	£265.20		£265.20	£270.00		2%	Amend
PVX; manually excavated trial pit	£387.60	1	£387.60	£390.00		1%	Amend

STREET WORKS							
S74 – Traffic-sensitive street or	N/A	N/A	N/A	£5,000	£5,000.00	N/A	New
protected street not in road category 2, 3 or 4	N/A	N/A	N/A	£10,000	£10,000.00	N/A	New
S74 – other street not in road	N/A	N/A	N/A	£2,500	£2,500.00	N/A	New
category 2, 3 or 4	N/A	N/A	N/A	£2,500	£2,500.00	N/A	New
S74 – Traffic-sensitive street or	N/A	N/A	N/A	£3,000	£3,000.00	NI / A	New
protected street in road category 2.	N/A	N/A	N/A	£8,000	£8,000.00	N/A	New
	N/A	N/A		£2,000	£2,000.00	N/A	New
S74 – other street in road category 2.	N/A	N/A	N/A	£2,000	£2,000.00		
S74 – Traffic-sensitive street or	N/A	N/A		£750	£750.00	NI ( A	N
protected street in road category 3 or - 4	N/A	N/A	N/A	£750	£750.00	N/A	New
S74 – other street in road category 3	N/A	N/A		£250	£250.00	N1/A	New
or 4	N/A	N/A	N/A	£250	£250.00	N/A	

### Planning

Description of Service	Indicative Net Charge 2021/22	VAT (20%)	Indicative Gross 2021/22 Charge	
Pre-application advice				
Senior Officer (per hour)	TBD		TBD	NEW
Specialist Officer (per hour)	TBD		TBD	NEW
Fast Track Service	Various		Various	NEW

### Southend-on-Sea Borough Council

Executive Director of Finance and Resources Executive Director of Children and Public Health

То

**Education Board** 

On

15<sup>th</sup> December 2020

Report prepared by: Paul Grout, Senior Finance Business Partner

#### Dedicated School Grant Budget Planning 202122 And Forecast Outturn 202021

#### 1 Purpose of Report

To present the Education Board with the Dedicated Schools Grant (DSG):

- Final funding methodology for distribution of the 2021/22 Individual School Block (ISB) allocations
- Remaining final indicative DSG budget allocation for 2021/22
- Principle decision on Early years funding rates for 2021/22
- Updated forecast outturn for 2020/21

#### 2 Recommendations

#### Education Board (EB) are asked to agree:

- 2.1 The remaining 2021/22 total funded amount for Central Block services with note to the Department for Education (DfE) DSG historic commitment funding that has continued to unwind moving forward (As referenced in 9.10).
- 2.2 And with consideration to 2.1, that the indicative and remaining 2021/22 per pupil uplift applied to all individual school block allocations, who have either not benefited from and therefore already funded above the minimum funding rates per pupil for 2021/22 or a 3% uplift to applied to the applicable core National Funding Formulae (NFF) pupil led factors, are set, as illustrated in the October 2020 DSG EB paper with the NFF maximum allowable 2% uplift funding applied per pupil (As referenced in 4.2).

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- 2.3 [Maintained School voting rights only] the de-delegation of funding to be centrally retained from the Schools block for the following services: (As referenced in 5.2)
  - Staff Costs (Public duties)
- 2.4 The 2021/22 Early years funding rates are set as based on the principle decision recommended in 7.4, if possible.
- 2.5 And therefore on the basis of the decisions undertaken through both this and the previous October 2020 DSG paper, that this DSG paper and the following January 2021 DSG EB paper (which is for EB noting only), will be recommended to Council for final approval in February 2021.

Asked to Note:

2.6 In line with the decisions of both the March 2019 EB DSG paper and the December 2020 EB DSG paper, that the growth fund to support schools will continue to be held centrally within the Schools block and distributed to provide the extra required planned places within the authority. (As referenced in 6.1.3)

#### 3 Background

- 3.1 This reports sets out the 2021/22 Draft DSG budget and the final 2021/22 proposed funding methodology for award per pupil led funding to Individual School Budgets.
- 3.2 This reports follows on from the previous "DSG 2019/20 budget update and budget planning for 2020/21" presented and agreed at the last October 2020 EB, which ultimately set the continued and agreed NFF trajectory for Individual School block allocations, subject to the remaining confirmation of awarding the fully applied 2% uplift now proposed in this paper for those applicable schools.

#### 4 Schools Block – Individual School Block (ISB) allocations

#### 2020/21 Budget to Forecast Outturn – on line to budget

#### 2021/22 Individual Schools Budgets

#### Indicative DSG funding allocation £131.818M (Final tbc in January 2021)

- 4.1 As per the recommendations approved in the last DSG EB October 2020 report and associated Appendix 2, which is also presented in this report. The 2021/22 per pupil funding amounts for each school will be set on the following basis:
  - 4.1.1 The minimum per pupil levels will be set at £4,180 for primary schools (£3,750 in 2020/21) and £5,415 (£5,000 in 2020/21), where both of these rates now include the rolling of the teacher pay and pension grants into the DSG at a rate of £180 per primary pupil and £265 per secondary pupil. And to remind, from 2020/21 the minimum amounts per pupil are also now a NFF mandatory funding factor.
  - 4.1.2 As per NFF, a 3% increase applied to the underlying core pupil led NFF funding factors, plus a further £180 per primary pupil and £265 per secondary pupil including the rolling of the teacher pay and pension grants into the DSG for 2021/22 attached to the basic entitlement rates.

And the remaining option for decision (which was Noted recommendation 2.1.2 – of the October 2020 DSG EB report):

- 4.1.3 "All remaining Schools whose per 2020/21 per pupil led funding rate plus the additional DSG applied 2021/22 teacher pay award and pension grant protection funding is either above the revised NFF mandatory 2021/22 minimum funding amounts per pupil or core NFF funding rate as referenced in 4.1.1 and 4.1.2 will receive the same NFF maximum allowable % uplift per pupil. And this will be up to the NFF maximum allowed 2.00% uplift per pupil, which itself remained subject to the options required to the Central block Historic Commitment funding losses."
- 4.2 Now given the Local Authority as the lead commissioner of the Central Block historic commitment services has now determined its plan to manage the funding losses over the next 3 years (as referenced in 9.8 and Part 2 Appendix 4). It is welcome to confirm, that all remaining Schools who will either be above the NFF 2021/22 minimum funding rates or NFF 3% increase applied to the core NFF underlying core pupil led funding factors can now be recommended to benefit from the fully applied NFF maximum allowed 2.0% uplift per pupil.
- 4.3 And as referenced, in the last DSG EB paper, with the exception of those schools who will attract the 2021/22 minimum per pupil funding levels or 2.0% per pupil led uplift, all other school per pupil funding rates (i.e. those illustratively attracting their core underlying NFF funded rate per pupil) are indicative and therefore subject to minor changes once the DfE have processed and released the October 2020 school census data. Following that, the final illustrations will be shown in the next January DSG EB paper and will therefore be for noting only (which will also include any applicable and separate funding adjustments

for 2021/22 Business rate charges and ofcourse updated Numbers on Roll of each school as recorded through to the DfE in the October 2020 school census).

# 5 School block – Centrally retained de-delegated public duties (Voting rights Maintained only)

#### 2020/21 Budget to Forecast Outturn – circa (£2,000) underspend

5.1 It is yet to be confirmed how many academy schools have bought into this fund this year in addition to the de-delegated sum from the maintained schools. However, it is currently expected that the de-delegated fund will be underspent this year regardless and therefore the attached forecast is simply an estimate of that underspend. It also remains minded any underspend or overspend on this fund is rolled forward in future years to support this fund through an isolated DSG reserve.

#### 2021/22 Indicative DSG funding allocation £2,797 (Final tbc in January 2021)

- 5.2 In continuation of the decision undertaken last year, and now the only current proposed item for de-delegation, Maintained Schools are asked to approve the continued de-delegation of public duties at the reduced rate of £0.50 per pupil for 20/21/22 (£1.00 rate at 2020/21), which will also be multiplied by their Numbers on Roll as at the October 2020 Census. The rate of £0.50 per pupil in 2021/22 is proposed given the fund is expected to underspend this year and does hold a small level of £11,310 in reserve as at 1<sup>st</sup> April 2020.
- 5.3 The fund enables Maintained schools within the Borough to reclaim the cost of staff who undertake Public Duties (usually jury service or sitting as a magistrate), and to undertake trade union duties in work time, in accordance with the facilities agreement for schools.
- 5.4 And Academy Schools can continue to be able to buy in to this fund and therefore those that buy in are eligible to claim from this fund with the same charge rates as shown in 5.2.

#### 6 Schools Block – Centrally retained Growth Fund

#### 2020/21 and 2021/22 Budget Planning

- 6.1 As referenced and agreed, in the March 2019 EB "DSG Growth Fund application 2019/20 and future years" paper and the December 2019 EB "DSG budget planning 2020/21" paper:
  - 6.1.1 The application of applied Growth fund is now managed on a long term basis, allowing any one year to either overspend or underspend against the DfE's allocated amount for Growth provided that the total distribution of the growth fund is affordable over the life of the planned growth. The per pupil Growth rates to be paid out from Sept-21 can also be no lower than the minimum agreed per pupil rate tolerances declared in the March 2019 EB DSG paper.

- 6.1.2 The actual total growth fund amount for 2021/22 will be shown by the DfE in late December 2020, separated and shown within the Final 2021/22 School Block funding allocations.
- 6.1.3 Therefore, in accordance with the previous agreement and conditions, the growth fund rates from Sept-21 will be presented in the next January 2021 DSG paper, alongside any potential for growth funding rates to be increased from Sept-20 if affordable over the planned life of the growth. The growth model will therefore be revised and displayed as an Appendix once the DfE have confirmed the final 2021/22 growth funding allocations.
- 6.2 The current (£225,000) 2020/21 forecast underspend on growth remains as originally modelled and forecast in the January 2020 EB DSG paper. Which therefore increases the current isolated DSG growth reserve to £206,000 as at the 31<sup>st</sup> March 2021, which itself in turn funds expected future years overspends on growth as planned.

#### 7 Early Years Block

#### 2020/21 Budget to Forecast Outturn – £310,000 overspend

- 7.1 We must continue to remain minded, the Early Years Block 2020/21 DSG allocations remain provisional until the DfE have processed the January 2021 Early Years census, and will therefore announce revised and final funding allocations for 2020/21 in July 2021. However, at this time, we know there will be a difference for the 2020/21 DfE funding update as both the Summer and Autumn 2020 Early years funding period will continue to based on the January 2020 Early Years census, and not a revised January 2021 Early Years census. The DfE have announced this adjustment due to the impacts of the Covid pandemic and therefore lower head count take up of early years provision during these periods, but whilst encouraging local authorities to continue to pass port funding at expected rates to support sustainability of provision, a position that both our Local Authority and Education Board recognise/agree too and have continued to support.
- 7.2 Whilst the forecast overspend is simply a best estimate at this stage, this estimate reflects the additional one off funding agreed to be passported through to Providers to support sustainability of provision, as agreed and noted, in both of the Part 2 Early Years Papers presented at the June 2020 and October 2020 Education Board papers.
- 7.3 The current expected forecast overspend will be covered from the isolated Early Years DSG balance.

#### 2021/22 Budget Planning

7.4 At the time of writing this paper, we are still awaiting the 2021/22 early years funding announcements from the DfE, and by way of reference the current 2020/21 Early years funding rates are shown in Appendix 3. It is anticipated that an announcement will be made in December prior to the Christmas Break. If the announcement results in no increase, then we will simply have to continue to apply the 2020/21 rates into 2021/22. If the announcement does award a

funding uplift on the hourly rates paid in to DSG for 2021/22, it is therefore simply proposed, based on the current known pressures within the Early Years sector that should an uplift be awarded of less than or up to 2.5% (equivalent max 11p per hour of the current 2020/21 3&4 year old £4.48 hourly funded rate in to the DSG, or equivalent 13p max per hour of the 2020/21 2 year old £5.32 hourly rate in to the DSG). That this funding increase amount is straight passported out and applied through to the Early Year providers on the core hourly rates paid out.

7.5 Therefore, on the basis this principle decision is agreed in 7.4, and the DfE make an announcement before the Christmas break the hourly rates for 2021/22 will be set and displayed in the January 2021 DSG EB paper for noting only. This then also enhances the ability for Early Years provider to plan for 2021/22. In the unlikely event, the uplift is higher than 2.5% then there will need to be a separate proposal paper presented to the Education Board in March 2021.

#### 8 High Needs Block

## 2020/21 Budget to Forecast Outturn – a projected (£1.299M) under spend against allocated services lines expenditure.

8.1 The first point to note for 2020/21 is a now further adjustment to the budget allocation, following a revised, apologised and updated allocation from the DfE compared to the original announced July 2020 High Needs funding import and export adjustment caused by a DfE data error that was subsequently recognised. The DfE have now confirmed, that in fact our "net import and export\*" high need funding adjustment has reduced from 2019/20 by 8 (from us being a net importer of 84 pupils in 2019/20, to now a net importer of 76 in 2020/21). In funding terms for 2020/21, this reduction means we will now actually receive 8 \* £6000 per place = (£48,000) less funding than previously applied in 2019/20 import and export adjustment.

'import and export adjustment\* - relates to a DfE defined in year High Need funding adjustment compiled from the latest January school census and RO6 Individualised learner record. Whereby a local authority's high needs block funding allocation is compensated if there is a net import increase from the previous year due to more other local authority home based pupils placed in their area, or alternatively reduced if there is a net export increase from the previous year, if more local authority home based pupils are placed in another local authority area..

8.2 However, and thankfully, due to our previous treatment of the high need and funding export adjustment which was originally advised and presented as a positive increase of £66,000 (a net increase of 11) as shared in the October 2020 DSG paper. It was simply applied to support future years pressures and therefore no had direct impact on in year service allocations. The now resulting negative adjustment will therefore been treated in the same way, and will reduce our originally planned funding allocation to support future years pressures and again therefore have no impact on in year service budget allocations. This negative funding adjustment therefore further supports our long term DSG budget management position, that a small proportion of High Needs funding should be held back and away from direct Service line allocations in order to absorb any adverse and unavoidable one off funding impacts in that given year which can be either expenditure or income related.

8.3 Appendix 1 – displays the full 2020/21 forecast outturn for High Needs on a line by line basis. Whilst the current forecast underspend (summarized below) has increased from what was presented and planned at the June 2020 EB DSG 202021 High Need detail budget allocation paper, you can see the actually increased forecast underspend is mainly on our service provision lines that are more difficult to financially plan, which is due to the nature and volatility of those service lines. We must also remain minded this welcome position is still being achieved after applying much needed funding growth to provision in 2020/21 (following 3 previous years of savings).

# Summary table of proposed Original budget and forecast allocation (June 2020 Education Board) to Revised budget and current forecast allocation.

Summary Heading	2020/21 Opening Budget	2020/21 Revised Budget	2020/21 Opening Forecast	2020/21 Revised Forecast
Place funding	£8.064m	£8.064m	£7.857m	£7.823m
Special and PRU/AP top up funding	£6.072m	£6.072m	£5.787m	£5.757m
Subtotal	£14.136m	£14.136m	£13.644M	£13.580m
Schools, early years, post-16 top up funding	£4.112m	£4.112m	£4.112m	£3.927m
Independent Providers	£1.950m	£1.950m	£1.950m	£1.650m
Other Provisions including SLA's	£1.830m	£1.830m	£1.664m	£1.572m
Total services line total	£22.028m	£22.028m	£21.370m	£20.729m
Targeted to High Need DSG reserve balances to support future years funding pressures	£0.532m	£0.484m		
Total	£22.560m	£22.512m	£21.370m	£20.729m

- 8.4 It must therefore be noted and continually commended, as planned, that given the national and recognised pressures on High Needs Funding, that through the joint work of Southend's Local Authority, Education Board, Applicable Special Schools and Schools (where savings had been made and agreed previous to 2020/21). Southend's own DSG High needs funding position is now restored to a sustainable financial position at this current time, with consideration also applied to the increased 2020/21 funding allocation.
- 8.5 However, it must, also continue to remain minded that the financial pressures with the distribution of high needs funding are forever continually increasing, so future planning must continue to remain both affordable and considerate.

2021/22 Budget Planning - Indicative allocation of £25.658M (explanation covered in the last October 2020 DSG report, and resulting service expenditure allocations will be set as planned in the pre-agreed June 2021 High Need detailed allocation paper). It remains minded that June was the agreed date through Education Board to set the detail of the high need budget for the following academic year, as this then allows both sufficient time for the most accurate planning of expected top up funding amounts in that year and also therefore considering any affordable uplifts alongside.

#### 9 Central Block

#### 2020/21 Budget to Forecast Outturn – held on line to budget

#### 2021/22 Budget Planning

#### Indicative Total allocation of £1.454M (Final tbc in January 2021)

9.1 As explained, in depth in the both the October 2019 and October 2020 DSG EB report. The 2021/22 indicative budget allocation (funding into the DSG) for the "Contribution to combined budgets with the Local Authority" is now circa £326,000 less than the original 2019/20 £905,000 allocation, as the DfE have continued to unwind the historic commitment element of the central block funding at rate of 20% from the previous year's base line.

Financial Year	2019/20	2020/21	2021/22
Funding remaining	£905,000	£724,000	£579,000
% unwound*		20%	20%
Funding loss*		£181,000	£145,000
Cumulative loss		£181,000	£326,000

% and amount unwound\* from the previous year.

- 9.2 As referenced, in the October 2020 DSG EB paper, it quickly remains minded, in 2020/21 due to the lateness of the first funding reduction announcement the EB helpfully agreed for 2020/21 a top slice from the Schools to Central block to cover the first £181,000 funding loss, but on the conditional basis a local authority long term plan was developed to meet this continued funding loss.
- 9.3 In October 2020, the Education Board was presented with three possible options for 2021/22 which could have required a part or full mitigation requirement. Options 1 and/or 3 requiring Education Board consultation and approval (all key points of each option highlighted below):
- 9.4 **Option 1 transfer 2021/22 funding from the Schools Block to part cover or cover this loss in full.** Which was not advised or recommended on the following basis:
- 9.4.1 That the Education Board helpfully approved the top slice to the schools block to cover this loss in 2020/21 (given the late announcement) but only on the conditional basis a long term plan was developed to manage the continued funding losses from 2021/22 onwards.
- 9.4.2 That any further school block top slices are simply not a long term sustainable funding option and do divert resources away directly from mainstream schools who themselves are facing additional funding pressures.
- 9.4.3 That the government have confirmed their commitment to continue with the implementation of a hard NFF which could and will likely remove the ability to top slice school block funds regardless in future years.
- 9.4.4 That the Central Block Historic commitments for combined budgets were originally formed by top slicing mainstream school funds previous to 2013/2014, so in theory should not to be top sliced again, a DFE view point as well.

#### 9.5 **Option 2 – Do nothing (i.e no funding transfer from another block):**

9.5.1 As the local authority is the lead commissioner of those services, it is the local authority that will need to decide the priority of those services moving forward. Ofcourse, the local authority has the option to cover or part cover the central block funding losses (from other resources), but given both the local and national context of funding pressures within local authorities, these services are therefore unfortunately placed at risk and will need to be considered alongside other wider services in terms of priority to continue to support. The Local Authority has already started to plan for this eventually and this will need to be concluded for 2021/22 by the end of November.

# 9.6 **Option 3 – Seek a funding transfer from the 2021/22 High Needs block to either cover or part cover this loss:**

- 9.6.1 However, again this could not be a long term sustainable option as the spend attributable to high needs will always be a subject to volatility and risk. These services have also never been funded by a transfer from High Needs. It would therefore only be possible that this could be considered on a year by year basis, given the context of the overall affordability to the high needs block alongside the schools and providers that funding supports, plus in recognition the required £326,000 funding loss cover in 2021/22 will also be a larger sum in 2022/23. The local authority will therefore continue to need to plan the long term mitigation of these funding losses from the Central Block.
- 9.7 The 3 options were discussed at the Education Board in October 2020, it was also rightly pointed out that the Education Board have adopted the boarder NFF principles of each block of DSG being affordable within its own funding allocation, a position that the DSG budget management position has moved to over the last few years which has also been to the benefit of sustainability within each block. It was also rightly raised that the High Needs block was only now in this financial position because of the dedicated and effective work of the Local Authority, Education Board and Schools involved, so should therefore not be penalized for this position.
- 9.8 Whilst not easy, and in view of boarder funding considerations and recognition of long term sustainability of funds associated within block of the DSG, the Local Authority (As the lead commissioner of the Central Block historic commitment services) has now planned the unwinding of the Central Block funds for a further 3 years 2021/22, 2022/23 and 2023/24. And this is on the assumption the DfE continue to unwind this funding at a rate of 20% for each of those years from the previous years baseline. The full details of that plan are within the Part 2 Appendix 4 Central block historic commitments funding plan 2021/22 to 2023/24 and this plan therefore supports **option 2**. In pure financial terms, the plan itself, does enable the isolated DSG Central block reserve to increase in 2021/22, which therefore allows the revised 2021/22 DSG contributions levels to stay at the same rate for the next 3 years, i.e. by drawing remaining funds down from the Central block reserve.
- 9.9 Whilst, this plan does present a position for next 3 years, which is a sensible and balanced position. It does mean further reduced funding plans from

2024/25 do need to continue to be planned. However, it is not advised these are bought to the Education Board in detail until during 2022/23 or even 2023/24, as this allows further time for wider Local Authority funding considerations in view of any further Government funding announcements.

9.10 The Education board are therefore asked to approve the allocation of the Central Block 2021/22 funds as follows:

	2021/22 Amount
From Central Services Block	
Combined Budgets (historic commitments)	£579,129
CLA/MPA Licences	£138,779
Schools Admissions	£275,617
Servicing of Schools Forum	£18,700
ESG Retained Duties*	£441,536
	£1,453,762

ESG Retained Duties \* - ongoing funding (former Education Service Grant) to support LA Statutory duties - Child and Educational Leadership, Planning and Budget planning, monitoring, Education Welfare and Asset Management

#### 10 DSG Funding

# 2020/21 Budget to Forecast Outturn – £151,000 additional income, relating to the previously explained Early years DSG funding adjustment for 2020/21

#### 2021/22 Budget Planning

10.1 The current indicative DSG funding allocation for 2021/22, is shown as £170.629M. However, we continue to note that the total school block funding allocation will also be updated once the October 2020 census has been processed by the DfE, with the results released late December 2020, and therefore will be displayed in the next January 2021 DSG EB paper.

#### 11 Latest forecast DSG reserve balances

11.1 The table below updates the current expected DSG reserve balances by year end.

Block	Schools – ISB	Schools - growth	Schools – de- delegated	Early Years	High Needs	Central	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Reserves surplus / (deficit)							
1 April 2020 B'fwd	0	(18)	8	776	410	73	1,248
lssued to 2021 budget	0	0	0	(112)	0	0	(112)
19/20 Early years funding adj	0	0	0	151	0	0	151
2020/21 forecast Variance	0	224	2	(310)	1,783	0	1,750
Transferred in year	0	0	0	0	0	0	0
31 March 2021	0	206	10	506	2,193	73	2,988

#### 12 Conclusion

- 12.1 Overall, it has to continue to be recognised that the 2021/22 funding announcements for both the Schools and High Needs block, are both a positive and welcome message for Dedicated School Grants funds and therefore the children and educational services provision those funds support.
- 12.2 And both the positive in year forecast and DSG reserve balance position does also continue to highlight current and effective management of DSG funds over recent years through both the Local Authority and Education Board. This continues to therefore further support long term and sustainable funding, of course a very welcome and positive position for Southend, Southend Schools, pupils and our educational community.

#### 13 Appendices

Appendix 1 - DSG Budget 202021 and 202122 and Outturn 202021

- Appendix 2 DSG Illustrative Individual School Budget per pupil led rate funding rate 2021/22
- Appendix 3 Early years funding rates 2020/21

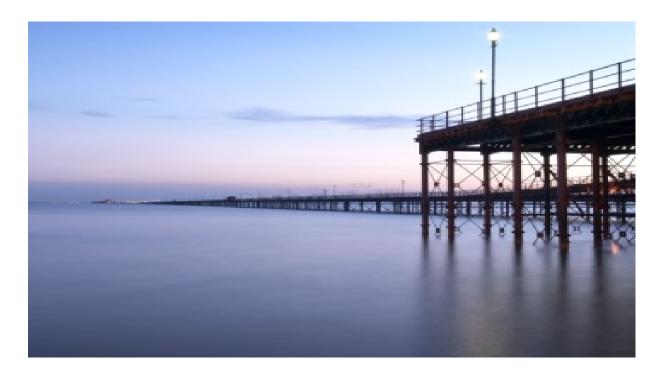
#### Part 2:

Appendix 4 - Central Block historic commitments funding plan 2021/22 to 2023/24

Appendix 10







## **Capital Investment Strategy**

# 2021/22 - 2025/26

January 2021



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#### Annexes:

Annex 1 – Capital Investment Policy

#### SOUTHEND-ON-SEA BOROUGH COUNCIL

#### **CAPITAL INVESTMENT STRATEGY**

#### 1 Purpose

The Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code requires local authorities to produce a capital investment strategy to demonstrate that capital expenditure and investment decisions are taken in line with desired outcomes and take account of stewardship, value for money, prudence, sustainability and affordability.

The Capital Investment Strategy is a key document for the Council and forms part of the authority's integrated revenue, capital and balance sheet planning. It provides a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the delivery of desired outcomes. It also provides an overview of how associated risk is managed and the implications for future financial sustainability. It includes an overview of the governance processes for approval and monitoring of capital expenditure.

#### 2 Scope

This Capital Investment Strategy includes all capital expenditure and capital investment decisions, not only as an individual local authority but also those entered into under group arrangements. It sets out the long term context in which decisions are made with reference to the life of the projects/assets.

#### 3 Capital Expenditure

Capital expenditure is incurred on the acquisition or creation of assets, or expenditure that enhances or adds to the life or value of an existing fixed asset. Fixed assets are tangible or intangible assets that yield benefits to the Council generally for a period of more than one year, e.g. land, buildings, roads, vehicles. This is in contrast to revenue expenditure which is spending on the day to day running costs of services such as employee costs and supplies and services.

The capital investment programme is the authority's plan of capital works for future years. Included are the projects such as the purchase of land and buildings, the construction of new buildings, design fees and the acquisition of vehicles and major items of equipment. Also included could be service, housing, regeneration or transformation investments.

#### 4 Capital vs. Treasury Management Investments

Treasury Management investment activity covers those investments which arise from the organisation's cash flows and debt management activity, and ultimately represent balances which need to be invested until the cash is required for use in the course of business.

For Treasury Management investments the security and liquidity of funds are placed ahead of the investment return. The management of associated risk is set out in the Treasury Management Policy and the Annual Treasury Management Investment Strategy.

The CIPFA Treasury Management Code recognises that organisations may make investments for policy reasons outside of normal treasury management activity. These may include service, housing and regeneration investments. The management of associated risk for these investments is set out in the Capital Investment Policy attached as Annex 1 to this strategy.

#### 5 Links to other corporate strategies and plans

To support the Council's desired outcomes a number of key strategies have been agreed, for example the Core Strategy, Digital Strategy and the Housing, Homelessness and Rough Sleeping Strategy. To support the delivery of these key strategies a number of other interrelated strategies and plans are in place, such as the Sustainability Strategy, Medium Term Financial Strategy, Capital Investment Strategy, Corporate Asset Management Strategy (and related asset management plans), Treasury Management Strategy and Annual Treasury Management Investment Strategy.

The operation of all these strategies and plans is underpinned by the Council's constitution, in particular the Contract Procedure Rules and the Financial Regulations.

A diagram in the Medium Term Financial Strategy shows how this Capital Investment Strategy links to the other corporate strategies and plans. This is all in the context of the activities of the Council's group portfolio, the South Essex 2050 plan and the wider national context.

Capital resources should be directed to those programmes and projects that optimise the achievement of these outcomes. The following processes are designed to ensure this happens.

#### 6 Resources available to finance capital

The first step is to ascertain the total resources available to finance the capital investment programme. This is based on the level of borrowing the Council can support, notified capital grants, prudent assumptions over the level of other grants and the timing and valuation of capital receipts that will be realised. More information by each source of capital funding is set out below:

#### 6.1 External Funding

This can be in the form of grants and contributions from outside bodies including central government. Services must seek to maximise external funding wherever possible to support capital schemes. However, if services bid for external funding for schemes and say at tender or during construction or procurement, costs exceed the available funding, then services must fund any shortfall from their existing resources (either revenue or capital).

In respect of match funding bids then the relevant service must fully identify the necessary match funding resources from within existing budgets. If this is not possible then the appropriate service must raise this for consideration with the members of the Corporate Management Team and the relevant Cabinet Member prior to submitting any bid for funding.

#### 6.2 Capital Receipts

A capital receipt is an amount of money exceeding £10,000 which is received from the sale of an asset. They cannot be spent on revenue items. The Director of Property and Commercial will review all the Council's property annually against the aims and objectives of the Corporate Asset Management Strategy. The general policy is that any capital receipts are then pooled and used to finance future capital expenditure and investment according to priorities, although they may be used to repay outstanding debt on assets financed from loans, as permitted by the regulations.

#### 6.3 Revenue Funding

Revenue resources may be used to fund capital expenditure. This may be via earmarked reserves such as the capital reserve which is an internal fund set up to finance capital expenditure as an alternative to external borrowing.

The Chief Finance Officer will take an overview and decide the most appropriate way of using such revenue resources, taking into account the strategy regarding the levels of general and earmarked reserves.

#### 6.4 Prudential/Unsupported Borrowing

Capital projects that cannot be funded from any other source can be funded from borrowing. Local Authorities can set their own borrowing levels based on their capital need and their ability to pay for the borrowing. The levels will be set by using the indicators and factors set out in the Prudential Code. This borrowing may also be referred to as Prudential Borrowing.

The Council's Minimum Revenue Provision Policy sets out a prudent approach to the amount set aside for the repayment of debt. The borrowing costs are not supported by the Government so the Council needs to ensure it can afford the interest and repayment costs from existing revenue budgets or must see this as a key priority for the budget process and be factored into the medium term financial strategy accordingly.

The Chief Finance Officer will make an assessment of the overall prudence, affordability and sustainability of the total borrowing requested. The impact of this borrowing will be reported in the Treasury Management Strategy and in the Prudential Indicators required by CIPFA's Prudential Code for Capital Finance.

Should the requested borrowing levels be unaffordable or not prudent, then the schemes will be prioritised against the available funding from borrowing as determined by the assumptions factored into the Medium Term Financial Forecast.

Members approve the overall borrowing levels at the budget Council meeting in February each year as part of the Treasury Management Report. The taking of loans then becomes an operational decision for the Chief Finance Officer who will decide on the basis of the level of reserves and money market position whether borrowing should be met internally (from the running down cash balances) or whether to enter into external borrowing.

Whether capital projects are funded from grant, contributions, capital allocations or borrowing, the revenue costs must be able to be met from existing revenue budgets or identified (and underwritten) savings or income streams.

#### 7 **Prioritisation of capital investment**

Capital investment is key to the delivery of the Council's ambition and desired outcomes and can be a means to contribute to the achievement of revenue sustainability and local or regional growth ambition. However, there will inevitably be a gap between the capital investment programme ambition and the finite available resources and there is a limit on the number and value of schemes that are affordable and deliverable.

The average capital investment delivered over the last 12 years has been circa £60m. Therefore on average it has been assumed to be the deliverable level of programme each year. There will always be exceptions over and above this amount, for example where the Council is passporting grant or providing loans to partner organisations or purchasing property for strategic and regeneration purposes. These must form part of the capital investment programme but they do not create an issue with deliverability.

In order to aim for a deliverable level of programme each financial year there will need to be prioritisation and re-sequencing of projects to ensure that resources are being directed into projects that will best achieve our ambition and improve outcomes for local people. These priorities may include the following:

Achievement of the Council's strategic outcomes for Southend 2050:

- Homes which meet local needs;
- Key regeneration projects;
- Supporting growth in key sectors;
- Town centre vitality;
- Leisure and cultural projects;
- Transport and accessibility;
- Green city projects;
- Schools and skills;
- Health and active lifestyles;
- Social care;
- Financial self-sufficiency.

Enabling works:

- Maintenance of the essential infrastructure of the organisation;
- Essential Health and Safety works;
- Rolling programmes essential to the day to day operation of the Council;
- Service redesign and transformation investment in technology;

Political priorities:

- 2050 roadmap;
- Recovery priorities:
  - economic focus on a stronger and safer town;
  - green city and climate change;
  - travel and transport;
  - people and communities;
  - major projects;
  - how we learn and recover as an organisation;

#### 8 Building a pipeline of projects

#### 8.1 Identifying the need for Capital Expenditure/Investment

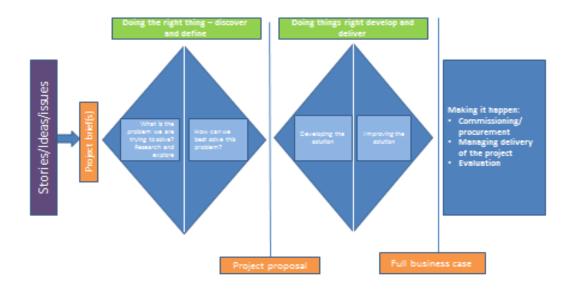
The need for capital investment may be identified through one or more of the following processes.

- Service areas prepare plans for the delivery and improvement of their services which align with or enable the 2050 outcomes;
- The Corporate Asset Management Strategy and the Education and Schools Asset Management Plans highlight deficiencies in the condition, suitability and sufficiency of the Council's existing building stock and identify future areas of need;
- The Housing Asset Management Plan highlights deficiencies in the condition, suitability and sufficiency of the Council's existing housing stock and identifies future areas of need;
- The Transport Asset Management Plan is the Council's primary transport asset planning tool to ensure the highway infrastructure and public realm is managed sustainably and in a way that underpins the wider corporate outcomes;
- Reviews and external Inspections may also identify areas that need capital investment;
- The need to respond to Government initiatives and new laws and regulations;
- The need to generate a revenue income to contribute to the delivery of desired outcomes.

#### 8.2 The Project Approval Process

Within the Council we promote an agile approach to project management. As such we are happy that we apply different methodologies to make our projects work. Whatever approach we take all projects should follow a standard project development and approval process which embeds the principles of the Commissioning Framework.

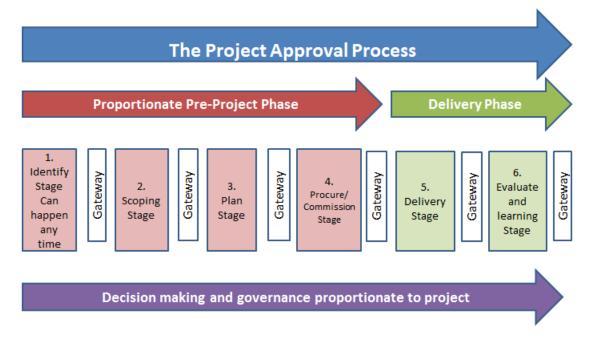
Our design and approval process is based on the Double Diamond design model developed by the British Design Council. The process is divided into four phases: Discover, Define, Develop and Deliver. The main feature of the Double Diamond is the emphasis on "divergent" and "convergent thinking", where first many ideas are created, before refining and narrowing down to the best idea. This is happening twice in this model—once to confirm the problem definition and once to create the solution.



#### Project development and approval process

The agreed process should include gateway review stages when the proposal can be reviewed and a decision made whether to proceed to the next stage. The decision making and governance process should be proportionate to the scale and impact of the project being put forward for approval.

The following diagram shows the project approval process used for capital investment proposals:



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The project approval process divides the project's lifecycle into six stages. The first four involve gathering the business case information that gives the Council confidence that the project should be implemented. The final stages cover project implementation and post-project evaluation. A potential 'Decision Gateway' separates each stage.

This incremental approach provides regular opportunities for the Council to review progress and check that projects are still on track. It also avoids unnecessary resource being spent developing potential projects beyond the point at which a decision could be made that they are unlikely to be viable (potentially because needs or priorities have changed or available solutions are unlikely to offer value for money). Feasibility studies will be used where appropriate.

The capital investment programme is split into the main approved programme and 'subject to' sections, for schemes that are subject to the completion of a process or event. This could be the agreement of a viable business case, the outcome of an application to a committee or board, agreement of external funding or property purchase due diligence and negotiations. This allows schemes to be brought into the programme at the appropriate time.

Whilst all projects consider the same basic questions as they pass through each stage, the level of information that must be gathered, and the number of formal approvals required for a project to progress, will vary significantly depending on the scale of the project.

#### 8.3 Proportionality

Projects will be categorised as major, mid or minor, depending on the assessment of the following criteria to determine the scale and impact of the proposal:

- Level of contribution to the 2050 outcomes;
- Impact on the organisation to deliver the project;
- Potential impact of project failure on the Council's reputation;
- Statutory or regulatory context;
- The scope of stakeholders or partnerships involved;
- Contract complexity;
- Project costs;
- The timescales involved;

This categorisation will determine the level of detail needed to progress through the gateway stages.

#### 8.4 Developing the business case

The business case would be developed incrementally with the amount of detail dependent on the scale and impact of the project and with more detail added as the business case matures through the gateway stages. Each business case covers five areas:

- Strategic case demonstrating the fit with investment priorities;
- Economic case demonstrating that the project provides value for money;
- Financial case demonstrating that the project is prudent, affordable and sustainable (including the revenue implications);
- Commercial case demonstrating that the project is commercially viable;
- Management case demonstrating that the project will be delivered effectively;

For the financial case due consideration should been given to:

#### Prudence:

- Recognition of the ability to prioritise and refocus following transformation work;
- Recognition of the capacity in the organisation to deliver such a programme;
- Recognition of the knowledge and skills available and whether these are commensurate with the appetite for risk;
- The approach to commercial activities including ensuring effective due diligence, expert advice and scrutiny, defining the risk appetite and considerations of proportionality in respect of overall resources;
- The approach to treasury management and the management of risk as set out in the Treasury Management Strategy.

#### Affordability:

- Revenue impact of the proposals on the Medium Term Financial Strategy;
- The borrowing position of the Council, projections of external debt and the use of internal borrowing to support capital expenditure;
- The authorised limit and operational boundary for the following year;
- Whether schemes are profiled to the appropriate financial year.

#### Sustainability:

- Recognition of the objectives of the Sustainability Strategy;
- A long-term view of capital expenditure plans, where long term is defined by the financing strategy of and risks faced with reference to the life of the project/assets;
- Provision for the repayment of debt over the life of the underlying debt as set out in the Minimum Revenue Provision policy;

• An overview of asset management planning including maintenance requirements and planned disposals.

All project proposals are submitted using an agreed template that captures the information necessary to have a structured approach that provides:

- Proper definition to projects, making sure it is clear what will be delivered, by when, and with what resource and that appropriate approvals have been given;
- Clear roles and responsibilities, and clear delegation of responsibility;
- Controls to provide early warnings of deviation from the plan, as well as risks and issues, and a way of managing them;
- Good communication channels, making sure management and stakeholders are involved at the right time in the right way;
- Regular reviews of the project to make sure it is still viable, worthwhile and deliverable;
- A common language across the Council and a process that is repeatable;

Whilst this approach will not guarantee that every project will be successfully delivered, having a consistent approach to managing projects will mean that:

- All projects are prioritised using a consistent and coherent set of standards and based on a sound business case;
- Projects are more likely to provide an optimum contribution to Southend 2050 priorities and service improvement;
- Projects are more likely to be delivered on time and within budget;

#### 8.5 Risk Management

Risk is the threat that an event or action will adversely affect the Council's ability to achieve its desired outcomes and to execute its strategies successfully.

Risk management is the process of identifying risks, evaluating their potential consequences and determining the most effective methods of managing them and/or responding to them. It is both a means of minimising the costs and disruption to the organisation caused by undesired events and of ensuring that staff understand and appreciate the element of risk in all their activities.

The aim is to reduce the frequency of adverse risk events occurring (where possible), minimise the severity of their consequences if they do occur, or to consider whether risk can be transferred to other parties. The corporate risk register sets out the key risks to the successful delivery of the Council's corporate aims and priorities and outlines the key controls and actions to mitigate and reduce risks, or maximise opportunities.

To manage risk effectively, the risks associated with each capital project need to be systematically identified, analysed, influenced and monitored.

It is important to identify the appetite for risk by each scheme and for the capital investment programme as a whole, especially when investing in capital assets that have an element of financial return. Under the CIPFA Prudential Code these are defined as investments and so the key principle applies of control of risk and optimising returns consistent with the level of risk.

#### Risk appetite:

The Council accepts there will be a certain amount of risk inherent in delivering the desired outcomes of the 2050 Ambition and the recovery priorities. The Council seeks to keep the risk of capital projects to a low level whilst making the most of opportunities for improvement. Where greater risks are identified as necessary to achieve desired outcomes, the Council seeks to mitigate or manage those risks to a tolerable level. All key risks identified as part of the capital planning process are considered for inclusion in the corporate risk register.

The Chief Finance Officer will report explicitly on the deliverability, affordability and risk associated with the Capital Investment Strategy. Where appropriate they will have access to specialised advice to enable them to reach their conclusions.

#### 9 Governance processes

The governance structure of the Council has the Corporate Management Team that takes a high level strategic and group view on the capital investment programme.

Before any project can enter the procurement or delivery phase approval must be obtained from full Council to include it in the capital investment programme. This can be achieved by taking proposals through the Cabinet and Scrutiny process, either as part of the annual budget round or throughout the year so that schemes enter the programme at the required time.

#### 9.1 Approval via the annual budget round

Corporate Management Team will consider any proposals from a corporate priority perspective. As part of the budget process Executive Briefing (EB) meetings enable Cabinet Members to be briefed and understand the expected outcomes and the budget consequences, both revenue and capital, of completing the scheme. Where appropriate schemes will be reported to Members based on the schemes being subject to external funding or viable business case approval.

The Chief Finance Officer will consider the proportionality of the proposals as a whole in respect of overall resources and longer term sustainability and risk. The Chief Finance

Officer will also take an overall view on the prudence, affordability and sustainability of the overall borrowing level if all proposals are accepted.

The Cabinet receive the capital investment programme in draft in January each year which is then subject to scrutiny via all the relevant scrutiny committees. Then the Cabinet receive the updated capital investment programme in February each year and in turn make their recommendations to full Council.

#### 9.2 Approval throughout the year

New schemes can be added throughout the year as appropriate, for urgent or service critical schemes or when gateway stages are successfully completed. Project proposals are submitted to the Investment Board, one of the three Governance Boards established as part of the organisations condition of simple and effective governance. Investment Board takes a strategic view of capital investment in line with the Southend 2050 ambition and acts as the advisory body to CMT and Cabinet for all capital investment projects.

Using the proportionate approach outlined earlier, the Investment Board will consider all business cases for project proposals. The Board will either:

- reject the proposal and give the reasons for this;
- recommend that the proposal is delayed to ensure business alignment;
- refer the proposal to another Governance Board for further consideration;
- ask for further clarification and assurances;
- agree that a feasibility study would be the most appropriate way forward;
- agree that the project can proceed to the next Gateway stage;
- agree whether bids for new capital grants/funding can be submitted;
- make recommendations to Cabinet for approval of the project or feasibility study in line with financial regulations.

Once the Council has approved the capital investment programme, then expenditure can be committed against the approved schemes subject to the normal contract procedure rules and the terms and conditions of funding.

#### 10 Monitoring the progress of delivery

It is important that the progress of the delivery of the capital investment programme can be properly monitored. This is approached in several ways:

### 10.1 Investment Board

The Board will challenge the existing capital investment programme as part of the redirection and re-prioritisation of resources and will consider possibilities for disinvestment where appropriate. This will be particularly important where capital projects are not delivering to time and/or budget and where appropriate the Board will seek project evaluation updates or commission post completion reviews.

### **10.2** Capital Challenge meetings

At appropriate times throughout the year capital challenge meetings will be undertaken, led by the Cabinet member with responsibility for the capital investment programme. The aim of these challenge meetings is to ascertain whether:

- Any projects are not aligned to the delivery of the Southend 2050 outcomes and can be removed from the programme;
- There are any opportunities for disinvestment;
- Any project budgets need to be re-profiled to better align them to the predicted spend across the years of the programme;
- Any projects currently funded by borrowing that can be alternatively financed;
- Any projects in the main programme need to be moved to the 'subject to viable business case' section;
- The actual physical progress of each scheme (e.g. out to tender, site assembly, on site, etc.) and whether the current year's budget will be spent.

### **10.3** Capital budget performance reports

Capital expenditure and its financing are monitored monthly, with the expenditure to date identified and projected to year end to forecast the outturn position based on project managers' realistic expectation.

The capital budget performance is reported to Cabinet four times a year (via CMT and EB) with a commentary on scheme progress. One of these reports is to inform members of the capital investment programme outturn. These reports include recommendations to approve the requested changes to the programme such as proposed re-profiles of scheme budgets across financial years, new schemes, deletions, virements of budget between schemes, additions where new external funding has been received or transfers between the main programme and the 'subject to' section. These changes are either as a result of recommendations from Investment Board, the outcome of capital challenge meetings, the year end closure procedures or identified in the normal course of the monthly budget performance monitoring.

A summary of the capital budget performance is also reported to CMT for the months when it does not go to Cabinet.

### 11 Multi-Year Schemes

Payments for capital schemes often occur over many years, depending on the size and complexity of the project. Therefore, estimated payment patterns are calculated for each project so that the expected capital expenditure per year is known. This is called a cash flow projection or budget profiling.

The length of the planning period should be defined by the financing strategy and the risks faced with reference to the life of the project/assets. For example some schemes may span two or three years (e.g. building an extension to a school) whereas others may be over much longer timeframes (e.g. the 30 year business plan for the HRA decent homes programme).

The approval of a rolling multi-year capital investment programme assists the Council in a number of ways. It assists service managers, allowing them to develop longer term capital plans for service delivery.

It allows greater flexibility in planning workloads and more certainty for preparation work for future schemes. It will also allow greater integration of the revenue budget and capital investment programme. It also matches the time requirement for scheme planning and implementation since capital schemes can have a considerable initial development phase.

### **12 Other Considerations**

The Council has a Procurement team that ensures that value for money is provided and to see where efficiency savings can be achieved. This also covers capital procurement. It is essential that all capital procurement activities comply with prevailing regulations and best practice and with the Councils policies and regulations such as Contract Procedural Rules and Financial Regulations.

The main aim is to hold 'value for money' as a key goal in all procurement activity to optimise the combination of cost and quality.

Capital Schemes must also comply with legislation, such as the Disability Discrimination Act, the General Data Protection Regulations (GDPR), building regulations etc.

January 2021

### SOUTHEND-ON-SEA BOROUGH COUNCIL

### CAPITAL INVESTMENT POLICY

### 1 Scope of this policy

1.1 This investment policy covers capital investments, including service spending, housing, regeneration projects and loans. (Treasury Management investments are covered by the Annual Treasury Management Investment Strategy, which forms part of the Treasury Management Strategy.)

#### 2 Investment Objectives

- 2.1 The underlying objectives for these investments will be:
  - Security protecting the capital sum invested from loss;
  - Liquidity ensuring the funds invested are available for expenditure when needed;
  - Yield consideration of the yield obtainable consistent with proper levels of security and liquidity.
- 2.2 Due to the nature of the assets or for valid service reasons, such investments do not always give priority to security and liquidity over yield. In these cases, such a decision will be explicit, with the additional risks set out and the impact on financial sustainability identified and reported.

#### 3 Capital investments

- 3.1 Capital investment will only be undertaken if it contributes to the delivery of Southend 2050 and the Council's ambition, strategic delivery plans, desired outcomes or the Council's recovery priorities.
- 3.2 Before capital investments can be entered into, they must be included as part of the approved capital investment programme, by either having a specific budget or via a pooled budget (e.g. strategic and regeneration acquisitions).
- 3.3 The Council's risk appetite and approach to risk management for capital projects is set out in the risk management section of the Capital Investment Strategy.
- 3.4 The Chief Finance Officer will ensure that the Council has the appropriate legal powers to undertake such investments. Annex A sets out each type of investment, the primary purpose and the legal powers to be used.

3.5 The Chief Finance Officer will ensure the proportionality of all investments so that the Council does not undertake a level of investing which exposes it to an excessive level of risk compared to its financial resources.

### 4 Service investments

4.1 These will be investments held clearly and explicitly in the course of the provision and for the purposes of operational services, including housing.

### 5 Regeneration and transformation projects

- 5.1 These will be investments entered into as part the Council's wider strategy, for example regeneration, transformation, economic recovery, development and growth. These may include investments arising as part of a business structure, such as shares and loans in subsidiaries or other outsourcing structures such as IT providers or building services providers.
- 5.2 These may be investments that include an aim of making a financial surplus for the Council, but this will not be the primary purpose of the investment.
- 5.3 Investment may include property purchases for strategic and regeneration purposes. These would not be primarily for yield but would be part of the wider strategic, regeneration, transformation or recovery aims of the Council. These types of investment take time to get underway so in the short term the resulting fixed assets may be held as investment properties on the Council's balance sheet to ensure compliance with the CIPFA Code of Practice on Local Authority Accounting.
- 5.4 The Council's Commercial Property Investment Strategy (including the purpose of the Investment Portfolio) is set out in the Corporate Asset Management Strategy. Appendix 3 of that strategy sets out the Investment Property Selection Criteria.
- 5.5 The Chief Finance Officer will assess the extent to which the Council's balanced budget and Council Tax setting is dependent on returns from commercial investments.

### 6 Loans

- 6.1 These may be loans to local enterprises, local charities or third sector bodies, wholly owned companies and joint ventures. They may not all be seen as prudent if adopting a narrow definition of prioritising security and liquidity but would be entered into as part the Council's wider strategy, for example economic development and growth.
- 6.2 Such loans will only be entered into if the Chief Finance Officer is satisfied that the financial exposure to these types of loans is proportionate and that the expected credit losses have been appropriately assessed in accordance with International Financial Reporting Standard (IFRS) 9 Financial Instruments.

- 6.3 Any overdue payments would be recovered using the credit control arrangements set out in the Council's Debt Management Strategy.
- 6.4 The total level of loans will be formally agreed as part of the process for inclusion in the capital investment programme.

### 7 Financing of Investments

- 7.1 As capital investments the above will be financed by any of the sources in the funding strategy section of the Capital Investment Strategy.
- 7.2 Although not the primary purpose, where capital investment, property purchases and loans do generate an income stream the Chief Finance Officer may choose to finance these capital investments by borrowing. Where this is the case the Chief Finance Officer will set out the rationale for doing so and how the risks of the investment are to be managed (e.g. risk of not achieving the desired returns or the risk of the borrowing costs increasing) and that all the appropriate due diligence has been undertaken.

### 8 Due Diligence

- 8.1 For all capital investments, the appropriate level of due diligence will be undertaken with the extent and depth reflecting the level of additional risk being considered.
- 8.2 Due diligence process and procedures may include:
  - effective scrutiny of proposed investments by the relevant committee;
  - identification of the risk to both the capital sums invested and the returns;
  - understanding the extent and nature of any external underwriting of those risks;
  - the potential impact on the financial sustainability of the Council if those risks come to fruition;
  - identification of the assets being held for security against debt and any prior charges on those assets;
  - where necessary independent and expert advice will be sought.
- 8.3 The Chief Finance Officer will ensure that Members are adequately informed and understand the risk exposures being taken on.

### 9 Governance and Scrutiny of Capital Investments

- 9.1 The approach to capital investment is set out in the Corporate Asset Management Strategy and includes Members and Chief Officers at key stages.
- 9.2 Significant or strategic capital investments will be overseen by the Chief Finance Officer, relevant officers of the Corporate Management Team (CMT) and the appropriate Governance boards and managed by project boards and teams appropriate to the scale of the investment.
- 9.3 The Investment Board and/or the Chief Finance Officer (and CMT where appropriate) will agree which projects should proceed to Cabinet for decisions and scrutiny and on to full Council for approval as part of the capital investment programme.
- 9.4 For strategic and regeneration property purchases an overall unspecified budget will be put forward for approval as part of the capital investment programme and individual acquisitions can then be acquired within that budget envelope. Decisions will need to be made, which will be commercially confidential and often made quickly and efficiently but only after undertaking the necessary due diligence of the appropriate extent and depth. Therefore, these decisions will need to be directed by the Chief Finance Officer who will follow the most appropriate governance route to expedite any acquisition and in line with the constitution and/or any necessary delegation. These decisions will be included as part of the next scheduled capital reporting to Cabinet and also part of any necessary reporting requirement to Cabinet (e.g. SO46, etc).

Type of investment         Primary purpose		Secondary purposes	Legal power to undertake investment		
Service investments		Provision of operational services, including housing	Notes 1 and 2		
Regeneration and transformation	Contribute to the delivery of Southend 2050 and the Council's ambition, strategic delivery plans,	To support the Council's wider strategy, for example regeneration, transformation, economic recovery, development and growth.	Notes 1, 2 and 3		
Strategic and Regeneration Acquisitions	<ul> <li>recovery plans and desired outcomes.</li> </ul>	As part of the Council's wider strategic, regeneration, transformation or recovery aims. To make a financial surplus.	Notes 1, 2 and 5		
		To support wider strategy whilst also generating an income stream.	Notes 1, 2 and 4		

Note 1 – Capital expenditure defined in S16 of Local Government Act 2003.

Note 2 – Power to borrow – S1 of Local Government Act 2003.

Note 3 - The Local Authorities (Capital Finance and Accounting (England) Regulations 2003 – section 25(1)(d) – the acquisition of share capital or loan capital in any body corporate

Note 4 – The Local Authorities (Capital Finance and Accounting (England) Regulations 2003 – section 25(1)(b) – the giving of a loan, grant or other financial assistance to any person, whether for use by that person or by a third party, towards expenditure which would, if incurred by the authority, be capital expenditure.

Note 5 – The Council can build and manage an investment portfolio under the general power of competence set out in Section 1 of the Localism Act 2011. In accordance with this Act, the Council has the legal powers to purchase assets inside or outside the borough (or the UK) and manage them for investment and commercial gain.

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## ADDITIONAL CAPITAL INVESTMENT PROPOSALS

### 1. <u>Summary of Proposed Additional Investment</u>

Theme	Proposed additional Investment (£)	Proposed additional investment subject to viable business cases (£)	Total (£)
Safe and Well	-	24,125,000	24,125,000
Connected and Smart	21,000,000	29,000,000	50,000,000
Total	21,000,000	53,125,000	74,125,000
General Fund:	21,000,000	53,125,000	74,125,000
Housing Revenue Account (HRA)	-	-	-

Proposed additional investment	<u>2021/22</u> (£'000)	<u>2022/23</u> (£'000)	<u>2023/24</u> (£'000)	<u>2024/25</u> (£'000)	<u>2025/26</u> (£'000)	<u>5 Year Total (£'000)</u>
Proposed investment each year	5,000	4,000	4,000	4,000	4,000	21,000
Financed by:						
Borrowing	5,000	4,000	4,000	4,000	4,000	21,000

Proposed additional investment subject to viable business cases	<u>2021/22</u> (£'000)	<u>2022/23</u> (£'000)	<u>2023/24</u> (£'000)	<u>2024/25</u> (£'000)	<u>2025/26</u> (£'000)	<u>5 Year Total (£'000)</u>
Proposed investment each year	5,000	6,000	6,000	6,000	6,000	29,000
Proposed investment – profile across years to be determined						24,125
Financed by:						
Borrowing	5,000	6,000	6,000	6,000	6,000	29,000
Better Queensway - borrowing where the financing costs will be reimbursed by Porters Place Southend-on Sea LLP						19,925
External funding						4,200
Total						53,125

Appendix 11

## ADDITIONAL CAPITAL INVESTMENT PROPOSALS

### 2. Proposed Additional Investment by Southend 2050 Theme

	C1	11000.000	
	Additional	14,000,000 Funded by: Corporate borrowing	<b>Footways Improvements</b> (21/22 - £4,000,000, 22/23 to 25/26 - £2,500,000 p.a.) Improving local pavements is a priority for local people and for this council. This investment is to create better conditions for walking and improve public safety by reducing instances of trips and falls. This is in addition to the combined budget of \$2000 million already in the approved
People have transpo	e a wide rano ort options.	ge of Roadmap 2025: Accelerated action to improve roads & pavements	the combined budget of £3million already in the approved capital investment programme in 20/21 for carriageways and footways. The programme of works includes some of the highest priority pavements that need repair, across a range of wards and is part of more major investment across future years that will be needed to enable all the highest priority pavements to be brought up to standard across the borough.
People have	C2 Additional e a wide rang ort options.	7,000,000 Funded by: Corporate borrowing ge of	<b>Carriageways Improvements</b> (21/22 - £1,000,000, 22/23 to 25/26 - £1,500,000 p.a.) Improving local roads is a priority for local people and for this council. This investment is to improve the highways infrastructure, reduce long term structural maintenance and improve public safety. This is in addition to the combined budget of £3million already in the approved capital investment programme in 20/21 for carriageways
		Roadmap 2025: Accelerated action to improve roads & pavements	and footways. The programme of works includes some of the highest priority roads that need repair, across a range of wards and is part of more major investment across future years that will be needed to enable all the highest priority roads to be brought up to standard across the borough.
Connected and Smart	Total	21,000,000 21,000,000	TOTAL CAPITAL INVESTMENT PROPOSALS

## ADDITIONAL CAPITAL INVESTMENT PROPOSALS

### 3. <u>Proposed Additional Investment Subject to Viable Business Cases</u>

Viable business cases will need to be produced and approved before these schemes can progress and be brought into the capital investment programme.

Theme		Total (£)	Proposed Initiatives
CONNECTED	C3 Additional	19,000,000 Funded by: Corporate borrowing Roadmap 2025: Accelerated action to improve roads & pavements	Footways Improvements (21/22 - £3,000,000, 22/23 to 25/26 - £4,000,000 p.a.)Improving local pavements is a priority for local people and for this council. This investment is to create better conditions for walking and improve public safety by reducing instances of trips and falls.Inclusion in the main programme is subject to approval of a viable business case.
CONNECTED	C4 Additional	10,000,000 Funded by: Corporate borrowing Roadmap 2025: Accelerated action to improve roads & pavements	Carriageways Improvements (21/22 to 25/26 - £2,000,000 p.a.) Improving local roads is a priority for local people and for this council. This investment is to improve the highways infrastructure, reduce long term structural maintenance and improve public safety. Inclusion in the main programme is subject to approval of a viable business case.
	C5 Additional		Tree Planting As part of the current tree planting policy an additional 1,000 trees are being planted up to the 2021/22 planting season. These will have the benefit of absorbing CO2, filtering urban pollution and fine particulates, cooling the air and increasing biodiversity by providing habitat, food and protection for plants and animals. It is recognised that consideration needs to be given to extending this planting policy beyond 2021/22 and is subject
carbon neut	f energy effici ral buildings, ort and recycli	streets,	to the approval of a viable business case.

## ADDITIONAL CAPITAL INVESTMENT PROPOSALS

	C6 Additional	19,925,000 Roadmap	Better Queensway – Housing and Commercial Property acquisitions
SAFE & WELL	Additional	2021: New social and key	(£19,925,000 – profile across years to be determined) This investment is for the acquisition of properties to facilitate delivery of the Better Queensway regeneration
We are we way to ensu everyone ha that meets th	uring that s a home	worker housing opportunities identified and Better Queensway business plan agreed	project. The purchases will be subject to negotiations and sufficient budget can be brought up into the main programme at the appropriate time.
			The purchases and any associated financing costs will be reimbursed by Porters Place Southend-on Sea LLP.
	C7	4,200,000	<b>Better Queensway – Energy Centre</b> (£4,200,000 – profile across years to be determined)
SAFE & WELL	New	Roadmap 2021:	The Council has been awarded £4,200,000 from the Government's Get Building Fund to power the Better Queensway project with a modern, efficient electric heating system.
We act as a with exan energy effi carbon r buildings, transport and	nples of cient and neutral streets,	Change Action Plan tackles climate change	This funding is subject to planning permission and at the appropriate time it can be brought up into the main programme so that the monies can be passported to the Porters Place Southend-on-Sea LLP for them to match fund.
SOUTHEND	C8		Regeneration Pipeline Schemes
it all starts here	Additional		In line with the regeneration framework and development pipeline, sites for housing, wider regeneration and a range of other land uses are being analysed for their development potential and how they can most beneficially fit into a comprehensive development pipeline.
			It is recognised that consideration needs to be given to extending this pipeline beyond the current commitments in the capital investment programme and schemes are subject to the approval of a viable business case.
	C9		ICT Operational Requirements
& SMART	Additional		Capital investment of £3,000,000 is included in the 21/22 programme for ICT and includes a device refresh, application transformation, digital enablement, security and resilience and a project to stabilise the estate.
with world cl	Southend is a leading digita with world class infrastructu reflects equity of digital prov		It is recognised that consideration needs to be given to more operational investment to ensure the ICT is fit for purpose to meet the Council's requirements as it continues its digital journal to a connected and smart borough.
		53,125,000	TOTAL SCHEMES SUBJECT TO VIABLE BUSINESS CASES (plus investment yet to be costed)

#### SUMMARY OF CHANGES TO THE CAPITAL INVESTMENT PROGRAMME

Summary

	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
Approved Capital Investment Programme - November 2020 Cabinet	62,275	66,766	46,356	17,010	21,978	0	214,385
Carry Forwards	(3,605)	(99)	3,500	0	(8,559)	8,763	0
Accelerated Deliveries	905	2,655	(1,641)	(1,819)	0	(100)	0
Additions to the Programme	1,694	121	0	0	0	0	1,815
Schemes Removed from Programme	(115)	(246)	0	0	0	0	(361)
Virements	0	0	0	0	0	0	0
New External Funding	2,570	109	0	0	0	0	2,679
Transfer from 'Subject to Viable Business Case'	10,900	500	500	0	0	0	11,900
Transfer to 'Subject to Viable Business Case'	0	(714)	(6,769)	(685)	0	0	(8,168)
I Proposed Investment Programme - following amendments	74,624	69,092	41,946	14,506	13,419	8,663	222,250
		Total budget for 2021/22 to 2025/26:					

Carry Forwards to Future Years

Scheme	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
Improving Resilience of the Borough to Flooding from Extreme Weather Events	(125)	125					0
Chalkwell Hall Infants - New Classroom Demountables	(5)	5					0
Chalkwell Hall Infants Energy Project	(300)	300					0
Playground Gates	(20)	20					0
Relocation of Badger Sett	(50)	50					0
Real Time Air Quality Measurement - Feasibility	(56)	56					0
Electronic Vehicle Projects	(80)	80					0
Delaware and Priory New Build	(2,500)	2,500					0
Gas Works Car Park	(115)	115					0
Disabled Facilities Grant					(1,459)	1,459	0
Better Queensway - Loan to Joint Venture					(7,100)	7,100	0
Disabled Facilities Grant	(204)					204	0
Housing Construction Scheme - Phase 3		(1,500)	1,500				0
Housing Construction Scheme - Phase 4		(1,500)	1,500				0
Housing Construction Scheme - Modern Methods of Construction (MMC)		(500)	500				0
ICT - Digital Enablement	(150)	150					0
Total Carry Forwards	(3,605)	(99)	3,500	0	(8,559)	8,763	0

#### Accelerated Deliveries

Scheme	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
Better Queensway - Loan to Joint Venture	100					(100)	0
Southend Pier - Pier Head development Phase 1	25	(25)				( · · · · /	0
Belton Way Highways Protection		990	(990)				0
Bridge Strengthening - Challenge Fund		417	(417)				0
Energy Efficiency Projects	80	(80)					0
Housing Construction Scheme - Land Assembley Fund (S106)	700		(234)	(466)			0
ICT - Application Transformation		1,353		(1,353)			0
Total Accelerated Deliveries	905	2,655	(1,641)	(1,819)	0	(100)	0

#### Schemes Removed from Programme

Scheme	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
Southend Pier - Pier Entrance Enhancement		(131)					(131)
Southend Pier - Pier Pavilion Platform Detailed Design (Gateway Review One)	(107)						(107)
Joint Theatres and Leisure Centres – Asbestos		(115)					(115)
Civic Centre CHP/Lifts Feasibility	(3)						(3)
Leigh Energy Appraisal	(3)						(3)
Priory Park Workshop Lighting	(2)						(2)
Total Schemes Removed from Programme	(115)	(246)	0	0	0	0	(361)

#### SUMMARY OF CHANGES TO THE CAPITAL INVESTMENT PROGRAMME

Virements

Scheme	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
Chalkwell Hall Infants replace relocatables (SBC 50%)		(109)					(109)
Chalkwell Hall Infants - New Classroom Demountables		409					409
Chalkwell Hall Infants Energy Project		(300)					(300)
Housing Construction Scheme - Land Assembly Fund (S106)	(700)						(700)
Next Steps Accommodation Programme	700						700
Cliffs Pavilion - Power Supply Equipment	25						25
Palace Theatre - Power Supply Equipment	(25)						(25)
Virements already actioned under delegated authority							
Priority Works	(100)						(100)
Civic Plant Room, Heating & Hot Water	20						20
Southchurch Car Park - Land Contamination Works	33						33
Sea Wall - Remedial Repairs	47						47
Total Virements	0	0	0	0	0	0	0

New External Funding

Scheme		2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
Chalkwell Hall Infants replace relocatables (SBC	50%)		109					109
Next Steps Accommodation Programme	,	1,624						1,624
Emergency Active Travel Fund (Tranche 2)		742						742
Disabled Facilities Grant		204						204
Total New External Funding		2,570	109	0	0	0	0	2,679

#### Additions to the Programme

Scheme	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
Next Steps Accommodation Programme ICT - Childrens and Adults Social Care - Implementation of ContrOCC modules	1,574 120	121					1,574 241
Total Additions to the Programme	1,694	121	0	0	0	0	1,815

Transfer from 'Subject to Viable Business Case' to main Capital Investment Programme

Scheme	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
Victoria Centre	10,900	500	500				11,900
Total Transfer from 'Subject to Viable Business Case' Section	10,900	500	500	0	0	0	11,900

Transfer to 'Subject to Viable Business Case' from main Capital Investment Programme

Scheme	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
Private Sector Housing Strategy		(250)	(250)	(285)			(785)
Cliffs Pavilion - External Refurbishment works		(214)					(214)
Coastal Defence (Shoebury Common Sea Defence Scheme)		(250)	(3,619)				(3,869)
ICT - Application Transformation				(400)			(400)
Airport Business Park			(2,900)				(2,900)
Total Transfer to 'Subject to Viable Business Cases'	0	(714)	(6,769)	(685)	0	0	(8,168)

### Summary by Area of Investment

Scheme	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
General Fund Housing	435	827	761	762	500	1,663	4,948
Social Care	5,819	6,735	-	-	-	-	12,554
Schools	5,082	1,953	900	300	262	-	8,497
Enterprise and Regeneration	14,491	9,681	6,900	1,500	1,500	7,000	41,072
Southend Pier	5,365	6,583	5,300	1,250	1,250	-	19,748
Culture and Tourism	2,216	582	-	-	-	-	2,798
Community Safety	410	2,199	66	-	-	-	2,675
Highways and Infrastructure	16,917	20,204	5,213	4,495	4,000	4,000	54,829
Works to Property	2,370	2,997	6,720	2,100	2,100	-	16,287
Energy Saving	333	713	769	336	-	-	2,151
ICT	5,247	3,012	-	-	-	-	8,259
S106/S38/CIL	152	372	35	35	166	-	760
TOTAL CAPITAL INVESTMENT PROGRAMME - GENERAL FUND	58,837	55,858	26,664	10,778	9,778	12,663	174,578

157 Scheme	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
Council Housing Refurbishment	7,518	9,382	8,127	6,663	6,741	-	38,431
Council Housing Acquisitions and New Build Programme	8,269	8,852	11,155	1,065	900	-	30,241
TOTAL CAPITAL INVESTMENT PROGRAMME - HRA	15,787	18,234	19,282	7,728	7,641	0	68,672

						2025/26 and	
	2020/21	2021/22	2022/23	2023/24	2024/25	future years	Total Budget
Scheme	Budget	Budget	Budget	Budget	Budget	Budget	(all years)
	£000	£000	£000	£000	£000	£000	£000
TOTAL CAPITAL INVESTMENT PROGRAMME - GENERAL FUND AND HRA	74,624	74,092	45,946	18,506	17,419	12,663	243,250

Total budget for 2021/22 to 2025/26:

168,626

### Proposed Capital Investment Programme 2020/21 to 2025/26 and future years - Summary by Strategic and

### Other Schemes

Scheme	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
Strategic schemes							
Airport Business Park (including Local Growth Fund)	1,500	5,601	4,900	-	-	-	12,001
Airport Business Park - Acquisition	200	1,000	-	-	-	-	1,200
Better Queensway - Programme Management	641	830	-	-	-	-	1,471
Better Queensway - Loan to Joint Venture	1,250	1,500	1,500	1,500	1,500	7,000	14,250
Victoria Centre	10,900	500	500	-	-	-	11,900
Delaware and Priory New Build	4,699	6,700	-	-	-	-	11,399
School Improvement and Provision of School Places	3,689	600	-	-	-	-	4,289
Southend Pier schemes	5,365	6,583	5,300	1,250	1,250	-	19,748
Civic Campus - Efficient Use of Space	133	114	100	-	-	-	347
ICT schemes	5,247	3,012	-	-	-	-	8,259
Footways and Carriageways Schemes	3,353	5,587	4,588	4,200	4,000	4,000	25,728
Parking Schemes	1,531	465	200	100	-	-	2,296
Highways and Infrastructure - Local Growth Fund and Local Transport Plan Schemes	9,604	9,245	-	-	-	-	18,849
Total Strategic - General Fund	48,112	41,737	17,088	7,050	6,750	11,000	131,737
Other General Fund Schemes	10,725	14,121	9,576	3,728	3,028	1,663	42,841
TOTAL CAPITAL INVESTMENT PROGRAMME	58,837	55,858	26,664	10,778	9,778	12,663	174,578

Scheme	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
Strategic schemes							
HRA Decent Homes Programme	7,269	7,882	7,057	6,663	6,741	-	35,612
HRA Affordable Housing Acquisitions Programme	3,500	3,000	2,976	-	-	-	9,476
Next Steps Accommodation Programme	3,898	-	-	-	-	-	3,898
Construction of New Housing on HRA Land	499	5,679	7,296	165	-	-	13,639
Acquisition of tower block leaseholds - Queensway	200	-	883	900	900	-	2,883
Total Strategic - HRA	15,366	16,561	18,212	7,728	7,641	-	65,508
Other HRA Schemes	421	1,673	1,070	-	-	-	3,164
TOTAL CAPITAL INVESTMENT PROGRAMME - HRA	15,787	18,234	19,282	7,728	7,641		68,672

Scheme	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
TOTAL CAPITAL INVESTMENT PROGRAMME - GENERAL FUND AND HRA	74,624	74,092	45,946	18,506	17,419	12,663	243,250
				C 0004/00 (			400.000

Total budget for 2021/22 to 2025/26:

168,626

### Appendix 13

Scheme	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
General Fund Housing	2000	2000	2000	2000	2000	2000	2000
Disabled Facilities Grant	300	500	500	500	500	1,663	3,963
Private Sector Housing Strategy - Empty Homes	-	262	261	262			785
12a Ceylon Road Refurbishment Works Housing and Development Pipeline Feasibility - GF	35 100	65					35 165
Total General Fund Housing	435	827	761	762	500	1,663	4,948
Social Care	400	021	101	102		1,000	4,040
Community Capacity	134						134
Children's Residential Care Provision	695						695
Liquid Logic Portals	65	3					68
AHDC Short Breaks for Disabled Children	64						64
Mental Health Funding Stream	-	32					32 162
Transforming Care Housing Delaware and Priory New Build	162 4,699	6,700					11,399
Total Social Care	5,819	6,735	-	-	-	-	12,554
Schools	-,						,
Chalkwell Hall Infants - New Classroom Demountables	5	523					528
Chalkwell Hall Infants – G3 & G2 Flat Roof	20						20
Chalkwell Hall Juniors roofs	1						1
Eastwood Primary boiler Eastwood Primary roof	150 25						150 25
Fairways Primary roof	25 14						25 14
Fairways Primary curtain walling	86						86
Future condition projects	109	500	500				1,109
Muon Hall Fire Alarm replacement (H&S) West Leigh Infant Boiler	10 10						10 10
Devolved Formula Capital	100	100	100				300
Expansion of 2 yr old Childcare Places	3		100				3
Prince Avenue Extended Nursery Provision	780						780
School Improvement and Provision of School Places Special Provision Capital Fund	3,689	600 230	200	300	262		4,289 1,172
Total Schools	80 5,082	1,953	300 <b>900</b>	300	262	_	8,497
Enterprise and Regeneration	3,002	1,555	500	500	202	_	0,437
Airport Business Park (including Local Growth Fund)	1,500	5,601	4,900				12,001
Airport Business Park (Including Local Growth Fund) Airport Business Park - Acquisition	200	1,000	4,900				1,200
Better Queensway - Programme Management	641	830					1,471
Better Queensway - Loan to Joint Venture	1,250	1,500	1,500	1,500	1,500	7,000	14,250
Housing Infrastructure Feasibility	-	250					250
Victoria Centre Total Enterprise and Regeneration	10,900 <b>14,491</b>	500 9,681	500 6,900	1,500	1,500	7,000	11,900 <b>41,072</b>
	14,491	9,001	0,900	1,500	1,300	7,000	41,072
Southend Pier	1.050						
Southend Pier - Bearing Refurbishment (Phase One) Southend Pier - Condition Works Engineers	1,250 121	706 1,250	1,250	1,250	1,250		1,956 5,121
Southerd Fier - Condition Works Surveyors	704	1,230	1,230	1,230	1,250		704
Southend Pier - Pier Entrance Enhancement	1	-					1
Southend Pier - Pier Head development Phase 1	25	1,175					1,200
Southend Pier - Pier Pavilion Platform Detailed Design (Gateway Review One) Southend Pier - Prince George Extension (Phase Two)	3 200	1,008	1,008				3 2,216
Southend Pier - Replacement of Pier Trains	2,500	308	1,008				2,216
Southend Pier - Timber Outer Pier Head	361	2,000	3,042				5,403
Pier Pavilion Bar Conversion	200	136					336
Total Southend Pier	5,365	6,583	5,300	1,250	1,250	-	19,748
	0,000						
Culture and Tourism							
Culture and Tourism Southend Cliffs - Replacement of Handrails	15						15
Culture and Tourism Southend Cliffs - Replacement of Handrails Wheeled Sports Facility Central Southend Area	15 29						15 29 95
Culture and Tourism Southend Cliffs - Replacement of Handrails	15	- 17					15 29 85 37
Culture and Tourism Southend Cliffs - Replacement of Handrails Wheeled Sports Facility Central Southend Area Allotments Water Supply Upgrade	15 29 85	- 17 120					15 29 85 37 24 120

### Appendix 13

	0000/04	0004/00	0000/00	0000/04	0004/05	2025/26 and	TrailBallard
Scheme	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	future years Budget £000	Total Budget (all years) £000
Relocation of Badger Sett	-	50					50
Replacement and Upgrade of Parks Furniture	59						59
Shoebury Common Regeneration	50	185					235
Sidmouth Park - Replacement of Play Equipment Southend Tree Policy Review - additional trees	50 90	57					50 147
Southeits The Folicy Review - additional nees	140	57					147
Branch Library Refurbishments	79	98					177
Cliffs Pavilion – Auditorium Air Handling Unit	94	21					115
Cliffs Pavilion – Boiler Flues	8						8
Cliffs Pavilion – Chiller	171						171
Cliffs Pavilion - Power Supply Equipment	236						236 35 197 824
Palace Theatre - Power Supply Equipment	35						35
Central Museum Works Cart and Wagon Shed	197 824						197
Energy Improvements in Culture Property Assets	- 024	24					24
Make Southend Sparkle' Initiative	3	10					24 13
Queen Victoria statue - security fence	1						1
Resorts Services Signage	6						6
Total Culture and Tourism	2,216	582	-	-	-	-	2,798
Community Safety							
CCTV Equipment Renewal	400	1,789	66				2,255
Security Measures	10	410					420
Total Community Safety	410	2,199	66	-	-	-	2,675
Highways and Infrastructure							
Cliff Stabilisation schemes: - Cliff Slip Investigation Works	51						51
Flood Prevention and Resilience schemes:	51						51
- Caastal Defence (Shoebury Common Sea Defence Scheme)	117	-	-				117
- Reproving Resilience of the Borough to Flooding from Extreme Weather Events	75	125					200
- Improving Resilience of the Borough to Flooding from Extreme Weather Events - Flood Prevention Works	7	-	-				7
- Sea Wall - Remedial Repairs	47						47
Footways and Carriageways schemes:							
- Footways and Carriageways Improvements	2,963	-	0.500	0.500	0.500	0.500	2,963
- Footways Improvements		4,000	2,500	2,500	2,500	2,500	14,000
- Carriageways Improvements	CE.	1,000	1,500	1,500	1,500	1,500	7,000
- Highways Maintenance - Potholes - Junction Protection	65 75	287	288				65 650
- Zebra Crossing Surfacing Replacement	100	150	150	200			600
- Improve Footway Condition Around Highway Trees	150	150	150	200			450
Highways Infrastructure schemes:	100		100				100
- Street Lighting Infills	131	125	125				381
- Belton Way Highways Protection	250	2,990	-				3,240
- Bridge Strengthening - Challenge Fund	150	817	-				967
- Town Centre Redevelopment Improvements - Highways (NPIF)	50						50
- Emergency Active Travel Fund	1,032						1,032
- Traffic Signs Upgrade	80	215	100	100			495
- Vehicle Restraint Replacement	220	175					395
Parking schemes: - Car Park Improvements	105	100	100	100			405
- Car Park Inprovements	105 150	250	100	100			405 500
- Improved Car Park Signage and Guidance Systems	213	230	100				213
- Gas Works Car Park	400	115					515
- Parking Signage Replacement	180						180
- Southchurch Car Park	450						450
- Southchurch Car Park - Land Contamination Works	33						33
Local Transport Plan schemes:							
- LTP (Integrated Transport block) - Bridge Strengthening	572						572
- LTP (Integrated Transport block) - Better Sustainable Transport     - LTP (Integrated Transport block) - Better Networks	749 616						749 616
- LTP (Integrated Transport block) - Detter Networks - LTP (Integrated Transport block) - Traffic Management Schemes	400						400
- LTP (Integrated Transport block) - Traffic Control Systems	387						387
	007	ı 1		1 1	I	1	507

### Appendix 13

Scheme	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 and future years Budget	Total Budget (all years)
scheine	£000	£000	£000	£000	£000	£000	(all years) £000
- LTP - Maintenance	904						904
- LTP - Maintenance - Street Lighting	204						204
Local Growth Fund schemes:	204						204
- A127 Growth Corridor (Bell Junction and A127 Essential Maintenance Works)	3.272	6.929					10,201
- Extension of London Road Public Realm Improvement to Victoria Circus	2,000	1,316					3,316
- Local Growth Fund - Southend Town Centre Interventions	500	1,000					1,500
Other Transport schemes:		.,					.,
- HCA Progress Road	15						15
- Southend Transport Model	204	460	200	95			959
Total Highways and Infrastructure	16,917	20,204	5,213	4,495	4,000	4,000	54,829
Works to Property			-				
62 Avenue Road - demolition	5	39					44
5 Brunel Road - Hoarding	6						6
569 Prince Avenue	15						15
Roof Repairs to Old Beecroft Art Gallery	4						4
Aviation Way Car Park	-	400					400
Belfairs Park Restaurant/Golf Club Preventative Works	54						400 54
Civic Campus - Efficient Use of Space	133	114	100				347
Clearance and Fencing - Land off Sutton Road	2						2
Futures Demolition	398	50					448 32 14
Garons Under Floor Heating	32						32
SACC Access Control System	14						14
Seaways - HCA Condition Funding	-	170					170
SMAC Eastern Esplanade Slipway	-	27					27
Westbarrow Car Park Protection Cemetery - Ride on Mower	13						13
	30 14						30 14
Cemetery and Crematorium Road and Path Resurfacing Crematorium - Urgent Structural Repairs to Chimney	14						14
Crematorium Refurbishment	15		2,700				2,700
	74		2,700				74
Essential Crematorium/Cemetery Equipment	1						1
Pergola Walk Memorial Scheme	7						7
Civic Centre Boilers	28	100	1,121				1,249
Public Toilet Provision	-	-	699				699
Fire Improvement Works	532	750	750	750	750		3,532
Property Refurbishment Programme	738	750	750	750	750		3,738
Prittlewell Chapel external lighting	20						20
Civic Plant Room, Hot Water & Heating	20						20
Priority Works	215	597	600	600	600		2,612
Total Works to Property	2,370	2,997	6,720	2,100	2,100	-	16,287
Energy Saving							
Energy Efficiency Projects	180	177	369				726
Priory Park Workshop Lighting	5						5
Real Time Air Quality Measurement - Feasibility	2	56					58
Solar PV Projects	-	200	400	336			936
Schools and Council Buildings Solar PV	146	200					346
Electronic Vehicle Projects	-	80					80
Total Energy Saving	333	713	769	336	-	-	2,151

### Appendix 13

Scheme	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
ICT							
Data Centre	123						123
Employee Engagement Portal (Intranet)	20						20
HR Recruitment Contract Implementation	48						48
N3 Connectivity in Civic Building	-	39					39
ICT - Technology Device Refresh	2,147	150	-				2,297
ICT - Application Transformation	622	1,728	-	-			2,350
ICT - Digital Enablement	160	361	-				521
ICT - Security & Resiliency ICT - Stabilise the Estate	203	190	-				393
ICT - Core Application and Database Migration	1,588 19	423	-				2,011 19
ICT - Childrens and Adults Social Care - Development of the Liquid Logic Case Management System	82						82
ICT - Childrens and Adults Social Care - Development on the Equilo Edge Management System	120	121					241
ICT – Cyber Security/Public Services Network	2	121					2
Photon (Internet upgrade)	20						20
Replacement and Enhancement to Cash Receipting System	31						31
Software Licencing	62						62
Total ICT	5,247	3,012	-	-	-	-	8,259
S106/S38/CIL	·	·					·
S106 3-5 High Street 1501496AMDT - affordable housing	-	24					24
S106 23/04/2015 Hinguar and Saxon - public art contribution	13						
S106 Ajax Works 0300130ful - landscaping maintenance	1	1	1	1	2		6
S106 Avenue Works 1401968AMDT - Public Art	-	15					15
S106 Bellway Homes contribution from Hall Road Development	63						13 6 15 63 1
S106 Former Balmoral 1400914FULM – public art contribution	-	1					1
S106 Former College 1000225FUL - Tree Replacement	11						11 1
S106 Garrison 0000777 Depost - CCTV	-	1					1
S106 Garrison 0000777 Deposit - information boards	-	2					2
S 🙀 Garrison 0000777 Deposit - Junior Play Area maintenance S NS Garrison 0000777 Deposit - Toddler Play Area maintenance	-	10 6					2 10 6 1
Stob Garrison Park Store	-	0					0
S106 Lifstan Way 0000273 Out - Open Space Maintenance	4	4	4	4	62		78
S106 North Shoebury Road 0301504out - Shoebury Park Enhancement	-	25		•			25
S106 North Shoebury Road 0301504out - Shoebury Park Maintenance	30	30	30	30	102		78 25 222
S106 Sunlight Ldry 1400411FULM - Public Art	-						-
S106 22-23 The Leas 0700820FULM - bus service contribution	-	43					43
S106 Essex House 1500521FULM - bus stop improvement	-	3					3
S106 Former College 1500803BC4M - parking survey contribution	-	10					10
S106 Avenue Works 1401968AMDT - cycleway improvement	1						1
S106 Bellway Prittlebrook 1400943FULM - TRO Contribution	3						3
S106 Hinguar 1401672BC4M - highway contribution S106 North Road and Salisbury Ave 1200056 - Highway Works Contribution	5	2					5
S106 North Road and Salisbury Ave 1200056 - Highway Works Contribution S106 Sunlight Ldry 1400411FULM - Highway Works	-	2					43 3 10 1 3 5 2 2
STOG Sunlight Laby H4004 FF0LW - nightWay Works S106 See 0200500ful - Highway Works	-	2 104					2 104
S106 Univ H-Way0401561ful	1	2					3
S38/S278 Airport 0901960 Fulm	-	26					26
S38 Bellway Homes 14/00943/fulm	-	49					104 3 26 49 8
S78 Bellway Homes 14/00943/fulm	-	8					8
S38 Fossetts Farm Bridleway	-	1					1
CIL Ward NA – Milton – Milton Park improvements	-	2					2
CIL Ward NA – Milton – Park Street replacement bollards	-	1					1
CIL Ward NA – Eastwood Park – Tree planting	1						1
CIL Ward NA – Southchurch – Southchurch Speedwatch CIL Ward NA – Thorpe – Street furniture improvement	1						1
CIL Ward NA – I norpe – Street furniture improvement CIL Ward NA - Victoria - Community Mini Bus	8						8
CIL Ward NA – Victoria - Community Mini Bus	0						0
Total Stoc/S38/Clu	152	372	35	35	166	_	760
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - GENERAL FUND	58,837	55,858	26,664	10,778	9,778	12,663	174,578
TOTAL FROFUSED CAFITAL INVESTIMENT FROGRAMMINE - GEMERAL FUND	50,037	55,656	20,004	10,770	3,110	12,003	1/4,3/0

Total General Fund budget for 2021/22 to 2025/26: 115,741

### Appendix 13

Scheme	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
Council Housing Refurbishment							
Bathroom Refurbishment	95	97	102	96	105		495
Central Heating	1,603	218	201	109	93		2,224
Common Areas Improvement	2,514	1,508	1,337	1,478	1,566		8,403
Environmental - H&S works	813	1,488	1,274	1,076	772		5,423
Kitchen Refurbishments	270	977	971	616	972		3,806
Rewiring	108	326	273	380	404		1,491
Roofs	702	1,066	961	1,074	1,040		4,843
Windows and Doors	754	1,042	1,168	1,064	1,013		5,041
Sprinkler System Installation Pilot	10	390					400
HRA Disabled Adaptations - Major Adaptations	400	770	770	770	776		3,486
Sheltered Housing DDA works	-	4 500	345				345
Balmoral Estate Improvement and Structural Works	100	1,500	725				2,325
Energy Efficiency Measures	149		0.407		0 = 44		149
Total Council Housing Refurbishment	7,518	9,382	8,127	6,663	6,741	-	38,431
Council Housing Acquisitions and New Build Programme							
Housing Construction Scheme - Phase 2	40						40
Housing Construction Scheme - Phase 3	93	2,276	2,448	73			4,890
Housing Construction Scheme - Phase 4	121	1,940	4,034	92			6,187
Housing Construction Scheme - Modern Methods of Construction (MMC)	200	995	582				1,777
Housing Construction Scheme - Phase 5/6 feasibility (S106)	45						45
Housing Construction Scheme - Land Assembley Fund (S106)	-	468	232	-			700
HRA Affordable Housing Acquisitions Programme	3,500	3,000	2,976				9,476
Next Steps Accommodation Programme	3,898						3,898
Hopping and Development Pipeline Feasibility - HRA	172	173					345
Acquisition of tower block leaseholds - Queensway	200	-	883	900	900		2,883
Total Council Housing Acquisitions and New Build Programme	8,269	8,852	11,155	1,065	900	-	30,241
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - HRA	15,787	18,234	19,282	7,728	7,641		68,672
			Total HRA bu	dget for 2021	/22 to 2025/2	6:	52,885

Scheme	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - GENERAL FUND AND HRA	74,624	74,092	45,946	18,506	17,419	12,663	243,250

Total budget for 2021/22 to 2025/26:

168,626

General Fund Schemes Subject to Viable Business Cases	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
Footways Improvements	3,000	4,000	4,000	4,000	4,000	19,000
Carriageways Improvements	2,000	2,000	2,000	2,000	2,000	10,000
Tree Planting						-
Better Queensway - Additional Affordable Housing						10,000
Better Queensway Housing and Commerical Property acquisitions						19,925
Better Queensway Energy Centre						4,200
Regeneration Pipeline Schemes						-
Strategic and Regeneration Acquisitions						10,380
Private Sector Housing Strategy						785
ICT - Operational requirements	Will be profil	ed across the y	ears as and wh	en viable busine	ess cases are	-
Coastal Defence (Shoebury Common Sea Defence Scheme)			agreed			3,870
Toobury Health Centre						-
East Beach Masterplan						-
Town Centre and Seafront Security Works						-
Civic Centre Campus Masterplan						-
Cliffs Pavilion - External Refurbishment Works						-
Airport Business Park						2,900
TOTAL SCHEMES SUBJECT TO VIABLE BUSINESS CASES (plus investmer	t vet to be cost	ed):				81,060

Schemes Subject to Grant Re-profiling	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
Housing Infrastructure Funding (profile subject to change)	-	7,500	7,500			15,000
TOTAL SCHEMES SUBJECT TO GRANT RE-PROFILING	-	7,500	7,500	-	-	15,000

### SOUTHEND-ON-SEA BOROUGH COUNCIL

### MINIUMUM REVENUE PROVISION POLICY 2021/22

### 1 Background

- 1.1 The Minimum Revenue Provision (MRP) is an amount to be set aside for the repayment of debt. The Council has a general duty to make an MRP charge to revenue which it considers to be prudent. Full Council has the responsibility to approve an annual MRP policy statement.
- 1.2 The MRP Guidance sets out that such policies may be amended at any time, as long as the Council maintains a prudent approach whilst ensuring any changes are sustainable with regard to the revenue budget. The MRP policy adopted should ensure that revenue provision is made over a period broadly similar to which the asset provides a service.
- 1.3 A policy statement regarding a financial year should be approved before the start that financial year. However, the policy can be revised during the year by the full Council.
- 1.4 Under the regulations capital receipts may be used to repay the principal of any amount borrowed.
- 1.5 The Department of Communities and Local Government guidance on MRP specifies that MRP would not have to be charged until the asset came into service and would begin in the financial year following the one in which the asset became operational.

### 2 Duration of the Policy Statement

2.1 This Minimum Revenue Provision Statement covers the 2021/22 financial year.

#### 3 Minimum Revenue Provision Policy

3.1 For capital expenditure financed by historic supported borrowing:

The amount of MRP chargeable will be calculated on a straight line basis at 2%.

3.2 For capital expenditure financed by prudential (unsupported) borrowing from the Public Works Loan Board or from internal borrowing:

The amount of MRP chargeable will be calculated using the annuity method.

The period over which it will be charged will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure.

The annuity rate which will be applied will be the PWLB rate that most reasonably relates to that financial year.

3.3 For capital expenditure financed by prudential (unsupported) borrowing from other financial institutions:

The amount of MRP chargeable will be the amount specified in the repayment schedule of each loan.

- 3.4 No MRP will be applied to:
  - 3.4.1 Capital expenditure financed by unsupported borrowing that has been taken out in the short term to bridge the timing difference between anticipated and actual capital receipts.

It is anticipated that capital receipts will be received to repay this borrowing. Therefore no MRP charge is required as there is already a prudent provision for repayment.

- 3.4.2 Capital expenditure financed by borrowing due to a transfer of assets between the GF and HRA where due to the nature of the transfer it is anticipated that capital receipts will be received to repay this borrowing. Therefore no MRP charge is required as there is already a prudent provision for repayment.
- 3.4.3 Capital expenditure financed by unsupported borrowing that has been taken out in the short term to bridge the timing difference between the expenditure being incurred and the budgeted revenue contribution to capital outlay being applied.

It is anticipated that revenue contributions will be received to repay this borrowing. Therefore no MRP charge is required as there is already a prudent provision for repayment.

3.4.4 Capital expenditure financed by unsupported borrowing that has been taken out in the short term to bridge the timing gap while grant conditions are being met and therefore the grant being applied to capital expenditure under International Financial Reporting Standards (IFRS).

It is anticipated that the grant conditions will be met therefore no MRP charge is required as there is already a prudent provision for repayment.

- 3.5 The amount of MRP chargeable relating to finance leases will be such that the combined impact of the finance charge and MRP is equal to the estimated rentals payable for the year.
- 3.6 If capital receipts are utilised to repay debt in year, the value of MRP chargeable will be reduced by the value of the receipts utilised.
- 3.7 MRP will only be charged in the year following the asset becoming operational.

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### SOUTHEND-ON-SEA BOROUGH COUNCIL PRUDENTIAL INDICATORS 2021/2022

### 1 Introduction

- 1.1 The Prudential Code is the key element in the system of capital finance that was introduced from 1 April 2004 as set out in the Local Government Act 2003.
- 1.2 Individual authorities are responsible for deciding the level of their affordable borrowing, having regard to the CIPFA code, (which has legislative backing). Prudential limits apply to all borrowing, qualifying credit arrangements (e.g. some forms of lease) and other long term liabilities. The system is designed to encourage authorities that need, and can afford, to borrow for capital investment to do so.

### 2 CIPFA Prudential Code for Capital Finance in Local Authorities

- 1.3 The Code has been developed to support Local Authorities in taking capital investment decisions and to ensure that these decisions are supported by a framework which ensures prudence, affordability and sustainability. The Code was updated in December 2017 and requires authorities to look at capital expenditure and investment plans in the light of overall organisational strategy and resources.
- 1.4 Another objective of the Code is that treasury management decisions are taken in accordance with good professional practice and in full understanding of the risks involved and how these risks will be managed to levels that are acceptable to the organisation. The rationale behind these concepts is set out in the code.
- 1.5 To demonstrate compliance with these objectives of prudence, affordability and sustainability each local authority is required to produce a set of prudential indicators. These indicators are designed to support and record local decision making and are not for comparison with other authorities. The setting and revising of these indicators must be approved by Cabinet and Council.
- 1.6 In setting or revising its prudential indicators, the local authority is required to have regard to the following matters:
  - service objectives (e.g. strategic planning);
  - stewardship of assets (e.g. asset management planning);
  - value for money (e.g. options appraisal);
  - prudence and sustainability (e.g. risks, whole life costing and implications for external debt);
  - affordability (e.g. implications for long-term resources including the council tax);
  - practicality (e.g. achievability of the forward plan).

### 3 Prudential Indicators for Prudence

### 1.7 Estimates of Capital Expenditure to be Incurred

3.1.1 This is an estimate of the total amount of investment planned over the period. Not all investment necessarily has an effect on the Council Tax. Schemes funded by grant, third party contributions or by capital receipts mean that the effect on the Council Tax is greatly reduced.

	Estimate 2021/22 £000	Estimate 2022/23 £000	Estimate 2023/24 £000	Estimate 2024/25 £000	Estimate 2025/26 £000
General Fund	55,858	26,664	10,778	9,778	12,663
Housing Revenue Account	18,234	19,282	7,728	7,641	0
Total	74,092	45,946	18,506	17,419	12,663

- *1.8 Estimate of the Capital Financing Requirement*
- 3.2.1 Each year, the Council finances the capital programme by a number of means, one of which is borrowing. The capital financing requirement represents the cumulative amount of borrowing that has been incurred to pay for the Council's capital assets, less amounts that have been set aside for the repayment of debt over the years (i.e. Minimum Revenue Provision and Reserved Capital Receipts).

	Estimate 31 <sup>st</sup> March 2022	Estimate 31 <sup>st</sup> March 2023	Estimate 31 <sup>st</sup> March 2024	Estimate 31 <sup>st</sup> March 2025	Estimate 31 <sup>st</sup> March 2026
	£000	£000	<b>£000</b>	£000	£000
General Fund	303,010	315,661	327,562	338,612	348,844
Housing	99,017	99,917	100,816	101,717	102,616
Revenue					
Account					
Better	0	0	0	0	50,000
Queensway					
senior lender					
(indicative)					
Total	402,027	415,578	428,378	440,329	501,460

The Council is only allowed to borrow long term to support its capital investment programme. It is not allowed to borrow long term to support its revenue budget.

### 1.9 Operational Boundary and Authorised Limit 2021/22 to 2025/26

3.1.2 The Council must set an operational boundary and authorised limit for its total gross external debt, separately identifying borrowing from other long-term liabilities. The operational boundary is how much gross external debt the Council

plans to take up, and reflects the decision on the amount of debt needed for the Capital Investment Programme for the relevant year. The authorised limit is higher than the operational boundary as it allows sufficient headroom to take account of unusual cash movements. If at any time during the year, it is likely that this limit will be breached it will be reported to members as soon as possible and the Leader advised immediately.

Operational boundary	Estimate 2021/22 £000	Estimate 2022/23 £000	Estimate 2023/24 £000	Estimate 2024/25 £000	Estimate 2025/26 £000
Borrowing	371,200	381,400	391,600	396,700	406,900
Liabilities outstanding under credit arrangements	3,800	3,600	3,400	3,300	3,100
Better Queensway – senior lender (indicative)	0	0	0	0	50,000
Total	375,000	385,000	395,000	400,000	460,000

Authorised Limit	Estimate 2021/22 £000	Estimate 2022/23 £000	Estimate 2023/24 £000	Estimate 2024/25 £000	Estimate 2025/26 £000
Borrowing	381,200	391,400	401,600	406,700	416,900
Liabilities outstanding under credit arrangements	3,800	3,600	3,400	3,300	3,100
Better Queensway – senior lender (indicative)	0	0	0	0	50,000
Total	385,000	395,000	405,000	410,000	470,000

- 1.10 Gross Debt and the Capital Financing Requirement
- 3.1.3 Gross external debt is long term external debt (e.g. PWLB loans taken out), short term borrowing from other Local Authorities and credit arrangements relating to finance leases. The estimates for the external debt are:

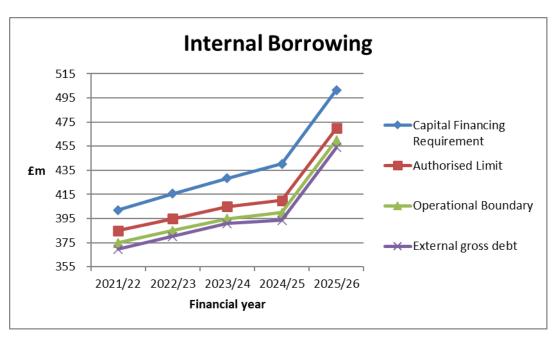
	Estimate	Estimate	Estimate	Estimate	Estimate
	31 <sup>st</sup>	<b>31</b> <sup>st</sup>	<b>31</b> <sup>st</sup>	<b>31</b> <sup>st</sup>	31 <sup>st</sup>
	March	March	March	March	March
	2022	2023	2024	2025	2026
	£000	£000	£000	£000	£000
External gross debt	369,521	380,154	390,765	393,458	454,020

3.1.4 Under the Prudential Code, gross external borrowing must not, except in the short term, exceed the total of the capital financing requirement for the previous year, plus any additional amounts for the current year and the next two financial years. This means that gross external borrowing cannot exceed £428.378m at 31 March 2022, £440.329m at 31 March 2023 and £501.460m at 31 March 2024.

### 4 Prudential Indicators for Affordability

### 1.11 Internal Borrowing/Interest Rate Risk

4.1.1 The graph below shows the estimated Capital Financing Requirement, Authorised Limit, Operational Boundary and levels of external borrowing over the next five years.



- 4.1.2 The gap between the Capital Financing Requirement and the levels of external debt illustrates the level of internal borrowing. This reflects the Council's exposure to interest rate movements equivalent to the interest lost on investment income. Also, when the borrowing is taken out the rate will be dependent on the prevailing economic and market conditions at the time. This is a risk if PWLB rates rise significantly. For every 1 basis point (0.01%) increase in rates the interest paid on borrowing £10m for 50 years rises by £50,000 over the life of the loan. A 1% increase in rates on a £10m loan would increase the cost to £5m over the life of the loan.
- 4.1.3 The gap between the Capital Financing Requirement and the Operational Boundary/Authorised Limit highlights the potential scope and flexibility to borrow further, if the cash flow and treasury management position allows.
- 1.12 Estimates of the Proportion of Financing Costs to Net Revenue Stream
- 4.2.1 This indicator records estimated capital financing costs as a percentage of the net revenue stream.
- 4.2.2 Capital financing costs are the revenue cost of financing the debt (the interest payments and the amount set aside annually to repay debt) less interest earned on investments. This is an important indicator because it shows how much of the Council's revenue resources are 'tied up' in fixed capital financing costs. Setting and reviewing this, means that the Council can ensure that its capital financing

costs do not become too large a part of the revenue budget, compared to the cost of running services.

	<i>Estimate</i> 2021/22 %	Estimate 2022/23 %	Estimate 2023/24 %	Estimate 2024/25 %	Estimate 2025/26 %
General Fund	13.57	12.92	13.27	13.71	14.01
Housing Revenue Account	29.14	28.60	28.87	29.05	27.96

### 5 Prudential Indicators for Treasury Management

- 1.13 Maturity Structure of Borrowing during 2021/22
- 5.1.1 The table below shows the limits within which the Council delegates its length of borrowing decisions to the Executive Director (Finance and Resources)/Section 151 Officer in 2020/21.

	Upper limit %	Lower limit %	Estimated outstanding debt maturity at 31 <sup>st</sup> March 2022 %
Under 12 months	20	0	0
12 months and within 24 months	30	0	0
24 months and within 5 years	40	0	3
5 years and within 10 years	60	5	23
10 years and within 20 years	100	15	30
20 years and within 30 years	100	0	4
30 years and above	80	20	40

- 5.1.2 The percentages in each category for the upper and lower limits do not add up to 100% as they do not represent an actual allocation.
- 5.1.3 The actual maturities of new borrowing will be decided taking account of the maturities of existing loans and the interest rates for the various maturity periods available at the time.

### 1.14 Total Principal Sums Invested for Periods over 365 Days

5.2.1 A large part of the Council's investments are managed by external fund managers. However, a working cash balance is also managed internally within the Council. Part of this cash balance is utilised to smooth out the day to day movements on the cash flow. It is not therefore the intention that this part of the balance would be invested for more than 365 days. The rest of the cash balance is invested to achieve the optimum returns consistent with the effective control of risk.

5.2.2 This indicator sets a prudential limit for principal sums invested for periods over 365 days. The following limits are for principal sums invested in-house:

	Estimate	Estimate	Estimate	Estimate	Estimate
	2021/22	2022/23	2023/24	2024/25	2025/26
	£m	%	%	£m	£m
Limits on the total principal sum invested to final maturities beyond the period end	25	25	25	25	25

# Appendix 16: Summary Equality Analysis supporting budget proposals - 2021-22 to 2025/26

Outlined below is a summary equality analysis which supports budget proposals for 2021/22 and beyond which may have an equality impact for groups with 'protected characteristics'. Findings highlight where a more detailed equality impact analysis (EIA) will be undertaken to accompany development, consideration, and implementation, of proposals. Any service restructures that impact on staff are required to be the subject of an EIA. Proposals should be cross referenced for more information, including levels of saving/investment and indicative timescales.

	eme ef.	1. Revenue proposals – 2021/22	Equality analysis
175		Review of Supported Accommodation & Supporting People contracts, to ensure they are targeted, effective and best meet the needs of adults. Developing a better and more agile housing offer to provide clear targeted pathways of support for people living with mental health and learning disabilities.	Full EIA/s required on any changes to service provision that result from the review to assess impact on service users and potential service users - who are vulnerable and span multiple protected characteristics, particularly the elderly, those with physical and learning disabilities, those with mental health issues and the economically deprived or destitute.
SW	/03	Review and facilitate a reduction in care home placements by gradually increasing support for independent healthy living at home.	Proposals not planned to come into effect until 2024/25 and are intended to provide greater independence and choice for client groups of the mainly elderly, women, those with disabilities and vulnerable clients. Full EIA required as proposals are developed.
SW	/04	Targeted reviews of low cost home care packages. Ensuring that packages are commensurate with meeting need and, where appropriate, enabling people to become more independent.	Review of low cost home care packages will require a full EIA given potential changes to service provision to provide more appropriate support to vulnerable client group of older people, many with disabilities and a majority who are female.
SW	05	Review local and regional learning disability pathways to enable people to move from supported living towards greater independence.	Review of pathway of support for people with learning disabilities to enable greater independence will require a full EIA to assess impact on client group, which can range in age and have higher risk of mental health issues and degenerative conditions.
SW	06	A review of the section 75 agreement with Essex	Staffing and potential service impact EIA required for a service

	Partnership University Trust in order to develop a more targeted and efficient offer for people with statutory adult social care needs	providing for a vulnerable client group – where for example men, the economically disadvantaged, mothers, those who are BAME, LGBT and those with learning and other disabilities are at higher risk of having mental health issues and may require support.
SW07	Comprehensive review of the Adult Social Care contributions policy including the rates used to assess contributions, partial disregards on disability benefits and best practice approach to personal allowances.	EIA required to assess potential impact on client groups with multiple needs, where impact may be felt by those with income/savings above Government specified thresholds. Consultation will need to be undertaken with service users, families, providers, advocacy services and voluntary sector.
SW08	Introduce a new strengths based refresh to social care in 2021/22. Based on experience in other areas improvements, better outcomes and cashable savings should start to accrue by 2023/24.	Refresh of promoting a more enabling approach, with the emphasis on prevention and maximising independence, for those in need of social care, including older people, those with long term conditions and those with a learning or sensory disability.
SW-A: In SW-B: OI SW-C: Es	ent - Service demand: Adults flationary Increase for Adult Service Providers-£1.5m Ider People demographic: £0.48m ssential Living Fund (ELF): £0.233m hildren to Adults Transition (Learning Disability): £0.35m	Additional funding will support the growing demographic pressures from a growing older population, the growing demand for learning disability services and provide more certainty in the ongoing provision of ELF support to those economically disadvantaged or destitute, who are experiencing exceptional pressures.
Investme SW-E: Le SW-F: Lo	ent - Service demand: Children's eaving Care Support 16+: £0.5m poked After Children: £0.59m AMHS (Child & Adolescent Mental Health Service): £0.21m	Additional funding will support the growing demand for supporting Looked After Children in the care of the Council, including those due to leave care as well as the growing demand for mental health services for children.
Investment - Service improvement SW-G: In house foster care team: £0.15m SW-I: Special Guardianship Order (SGO) kinship carers: £0.05m SW-J: School uniform grant: £0.025m		Investment will help drive recruitment of in-house foster carers, who can often provide a better experience, for looked after children than independent foster care agencies, through better local knowledge, and greater likelihood of children remaining closer to their communities and same school. Proposals will also provide financial support for kinship carers and provide uniform grants, supporting vulnerable children, many of whom may be financially disadvantaged.

	Al01	General efficiency and productivity review of the Libraries & Galleries operations.	Full EIA and consultation required if any significant changes to service result – to assess any potential impact on service users, particularly those with difficulties in accessing transport who are more likely to be elderly, those with young families, those with disabilities and the economically disadvantaged.
	AI04	Negotiated planned increase in season ticket fees, following consultation with Bowls Clubs, to reduce the level of subsidy for this discretionary service.	Will impact on service users, who are predominantly older and male.
	OP1	Introduce charging for Senior or Specialist Officer Attendance at Planning Pre-Application Advice	Impact expected to be minimal, with all service users expected to continue to receive a very good service. However, equality implications should be assessed to determine the potential impact of a differential service.
177	OP2	Introduce a new fee for offering a Fast Track or Premium Services for certain Planning Applications	Impact expected to be minimal, with all service users expected to continue to receive a very good service. However, equality implications should be assessed to determine the potential impact of a differential service.
	CS02	ICT: Smart programme - a range of technology enabled initiatives to improve efficiency, productivity and the de- commissioning of obsolete products.	More use of technology will enable greater self-service and tailored services. However, impact will need to be assessed on those who find use of on-line access more difficult, notably the elderly and those with physical and learning disabilities. Alternative access and support to services for those unable to use on-line systems will need to be assessed and provided.
	CS03	Comprehensive review of car parking fees and charges	Impact of changes to general parking charges will be felt by vehicle users from all equality groups, with potential differential impact on the less well off.
	Investme CS-A: Hig	ent ghways Service Redesign: £0.725m	Facilitating increased enforcement, engineering expert capacity, climate change and sustainability ambitions will benefit the whole community, but particularly those more vulnerable to poor highways and climate change, including the elderly, those with disabilities, the less well-off and households with young children.

ES03	Creation of a Corporate Debt Collection Team - Phase 1 consolidation of staffing resources - Phase 2 improved collection rates across all debt streams, reduction in bad debts and write-offs	EIA required for staffing and any client impact, taking into consideration the vulnerability of those in debt, many of whom are socially and economically vulnerable, including those with dependent children and 16-24 year olds who have disproportionately higher levels of debt.
ES04	Rent Deposit Loans Scheme, review potential to move to a more targeted Grant Scheme - phase 1 review policy and eligibility criteria, move to grants and target support more effectively.	EIA required for any staffing restructure and review of impact of the eligibility criteria for a financially stretched client group with a younger (though aging) profile, those with children and higher numbers of those in part time or insecure employment.
ES06	Review all Discounts & Exemptions on Council Tax & Non Domestic Rates - phase 1 recruit 2 officers £80K (invest to save). Target reduction in number and value of eligible exemptions and discounts.	Assessment of equality implications may be required to determine potential impact of measures on claimants, including those on low income.
ES08	Better use of Email for communication. Improved efficiency and productivity by reducing reliance on hybrid mail.	The elderly and those with learning disabilities are disproportionately at risk of digital exclusion when compared to other age groups, which should be considered.
ES12	Explore the creation of expanding the enforcement remit of our internal Corporate Collections & Enforcement Team. This type of initiative has been successfully implemented in other Authorities.	EIA requited to assess impact, positive and negative, on different groups, including those who are economically disadvantaged and/or vulnerable.
ES14	Extra income received for eligible services delivered to the Housing Revenue Account.	Impact to be assessed of any potential appropriate charging of certain services (eg ICT) as part of development of proposals.
Investment ES-C: Benefits Payments: £0.550m		Will support anticipated increase in eligible claimants resulting from the economic downturn, including those who are most economically disadvantaged and those subject to sudden changes in income and expenditure.

Theme ref.	2. Future Budget and Transformation Proposals (BTP)	Equality analysis
BTP- PJ01	Review of the Grounds Maintenance service	A full EIA will be required to accompanying any tendering process.

BTP – PJ02	Review the hours of operation and attendance profile at all Household Waste Recycling Centres.	A change of hours could limit the ability of some in using the service, with possible increased risk of more fly tipping which tends to impact on more deprived areas. A full EIA will be required.
BTP- PJ03	Comprehensive review of public toilet provision across the Borough, including new capital investment intentions, current condition surveys, usage levels, environment and social behaviour considerations and explore the potential for targeted charging for some services/facilities.	Users of public toilets tend to be disproportionately the elderly, those with young children, expectant mothers and those with disabilities who would most likely be impacted by any changes, either negatively from loss of provision or positively from enhanced provision. Full EIA required for any resulting change to service provision.
BTP- SW01	Review of all enforcement operations and arrangements.	Full EIA will be required in relation to staffing and, depending on the scale of the review, potentially the impact on residents. Community safety services affect all residents/visitors/businesses, but have a particular impact on those most vulnerable to crime and the fear of crime, including young adults, the elderly, those with disabilities and those in BAME groups, who are often more concentrated in particular parts of the borough.
BTP- SW03	Review of both the equipment and aids & adaptation services to explore if a more joined up, efficient and effective approach can be designed to deliver better outcomes and value for money.	Full EIA will be required to assess any impact both on staffing and services, particularly relating to a client group with disabilities and one that is generally elderly and predominately female.
BTP- CS01	Comprehensive review of the current arrangements for using assistive technology, telecare and other mainstream computerised devices.	Greater use of technology will enable people to access relevant information, advice and guidance and support assessment more themselves. Impact will need to be assessed on those who find use of on-line access more difficult, notably the elderly and those with physical and learning disabilities. Alternative access and support to services will need to be provided for those unable to use on-line systems.
BTP- ES01	Review of the Revenues and Benefits self-service platform for residents, together with a diagnostic of the workflow and relationship arrangements with the Corporate	Greater use of technology will enable people to access relevant information, advice and guidance and support assessment themselves. Impact will need to be assessed on those who find

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	Customer Contact Centre.	use of on-line/self-serve access more difficult, notably the elderly and those with physical and learning disabilities. Alternative access and support to services will need to be provided for those unable to use on-line systems.
BTP- ES03	Develop a phased programme of comprehensive reviews of all staffing structures and delivery arrangements across all Council operations.	All staffing restructures will require an EIA.

Ref	3. Capital proposals	Equality Analysis
no.		
Main pr	rogramme:	
C1	<b>Footways Improvements</b> (21/22 - £4,000,000, 22/23 to 25/26 - £2,500,000 pa)	Improved footways will result in better conditions for walking, helping younger people, the elderly and those without vehicles in particular and resulting in less trips and falls, which are disproportionately experienced by the elderly and those with disabilities. EIA required to assess full impact.
C2	Carriageways Improvements (21/22 - £1,000,000, 22/23 to 25/26 - £1,500,000 pa)	Will help enhance safety for all road users, aiding, in particular, people with a disability, children and parents with younger children and those who are disproportionately affected by damage to vehicles from poor quality roads. EIA required to assess full impact.
Scheme	es subject to viable business cases:	
C3	Footways improvements (21/22 - £3,000,000, 22/23 to 25/26 - £4,000,000 pa)	As for C2
C4	Carriageway improvements (21/22 to 25/26 - £2,000,000 pa)	As for C1
C5	Tree Planting	A greener environment can play an important part in enhancing mental health and mitigating the impact of air pollution and heatin which disproportionately affects older people, those which chronic lung or heart conditions and those living in more deprived areas. The sensory needs of those with disabilities should be taken into

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	consideration as part of implementation.
Better Queensway – Housing and Commercial Property acquisitions (£19,925,000 – profile across years to be determined)	Supports the programme to transform the northern end of Southend town centre, with a new mixed tenure development of more, better quality housing, and outdoor space along with improved connectivity. Most current residents are under 40, around 10% have a disability and two thirds are in receipt of benefit. Existing residents will have the opportunity to return/remain in the area and to benefit from an improved quality of life through improved accommodation, public realm, access and provision.
<b>Better Queensway – Energy Centre</b> (£4,200,000 – profile across years to be determined)	Will support more efficient heating provision, which can also assist in mitigating the impact of energy costs that disproportionately impact those on low income, people with children under 16, people with disabilities or suffering from a long-term illness and the elderly.
Regeneration Pipeline Schemes	Will support greater provision of more affordable housing, assisting those on lower income or vulnerable and the regeneration of the borough, providing more employment opportunities for local people, including through apprenticeships.
ICT Operational Requirements	Will support the Council's moves to enabling more flexible/agile working (Work-life) helping staff who may have a need for more flexible arrangements, such as managing a disability, a health condition or childcare.
	Property acquisitions         (£19,925,000 – profile across years to be determined)         Better Queensway – Energy Centre         (£4,200,000 – profile across years to be determined)         Regeneration Pipeline Schemes

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Agenda Item No.

### Southend-on-Sea Borough Council

Report of Executive Director Neighbourhoods and Environment To

Cabinet

14 January 2021

Report prepared by: Sharon Harrington, Head of Service

### **Controlled Parking Zones Policy**

Relevant Scrutiny Committee(s): Place Scrutiny Cabinet Member: Councillor Ron Woodley Part 1 (Public Agenda Item)

### 1. Purpose of Report

1.1 Part of the Parking Review 2020 project, this report sets out a new approach to considering applications for, and administering Controlled Parking Zones

### 2. Recommendations

- 2.1 That Cabinet resolves to; -
- 2.2 Adopt the new policy for Controlled Parking Zones, as set out in this report, and the appendices.
- 2.3 Note that the new criteria will not automatically be applied to existing Controlled Parking Zones, until such time as they are subject to a full, comprehensive review.
- 2.4 Notes that the financial implications of a Controlled Parking Zones will vary depending on wider Council decisions on Fees & Charges, which will be considered on a case by case basis.

### 3. Background

3.1 The Council has statutory powers and duties to effectively manage the use of the road network, as set out in the Road Traffic Regulation Act 1984, and the Traffic Management Act 2004, along with associated legislation, regulations and industry standards.

- 3.2 The powers to create and enforce traffic and parking regulations set out in this legislation help the Council to ensure parking capacity is fairly distributed between differing road user needs, in the case of a Controlled Parking Zone, where resident access has been prioritised over other users.
- 3.3 There is no existing policy which sets out the criteria for provision of a Controlled Parking Zone, and historically requests for a review of parking issues or concerns has been coupled with a demand for a particular solution or treatment.
- 3.4 The aim of this policy is to set a new criterion which will ensure all concerned are fully aware of what is required for a Controlled Parking Zone to be introduced.
- 3.5 It is essential that Council Officers can properly review the issue, and consider the right solutions, to this end, the Council is also considering how to improve its consultation and engagement processes, including through the digitisation of the consultation portal and Traffic Regulation Order database, and a wider service review to ensure resources are available.
- 3.6 In many cases, a Controlled Parking Zone may not be the right solution, in such cases, the Council will work with those affected and their Elected Representatives to consider appropriate alternatives.
- 3.7 Controlled Parking Zones (CPZ)
- 3.8 A CPZ is an area defined by the Council in which the primary demand for parking capacity on street should be prioritised over other road users, for example, a residential area close to a large commuter hub, where unrestricted parking could make access to space for residents difficult.
- 3.9 Following consultation with those affected and engagement with stakeholders, a CPZ would be implemented using a Traffic Regulation Order (TRO), signposted using large zone entry and exit signs, with repeater signs throughout, and enforced by the Council Civil Enforcement Officers.
- 3.10 This consultation will consider options for the extent of the scheme, days, and times of operation, and who may be entitled to exemptions.
- 3.11 The Council will provide access to permits for those entitled to park within the zone, the charges associated with each permit, and the maximum number of permits available to each property will be decided as part of the annual review into Fees & Charges.
- 3.12 <u>Alternative Measures</u>
- 3.13 A CPZ may not always be the right solution, even in cases where there is demonstrably high support from residents.

- 3.14 A robust policy will help the Council, and residents and businesses in the borough understand the criteria which must be met for a CPZ, and allow for open consideration of the wider impacts, including on related strategies and policies.
- 3.15 Where a CPZ is not considered the right solution, the Council will make efforts to explain the reason for this and where appropriate, propose alternative measures.

### 3.16 Existing CPZ Schemes

- 3.17 There are 23 schemes currently in operation in Southend, covering approximately 118 roads or parts of roads.
- 3.18 In the most recent year, the Council provided c4,300 resident parking permits.
- 3.19 Some of these permit parking schemes are legacy schemes, whereby the signage method and design of the road space is based on outdated criteria. There is no current proposal to review these schemes which are long standing, and work for those affected. Instead, the Council will review based on changing legislation, or where a significant, full review of the scheme is requested.

### 4. Proposed Controlled Parking Zones Policy

4.1 The new policy as set out in the Appendix to this report is designed to ensure the Council can respond properly to concerns raised by those affected by increasing demands on parking capacity.

### 5. Review

5.1 It is good practice to regularly review policies and procedures to ensure they remain fit for purpose. If approved, the Council will undertake and annual review of the criteria set out in this policy, against the requests received and any changes in national or local policy.

### 6. Other Options

6.1 This policy is a non-statutory document; however, its application is regulated by legislation and regulations. The Council could decide to vary some of the criteria set out in this policy, however, further legal consideration would be required to understand the impact.

### 7. Reasons for Recommendations

**7.1** This policy will enable the Council to respond effectively and efficiently to challenges associated with competing demands for parking capacity. It is anticipated that a robust policy will help the Council, Elected Representatives

and all road users understand the criteria which must be met for a scheme to be taken forward.

### 8. Corporate Implications

### 8.1 Contribution to the Southend 2050 Road Map.

### 8.2 **Opportunity & Prosperity:**

8.2.1 It is anticipated that a well designed and managed Controlled Parking Zone will improve the lives of residents in Southend by reducing the stress and inconvenience of non-resident parking competing for capacity.

### 8.3 Safe & Well:

- 8.3.1 This policy aims to ensure the appropriate parking regulations are introduced to regulate the road network in such a way that it prioritises the needs of residents over other road users.
- 8.3.2 It is further anticipated that well designed Controlled Parking Zones will make residential areas safer for all, through improvements to parking habits and reduced competition for capacity.

### 8.4 Connected & Smart:

- 8.4.1 Related projects are underway to introduce virtual systems for administrating parking permits and visitor scratch cards. It is anticipated this work will be completed in early 2021 and rolled out as existing permits expire.
- 8.4.2 The Council is also introducing map based schedules for its Traffic Regulation Order database, ensuring information on regulations is available in a clear and easy to navigate format, improving the ability for customers to consider and respond to proposed schemes.

### 8.5 Financial Implications

- 8.5.1 There are no direct implications arising from this policy. The cost of implementing a Controlled Parking Zone will be considered alongside the proposal, including any opportunities for external funding through development agreements.
- 8.5.2 As part of any consideration, the Council will set out the cost of introducing the scheme, and anticipated annual revenue from permits, visitor scratch cards and enforcement activity.
- 8.5.3 It is anticipated that most schemes will be taken forward as part of the Capital Investment Programme, with surplus revenue from the scheme used to support administration and enforcement of all parking regulations.

### 8.6 Legal Implications

Report Title Parking Review 2020 Controlled Parking Zones Report Number

- 8.6.1 This policy sets out the way the Council will deliver its statutory obligations in respect of regulating the road network.
- 8.6.2 The Road Traffic Regulation Act 1984, and associated regulations, set out how the Council should consider and implement regulations on the public road network, including levying a charge for certain services, which are further set out in the Local Government Act of 1972,
- 8.6.3 Enforcement of parking regulations is undertaken by Civil Enforcement Officers, using powers in the Traffic Management Act 2004.
- 8.6.4 The Council Constitution sets out how the Council will consider representations for or against proposed Traffic Regulation Orders, with powers delegated to Officers and the Traffic Regulations Working Party.

### 8.7 **People Implications**

- **8.7.1** The service has undergone a significant redesign to ensure its resources are managed in an efficient way, in order that Council priorities can be acted on in a timely manner.
- **8.7.2** It is anticipated this policy can be delivered within the existing resources, and will go some way to improving faith in the process and customer service.

### 8.8 **Property Implications**

**8.8.1** There are no property implications associated with this proposed policy.

### 8.9 Consultation

- 8.9.1 The Operational Guidance for developing parking policy and undertaking enforcement activity is set out by the Secretary of State for Transport.
- 8.9.2 When taking forward any proposals to introduce a Traffic Regulation Order, the Council must undertake a statutory notice period, whereby any person may make representations for or against a proposal, which must then be considered by the Council. In Southend, this function is undertaken by the Traffic Regulations Working Party.
- 8.9.3 In practice, Elected Members in Southend undertake a further informal consultation and engagement exercise before proposals are brought forward, this is currently under review, with a view to improving customer engagement and ensuring Members have the tools and support available to respond to requests.

### 8.10 Equalities and Diversity Implications

- 8.10.1 The Council has several duties to remove or mitigate potential disproportionate impacts on protected characteristics. These are set out in related Council policies and noted in the attached Equality Impact Assessment.
- 8.10.2 Controlled Parking Zones will discourage vehicles from entering into residential areas, improving road safety for all road user groups, this is particularly the case in areas of high population density, where it is often the case that a majority of residents could be identified as having protected characteristics.
- 8.10.3 As each proposal for a Controlled Parking Zone is considered, a new assessment will be undertaken to understand the particular impacts of each scheme.

### 8.11 Risk Assessment

8.11.1 Each Controlled Parking Zone will be subject to the criteria set out in the policy. As a scheme is designed, it will be subject to consultation and engagement, and a Road Safety Audit, or similar as required, to ensure the risks and benefits of each scheme are properly considered.

### 8.12 Value for Money

8.12.1 A Controlled Parking Zone will only be introduced where the relevant criteria set out in this policy are met. In almost all circumstances, the Council will be required to fund the up front costs of introducing a scheme, but it is anticipated this cost will be paid back through its life, with any surplus reinvested into administrating and enforcing the scheme.

### 8.13 Community Safety Implications

8.13.1 Reducing traffic flows and increasing the opportunity for residents o park closer to their homes will improve community safety, particularly in respect of car crime and risks associated with walking long distances between the nearest available space and home.

### 8.14 Environmental Impact

8.14.1 The Council has recently declared a Climate Change Emergency, whilst not introduced for this purpose, a Controlled Parking Zones will have the effect of reducing traffic and emissions within that area, as inbound commuter or visiting traffic is deterred by the CPZ entry signs, setting out the parking restrictions in force.

### 9. Background Papers

None

### 1. Appendices

- 10.1 Controlled Parking Zones Policy
- 10.2 Equalities Impact Assessment

Report Number

# Southend-On-Sea Controlled Parking Zones Policy

Document information

Title: Controlled Parking Zones Policy

### 1. INTRODUCTION

This Policy sets out the Council approach to considering, delivering, and administrating Controlled Parking Zones.

It is designed to provide a clear and robust criterion that allow the Council to carefully consider the risks and benefits of providing a scheme and ensuring appropriate engagement and consultation with those affected.

In addition to this policy, the Council will consider related strategies and corporate objectives.

### 2. WHAT IS A CONTROLLED PARKING ZONE (CPZ)

Controlled Parking Zones (CPZs) are car parking areas where parking is regulated in such a way that capacity is reserved for a particular road user group, usually residents.

Schemes are designed with designated parking spaces for permit holders, with drivers informed of the restrictions by zone entry and exit signage, and repeater signs in each space. Areas not within a designated parking space will be subject to time limited 'no waiting' restrictions (single yellow lines), and at junctions or places where parking can not be accommodated at any time, double yellow lines.

Designated parking spaces and single yellow lines will be in operation on the days and times as set out in the new Administrative Zones policy, which was adopted by the Council in September 2020.

Residents and other exempt road users will be required to purchase a permit to park in designated parking spaces during the operational times. Residents can also purchase visitor scratch cards. The price and maximum number of permits and scratch cards available for each property will be reviewed annually as part of the Council review of Fees & Charges.

Outside of the operational hours, permits and scratch cards are not required, however double yellow lines will always remain in effect. Residents must also take care not to cause an obstruction to other road users, including not parking across driveways and pedestrian crossing points.

Unless otherwise signposted, no vehicles are permitted to park on footways, cycleways, or verges, at any time.

### 3. WHO CAN APPLY FOR PERMITS IN A CPZ?

As a general principal, the following road user groups can apply for a permit to park in a CPZ, alternative permit options are available for certain groups, such as trades persons and those providing personal care, further information is available on the Council website or at the Customer Contract Centre.

A full list of eligible properties will be included in the Traffic Regulation Order schedule. Properties located on a scheme boundary will only be included in the CPZ if their address and main property access is within the scheme.

### <u>Residents</u>

A property located within the CPZ is entitled to up to three resident parking permits. The definition of a property in this case includes any property subject to Council Tax, therefore houses of multiple occupancy or flats paying a single Council Tax bill, will be treated as a single property.

### <u>Business</u>

A business with a premise located within a CPZ, and subject to Business Rates is entitled to up to three resident parking permits.

### <u>Visitor</u>

The Council provides visitor scratch cards for residents and businesses located in a CPZ.as described above. Each is entitled to purchase up to ten parking sessions per month, this is due to increase to twenty sessions per month from early 2021.

### 4. HOW DO WE ENFORE PARKING RESTRICTIONS?

Civil Enforcement Officers (CEOs) patrol the whole of Southend to monitor parking and enforce restrictions.

The Council considers the priorities of residents when deciding how enforcement resources are deployed. To this end, particular attention is given to CPZs. When a contravention is identified a Penalty Charge Notice (PCN) will be placed on the windscreen of the car, handed directly to the driver or sent by post.

The Council works in partnership with the relevant contractor responsible for parking management and enforcement. All our enforcement officers are clearly identifiable by their uniform and carry an identification card.

In some cases, the Council may utilise automatic number plate recognition cameras on cars or mopeds, to identify vehicles parked within a CPZ without a permit. ANPR can not be used to issue a Penalty Charge Notice, instead a Civil Enforcement Office on foot will be deployed to the area.

### 5. HOW CAN I REPORT ILLEGALLY PARKED VEHICLES?

Illegal parking can be reported via the "MySouthend" App which can be found on the website www.southend.gov.uk, or by calling the Council directly. Where there is an immediate risk to life or property, this should be reported to the relevant emergency service using 999.

### 6. DRAFT CRITERIA FOR A CPZ TO BE CONSIDERED

The Council will follow these stages and criteria when considering an application for a CPZ.

Prioritisation will be based on the available resources in the Council, the time an application has been pending and consideration of wider priorities as set by the Council in consultation with the relevant Portfolio Holder.

### <u>Stage 1 – Identification</u>

The Council receives requests for parking regulations directly from road users, through Ward Councillors and Members of Parliament, and through the service where officers proactively review how the road network is used.

In some cases, applicants may decide to undertake their own survey and seek support from those affected, these will be considered by the Council, but if undertaken outside of the Council policy on Consultation and Engagement, a validation exercise will be required, usually though an additional informal consultation.

Where applications are made using a formal petition, this will be considered using the Council policy on petitions, this may require the Council to consider the petition through a committee before being referred into this policy and could delay any decisions.

# Before passing to Stage 2, there must be expressed support from the relevant Ward Councillors.

### Stage 2 – Survey

The Council will undertake sufficient surveys and reviews to determine the following criteria are met; -

- a) demonstrable evidence that more than 40% of available parking capacity is regularly occupied by non-residents,
- b) not more than 50% of properties have access to off street parking, including driveways, car parks and garages, whether or not they are utilised for parking a vehicle,
- c) where road safety concerns have been identified, supported by accident data which it can be proven would be mitigated by a CPZ,
- d) introducing a CPZ must not have a likely impact of simply displacing parking to neighbouring streets,

Parking surveys will be undertaken by Council Officers, or where larger schemes are proposed, a consultancy may be engaged to provide a more detailed review. The Council will not advise when these surveys are to be undertaken, or for how long, such that a real understanding of the issue can be observed.

At this stage, if the survey does not find a CPZ to be the most appropriate treatment, Officers will work with the applicant, Ward Councillors and the Portfolio Holder to consider alternatives.

A proposal will only progress to Stage 3 where it can be demonstrated the criteria in Stage 2 has been reached, or that a proposal is part of a wider Integrated Transport Scheme, or part of a large development where not introducing a scheme would likely result in the criteria being met in the near

future, and where the costs of implementing a scheme on this basis are met as part of a development agreement.

### <u>Stage 3 – Outline Design</u>

Once the Council is satisfied an application meets the criteria, Officers will set out the extent of the proposed CPZ to be considered. The criteria for designing a solution is as follows.

- a) Identify a suitable boundary for the scheme, usually incorporating the main road network where there is a feeling of transition to residential roads, and where suitable zone signage can be accommodated.
- b) Locate parking bay capacity, and ensure all anticipated parking demand from residents, businesses and visitors can be accommodated within, without relying on overflow capacity in neighbouring streets.
- c) Indicative costs for introducing the scheme, and anticipated revenue.
- d) Identification of alternative funding options, incorporation of other works or projects proposed in the same area, to minimise disruption to residents.

# A proposal will only be taken forward to Stage 4 if it can be demonstrated that the design meets all local and national design standards, legislation and regulations.

### <u>Stage 4 – Informal Consultation</u>

Once an outline scheme has been agreed, and support has been received from the relevant Ward Councillors, Portfolio Holder and Traffic Regulations Working Party, the Council will undertake an informal consultation with those directly affected.

An informal consultation will be delivered using the dedicated consultations portal, and with letters delivered to all properties potentially affected.

Proposals will only be taken forward to Stage 5 if the following criteria are met.

- a) The informal engagement exercise has been undertaken by the Council, and responses can be validated,
- b) Of the eligible responders, more than 20% respond to the informal consultation,
- c) A minimum of 55% of validated responses are in favour of the proposal, or any single option,
- d) A safety audit report identifies that the introduction of the scheme would mitigate road safety concerns.

Where there is evidence of fraud, or that pressure has been applied for responders to vote in a particular way, the Council may decide to cancel the informal consultation and seek further advice on the next steps.

Individuals and groups may decide to canvass support, but this must be done in a respectful manner and not involve any threats of any kind. Where there are established community groups, and if resources allow, the Council and Ward Councillors will try to attend before or during the informal consultation to answer any questions or concerns.

The relevant Ward Councillors may decide to undertake their own informal consultation, this must be delivered to these standards, in particular the ability to validate responses.

### A proposal will only be taken forward to Stage 5 where there is expressed support as set out in Stage 4. Where there is no support, the Council will make a judgement on whether to propose an alternative or abandon it.

### Stage 5 – Detailed Design & Statutory Consultation

With a decision made to take a proposal forward, the Council will undertake a detailed design, including the exact location of restrictions and associated signage, engaging with contractors to develop a cost schedule and delivery plan.

At the same time, the Council will advertise its intention to introduce a Traffic Regulation Order, through a statutory notice, after which a report will be submitted to the Traffic Regulations Working Group, along with any representations to the statutory notice, for a decision on how to proceed.

A decision may be taken to proceed in part, with some roads deciding to opt out of the scheme. In such circumstances, Officers will consider how such a change would impact on the scheme ability to meet all previous criteria considered before making a recommendation to the Traffic Regulations Working Party.

Any road opting out of a scheme will not be considered for a review for two years. ensuring resources are fairly used and other schemes are not delayed.

### Stage 6 – Implementation

Once a decision has been taken to proceed, the Traffic Regulation Order will be made, and contractors instructed to implement the road markings and signage.

The Council will write to all those affected by the CPZ, who are entitled to permits, to advise how to obtain them.

### Stage 7 – Review

The Council will monitor and review all parking regulations to ensure they remain fit for purpose. To give a reasonable period for restrictions to become established, a review will take place after two years has expired since introduction, unless significant issues are highlighted which requires more urgent action.

# <u>Southend on Sea Borough Council -</u> Equality Analysis

### 1. Background Information

1.1 Name of policy, service function or restructure requiring an Equality Analysis:

Controlled Parking Zones Policy

1.2 Department:

Neighbourhood & Environment

1.3 Service Area:

Traffic Management & Highways Network

1.4 Date Equality Analysis undertaken:

### 07/12/2020

1.5 Names and roles of staff carrying out the Equality Analysis:

Name	Role	Service Area	
Sharon Harrington	Head of Service	Traffic Management & Highways Network	
David Pye	Consultant	Traffic Management & Highways Network	

1.6 What are the aims or purpose of the policy, service function or restructure that is subject to the EA?

The Council is introducing a new policy to set the process for consideration, and minimum standards, required for an application to be considered for a new Controlled Parking Zone.

It is anticipated the new policy will provide a fair and consistent approach to considering applications, and properly understanding the concern being raised, enabling the Council to consider all options before engaging with those affected

A well-managed road network helps to ensure it remains safe and accessible for all road users.

1.7 What are the main activities relating to the policy, service function or restructure?

The new policy sets out the design standards for new applications, and how the Council will administrate, implement and enforce the service.

### 2. Evidence Base

2.1 Please list sources of information, data, results of consultation exercises that could or will inform the EA.

Source of information	Reason for using (eg. likely impact on a particular group).
Peer Review 2018	This review highlighted several service areas requiring improvement, specifically in this case, the need for robust policies for certain functions.

Please Note: reports/data/evidence can be added as appendices to the EA.

2.2 Identify any gaps in the information and understanding of the impact of your policy, service function or restructure. Indicate in your action plan (section 5) whether you have identified ways of filling these gaps.

This policy aims to fill gaps in how applications are considered by the Council, where a Controlled Parking Zone may not be the most appropriate solution, enabling the Council to consider and promote alternatives. It sets out minimum criteria required for an application to be taken forward, ensuring resources are prioritised.

The approach proposed to be taken is in line with the relevant legislation and emulates that taken by other local authorities.

### 3. Analysis

3.1 An analysis and interpretation of the impact of the policy, service function or restructure should be undertaken, with the impact for each of the groups with *'protected characteristics'* and the source of that evidence also set out against those findings.

In addition, the Council has identified the need to assess the impact of a policy, service function or restructure on <u>carers</u>, <u>looked after children</u> (as part of the age characteristic) as well as the <u>socioeconomic</u> impact of different groups, such as employment classifications.

Initial assessment of a perceived impact of the policy, service function or restructure. The impact can be positive or negative (or in some circumstances both), none or unclear:

	Impact - Please tick				
	Yes			Na	
	Positive Negative Neutral			No	Unclear
Age (including looked	X				
after children)					
Disability	X				
Gender			Х		

Reassignment			
Marriage and civil		Х	
partnership			
Pregnancy and maternity	X		
Race		Х	
Religion or belief		Х	
Sex		Х	
Sexual orientation		Х	
Carers	X		
Socio-economic		Х	

Descriptions of the protected characteristics are available in the guidance or from: <u>EHRC -</u> protected characteristics

3.2 Where an impact has been identified above, outline what the impact of the policy, service function or restructure on members <u>of the groups with protected</u> <u>characteristics</u> below:

	Potential Impact			
Age	A well-regulated parking scheme helps to improve safety and accessibility for all road users, it is anticipated there will be a positive impact on residents and carers who are older or have a disability but do not meet the criteria for a personalised disabled parking space or a disabled persons blue badge, by removing non-resident parking and increasing the available capacity and opportunity to park closer to their home.			
	Pregnant women and new mothers will benefit from this policy in much the same manner as described above, albeit more temporary in nature.			
Disability	See 'Age'			
Gender	Neutral			
reassignment				
Marriage and civil partnership	Neutral			
Pregnancy and maternity	See 'Age'			
Race	Neutral			
Religion or belief	Neutral			
Sex	Neutral			
Sexual orientation	Neutral			

Carers	See 'Age'
Socio-economic	Neutral

### 4. Community Impact

- 4.1 You may also need to undertake an analysis of the potential direct or indirect impact on the wider community when introducing a new/revised policy, service function or restructure.
- 4.2 You can use the <u>Community Cohesion Impact Assessment</u> as a guide, outlining a summary of your findings below:

A safer and more accessible road network benefits the whole community, Controlled Parking Zones can increase the likelihood of a resident finding a parking space closer to their home, which may be safer than walking longer distances. Where a zone will remove significant non-resident parking, it is often the case that parking restrictions reduce through traffic, making the roads safer for all road users.

### 5. Equality Analysis Action Plan

- 5.1 Use the below table to set out what action will be taken to:
  - Ensure a full analysis of the impact of the policy, service function or restructure is undertaken.
  - Mitigate/address identified negative impacts or unlawful prohibited conduct.
  - To promoted improved equality of opportunity and to foster good relations.
  - How the action plan will be monitored and at what intervals.

Planned action	Objective	Who	When	How will this be monitored (e.g. via team/service plans)
Annual Review	The Council will review the policy and its application on an annual basis to ensure it remains fit for purpose.	Head of Service	Annual	Regular reporting and monitoring between Officers and the Portfolio Holder.

### Signed (lead officer):

.....

Signed (Director):

.....

Once signed, please send a copy of the completed EA (and, if applicable, CCIA) toTim MacGregor <u>TimMacGregor@southend.gov.uk</u>.

Agenda Item No.

### Southend-on-Sea Borough Council

Report of Executive Director Neighbourhoods and Environment To

Cabinet

14 January 2021

Report prepared by: Sharon Harrington, Head of Service

### **Domestic Vehicle Crossings Policy**

Relevant Scrutiny Committee(s): Place Scrutiny Cabinet Member: Councillor Ron Woodley Part 1 (Public Agenda Item)

### 1. Purpose of Report

1.1 This report sets out the new policy for consideration of applications, implementation and enforcement activity associated with domestic vehicle crossings.

### 2. Recommendations

- 2.1 That Cabinet resolves to adopt the new policy for Domestic Vehicle Crossings as set out in this report.
- 2.2 That Cabinet notes new enforcement activity will begin once the establishment of the new Highway Enforcement Team is completed.
- 2.3 That Cabinet notes this policy will be utilised by the Traffic Regulations Working Party in its considerations of appeals to rejected applications, as set out in the Council Constitution.

### 3. Background

- 3.1 The Council is undertaking a review of its policies and procedures within the Traffic & Highways Service. This review includes the redesign of resources structure, and the creation of a new Highways Enforcement Team, a dedicated resource with a focus on ensuring the safe and efficient use of the road network.
- 3.2 The Highways Act 1980 sets out the powers of the Council to construct or require the construction of a domestic vehicle crossing, specifically in Section 184.

- 3.3 Further powers in the 1980 Act enable to Council to use enforcement powers to take enforcement action where there is a demonstrable concern over an illegal or dangerous vehicle crossing already in use.
- 3.4 This policy is anticipated to replace all previous criteria, policies and procedures associated with the administration, implementation, and enforcement of domestic vehicle crossings.

### 4. Existing Situation

4.1 The following table shows the number of applications received each year.

Year	Applications
2017	322
2018	341
2019	362
2020	280

- 4.2 It is known there are many illegally or dangerously constructed domestic vehicle crossings which have been in place for some time, without an expensive borough wide survey, it is not possible to quantify the extent of the issue for the purpose of this report, however, Elected Members have indicated the issue is a priority area for Officers to dedicate resources to, given their experiences of complaints and concerns raised within their Wards.
- 4.3 There is no clear policy on domestic vehicle crossings and has never been any consistent approach to enforcement. A particular concern has been raised about the damage caused to footways and verges, and the utilities infrastructure which is at much higher risk of damage where a crossing point is not properly constructed to carry the weight of a vehicle.

### 5. Proposed Domestic Vehicle Crossings Policy

- 5.1 The new policy as set out in the appendix to this report provides robust criteria and processes required to achieve the following key objectives; -
  - Ensure the criteria are clear and transparent, enabling potential applicants to make an early judgement on whether their application is likely to be approved.
  - Consider the impact on the road network, environment and wider Council priorities and strategies, particularly the response to the Climate Emergency.
  - Understand the emerging challenges from the increase in use of electric vehicles and the requirement to facilitate charging points.
- 5.2 Once the new Highways Enforcement Team is established, a review of existing crossing points will be undertaken. Where illegal or dangerous domestic vehicle crossing points are found, the Council will work in line with the new Highway Enforcement Policy, if approved, to ensure in the first instance residents are

advised of the requirements before moving through to possible enforcement action.

- 5.3 If an application is rejected by Officers, the appeals process set out in the Council constitution allows for an appeal to be heard by the Traffic Regulations Working Party, which can overrule a decision based on evidence presented by Officers, and verbal or written evidence submitted by the applicant.
- 5.4 There are no proposals to amend the rights to appeal, however, it is anticipated this policy will help Working Party members to consider appeals against an adopted policy.

### 6. Other Options

6.1 The Council could decide on an alternative approach, which would require further consideration of this report, or to do nothing.

### 7. Reasons for Recommendations

**7.1** This policy will ensure the Council acts properly in its consideration of application, and provide a clear, robust set of criteria for potential applicants to consider before submitting an application which will likely require early investment in design and consents.

### 8. Corporate Implications

### 8.1 Contribution to the Southend 2050 Road Map.

### 8.2 **Opportunity & Prosperity:**

8.2.1 This policy aims to set out how the Council will support residents who wish to enhance their property, whilst also taking into account wider considerations on the use of the road network and impact on the environment.

### 8.3 Safe & Well:

8.3.1 The ability to park your vehicle on your own property reduces the stresses of returning home and not finding a place to park, improving the wellbeing of those concerned.

### 8.4 Connected & Smart:

8.4.1 The policy will be published on the Council website, with copies and further information available from Council Customer Contact Centres.

### 8.5 Financial Implications:

8.5.1 The cost of considering applications and undertaking any works will be met by the applicant.

8.5.2 Enforcement activity will be funded through existing resources, particularly the new Highway Enforcement Team. Before any legal action is taken in an individual case, the Council will review the potential costs associated with any advice or action which may be required.

### 8.6 Legal Implications:

8.8.1 This policy sets out the way the Council will deliver its statutory obligations in respect of regulating the road network, set out in the Highways Act 1980.

### 8.7 **People Implications:**

8.7.1 It is anticipated the resources required to administrative and operation of this policy can be delivered using existing resources.

### 8.8 **Property Implications:**

8.8.1 There are no property implications associated with this proposed policy.

### 8.9 Consultation

8.9.1 This policy will be published on the Council website and made available to any person requesting a copy.

### 8.10 Equalities and Diversity Implications

8.10.1 An equalities impact assessment has been undertaken and found no disproportionate adverse impacts on any protected groups.

### 8.11 Risk Assessment

8.11.1 In each case, the Council will undertake appropriate assessments to understand and mitigate any risks.

### 8.12 Value for Money

8.12.1 It is anticipated this policy will help the Council reduce the costs of maintaining footways and verges, following damage caused by vehicles.

### 8.13 Community Safety Implications

8.13.1 This policy will help to improve the road network and reduce the risk of slips, trips and falls from damaged surfaces. It is further anticipated there will be a benefit to successful applicants who will benefit from the added personal security of being able to park their vehicle on their own property.

### 8.14 Environmental Impact

#### Report Title Domestic Vehicle Crossing Policy

8.14.1 This policy will ensure the Council can consider the environmental impact of introducing domestic vehicle crossings and will help to promote sustainable construction methods and surface water management.

### 9. Background Papers

None

### 10. Appendices

10.1 Domestic Vehicle Crossing Policy

# Southend-On-Sea Domestic Vehicle Crossing Policy

**1** Domestic Vehicle Crossing Policy- October 2020

### 1. INTRODUCTION

A key priority of the Council is ensuring the safe and efficient operation of the road network.

To achieve this, the Council sets out policies on how aspects of the network operates, and the procedures it follows when considering applications to change certain aspects.

When considering applications, the Council must also balance the consequences, particularly on the availability of kerb side parking capacity, increase risk of flooding and the safety of other road users.

A common issue in Southend is the presence of unauthorised or badly constructed crossing points. These can cause damage to the footway surface, increasing the risks to pedestrians and cyclists, damage to utility infrastructure, which can be costly to statutory undertakers and cause disruption for service users, and enable other hazards such as overhanging vehicles.

This Policy sets out how the Council will consider applications for new crossing points, and in what circumstances enforcement action will be considered.

### 2. DOMESTIC VEHICLE CROSSING APPLICATIONS

A domestic vehicle crossing, is an access across a footway, cycleway or verge, to an off street parking place, either on hard standing or in a garage.

Application

- a. An application must be made by the freehold landowner, or a freeholder or a person acting on their behalf, with the expressed written consent of the freeholder.
- b. All applications must be submitted using the online portal at (www.southend.gov.uk).
- c. No works are to be undertaken before an application, and any associated applications, are approved, this includes removal of a property boundary wall where doing so would damage the integrity of the footway.
- d. Under no circumstances should a person use an off street parking place before the domestic vehicle crossing is completed, doing so may affect the application.

Design Criteria

**Off Street Parking Place** 

The following criteria must be met in all circumstances; -

- a. When parking at a right angle to the footway, there must be an unobstructed off street parking place of not less than 2.4 metres wide, and 4.8 metres long.
- b. For parking parallel to the footway, there must be an unobstructed off street parking place of not less than 2.6 metres wide, and 6.5 metres long.
- c. In all cases, the off street parking place must be sufficient to accommodate the entire vehicle, with no part overhanging the footway, cycleway or verge.
- d. The off street space must be level, or close to level, so as to prevent surface water run off, where this is not possible suitable drainage must be installed.

- e. The presence of a vehicle on the off street parking place must not obstruct the main door of the property.
- f. Consideration must be given in the application to control of surface water run off, proposing measures to prevent ponding on the footway or carriageway.

### Property Boundary

The following criteria must be met in all circumstances; -

- a. The opening at the property boundary must be wide enough to allow the safe access and egress of a standard family vehicle, in all cases, not less than 2.4m wide.
- b. The opening at the property boundary must be no less than 10 metres from a junction with another road.
- c. Any gates must only open inwards or along the property boundary, under no circumstances are gates to open outward.
- d. Up to two openings will be considered on a single application, for use in cases where the design includes a separate entrance and exit. In such circumstances, further consideration will be required on the impact on parking capacity.
- e. Joint applications for two properties to use a single footway crossing will be considered, subject to all other criteria in this Policy. Only a single application is required.

### Footway Crossing

The following criteria must be met in all circumstances; -

- a. A vehicle must be able to travel across the footway crossing in a single manoeuvre, a driver must not be required to undertake more than one manoeuvre to reach the off street parking place, or the carriageway.
- b. Where an adjacent footway crossing is located within 1 metre, the design must incorporate the lowering of the kerb and footway to create a single, common footway crossing.
- c. There must be a distance of not less than 1.2 metres of any street furniture, including utilities cabinets.

### Planning Permission

A planning permission is required in the following circumstances, this is not an exhaustive list and it remains the applicant responsibility to check and obtain planning permission.

- a. The proposed PVX Is accessed via a Classified Road
- b. The property is classified as either a flat, a house of multiple occupation or commercial/business
- c. The PVX is part of a large development that requires Planning Permission
- d. Fall within a Conservation area
- e. The PVX is to serve or otherwise affected a Listed Building

### Utility Infrastructure

Where the proposed footway crossing requires the removal, relocation or adaptation of infrastructure owned or maintained by a utility or statutory undertaker, it is the applicant responsibility to apply for

#### Miscellaneous

An application will not be approved if it requires the removal of a council owned tree, whether or not a Tree Preservation Order is in place.

Applications will be considered if the removal or relocation of any street light, sign or other Council infrastructure is required. However, applications will be rejected if the removal or relocation would create a road safety concern, or interrupt the continuous and consistent street lighting. In all cases, these costs will be met by the applicant.

In some circumstances, it may be nescessary to amend parking regulations, by varying a traffic regulation order. The Council will take this forward within the timescales set out in this and related policies. Approval of an application under this policy will be held pending until the TRO has been implemented.

Where an application affects infrastructure owned or maintained by the Environment Agency. The applicant is responsible for obtaining any consents and permissions before submitting an application under this policy.

### 3. DECISION MAKING

Any incomplete applications will be automatically rejected by the Council.

The Council will consider the impact on other works, including where it is likely works will be undertaken to improve the footway surface, in the near future. If works can be coordinated to reduce impact and cost, the Council will work with applicants to agree a timescale.

Once a completed application is received, it will be considered by the Council. Officers will consider; -

- a. Whether the application meets all criteria as set out in this Policy
- b. Possible impact on parking capacity
- c. Whether any other local conditions could impact the safe and efficient use of the road network.

Applicants will be informed of the decision, which will be; -

- a. Application Approved, the applicant may instruct the works as described in the application.
- b. Application Deferred, the application is required to undertake additional work, for example obtaining planning permission, consider additional costs such as relocation of a traffic sign, before submitting a revised application
- c. Application Rejected, the application has been rejected based on the conditions as set out in this policy.

Once an application has been rejected, the applicant will have the right to seek a review using the established process set out in the Constitution.

### 4. CONSTRUCTION

Unless otherwise expressly agreed by the Council, through this application process or a planning decision, the following construction standards apply as a minimum.

Domestic Vehicle Crossing Construction Standard; -

- a. Surface 25mm AC 6 Dense Surf 100/150 Rec to BS EN 13108-1 Asphalt Concrete
- b. Sub-Base 150mm Class C32 /40 concrete

The applicant may decide to use the Council preferred contractor to construct the vehicle crossing point, or may choose their own contractor. Where using an alternative contractor, the applicant must provide evidence the contractor is approved for undertaking such works by the Council, and that they retain the relevant qualifications and accreditations.

In all cases, the applicant must work with the contractor to ensure the relevant signage and barriers are in place during the works, to the standards set out in Chapter 8 of the Traffic Signs Manual.

During construction, the Council will undertake the following additional functions; -

- a. Site Survey / Trial Hole as may be required
- b. Inspection during works
- c. Post works inspection

Inspections may be undertaken at any time, without notice. Where a defect arises, the Council will engage with the applicant and contractor to ensure it is rectified. Where this is not possible, the Council may take enforcement action against the contractor, or undertake works required to make the road network safe, and seek recovery of the costs.

### 5. REMOVAL

Where a crossing is no longer required, it will remain in place until such time as the Council or other provider is undertaking maintenance or renewal works, during which it will be removed.

# <u>Southend on Sea Borough Council -</u> Equality Analysis

### 1. Background Information

1.1 Name of policy, service function or restructure requiring an Equality Analysis:

Domestic Vehicle Crossing Policy

### 1.2 Department:

Neighbourhood & Environment

1.3 Service Area:

Traffic Management & Highways Network

1.4 Date Equality Analysis undertaken:

### 07/12/2020

1.5 Names and roles of staff carrying out the Equality Analysis:

Name	Role	Service Area
Sharon Harrington	Head of Service	Traffic Management & Highways Network
David Pye	Consultant	Traffic Management & Highways Network

1.6 What are the aims or purpose of the policy, service function or restructure that is subject to the EA?

The Council is introducing a new policy to regulate the creation, use and enforcement of domestic vehicle crossings, otherwise known as dropped kerbs and in Southend, a PVX.

It is anticipated the new policy will provide a fair and consistent approach to considering applications and taking enforcement action where appropriate, improving safety and accessibility for all road users.

1.7 What are the main activities relating to the policy, service function or restructure?

The new policy sets out the design standards for new applications, and how the Council will administrate and enforce the service.

### 2. Evidence Base

2.1 Please list sources of information, data, results of consultation exercises that could or will inform the EA.

Source of information	Reason for using (eg. likely impact on a particular group).
	This review highlighted several service areas requiring improvement, specifically in this case, the need for robust policies for certain functions.

Please Note: reports/data/evidence can be added as appendices to the EA.

2.2 Identify any gaps in the information and understanding of the impact of your policy, service function or restructure. Indicate in your action plan (section 5) whether you have identified ways of filling these gaps.

This policy aims to fill gaps in how the service is administrated, particularly where the Council could and should consider applications which do not meet the criteria. The approach proposed to be taken is in line with the relevant legislation and emulates that taken by other local authorities.

### 3. Analysis

3.1 An analysis and interpretation of the impact of the policy, service function or restructure should be undertaken, with the impact for each of the groups with *'protected characteristics'* and the source of that evidence also set out against those findings.

In addition, the Council has identified the need to assess the impact of a policy, service function or restructure on <u>carers</u>, <u>looked after children</u> (as part of the age characteristic) as well as the <u>socioeconomic</u> impact of different groups, such as employment classifications.

Initial assessment of a perceived impact of the policy, service function or restructure. The impact can be positive or negative (or in some circumstances both), none or unclear:

	Impact - Please tick				
	Yes			No	
	Positive	Negative	Neutral	NO	Unclear
Age (including looked after children)	Х				
Disability	X				
Gender reassignment			Х		
Marriage and civil partnership			Х		
Pregnancy and maternity	Х				
Race			Х		

Religion or belief		Х	
Sex		Х	
Sexual orientation		Х	
Carers		Х	
Socio-economic		Х	

Descriptions of the protected characteristics are available in the guidance or from: <u>EHRC -</u> protected characteristics

3.2 Where an impact has been identified above, outline what the impact of the policy, service function or restructure on members <u>of the groups with protected</u> <u>characteristics</u> below:

	Potential Impact
Age	Illegal and dangerous domestic vehicle crossings significantly increase the risk of damage to surfaces on footways and verges, where not constructed to safely carry the weight of a vehicle.
	Informal domestic vehicle crossings are also often badly designed, with part of vehicle overhanging the footway.
	It is anticipated that, through a robust policy, administration and enforcement activity, there will be a demonstrable improvement in quality and accessibility for all road users.
	As illegal and dangerous domestic vehicle crossings are formalised or removed, it is anticipated there will be a reduction in the number of successful personal injury claims.
Disability	See 'Age'
Gender reassignment	Neutral
Marriage and civil partnership	Neutral
Pregnancy and maternity	See 'Age'
Race	Neutral
Religion or belief	Neutral
Sex	Neutral
Sexual	Neutral

orientation	
Carers	See 'Age'
Socio-economic	Neutral

### 4. Community Impact

- 4.1 You may also need to undertake an analysis of the potential direct or indirect impact on the wider community when introducing a new/revised policy, service function or restructure.
- 4.2 You can use the <u>Community Cohesion Impact Assessment</u> as a guide, outlining a summary of your findings below:

A safer and more accessible road network benefits the whole community. Whilst the Council is mindful of the environmental impacts of significant off street parking capacity, it is also aware of the potential to improve the standard of living for those with off street parking, and in some cases, other residents nearby through increased on street parking capacity.

### 5. Equality Analysis Action Plan

- 5.1 Use the below table to set out what action will be taken to:
  - Ensure a full analysis of the impact of the policy, service function or restructure is undertaken.
  - Mitigate/address identified negative impacts or unlawful prohibited conduct.
  - To promoted improved equality of opportunity and to foster good relations.
  - How the action plan will be monitored and at what intervals.

Planned action	Objective	Who	When	How will this be monitored (e.g. via team/service plans)
Annual Review	The Council will review the policy and its application on an annual basis to ensure it remains fit for purpose.	Head of Service	Annual	Regular reporting and monitoring between Officers and the Portfolio Holder.

### Signed (lead officer):

.....

Signed (Director):

.....

Once signed, please send a copy of the completed EA (and, if applicable, CCIA) toTim MacGregor <u>TimMacGregor@southend.gov.uk</u>.

# Southend-on-Sea Borough Council

Report of Executive Director Neighbourhoods and Environment

to

Cabinet

on

14<sup>th</sup> January 2021



Report prepared by: Paul Jenkinson Head of Parks and Open Spaces

#### Southend-on-Sea Borough Council Tree Policy

Relevant Scrutiny Committee(s) Cabinet Member: Cllr C Mulroney Part 1 (Public Agenda Item) / Part 2 (Confidential Agenda Item)

#### 1. Purpose of Report

- 1.1. To seek the adoption of the revised tree policy (Appendix 1).
- 1.2. To note the results of the public consultation on the tree policy.

#### 2. Recommendations

- 2.1. **Agree** to adopt the tree policy (Appendix 1).
- 2.2. **Agree** to the development of a planting strategy that will consider the availability of land, its usage, and tree planting opportunities.
- 2.3. **Acknowledge** that the adoption of the tree policy will require ongoing funding to manage the Council's tree stock, which will need to be considered within future budget setting.

#### 3. Background

- 3.1. In 2019 the Council committed to reviewing and updating its tree policy. As a result of this commitment, an interim tree management statement was agreed to guide tree management until a new policy is adopted.
- 3.2. The previous report set out the Council managed tree population as follows: approximately 28,000 urban trees made up of 20,000 recorded street trees and 8,000 trees planted in 'Green Corridors'. In addition, there is a significant tree population in the parks, open spaces and woodlands.

1

- 3.3. The tree population information provided was only part of the picture relating to the Borough's tree cover, and therefore set out the need for a tree canopy assessment to gain a better understanding of the overall tree cover, relating to trees managed by the Council and those on private land. The tree canopy assessment can be seen at (Appendix 2).
- 3.4. The updated tree policy considers best practice around urban tree management, the Council's response to the declared climate emergency, the safety of the public, the results of the tree canopy assessment for Southend-on-Sea and the challenges and limitations the dense urban nature of the Borough presents.
- 3.5. The Council recognises the importance of having diverse green infrastructure within the Borough and acknowledges that trees are an important part of the urban environment. The importance of trees as part of the green infrastructure is reflected within the tree policy.
- 3.6. The Council has committed to enhancing and maintaining the greening of the Borough but also to conserving essential habitats and green space for leisure and recreation.
- 3.7. As part of the ongoing commitment to green infrastructure, this planting season 5000 shrubs and 700 standard trees will be planted, this is a significant addition to the normal planting programme and demonstrates the | Council's commitment to the importance of the green environment.
- 3.8. The tree policy also recognises the importance of the contribution of our entire community, including groups, charities, schools and businesses to maximise the opportunity in achieving the Councils commitment to tree canopy cover.
- 3.9. The Council is also committed to applying for grants and external funding to support the delivery of planting projects.
- 3.10. Keeping Southend citizens informed about the Councils tree management works and how they can help with tree planting on their property is also recognised within the updated tree policy.
- 3.11. The updated tree policy has also considered the comments and views received during the public consultation on the draft policy (Appendix 3).
- 3.12. It was clear from the consultation results that people are interested in trees and the benefits they can have in an urban area.
- 3.13. It should also be noted that the majority of the people who responded to the consultation strongly agreed or agreed with the approach set out in the draft policy.
- 3.14. The consultation results further highlighted the importance of the need for proactive communications and information and how this would help inform

the Borough's citizens about the need for a variety of green infrastructure and habitats and that sustaining and increasing canopy cover is about more than planting trees.

- 3.15. In reviewing the consultation comments, several respondents raised questions about increasing the Borough's canopy cover from the current 12% to 15%, with some querying if a higher percentage could be set. It should be noted that a target of 15% for coastal locations is set out in a report by Forestry Research, part of the Forestry Commission.
- 3.16. To put this into context, Southend-on-Sea has an area of 41.75km2 and the current canopy cover is 5.17km2. To achieve 15%, over an additional 1km2 of tree canopy will be required, the equivalent of 150 football pitches.
- 3.17. To meet and exceed the target of 15%, a collective community effort is required. Therefore, it is further advised that the Council embarks on a programme of community engagement that enables everyone in the Borough to contribute towards this goal maximising the opportunities of achieving the target and beyond.
- 3.18. With the benefit of the evidence from the canopy cover repoprt and to ensure the Council maximises the opportunities on its own land, a evaluation will be carried out early in the 2021 with the objective of ensuring as many sites as possible are identified that have the potential for tree planting. This survey and any decisions that are taken as a direct result of the survey will inform future tree planting programmes and give a strong indication of the potential in meeting and exceeding the target.
- 3.19. It is also recommended that as part of the survey and planting strategy, all communities in the Borough are asked to consider and put forward sites they own for potential tree planting thus helping the Borough as a whole in maximising the desired outcome
- 3.20. It is important to note that when managing an urban tree population, it is considered in the Borough as a whole. Due to the nature of the Borough, it is not possible to guarantee a 15% tree canopy cover in every location. Some wards will inevitably have minimal tree cover, possible below the 15% cover target for the complete Borough, whilst others will have more than 15%, supporting the average across the Borough.
- 3.21. A tree canopy assessment will only consider trees above a certain size. Therefore planting which has been undertaken in recent years as part of the Council's continued tree planting programme, will not have been included in the tree canopy assessment used in the preparation of the updated tree policy. However, these trees are likely to contribute to future canopy assessments, helping the Borough reach a 15% tree canopy cover. It is also important to note that maintenance work, including pruning and crown reductions, will influence the Borough's canopy cover. For further information on how canopy cover is calculated to see appendix 2

3

- 3.22. Development within the Borough also has an opportunity to contribute to the tree canopy cover by, where possible, protecting trees within development sites and including tree planting within the landscape. These issues would be considered as part of the planning application process.
- 3.23. Other free text comments received during the consultation have been grouped into categories, such as the planting of fruit trees. Appendix 3 includes officer feedback to the free text comments.

#### 4. Other Options

- 4.1. Continue managing council trees as per the interim management statement and not adopt a new tree policy.
- 4.2. Stop managing the Council's tree stock and accept that the trees will decline and the risk to citizens and visitors will increase, resulting in a rise in claims against the Council and the potential for criminal proceedings to be taken against councillors as a result of any death or injury associated with a tree.

#### 5. Reasons for Recommendations

- 5.1. To help maintain the safety of our citizens and visitors and to support the increase in the Borough's canopy cover, it is recommended that the new tree policy, Appendix 1, is adopted.
- 5.2. The adoption of the tree policy supports the 2050 vision which includes several outcomes in which trees play a part.
- 5.3. Management of trees contributes to the response to the climate change emergency.

#### 6. Corporate Implications

- 6.1. Pride and Joy. "Our Streets and Public Spaces are valued and support the mental and physical wellbeing of our residents and visitors."
- 6.2. Safe and Well. "Green City We act as a green city with outstanding examples of energy-efficient and carbon-neutral buildings, streets, transport and recycling".
  - 6.2.1. The Council's tree policy provides clear guidelines on maintaining and increasing tree canopy cover within the Borough, supporting the 2050 ambition to mitigate the effects of Climate Change.
- 6.3. Financial Implications
  - 6.3.1. As part of the commitment to increase canopy cover to 15% by 2050 there will need to be investment in both the capital cost of planting additional trees and the revenue cost of maintaining them.

- 6.3.2. The current tree maintenance budget provides for the cost of maintenance for the current tree numbers. A significant increase in the canopy coverage will require a permanent increase to the revenue maintenance budget. An increase from 12% to 15% is a proportional increase of 21% based on current canopy coverage.
- 6.3.3. The delivery of a planting strategy and land availability study will require officer time and numbers may need to increase to support this. External consultants may also be required to provide and review i-Tree data.
- 6.3.4. Arboriculture works are procured in line with Council procurement procedures. The retendering of the contract for the provision of tree works and associated services may have resource implications such as additional cost requirements and will need to be considered at the appropriate time pending the result of any tender exercise.
- 6.3.5. Not managing the Council's tree stock effectively could result in claims against the Council for damage to property or person.
- 6.4. Legal Implications
  - 6.4.1. The Council has an obligation and duty of care to inspect and maintain trees under its control.
  - 6.4.2. Not managing the Council's tree stock effectively could result in action being taken against the Council.
- 6.5. People Implications
  - 6.5.1. No people implications have been identified at this time.
- 6.6. Property Implications
  - 6.6.1. Not managing the Council's tree stock effectively could result in damage to council assets or private property.
- 6.7. Consultation
  - 6.7.1. Results of public consultation are included in Appendix 3.
- 6.8. Equalities and Diversity Implications
  - 6.8.1. An equalities impact assessment is to be undertaken on the draft new tree policy.
- 6.9. Risk Assessment

#### Tree Policy

Risk	Mitigation
Injury, death or damage to property from trees currently identified for removal remaining onsite.	Trees in a dead or declining condition should be removed.
Reputational loss from not removing dead, dying or diseased trees for which residents have already advised of the removal.	Adopt tree policy Appendix 1.
Increase in misinformed or incorrect information being posted on social media	Communications team to monitor and respond to social media as required.
Lack of understanding of why we manage our trees, including pruning, planting and removal.	Update FAQs on the Council website.
Insufficient available space to increase tree canopy cover to 15%	Planting over the last 5 to 10 years will be recognised within the next canopy assessment. Planning policy to be used where possible to encourage tree planting within developments. Review of potential sites for group tree planting to be undertaken.

- 6.10. Value for Money
  - 6.10.1. Any associated works will be procured in line with Council policies and procedures.
  - 6.10.2. Managing the Council's tree stock reduces the risk of claims against the Council.
  - 6.10.3. The supply, plant and watering to establishment, (watering and establishment is over three years), of one standard containergrown tree is currently £290. Average tree planting per year is 300 standard trees. Current additional planting commitments and whip planting are not included in these figures.
  - 6.10.4. The current maintenance expenditure on highways tree is £450,000 per year.
  - 6.10.5. No dedicated budget is currently allocated to tree maintenance within parks and woodland. However, £95,000 on average is spent per year.

Tree Policy
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- 6.10.6. No data is available on the current expenditure on highways path maintenance that is as a result wholly or partly related to tree root damage. However, it is estimated that for streets with trees 15% to 20% of footway repairs are related to trees.
- 6.10.7. Southend's tree cover has a financial benefit to the Council. However, this is not easily recognised within the overall budget. The tree canopy assessment (Appendix 2) provides examples of these benefits, such as better health and reduced hospital admissions.
- 6.11. Community Safety Implications
  - 6.11.1. No community safety implications have been identified at this time.
- 6.12. Environmental Impact
  - 6.12.1. A well maintained and managed tree stock enhances the environment and helps provide an attractive and pleasant place to live.
  - 6.12.2. Urban trees provide the following benefits:
    - Cool air by 2 °C to 8°C;
    - Reduce the need for air conditioning by 30% and save energy used for heating by 20 to 30%;
    - Absorb up to 150kg of CO2 per year and consequently help mitigate climate change;
    - Urban trees can help filter urban pollution and fine particulates;
    - Provide habitat, food and protection to plants and animals, increasing biodiversity;
    - Improve physical and mental health;
    - Increase property values by 20%.

#### 7. Background Papers

- 7.1. Southend-on-Sea Borough Council Interim Tree Management Statement;
- 7.2. Southend-on-Sea Vehicle Crossing Policy and Application Guidance;
- 7.3. Council's We love Trees webpage. <u>www.southend.gov.uk/welovetrees</u>.

#### 8. Appendices

- 8.1. Appendix 1 New Tree Policy for Southend-on-Sea;
- 8.2. Appendix 2 Tree canopy assessment of Southend-on-Sea;
- 8.3. Appendix 3 Results of Tree Policy consultation and comments on free text from the public consultation.

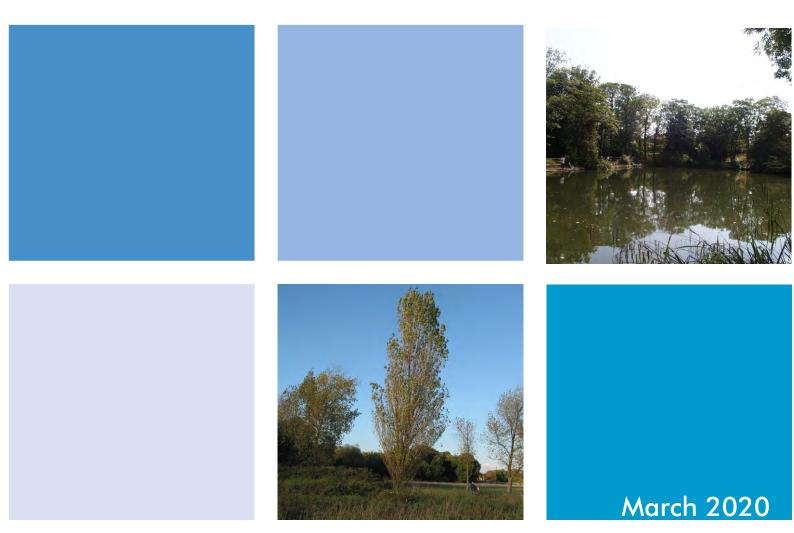
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Tree Policy

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# **Tree Policy**

# Foreword

Southend-on-Sea Borough Council directly manages many thousands of trees growing along its roads, in its parks and gardens and woodlands.

Trees are an essential part of the environment and vital to healthy urban living. At a time of growing awareness of global climate change, trees and the care of trees is more important than ever. The council has been committed to the responsible management of the borough's trees and has been planting trees in the town since the start of the 20th century.

This tree policy reaffirms the council's ongoing commitment to responsible tree management and to maintaining and enhancing the town's canopy cover. Tree canopy cover is sometimes referred to as urban canopy cover and also urban tree canopy cover. All of these terms refer to the area of leaves, branches and stems of trees covering the ground when viewed from above (Grove et al., 2006) and is expressed as a percentage.

# **Summary of the Aims of the Policy**

Trees bring many benefits to the town and its residents. This policy document describes the current tree population in Southend-on-Sea and how these trees will be managed, inspected and maintained. It sets out how and why trees are pruned, the circumstances when they will not be pruned and the reasons why trees sometimes have to be removed.

The policy affirms a presumption against the removal of healthy trees subject to complaints unless the basis of a complaint has an over-riding justification and no alternative management practice is practicable.

The Council will take steps to protect its trees from threats such as the activities of statutory undertakers (including gas, water, electric and communications) and other excavation activities or building works.

There will be a continuation of street tree planting, in suitable sites, to help maintain and extend the tree canopy cover across the borough.

The policy will be reviewed and updated regularly to reflect changes in national legislation and developments in arboricultural best practise.

# Why do we need a tree policy?

Trees play an important role within an urban environment. There has been extensive research in recent years demonstrating the significant benefits trees bring to our physical and mental health, our social and economic wellbeing, to biodiversity, to the air we breathe, and the soil beneath our feet. They help offset the effects of heavy rainfall, helping to mitigate flood risk, and offset the urban heat island effect. They capture and store carbon and particulates which pose an increasing risk to human health.

This strategy sets out the council's approach to the management of its trees for the overall benefit of the borough and its residents.

Trees bring beauty to the town but it is central to the management approach that they are not simply considered individually as aesthetic objects, but recognised as a key element of the town's green infrastructure essential to the quality of life in Southend-on-Sea.

This strategy sets out the council's commitment to protect, enhance and maintain trees in the town. It describes how this commitment will be delivered and measured.

# **Aims and Objectives**

The council recognises the significant value of trees as part of the town's green infrastructure. Green infrastructure is defined as the network of green spaces and features including parks, playing fields, woodlands, street trees, private gardens, rivers, streams and foreshore. This infrastructure is an integrated network of spaces which work together to provide multiple benefits. The benefits gained from trees in an urban landscape are set out later in this document. The key aims and objectives of this policy are:

- 1. To manage the current tree stock as an urban forest in accordance with sound arboricultural practise.
- 2. To extend the overall tree canopy cover to 15% by 2050 by planting more trees each year than are removed.
- 3. To protect trees subject to Tree Preservation Orders (TPO's) and trees in Conservation Areas, ensuring that they are retained and protected in accordance with BS5837 on all development sites.
- 4. To promote greater awareness and knowledge of trees, their value and management
- 5. To encourage the community and local businesses to plant trees on their own land and to get involved in public tree planting initiatives.

These objectives will be delivered through the actions and policy statements in this Tree Policy.

# Where are we now ?

Southend-on-Sea Borough Council maintains many thousands of trees across the borough on various sites including:

- Highways
- Parks and open spaces
- Woodlands
- Cemeteries, crematorium and closed church yards
- Council owned land
- Council housing areas

The Arboricultural Section of the council directly manage trees or advises on the management of all trees except those on council housing land which are currently managed by South Essex Homes.

#### **Overview**

The tree population across the town are varied in terms of the mix of species, age and condition. At the start of the 20th Century it was common practice to plant streets with a single species of tree. This can still be seen today in areas of Westcliff and Central Southend which are characterised by mono-cultures of London plane and lime. These would have been amongst the first trees to be planted in the town and many of these are now maintained as pollards. Other species such as horse chestnut, ash and Norway maple commonly occur as pollarded specimens and characterise some of the older plantings. These days many of these 'forest' species would not be chosen as they outgrow the space available.

In more recent years, many different types of trees have been planted as more species and cultivars have become available. This has given rise to a greater variety of species and varied age groups across the town. The annual tree planting programme adds further new species each year. Many of the town's parks and green spaces have fine mature trees within them. Planting has been continuous over the years and in many parks and open spaces good tree cover is present.

## **Tree Asset Database**

The vast majority of trees under the direct management of the Arboricultural Section are recorded on the tree management database. At the time of writing 29,242 individual trees are recorded within our highways, parks and gardens. The information is recorded and updated at the time an individual tree is inspected, when a tree is removed and when new trees are planted.

# **Canopy Cover**

A report was commissioned by Southend-on-Sea Borough Council in October 2019 to quantify the tree canopy cover within the borough and by each council ward. Tree canopy cover can be defined as the area of leaves, branches and stems of trees covering the ground when viewed from above. It is a two dimensional measurement of the spread of canopy cover over a given area. Repeat assessment of the canopy over time can provide an effective means of monitoring the tree population, setting targets and tracking the effectiveness of planting programmes.

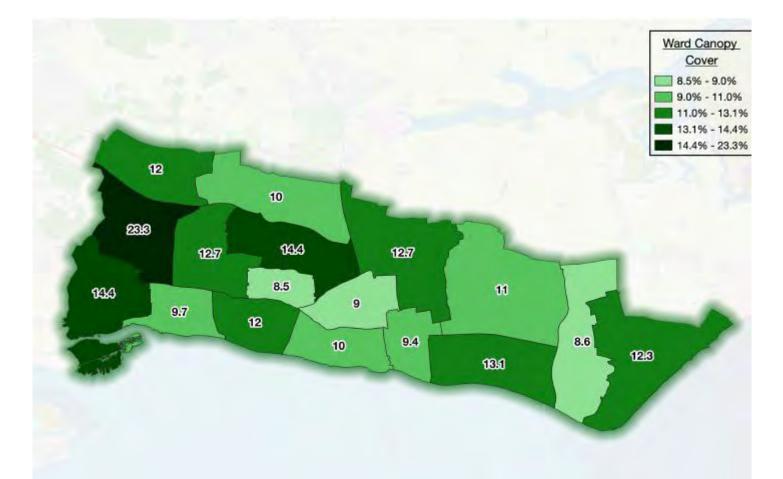
At October 2019 the canopy cover of the entire borough was measured at 12%. This includes both council-owned and privately owned trees. The cover ranged from a high of 23.3% in Belfairs Ward down to 8.5% in Westborough Ward. This reflects the high density tree population growing in Belfairs Park and Nature Reserve as compared to the very urban nature of wards such as Westborough where hard surfaces are the predominant ground material.

In comparison with other studies (Urban Tree Cover, 2018), the canopy cover in Southend-on-Sea is below the national average of 17% which was estimated in the 320 towns and cities surveyed in the UK. However, in general it can be said that coastal towns have lower canopy covers. A baseline study of canopy cover in the UK found that 20 out of 30 coastal towns had a canopy cover below 10% and the average canopy cover was 13.7%. (Treeconomics 2019).

The reason for this reduced tree canopy cover in coastal regions is that they have their own particular climate; there is less rainfall than there is inland, the sun shines longer and the wind is usually stronger with powerful gusts. The salt that the sea wind brings with it also means the trees are prone to dry out more quickly.

The overall canopy cover of an area can be affected by the presence of agricultural land, industrial estates and other commercial land, school playing fields, car parks and the presence of underground services along the highway. 229

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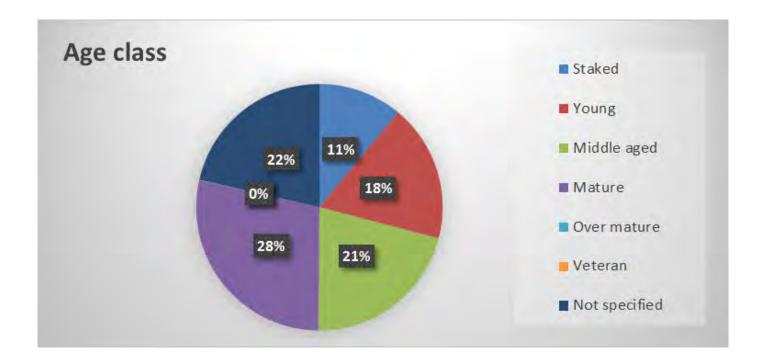


Ward	Tree Canopy Cover (%)
Belfairs	23.3
Blenhiem	12.7
Chalkwell	12.0
Eastwood Park	12.0
Kursaal	9.4
Leigh	9.7
Milton	10.0
Prittlewell	14.4
Southchurch	11.0
Shoeburyness	12.3
St Laurence	10.0
St Lukes	12.7
Thorpe	13.1
Westborough	8.5
West Leigh	14.4
West Shoebury	8.6
Victoria	9.0
Borough of Southend Average	11.95

#### **Age Classification**

A diverse age classification exists amongst the recorded tree stock. Where age class is recorded 29% are staked or young trees, 21% middle aged and 28% mature. The data available indicates an uneven age structure is present. This is a desirable trait of a tree population to allow for continuous cover.

As many of the trees are staked, young or middle aged this would indicate the canopy cover in the Borough can be expected to increase as these trees grow and planting is continued.





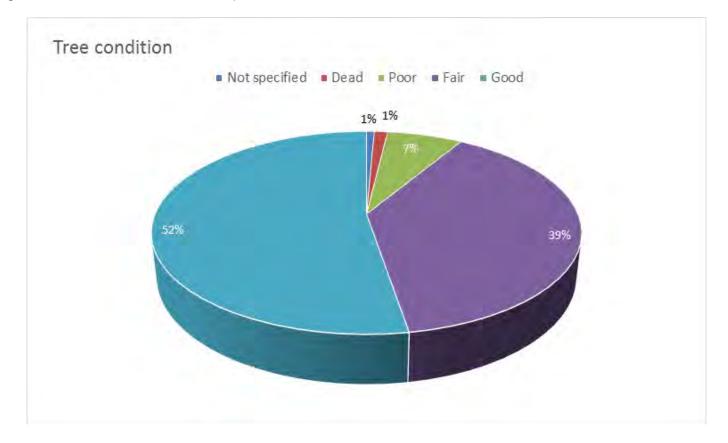
Priory Park Gardens

Priory Park

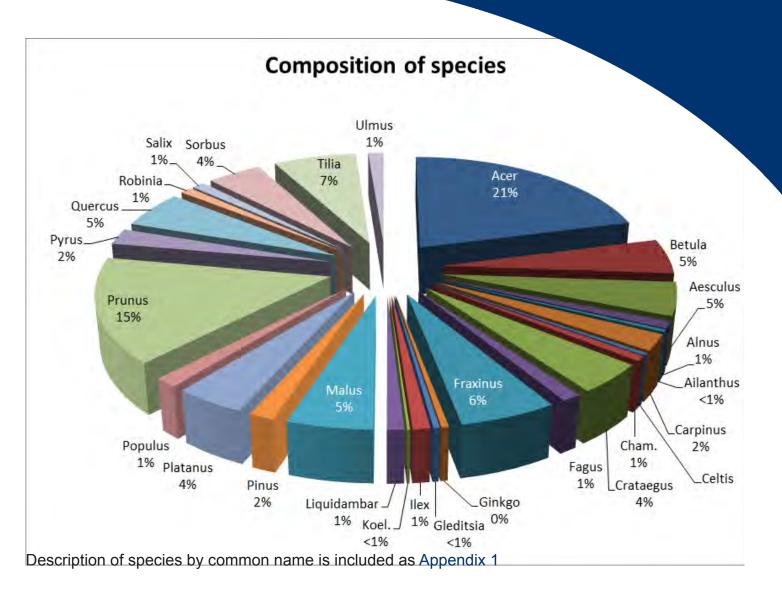
# **Tree Health**

Urban trees, especially street trees are generally growing in an alien environment. They can be subject to many stresses, such as pollution, bark damage, increased heat, water availability, salt damage, soil compaction as well as the activities of utility companies and vandalism.

The data available would indicate that the overwhelming majority of trees were found to be in fair or good condition at the time of inspection.



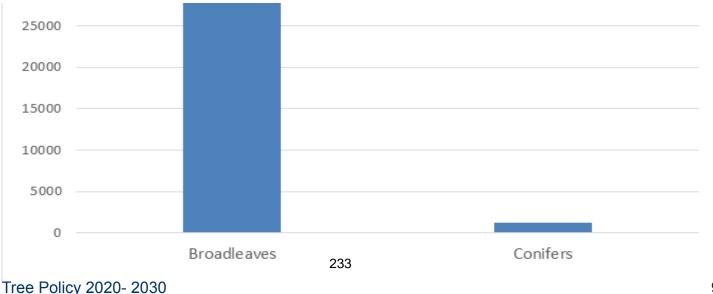




# **Broadleaved and Coniferous Trees**

It is to be expected that broadleaves will outnumber conifers within our tree population. Evergreen conifers are useful for removal of pollutants and opportunities for planting should be sought. Their form, especially when young, generally makes them largely unsuitable as street trees. They are less amenable to pruning, create site line obstructions, are subject to leaf fall throughout the year and produce shade all year. The opportunities for park and larger verge planting should be considered..

From the data available it would indicate the overwhelming majority of trees were found to be in fair or good condition at the time of inspection.



# **Policy Context**

# **National Policy**

#### **National Planning Policy Framework**

The national planning context is provided by the National Planning Policy Framework (NPPF) as updated in February 2019. This framework sets out the Government's planning policies for England and how these are expected to be applied. The role played by trees and woodland is intrinsically linked to a number of sections of the revised policy, namely

- Promoting healthy and safe communities
- Creating attractive, welcoming and distinctive places to live, work and visit
- Conserving and enhancing the natural environment
- Building a strong, competitive economy
- Ensuring the vitality of town centres
- Promoting sustainable transport
- Meeting the challenge of climate change, flooding and coastal change
- Conserving and enhancing the historic environment

# **Local Policy**

#### Local Planning Framework

Southend-on-Sea's Core Strategy Development Plan Document (DPD) was adopted in December 2007. This sets out the council's spatial strategy and strategic planning policy framework for the borough.

The 'Development Management' Development Plan Document, adopted in 2015, provides more detailed policy information. It states that all new development that creates additional residential and/ or commercial units should incorporate urban greening measures including tree planting. It highlights that the many benefits gained from planting and landscaping should be a major consideration at an early stage and should not be merely an afterthought or considered as purely a decorative element to be added once built structures are designed or constructed; that the use of plants and trees should be considered an integral part of every development.

It sets out how urban greening provides a wide range of benefits, including wildlife activity and connection, creates a positive sense of place, provides environmental protection for local communities, aids climate adaptation, and enhances quality of life providing health and recreational benefits. Furthermore it contributes to the emergence of a continuous linked network of varied landscapes that begins at the 'front door' and connects with the wider area.

#### **New Local Plan**

The emerging Local Plan identifies the significant pressures on local development. Government targets growth between 18,000 and 24,000 new dwellings and 10,000 – 12,000 new jobs in the next twenty years.

The first stage of consultation on the Local Plan Issues & Options document was undertaken between February and April 2019. It focuses on 12 key issues. Green infrastructure is relevant to many of these:-

Issue Three	Securing a thriving local economy
Issue Four	Promoting Southend as a major resort
Issue Five	Providing for attractive and vibrant town centres
Issue Seven	Facilitating good design, healthy living and built environment
Issue Eight	Providing Community services and infrastructure

Issue Nine	Enhancing our natural environment
Issue Ten	Planning for climate change

The most common comment in the consultation was a wish to see more trees and urban greening in the town centre.

# Southend's Vision 2050

Trees and woodland contribute to four of the five key aims of the Southend 2050 vision.

#### **Pride and Joy**

#### Our street and public spaces are clean and inviting

Trees make our streets, green spaces and commercial areas more inviting and attractive. The presence of trees and other green infrastructure improves the attractiveness of an area helping encourage people to visit and take pride in the town.

Community tree planting projects help to bring the community together to enhance their public spaces.

#### Safe and Well

# We act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, streets transport and cycling.

Green infrastructure in our streets improves the climate resistance and visual appearances of the urban landscape. Increased greening and improving the proportion of green space benefits the urban environment.

Trees are central to a cohesive approach to green infrastructure which brings significant benefits to mental, physical and social well-being.

Looking after existing trees and planting new ones helps the town with its green aspirations and helps with air quality, surface water management and reduces the urban heat island affect, which in turn reduces the need for air conditioning.

#### Active and Involved

#### A range of initiatives help communities come together to enhance their neighbourhood and environment.

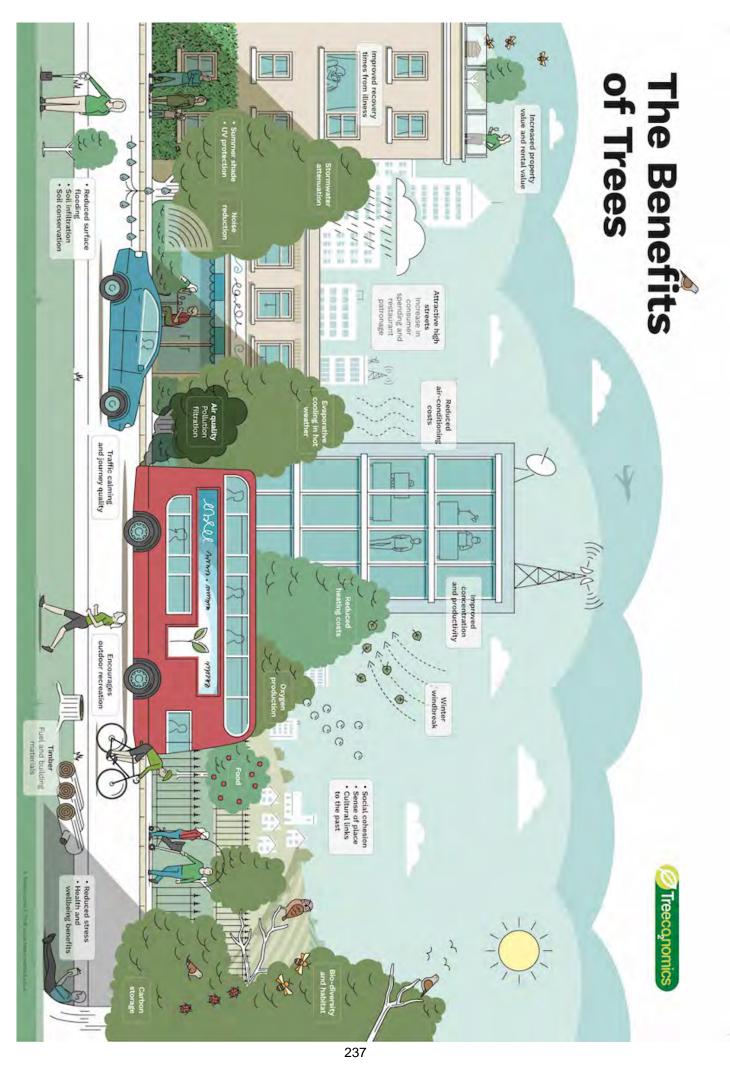
Community tree planting initiatives help the community come together to enhance their neighbourhood and environment. Young people and school groups can become involved in planting trees and shrubs to create new areas of wildlife habitat. These projects provide great opportunities to learn about trees and plants and the environment.

#### **Opportunity and Prosperity**

# We have a fast-evolving, re-imagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities.

Trees can help to create a town centre which is more attractive, healthier and enjoyable for all.

Trees will contribute to the successful delivery of key regeneration schemes.



# **The Benefits of Urban Trees**

Trees provide many benefits and services and as such they are valued by people in their own gardens and also in the streets and park areas where they live. Trees on publicly owned land are valued by different people in different ways. Some of the benefits come from the attributes of a single tree, while others are derived from groups of trees functioning together. Here are some of the benefits that we may enjoy from our local trees in Southend.

- 1. Being near trees is good for our health Japanese studies in 2009-2012 showed that being in the presence of trees (a pastime they named forest bathing) is proven to lower heart rate and blood pressure (Park, JB et al, 2010), reduce stress hormone production, boost the immune system (Qing-yan Li, Maiko Kobayashi et al 2009) and improve overall feelings of wellbeing (Park, JB et al, 2010). City and town residents can also benefit from regular visits to a park or green space with even brief exposure to greenery reducing stress levels s (Tyrväinen, L., et al 2014). As it is now estimated that over 70% of people are now living in urban environments the importance of trees and green spaces within these urban areas is increasing as their benefits to us are still being discovered. The NHS has recognised that patient recovery rates can be improved by the presence of trees by introducing the NHS Forest project, https://nhsforest.org
- 2. Better air quality Trees absorb the greenhouse gas carbon dioxide as well as air pollutants such as nitrogen dioxide, sulphur dioxide and ozone and are able to intercept harmful particulates from vehicle engines, smoke, dust and pollen. In addition to this they produce and release oxygen via photosynthesis. Combined these tree functions help to reduce the incidence of diseases aggravated by airborne pollutants. (G., Quinn, J. et al 2008, and Stewart, H. et al 2002.)
- **3.** Provide natural beauty which softens the hard urban landscape Trees and other vegetation break up the straight lines of roads, buildings and street furniture providing an attractive counterpoint. As such trees enhance the liveability of urban roads and streets as they are not just thoroughfares for vehicles but also serve as public spaces for people to walk, shop, meet and participate in activities.
- **4. Can be a tool for traffic calming** Commuting by car can be a stressful experience of urban life. Trees and landscape along the sides or centre of roads can have a positive effect on driver behaviour and perception, resulting in safer roads. Drivers who have views of vegetation and trees



show reduced levels of stress and frustration compared to those driving though built up areas with no vegetation and landscaping (Parsons, R., et al 1998). There has also been research carried out which suggests that trees may improve driving safety. Trees in urban roadsides may be associated with reduced crash rates as it is thought their presence may produce a psychological cue to drive more slowly (Mok, J.-H., et al 2006).

- **5. Can help reduce flooding**. The frequency and severity of flooding events has increased in the UK over recent years. Buildings and roads together with areas of compacted soil around urban settings are much less permeable to rainfall than natural land covers. For this reason water runs over these surfaces more quickly, often stripping off topsoil, to enter rivers, streams and brooks which can then burst their banks. Or surface water can cause flooding as it is unable to easily penetrate the ground. Trees, hedgerows and woods can be part of the solution. Strategic planting can have a positive impact in areas experiencing floods from waterways and surface run off. Trees are able do this in the following ways.
  - The canopy of the tree directly intercepts rainfall which will either drip from the leaf surface, run down the twigs, branches and trunk and see into the ground, or may evaporate from the leaves later on.
  - Under the tree canopy roots grow outwards creating minute channels in the soil through which rain water can penetrate more quickly and deeply so that flooding is less likely.
  - By absorbing water during the growing season trees near catchment areas reduce the pressure on drainage systems in urban areas.
  - Trees, shrubs and even deadwood along the banks of streams and brooks act as break on flood waters, holding back water and slowing the flow during heavy rainfall. (Soltis D. 1997)
- 6. Reduction in noise pollution In urban areas noise can reach unhealthy levels. Many towns and cities have acknowledged the impacts of this increasing environmental issue and taken action to address noise pollution. By strategic planting and landscaping, trees and other plants can be used to improve the situation as leaves, branches and trunks help to scatter and absorb sound waves. Trees also provide 'white noise' by the movement of their leaves and branches in the wind. This noise helps to mask other man-made noises nearby.
- 7. Benefits to wildlife Trees are living systems that interact with other living things which share and recycle resources. Trees provide food and shelter for wildlife especially insects and birds. In urban areas they are an important source of nectar for pollinators, notably bees. (RHS 2015)
- 8. Reduce the heat island effect Urban heat islands describe how average temperatures are higher in built up areas than the surrounding rural land. They exist because of decreased wind, increased high density hard surfaces and through heat generated by human activities. Trees can be successfully used to mitigate heat islands as they provide shade making streets and buildings cooler in the summer, and they dissipate heat through the release of moisture which cools the air (Mayor of London, London's Urban Heat Island, 2006).
- 9. Food. In woodlands, parks and towns trees provide fruit, berries and nuts.
- 10. Fuel. As a by-product of tree management and coppicing trees will provide biomass for domestic heating and industrial production of heat, electricity and biofuels. Solid fuel burning produces an invisible, ultra-fine particulate matter (PM2.5) pollutant which is harmful to human health. Short and long-term exposure to PM2.5 increases the risk of early deaths from respiratory and cardiovascular diseases as well as increased hospital admissions. The Clean Air Act says that you must not emit "dark smoke" from your chimney if you live in a smoke control area. Changes in legislation in 2021 will phase out the use of polluting solid fuels including wet or 'green' wood in favour of cleaner alternatives such as dry or seasoned wood with a moisture content of less than 20%.
- **11. Timber.** Trees provide a sustainable source of timber for construction.
- **12.Social development.** Trees and woods can help to bring people together and strengthen communities through volunteering. The involvement of people in the practical activities of planting and caring for local trees and woods can build a stronger sense of ownership and civic pride.

- **13. Education.** Trees and woods can be used as an educational resource which can be linked to the national curriculum. Easy access to trees and woodland provides an invaluable facility for both formal and informal learning in the urban environment. The Forest School movement pioneered an innovative approach to outdoor education which demonstrated significant benefits to personal development and learning. The increasing number of Forest schools build self-esteem and confidence through regular visits to woodland sites. Children learn to appreciate nature, to practice and master tasks and acquire associated social skills.
- **14. Improved property values.** Research has shown that trees can provide significant benefits for property owners by increasing property values and selling prices.



Street Trees in Leigh

# **Tree Management**

The council has a legal responsibility to manage its trees. The principle areas of legislation relating to tree risk management are:

The Occupiers Liability Acts 1957 and 1984 The Highways Act 1980 The Health and Safety at Work Act 1974 The Local Government (Miscellaneous Provisions) Act 1976

# **Tree Inspections**

Southend-on-Sea Borough Council own and maintain many thousands of trees throughout the Borough. Statutory obligations dictate how the Council must manage trees that are within areas of its control; these are principally the Highways Act 1980 and the Occupiers' Liability Act 1957 & 1984. Statutes such as The New Roads and Streetworks Act 1991; Health and Safety at Work Act 1974 and the Wildlife and Countryside Act 1981 govern how contractors working within the Borough must operate. The Town and Country Planning Act 1990 places a duty upon the Council to assess the impact of tree loss within the Borough; where the loss is likely to have a significant impact upon the local and wider landscape the Local Authority must consider protecting trees through the Tree Preservation Order (TPO) process.

# Who inspects council managed trees?

The council's Arboricultural Officers carry out proactive and reactive inspections. The Arboricultural Officers are qualified to at least National Qualification Framework Level 4 in Arboriculture. Qualifications can include Professional Tree Inspection Certificate, Technical Certificate Arboriculture, Bachelor of Science etc.

# Trees and risk

The council has a statutory duty of care under the Health and Safety at Work Act 1974 and the Occupiers Liability Act 1957/84 to ensure that members of the public and staff are not put at risk because of any failure by the council to take all reasonable precautions to ensure their safety.

There is a need to inspect trees in or near public places, or adjacent to buildings or working areas to assess whether they represent a risk to life or property, and to take remedial action as appropriate.

#### Inspection methodology

Visual Tree Assessment (VTA) (Mattheck & Breloer 1994) is the industry recognised method for tree inspection. This method is used by the council Arboricultural Officers.

Inspections are recorded on the council's tree management database. The tree management system currently used is Ezytreev. This system is able to record each tree inspection and also any works to be carried out.

The Borough is divided into three areas, west, central and east. Each area has an Arboricultural Officer assigned to it.

# Why inspect trees?

Generally trees are inspected, at a frequency set out in this policy, to monitor their structural and physiological state to ensure they are in an acceptable condition for their location. Highway trees are also inspected to ensure they are not impeding the passage of vehicles or pedestrians. Additional inspections will be undertaken if a valid customer enquiry is received or an incident occurs, to assess if remedial works are required.

Proactive tree inspection has the benefit of building a picture of the tree stock so its species make up, age class and condition is known. Proactive tree inspection should also identify those trees which have irremediable defects or have reached the end of their safe useful life expectancy this could mean that they are growing poorly, offering reduced amenity value, adversely affecting other, and better trees. These trees can then be removed and replaced.

Trees may be inspected for the following reasons.

- Proactive-as part of the cyclical tree inspection regime for highway and parks trees.
- Reactive-in response to a valid customer enquiry.
- In response to a planning application.
- To carry out a tree risk/benefit analysis. To ascertain whether a beneficial defective part of a tree can be safely retained in its situation. For example whether dead wood can be retained as a valuable habitat. This will be done by considering the severity and likely impact of failure.
- To assess either amenity or monetary value of a tree or group of trees. This would normally only be done as the result of a planning application or development which if approved would mean the loss of one or more healthy trees.

# Levels of inspection

Various levels of inspection take place, both formal and informal.

Formal inspections:

- Walk over surveys. Examples being for the removal of basal and epicormic growth within a street, (this is the removal of shoots growing from the base and on the trunk of the tree) or to identify trees which require closer inspection within wooded areas where individual tree inspection is not practicable due to tree numbers.
- Detailed inspection: where tree data is recorded via hand held device and works recommendations made. Individual trees will be inspected using VTA, probes and sounding mallets or similar. These hand tools help to evaluate obvious decay pockets and cavities and to assess wood intergrity via sound.
- Advanced inspection using decay mapping drills or tomography. Informal inspections:
- Defects noticed by parks staff for example whilst carrying out daily tasks.

Parks staff may also report issues to Arboricultural Officers for further inspection.

# **Frequency of inspection**

#### Highway trees

Highway trees are divided into 2 main inspection regimes, quiet roads and principal roads. The vast majority of highway trees are recorded on the tree management database.

#### **Quiet roads**

These are generally minor roads which buses do not use where the speed limit is normally 30mph or below. The aim is to carry out a detailed inspection of the trees alongside quiet roads every 3 years as part of the cyclical maintenance regime.

#### **Principal roads**

These are generally bus routes or major roads such as dual carriageways. These roads will have greater vehicular use and often have speed limits beyond 30mph. The aim is to carry out a detailed inspection of trees alongside principle roads every 2 years as part of the cyclical maintenance regime.

#### **Green Spaces**

Trees in green spaces which includes parks, open spaces, cemeteries and closed churchyards also require inspection to ensure they do not pose unacceptable risks to users. At present the majority of trees within the larger parks and open spaces of the borough are recorded on the tree management database.

Further work is required to ensure all parks' trees or tree groups are recorded and to fully develop a robust inspection regime. This will be in line with recommendations made by the National Tree Safety Group.

Green spaces will be allocated a 'usage zone' either, high, medium or low to inform frequency of inspection. This usage zone will be informed by visitor use and events which are held in parks. We aim to have all trees within parks and open spaces on the tree management data base and an inspection regime in place by April 2021

#### Woodlands

It is impractical to inspect every individual tree within woodlands and unnecessary as the vast majority of trees in woodlands have very low footfall or use beneath them.

Woodlands, or parts of woodlands will also be zoned for low, medium or high usage and inspection type and frequency will then be implemented by April 2021.

Examples of usage zones in the context of green spaces

- High: a main park, area within a park or open space which hosts lots of events with many visitors and large trees.
- Medium: a main park or area within a park, or open space without regular events and lower use.
- Low: informal open spaces with low tree cover or groups of scrub.
- No formal inspection: minor trails within woodlands or areas with little public access.

#### **Tree Risk Assessment**

The current system used where necessary is Quantified Tree Risk Assessment (Q.T.R.A.). This system is currently used by The Arboricultural Section to set inspection frequencies within woodlands and parks.

# When do we prune trees?

Trees can be pruned and removed at any time of year but it is good practice only to carry out heavy pruning, for instance pollarding and crown reduction pruning works, in the winter and summer. During autumn and spring the sap flow within the tree is at peak levels. It is best to avoid major works during these two periods as this will benefit the health of the tree. In the spring the buds burst and sap flows  $\frac{243}{243}$ 

up and into the new leaves so it is best to wait until the leaves have fully flushed and hardened before any pruning is carried out. In the autumn the tree is withdrawing sugars from the leaves and storing it before they drop so waiting until winter is recommended.

The most common pruning operation carried out on Southend's street trees is a maintenance prune. This involves the removal of minor branches to maintain safety for road users and pedestrians. Growth at the base of the tree which could obstruct pedestrians is removed as are any dead or low hanging branches which could impede vehicles or pedestrians. This type of pruning work can be carried out any time of year.

# Why do we prune trees?

A tree growing in a rarely visited field can be left unpruned to grow as nature dictates. However trees that we plant in our parks, open spaces and highways have to be inspected and maintained by pruning when necessary. The main reason for this is the duty of care that Southend-on-Sea Borough Council has towards its residents and visitors. They must be able to go about their lives safely amongst the thousands of street and parks trees. You may think that trees just look after themselves but the Council carry out routine inspections followed by a rolling programme of maintenance pruning. Not every tree will require pruning after an inspection. Unless there is a potentially hazardous structural defect in the tree it is best to prune it a little as possible as removing branches and foliage reduces the ability of the tree to photosynthesise (produce sugars) which can put the tree under stress. However some trees are able to tolerate extremely heavy pruning such as pollarding where the entire crown is removed. This can be carried out on trees such as London plane and lime trees. Generally this is carried out where trees are located in situations where it is not possible to allow them to grow into their full dimensions since they are too close to buildings and roads.

#### Reasons why trees are pruned

- To remove low growth obstructing vehicles in the carriageway
- To remove low growth obstructing pedestrians using the public footway
- To remove or reduce branches obstructing a clear view of street signs, road warning signs and traffic signals
- To remove or reduce branches interfering with street lighting and Southend-on-Sea Borough Council CCTV cameras
- To remove or reduce branches touching a nearby building
- · To remove or reduce branches pushing heavily against overhead telephone cables
- To remove dead, decaying, diseased, damaged or defective branches
- To reduce the size of the crown where a tree has become too large for its location in the view of the council's Arboricultural Officer.
- To reduce the size of the crown where a tree is proven to be implicated in subsidence damage to a nearby property
- To reduce the crown back to the previous pollard reduction points
- To improve the structure of the tree for long term health and retention
- In emergency situations where trees have been damaged by strong winds or they have been hit by vehicles so as to leave them in a hazardous condition.
- To prune back roots where they are causing disruption to nearby hard surfaces when it is safe to do so.
- To address privately owned trees where they pose a threat to highway users. The Council has
  a legal obligation to ensure that all trees located close to the highway do not pose such risks to
  highway users. Where privately owned trees pose unreasonable risks to highway users, the Council
  will contact the owner of the tree to request appropriate action is taken within a stated timescale.
  If this action is not taken then the Council has the legal powers of enforcement to ensure that the
  required work is undertaken. All costs will be re-charged to the owner of the trees.

# When don't we prune trees?

- The tree is blocking TV and satellite reception. (A television licence is a permit to operate a television receiver, but it does not guarantee any reception or any legal right to a reception).
- The tree is blocking a view. There is no right in law to a view and the Council has no obligation to improve a view obstructed by a tree.
- The tree is causing shading. There is no legal requirement for tree owners to remove or prune their trees to improve the amount of light that reaches a neighbouring property.
- The tree is blocking sunlight reaching solar panels placed on a neighbouring private property.
- The tree is perceived to be too large. Usually species of tree are selected taking into consideration the eventual size that the tree can achieve. However in some instances the tree may outgrow the space available in the location so a crown reduction may be considered appropriate in order to retain the tree.
- The tree is considered to be producing too much pollen. Tree pollen can influence people who suffer from hay fever and other allergies. However the presence of trees has positive benefits to the environment which help to alleviate serious respiratory problems caused by poor air quality.
- The tree is lightly touching telephone lines. The Council will however prune back branches which are seen to be heavily rubbing against overhead cables.
- A tree will not be removed or pruned due to the presence of bird droppings. Birds naturally roost in trees and whilst their droppings may be perceived to be a nuisance, this is not considered sufficient reason to prune or remove a tree. The Council will not remove any bird droppings from private land.
- A tree will not be removed or pruned to alleviate the sap or honeydew falling from trees onto objects
  or surfaces beneath. Honeydew is the sticky excretion produced by aphids feeding on the sugary
  sap found within the tree's leaves. This is a natural and seasonal event. Some tree species like
  limes and sycamores are more prone to aphid infestation than others. When new trees are being
  planted species selection takes this into account, with trees less prone to aphids being chosen
  where possible.
- The tree drops leaves in the autumn. Autumn leaf fall is a natural event. The public footways and highways are cleared of autumn leaf fall by the Council cleansing department. The clearance of autumn leaves from private gardens, driveways and gutters etc. is regarded as being part of normal property maintenance and is the property owner's or tenant's responsibility. Even if the leaves originated from Council owned trees.
- The tree drops fruit. The Council will not fell a tree to prevent fruit from falling on to surfaces below.



Crown reductions before and after



# Why are trees removed?

The council inspect highway and parks trees on a cyclical basis as part of their overall tree management programme.

Given the diversity of age range and urban land use it is inevitable trees may on occasion require removal. The decision to remove a tree will be taken by one of the council's qualified Arboricultural staff, based on sound arboricultural practice and appropriateness to the situation. In an urban environment trees cannot be left to die or become destabilised without intervention. The level of intervention has to be in proportion to the likelihood of death, injury or damage that would result from tree failure.

It should also be considered that just because a tree is alive and in full leaf this does not mean that it is not a hazard. It may have structural, internal or underground rooting problems which are severe enough to render the tree hazardous and would require removal. These hazards may not always be apparent to the untrained eye.

Trees will be removed for a number of reasons;

- The tree is dead.
- The tree has become structurally unsound due to colonisation by wood decaying fungi. Or the tree is colonised by wood decaying fungi and also has poor vitality and therefore unlikely to recover so retention is not viable.
- The tree is colonised with Meripilus giganteus (or similar decaying organism) where it is not practicable to quantify the extent of decay and the tree is growing close to people and property.
- The tree is infected with a disease from which it is unlikely to recover or infected with a pest or disease and removal is required for bio security reasons. This helps to prevent the spread of the pest or disease affecting other healthy trees.
- The tree is in poor physiological condition and unlikely to recover, due to drought or other reasons.
- The tree has poor structural form such as multiple bark inclusions or is a species prone to branch failure.
- The tree is an unsuitable species for its location and is being removed as part of a phased removal, or total removal and replanting programme. This could apply to a group of trees or a single tree.
- Where a tree is in competition with another or other trees and thinning is necessary to promote healthy growth of others.
- The tree is self-sown in an unfavourable location.
- The tree has suffered mechanical damage and has been rendered unviable for retention due to catastrophic damage to crown, stem or root system. This can be a result of actions such as traffic collisions or severe storm damage.
- The tree has caused significant root damage to a footway or other highway structure where alternative engineering solutions are not viable and root pruning is not viable due to the effect on tree stability, health or where the species is known to produce significant sucker growth.



- The tree has grown in a way as to obstruct the highway to impede its safe use. This refers to stems, root stocks or buttresses
- The tree has been proven to be the cause of direct or indirect damage to property and other solutions rather than tree removal are not practicable.
- The tree requires removal to allow statutory undertakers to repair apparatus.
- To implement an approved planning permission. Full planning permissions, where standing trees would impede the approved development, do not need to directly specify the trees to be felled in their application. However, where there's a desire to remove standing trees, and those trees are not, for example, within the approved footprint of a structure to be constructed, then those trees would need to be explicitly referenced in the planning application and permission in order to allow for their legal felling. This includes trees subject to Tree Preservation Orders.

## Informing residents of tree removals?

Residents will be advised when a tree in a street is going to be removed by:-

- Hand-delivered letters to houses in the street in a 30 metre radius form the tree ٠ (not flats where more than four residences are in the same building)
- A notice will be placed on the tree at least 10 working days before it is to be removed
- Information will be posted on the council website
- Ward councillors will be informed by e-mail

When a tree has to be removed in an emergency it will not be possible to issue letters or notices and residents will not be informed.



## Trees and Subsidence

From time to time trees may be subject to complaint and claim for compensation on the basis of the allegation that a tree is causing damage to property. Trees are regularly and incorrectly blamed as the 'obvious' cause of damage.

Damage is categorised as either direct or indirect damage. Direct damage may occur from a falling tree or branch or where a tree is in direct physical contact with a neighbouring structure. Indirect damage may result from the actions of tree roots removing moisture from the soil on neighbouring properties resulting in subsidence.

Subsidence generally occurs in areas with an underlying geology of shrinkable clay. Such soils are prone to expand when wet and shrink when drying out. The resulting changes in volume can affect structures built upon them. Periods of drought or sustained wet weather are influential on this pattern. Tree roots are almost invariably chosen as the primary factor however damage may result from a number of factors, such as ; inadequate foundations, structural failure, poor maintenance, vibrations from roads or railways, major work in neighbouring properties or leaking drains.

Tree roots typically will not cause any problems to drains in good condition, unless they are located very close to a tree where some larger roots may come into contact with the drains as they increase in girth. 247

When tree roots are found within drains the cause is usually a broken or leaking pipe which has attracted tree roots by increasing the moisture content of the soils surrounding the leaking section. Roots can then gain access through the broken pipe and may grow prolifically. Southend-on-Sea Borough Council will not prune, cut the roots, or fell a tree owned or managed by the Council to prevent root growth in the vicinity of drain networks.

Where it is alleged that council-owned trees are implicated in building damage, the council will require the property owner to provide technical evidence to support their claim. This evidence may include but not necessarily limited to:-

- Engineer's report detailing the damage to the building
- Details of surrounding trees/vegetation
- · Details of any findings from trial pit excavations
- Evidence of level or crack monitoring
- Root identification
- Drain survey
- · Soil analysis

Claims against the Council are managed by the Risk and Insurance team supported by site surveys carried out by the Arboricultural team. Where it is considered that a tree has been justifiably implicated in causing damage there are several potential courses of action. These include:

- Crown reduction to reduce water uptake by the tree
- Excavate a trench and sever roots where this does not compromise the stability of the tree
- Remove the tree
- The course of action selected will depend upon the extent of damage and the details provided by the evidence



# **Trees in Green Spaces**

Southend-on-Sea Borough Council has a rich heritage of tree planting within its parks and open spaces and therefore has many fine trees within them.

Parks and open spaces offer greater opportunity to plant large growing species and allow them to grow to their full mature size. They are generally not subject to the same pressure for pruning compared to street trees since they do not usually affect street furniture, highways or buildings and houses.

It is therefore the Council's aim to allow trees within parks to grow to their mature size although it is accepted on occasion that conflicts will arise and pruning may be necessary.

It is possible to plant cohesive groups of trees and native hedgerows where connection between canopies is made. Trees provide habitats for bats, birds, insects, lichens and mammals, especially in older trees which may contain cavities, holes and dead wood. It is therefore desirable to retain these features in trees where possible as long as the tree does not pose an unacceptable risk of harm to people or properties. To retain features such as this pruning may often be necessary to lessen the weight on a defective part of the tree. 248

Trees will continue to be planted in parks but care will be taken not to plant trees to the detriment of other habitats such as grassland or meadows.

# Woodlands

The council currently maintains 41.00 hectares of woodland. Woodland makes an important contribution to the overall canopy cover of the town. There are three areas of woodland; Belfairs Nature Reserve and Park, Oakwood North and South and St Mary's Nature Reserve.

Belfairs Park is by far the most significant woodland covering 36.8 hectares. It is listed as a Site of Special Scientific Interest (SSSI) as Hadleigh Great Wood and Dodd's Grove. The wood is part of the ancient Hadleigh Great Wood. The woodland is managed as coppice-with-standards oak woodland. It is recognised as one of the largest and best examples of ancient woodland in South Essex and the last known stronghold of the rare Heath Fritillary butterfly. Oak trees dominate as standards while coppice species include Hornbeam, Sweet Chestnut, Birch and Hazel. Some of the coppice stools are estimated to be 1,000 years old. The wood is a richly diverse habitat with many species of flora and fauna.

Oakwood North and South are ancient semi- natural woodlands of lapsed hornbeam coppice and oak standards. They are not currently under active management.

St. Marys Nature Reserve is secondary woodland.

# **Trees on the Highway**

Tree roots can sometimes cause damage to the footways and the highway. The stems of trees may sometimes grow to a size that restricts the width of the footway.

The council has a duty under Section 41 of the Highways Act 1981 to ensure that pathways are reasonably passable without presenting a danger. It must also ensure that access is equal for all under the Equality Act 2010. This will mean that on some occasions it is necessary to remove a tree. However, this will be the last option after all other alternatives have been considered. The council will follow best practise and consider the engineering alternatives to the removal of trees.



Increased tree pit size, infilled with self-binding gravel <sup>249</sup> Tree Policy 2020- 2030 These will be considered on a case by case basis and include:

- Increase the size of the tree pit where footway width allows
- Use flexible infill materials such as resin bound or self-binding gravel where pavement width is restricted
- Replace wide kerb stones with narrow ones, construct concrete kerb 'in situ' or dispense with kerbstone
- · Use tarmac surfacing to replace paving stones
- Prune the roots where this will not destabilise the tree
- Construct build-outs to accommodate existing trees or plant new ones

# **Trees on Housing Land**

There are approximately 1500 trees growing on housing land managed on behalf of the council by South Essex Homes. These trees offer all of the benefits described in this policy and contribute to the overall canopy cover of the town. It is important that their maintenance is consistent with the management policy of Southend-on-Sea Borough Council.

# **Trees in Private Ownership**

#### **Privately owned trees**

In the vast majority of cases Southend-on-Sea Borough Council has no control over privately owned trees, either regarding their maintenance or with regard to planting of trees on private land. Legislation exists to enable the Council to protect trees or woodlands on private land by serving Tree Preservation Orders, or they can be afforded legal protection to an extent if they are growing within a Conservation Area.

Under the terms of The Highways Act 1981 Council may serve notice on the owner of a private tree if the tree presents a risk to the safe use of the highway. This can include removing dangerous trees, pruning branches to clear sightlines, road signs or traffic lights or to remove branches restricting safe use of the footway. If the work is not carried out then this can be carried out by the council with all reasonable costs recharged to the owner of the tree.

On occasions owners may not make dangerous trees safe. In exceptional circumstances the council has powers under the Local Government (Miscellaneous Provisions) Act 1976 to undertake work on private land when a tree presents an immediate danger to people or property.

# **Trees and Planning**

# **Tree Preservation Orders**

Legislation exists to enable the Council to legally protect trees. This is by the way of a Tree Preservation Order (T.P.O.) or if they are growing within a Conservation Area.In either case The grant of planning permission overrides a TPO he trees have to be over 3.5m in height to be considered for protection.

If a tree is protected by a TPO a written application is necessary to the Council to gain consent for works to it. Applications will be assessed on the reasons for the work and the impact it may have on the tree either to its visual amenity or its health.

If a tree is growing within a Conservation Area six weeks written notice is required to be given to the Council of proposed works. This gives the Council an opportunity to assess the notification and serve a TPO if the works are detrimental to visual amenity or tree health.

The law on Tree Preservation Orders is in Part VIII of the Town and Country Planning Act 1990 as amended and in the Town and Country Planning (Tree Preservation) (England) Regulations 2012. The grant of planning permission overrides a TPO. At present there are 189 Tree Preservation Orders within the Borough. These individual orders may protect a single tree or multiple trees. Further information on TPOs and Conservation Areas can be found on the councils website at https://www.gov.uk/guidance/tree-preservation-orders-and-trees-in-conservation-areas

Trees are assessed on their suitability for a TPO using the TEMPO system (Tree evaluation method for preservation orders) developed by Forbes Laird Arboricultural Consultancy. http://www.flac.uk.com/wp-content/uploads/2014/12/TEMPO-GN.pdf

#### **Trees on development sites**

The Town and Country Planning Act 1990 places a statutory duty on Local Authorities "to ensure whenever it is appropriate that in granting planning permission for any development, adequate provision is made by the imposition of conditions for the preservation or planting of trees".

The Council will not register applications for development unless full tree related information is supplied in line with BS5837:2012.

Further information can be found on the council website. https://www.southend.gov.uk/downloads/file/5405/local\_validation\_list\_document\_-\_march\_2018\_ adopted

#### Assessing the value of trees removed for development and replacement planting

The Council will be opposed to the removal of A and B category trees on development sites and construction within their root protection areas will be resisted. A and B category trees are

A – Trees of high quality and value, in such a condition as to be able to make a substantial contribution (minimum 40+ years remaining lifespan suggested).
 B – Trees of moderate quality and value, in such a condition as to be able to make a substantial contribution (minimum 20+ years remaining lifespan suggested).

If trees are proposed to be felled as part of a planning application, replacement planting will be sought. All trees proposed for planting should be accompanied by a full specification for watering and maintenance for a period of 3 growing seasons after planting. Trees proposed for planting on development sites should be procured and established as detailed in BS8545:2014. This is the Brirish Standard which details recommendations to assist people involved in planning, designing, producing, planting and managing new trees in the landscape.

As the general rule the council will not agree to the removal of street trees as part of private development schemes or for the provision of private vehicle crossings.. In some exceptional circumstances tree removal may prove unavoidable. Under these conditions the council will assess the monetary value of the tree using the system Capital Asset Value for Amenity Trees (CAVAT). This valuation will form the basis of the compensation for the loss and used to fund replacement tree planting.

#### **Rural hedgerows**

Hedgerows in some cases may be afforded legal protection under The Hedgerows Regulations 1997 if they meet certain criteria. Details can be found at http://www.legislation.gov.uk/uksi/1997/1160/contents/made. The aim of the legislation is to control the removal of rural hedgerows.

#### **High Hedges**

There is no set legal limit to how high a tree or hedge can grow. Neighbour disputes can sometimes occur when a high hedge causes shading and other problems. The council can intervene but this is on a case by case basis with a fee being payable. Full details of the legislation and advisory leaflets are available at.https://www.gov.uk/government/collections/high-hedges

The legislation does not apply to single trees and complaints are only considered if there are two or more trees growing in a line which are evergreen or semi-evergreen and more than two metres high.

#### **Community Involvement**

Residents, business as well as charity and community groups have a key role to play in increasing canopy cover across the borough, particularly in the areas which the council has little opportunity to plant. By these groups and individuals planting trees in their gardens or land they own they can help make a difference. To support groups and individuals the council will provide information and encourage residents to learn more about trees and provide opportunities for people to join in with tree planting projects in the parks and open spaces.

The current tree scheme will be extended to include fruit trees and packs of tree whips to be planted in community tree planting projects. The scheme will also be promoted as a way of gifting trees to celebrate special occasions, birthdays and other celebrations. The network of community orchards will be extended.

Community tree planting days provide opportunities for people to take part in tree planting initiatives in green spaces. Planting schemes can have multiple aims;

- To extend the canopy cover
- To create valuable new habitat
- To create and care for a network of new orchards
- To bring the community together





### **Tree Planting Strategy**

### **Tree Planting**

Southend-on-Sea Borough Council has a rich heritage of tree planting in its parks and streets. Records indicate the first plantings were carried out in 1901 when the then Corporation decided to 're-afforest the borough of Southend'.

The council has continued planting over the following years to ensure tree cover is maintained and increased. This has left us with a diverse range of ages and species. Trees planted on council sites will be sourced and established in accordance with B.S.8545 Trees: from nursery to independence in the landscape-Recommendations.

At present the council carries out planting in parks and within the highway. However, previous planting has not been based on targeting areas of the borough with a lighter canopy cover.

Future tree planting will be based on maintaining and increasing canopy cover to achieve an average of 15 percent coverage by 2050. The council will seek to identify available sites to create new areas of woodland or extend existing woodland. This may be achieved by planting or allowing areas to regenerate naturally.

Tree planting will generally be avoided on Scheduled Ancient Monuments (SAM) to protect and enhance the historic environment. These sites are the Danish Camp, Prittlewell Camp, Southchurch Hall Gardens and parts of Priory Park.

#### **Donated Tree Scheme**

The council offers a subsidised donated tree scheme and details can be found on the council website Under the scheme a tree can be purchased by a donation to the council and for planting in parks, open spaces and in suitable locations on the highway. Currently only standard trees can be donated. It is planned to develop the scheme to offer options to donate fruit trees, packs of tree whips and younger trees to be used in community tree planting projects.

#### **Street tree planting**

Many requests are received from residents for tree planting especially if trees are removed. These are noted and trees planted where appropriate. The Arboricultural Officers will also make note of streets with low tree stock or trees which require replacement during routine inspections.

Rather than adopting an ad-hoc approach to replacing individual trees a more strategic view will be taken when planting is considered within streets. where possible. This is due to operational efficiency with regard to planting and aftercare, particularly to watering. Where trees are removed it is often very difficult to plant again in exactly the same location due to stump remnants or roots, the presence of utilities or soil pathogens.

#### Planting in new hard surfaces

Within new highway schemes or other hard landscaping projects, special planting techniques which allow adequate soil volume to be available and avoid tree roots damaging the hard surface will be used. http://www.tdag.org.uk/trees-in-hard-landscapes.html.

#### **Species selection**

Tree species will be selected in line with the 'right tree, right place' approach. This considers the overall size and form of the tree. It considers its proximity to buildings, roads, street furniture, the historic environment, land typology as well as the prevailing use of the site.

Both native and non-native species will be used for planting, with a species best suited for the location being chosen. A diverse range of species will help establish a tree population resilient to climate change and the threat of pests and diseases.

The overall size and form of the tree will be considered along with its proximity to buildings, roads, street furniture as well as the prevailing site conditions.

Where woodland or natural habitat is to be created native species will be used.

### **Limitations to planting**

There are occasions when planting is not possible this may be due to:

- Insufficient above ground growing room
- Above and below ground utilities
- Sight lines being obscured
- Insufficient width of footway
- · Poor site conditions which cannot be reasonably improved
- Covering desirable architecture
- Street furniture
- Obscuration of road signage and traffic signals
- Proximity of private vehicle crossings
- Where tree planting will be detrimental to the existing habitat (grassland habitats etc.)
- Lack of funding

#### **Canopy Cover Assessment**

It should be noted that within the canopy cover report there are many areas Southend-on-Sea Borough Council do not own which have low tree cover. Some of these cover substantial areas of land. Existing land use can also influence the availability of land for planting which Southend-on-Sea Borough Council do own, for example, the airport and its flight approaches.

The canopy cover report commissioned in October 2019 will be used to inform future planting. Initially planting undertaken until 2023 will be focused on wards with the lowest cover where it is practically viable to plant new trees with planting above that which is normally carried out. After 2023 tree planting will continue to be programmed based on the overall canopy cover of the borough.

The council is committed to maintaining and enhancing tree canopy cover in the borough and it is our aim to increase the canopy cover to a borough average of at least 15% by 2050.

### **Annual Progress Review**

Total number of trees removed in the year	
Total number of trees planted	
Total number of whips planted in the year	
Involvement in community events by volunteer hours	
Number of trees donated in the year	

## Appendix 1

Acer	Maple	
Betula	Birch	
Aesculus	Horse chestnut	
Alnus	Alder	
Ailanthus	Tree of Heaven	
Carpinus	Hornbeam	
Celtis	Hackberry	
Crataegus	Hawthorn	
Chamaecyparis	False Cypress	
Fagus	Beech	
Gingko	Gingko	
Gleditsia	Honey locust	
llex	Holly	
Koelreuteria	Pride of India	
Liquidambar	Sweet Gum Tree	
Malus	Apple	
Pinus	Pine	
Platanus	Plane	
Populus	Poplar	
Prunus	Cherry	
Pyrus	Pear	
Quercus	Oak	
Robinia	Locust	
Salix	Willow	
Sorbus	includes Mountain Ash, Whitebeam, Rowan	
Tilia	Lime 257	
Ulmus	Elm	

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# 2018/ 2019

## Sustainability REPORT

www.southend.gov.uk

southend

Sustainability Report 2018 / 2019.

## Contents

Welcome

Achievements in Brief

- **Reducing our Carbon Emissions** 1
- Sustainable Planning & Regulation 2
- **Delivering Local Low Carbon Growth** 3
- **Creating Sustainable Communities** 4
- Mobilising Sustainable Transport & Travel 5
- **Climate Change Adaptation** 6

**Concluding Remarks** 

Our annual report allows us to show you what we are doing to make Southend a more vibrant and sustainable town for us all to live, work and visit."

66

**Councillor Carole Mulroney** 

This document includes:

Councillors and senior managers monitor progress against the targets set out in the Council's Low Carbon Energy & Sustainability Strategy 2015-2020 on a regular basis.

Images courtesy of the Council's Flickr Account, 2imprezs, ForwardMotion or Adobe Stock, unless otherwise stated.

For further information please contact:

T: 01702 215000 E: jeremymartin@southend.gov.uk



• the Council's key achievements over the past 18 months; and

• 2015/2020 corporate vision to become a 'Low Carbon, Smart City' by 2020

Jeremy Martin, Energy & Sustainability Manager

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## Welcome to our 2018/2019 Sustainability Report

Since our last Sustainability Report in 2017, environmental issues have taken centre stage at both the local and global level. Greta Thunberg, school climate strikes and Sir David Attenborough's Blue Planet II have all brought home to us the need for positive action to protect the environment.

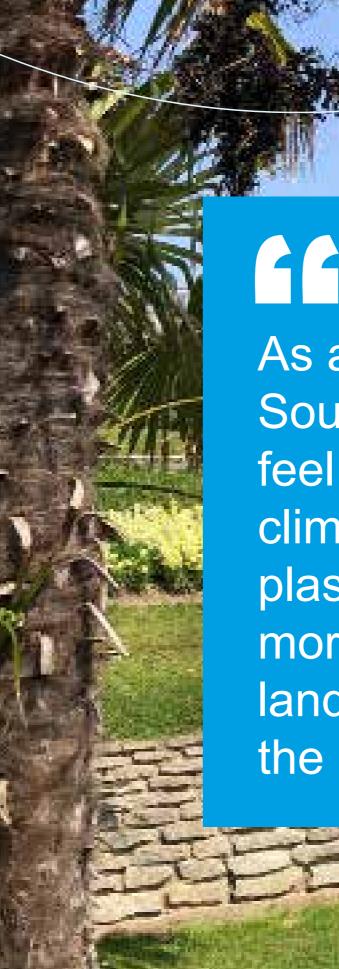
Southend's first Low Carbon Energy & Sustainability Strategy was launched in 2015 and set a series of ambitious environmental targets for the Council to achieve by 2020. Topics ranged from reducing the carbon emissions associated with the Council's own property estate to supporting the growth of more sustainable communities across the Borough by helping residents to deal with fuel poverty and lead more active lifestyles.

We have also launched Energy Challenges UK, an exciting project designed to engage our primary schools in environmental topics, such as, climate change, energy and wildlife.

As a seaside town, Southend will see and feel the impacts of climate change and plastic pollution far more than other urban landscapes across the UK. A lot of the work we have done over the last 18 months has centred on these two issues. The Council has secured funding to address localised flooding, set in motion a significant urban greening programme, whilst our PlastiCity project will help us to reduce the impact of plastic waste upon the marine environment.

Above all, the Council is placing the sustainability agenda at the heart of its corporate strategies and work around Southend 2050. We have already set out our goals to become a 'green city' that delivers outstanding examples of energy efficient and carbon neutral buildings, builds climate resilience and enhances our local environment. I hope you enjoy reading about the progress we have made over the last 18 months and although there is much more to do, with your support we can ensure that the Southend Borough has a brighter, greener future.





As a seaside town, Southend will see and feel the impacts of climate change and plastic pollution far more than other urban landscapes across the UK.<sup>\*\*</sup>





## **873%**

saved in CO<sub>2</sub> emissions in the Carbon Reduction Commitment scheme since 2012/2013.

## £1 million+



secured to help tackle the impact of plastic waste in Southend.

**E223,566** 

of energy saving grants provided to businesses in Southend.

**2018/ 2019**HIGHLIGHTS



of funding obtained to build climate resilience across Southend.

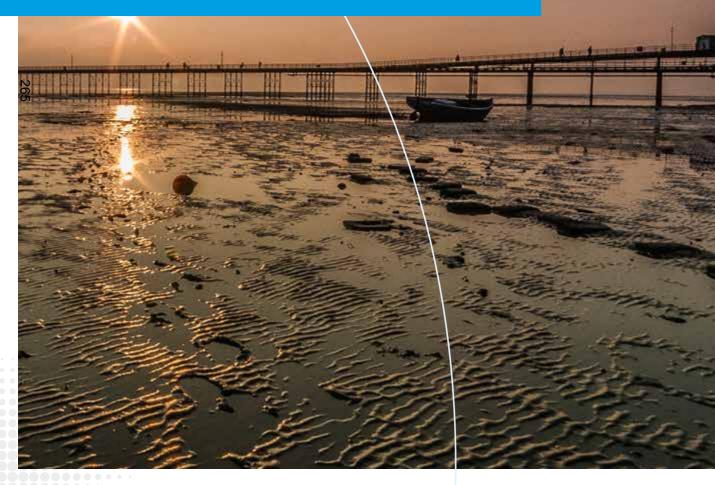
## £216,851

in savings delivered on our residents energy bills.

## £600,000+↑

won to help our residents benefit from solar and battery schemes.

## Reducing our Carbon Emissions



### Section 1 | Page 7

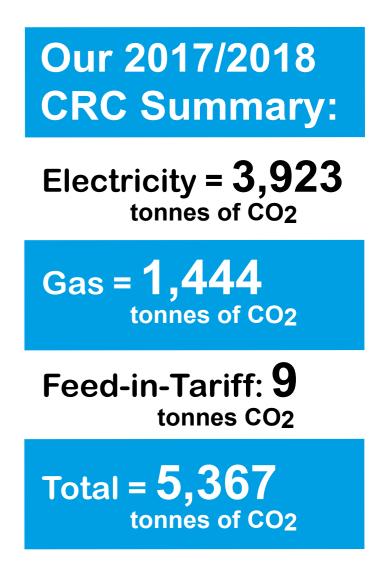
# A 73% Saving on our annual CRC submission since 2012/2013

In July 2018, we completed our annual Carbon Reduction Commitment (CRC) submission to the Environment Agency, reporting a total of 5,367 tonnes of CO<sub>2</sub>. The annual CRC Report presents an excellent opportunity to record the progress that we are making in terms of reducing the overall carbon emissions associated with the Council's building stock.

Reporting 5,367 tonnes of CO<sub>2</sub> for the 2017/2018 CRC year represented a significant drop from the Council's first annual submission in 2012/2013 where we reported a total of 19,926 tonnes of CO<sub>2</sub>. This represents a 73% saving between 2012/2013 and 2017/2018.

The saving can be attributed to a number of factors. The early phases of the CRC scheme included school buildings which were later removed as a reporting requirement. However, streetlights were then added to the CRC and this equalised the situation.

In 2016/2017 we were able to reduce our CO<sub>2</sub> emissions by 21.2%, due to the successful implementation of the Council's LED streetlight replacement programme and the energy efficiency work that we have undertaken across our property estate.



## Reducing Carbon Emissions across our Primary Schools

One of the main objectives set in our Low Carbon & Sustainability Strategy 2015-2020 was to help schools within the Borough to cut their carbon emissions and reduce their energy bills. In 2018, we started to deliver Energy Challenges UK and provide support to 10 primary schools in Southend to help them reduce their overall energy consumption.

Energy Challenges UK aims to reduce schools' energy consumption, whilst engaging students and teachers in exciting projects to address key issues like single use plastics, waste and recycling and creating new habitats for wildlife thrive. The ultimate challenge is helping schools to reduce their energy consumption by 30%.

Energy Challenges UK is possible due to funding provided to the Council through 2imprezs - an EU project that is co-funded by the North Sea Region Programme 2014-2020. The overall objective of the project is to act as a catalyst for energy saving measures in school buildings across the North Sea Region, which includes parts of the UK, Belgium, the Netherlands, Germany, Denmark, Sweden and Norway.

We are delighted to be working directly with the Young People's Trust for the Environment, who have designed a series of completely free learning materials for Southend's primary schools to use throughout the duration of the project. 6 <

Energy Challenges UK is proving a fantastic way of engaging primary schools on important environmental topics, including energy and climate change.<sup>39</sup>

> Peter Littlewood Young People's Trust for the Environment

To date 10 primary schools (including Chalkwell Hall Junior School, Heycroft Junior Schools and Temple Sutton Primary School) have benefitted from Energy Challenges UK, and teams of Eco Warriors have been tasked with helping their schools reduce their energy consumption. An Energy Challenges UK website will be launched in Autumn 2019.



## Delivering New, Energy Efficient Classrooms at Chalkwell Hall

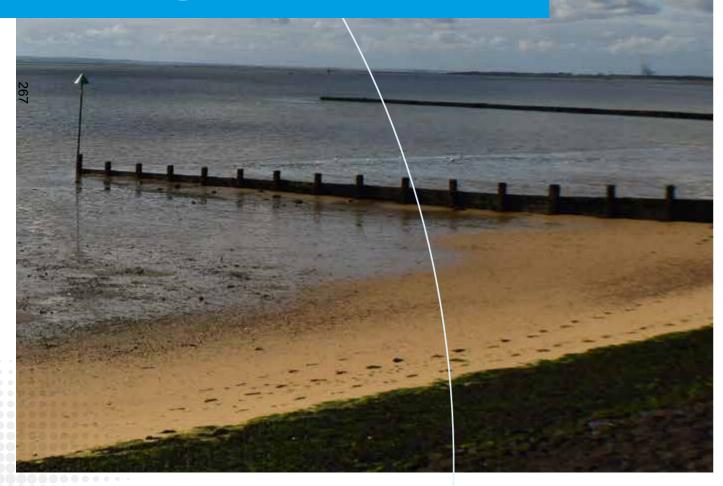
We approved new energy efficient classrooms to replace three wooden huts that have been in use at Chalkwell Hall Infants School since 1980.

The project at Chalkwell Hall Infant School is the first energy efficiency programme approved as a direct result of Energy Challenges UK. Three demountable classrooms will be replaced with a new energy efficient, modern building.

The building will be home to 4 new classrooms that will allow the whole year group to be taught in the same space and help improve the learning environment for over 120 pupils and their teachers, for example by providing better heating. In addition, the project will fund an energy efficiency programme for the rest of the school building, with new LED lighting, solar panels, boiler room insulation and in-classroom heating controls.

We expect the project to deliver savings of 65 tonnes of CO<sub>2</sub> every year once the work has been completed. The project has been funded through a combination of a Government grant and corporate borrowing, with the revenues generated from energy savings and generation used to repay the finance.

## Sustainable Planning & Regulation



### Section 2 | Page 11

## **'CRUNCHING' the Urban Planning System**

CRUNCH\* is a 3-year funded project led by the University of Portsmouth. It is a £1.6 million research project that brings together 18 research partners from around the world to learn about the food-water-energy nexus and how they connect across urban landscapes. We are a partner in CRUNCH.

The work focuses upon six Urban Living Labs in six cities around the world, including Eindhoven (the Netherlands), Gdansk (Poland), Uppsala (Sweden), Taipei (Taiwan), Miami (US) and Southend-on-Sea. The research explores how the links between food, water and energy can be exploited to make urban environments more sustainable and resilient in the face of climate change.

By the end of the project in 2021, the partners will have delivered a functional and freely available support system for urban planners to help them make rational decisions about climate change interventions across their own urban landscapes.

CRUNCH represents an exciting opportunity for the Council to become involved in future research and infrastructure proposals, not only to extend the finding from this project but to explore other topics that have emerged during this collaboration with some of the world's leading sustainable cities.

The project was one of the first funded by the Sustainable Urbanisation Global Initiative, a global network of funding bodies helping urban areas become more sustainable.

> The CRUNCH project has been a great chance for the Council to connect with some of the world's leading academics, learning how we can become more sustainable."

> > Stephanie Li Project Manager

## Creating a more Sustainable Urban Landscape across Southend

At the start of 2019, we were awarded £4 million for public realm and 'place-making' improvements by the South East Local Enterprise Partnership (SELEP) that together with funding from the National Productivity Infrastructure Fund, will be used to tackle urban mobility challenges around Southend High Street.

Our Southend Central Area Transport project (S-CATS) is our key programme that supports the continued growth and regeneration programmes set out by the Southend Central Area Action Plan.

Its main aim is to strengthen and transform the Town Centre by improving the quality of journeys for pedestrians and cyclists, whilst providing a more attractive welcome to Victoria Circus as a whole.

S-CATS will use funding secured through SELEP to improve the streetscape by providing better lighting, an improved drainage system, seating, block paving and enhanced landscaping along London Road (between Queensway and College Way).

Funding from Horizon 2020, has allowed us to deliver a project called SUNRISE, which aims to stimulate and support cocreation processes towards improving local mobility issues around Victoria Circus and the section of London Road between College Way and the High Street. We have also secured well over £1 million from the National Productivity Infrastructure Fund to deliver a project called TRIP (Town Centre Redevelopment Improvement Project). The funding wiill be used to improve the connectivity between the Travel Centre and the High Street. Looking at how improvements, including new green infrastructure, can be placed along the side roads that connect the two areas.

These projects present an excellent opportunity to determine how the Town Centre can benefit from a more sustainable approach to urban design when tackling mobility challenges."

> Amy Roberts Senior Planner



## Tackling Local Flood Risk through Sustainable Drainage Systems

Economic loss caused by flood risk is expected to increase fivefold by 2050 as a direct result of climate change. Urban areas need to take action now to reduce the future impact of flood risk. The SPONGE2020 project has presented the Council with an excellent opportunity to explore the implementation of innovative sustainable drainage systems across the town.

SPONGE2020 is a project partnership between Dutch, British and Flemish local government, which encourages the partners to co-create and implement innovative climate change adaptation solutions with local stakeholders.

The project will help pave the way for a wider rollout of these solutions across urban areas in order to reduce the risks of damage caused by flooding, whilst demonstrating that urban greening can provide more cost effective solutions than traditional grey infrastructure that is often deployed in cities and towns to combat flood risk.

SPONGE2020 presents an excellent opportunity for the Council to deploy

a series of pilot projects in the Borough that demonstrate how new surface water management systems can be implemented to deliver long-term sustainable flood risk management. The pilots will take the form of sustainable drainage systems, which are otherwise referred to as SUDs.

The pilots will each include direct engagement with local stakeholders, including residents, urban planners and businesses, in order to ensure that the climate adaptation measures that are deployed provide maximum benefit to those who are negatively impacted by the flooding. Work on the pilot projects will commence later in 2019.

## Delivering Local Low Carbon Growth



### Section 3 | Page 15

## A Five-Year Roadmap to Deliver Local Growth in Southend

Our recently published 'Five Year Road Map to 2023' sets out how we intend to further develop the local economy and emerge as the leading economy in south Essex. This presents some fantastic opportunities that we can explore around the growth of the 'green economy', which is worth \$4 trillion per annum globally - that's as much as the fossil fuel industry.

Over the next five years up to 5,000 additional homes could be built across the Borough, providing a fantastic opportunity to deliver homes that prioritise energy efficiency and renewable energy, whilst looking at opportunities to enhance green space.

This is perfectly demonstrated with Better Queensway, where work is in progress to regenerate the Queensway area and create a new residential-led development made up of high quality housing and a better living and social environment.

We have also contributed to the South2 East local energy strategy, which has been developed to enable the Coast to Capital, Enterprise M3 and SELEP to achieve clean growth until 2050. Work is focusing upon growing opportunities in the region for sustainable energy across the power, heat and transport sectors. SELEP is part of the Greater South East Energy Hub, which the Department for Business, Energy and Industrial Strategy (BEIS) has funded. The Hub provides the Council with access to a team of specialists that will provide us with support and advice to identify and deliver a series of local energy projects.

The work that we have been undertaking in this area has all been designed to identify how the clean growth agenda can create new jobs and economic opportunities for local residents and businesses.

Our work links directly with the Government's Clean Growth Strategy that sets out the work to be undertaken to decarbonise all sectors of the UK economy. Some £2.5 billion (up to 2021) will be invested in low carbon innovation, which provides us with plenty of future funding opportunities to explore going forward.

## Making the LoCASE for Businesses to Cut their Carbon Emissions

Since the launch of the Low Carbon Across South East (LoCASE) project in 2016 Southend businesses have received free business advice and grants that can be utilised to reduce business overheads and greenhouse gas emissions. Both are designed to help businesses increase profitability and promote business growth and support the low carbon economy.

The Council is a delivery partner of the £18.5 million funded European LoCASE groject. It is a partnership with ourselves, Kent County Council, East Sussex County Council, Essex County Council, Thurrock Council and the University of Brighton.

Over the last three years, LoCASE has offered professional advice, support and match funded grants to small and medium sized enterprises (SMEs) across the South East Local Enterprise Partnership.

There are two ways that the project helps businesses. The first identifies how a SME can implement energy efficiency saving solutions in its office space, which helps lower carbon emissions and reduces associated energy bills.

SMEs can also apply for innovation, marketing and consultancy support to help grow their business if they supply low carbon goods or services. In recognition of the positive impact LoCASE has achieved to date, a series of targeted campaigns for specific sectors was launched throughout 2018. These included funds that were made available for catering and hospitality, care homes and nurseries.

LoCASE has also offered businesses, such as taxis, a 40% grant to replace their business fleet with more environmentally friendly hybrid and electric vehicles.

As of November 2018, a total of 7,695 tonnes of carbon had been saved across Essex alone - the whole project had set out to save 5,965 tonnes in total!

The remaining grants have all been allocated and payments have been made to SMEs in the first two quarters of 2019. This will help drive up additional carbon savings through the project. The LoCASE funding ends in July 2019, with case studies available at www.locase.co.uk.



# A total of 231 LoCASE grants awarded to SMEs in Essex

A total of 231 grants have been awarded to SMEs across Essex, which has included grants for energy efficiency lighting, new heating systems and renewable energy technologies.

## 280 tonnes of Greenhouse Gas Reduction Achieved

As of November 2018, Southend businesses achieved an estimated 280.47 tonnes of greenhouse gas reduction as a direct result of the LoCASE project.

# £223,566 worth of grants secured for Southend's SMEs

A total of £1.3 million in grants was secured for SMEs based in Essex. From that total, businesses based in Southend accessed £223,566 in LoCASE grants.

# **Creating Sustainable** Communities



### Section 4 | Page 19

## **Tackling the Issue of Plastic** Waste in Southend-on-Sea

Of the 8.3 billion tonnes of plastic that has been produced over the last 60-70 years, around 6.3 billion tonnes has ended up in landfill or the natural environment - just 21% has been recycled or reused. This has created one of the biggest environmental issues of our lifetime and local authorities have a key role to play in instigating local responses to plastic.

2018 was a big year for action on plastic waste. The EU introduced its Strategy for Plastics in the Circular Economy\* , which sets a series of ambitious targets around waste and recycling. This includes a requirement to increase municipality (residential and business) waste recycling targets to 65% by 2035. The present target set by the EU is for all Member States to achieve 50% waste recycling targets by 2020.

Central government embedded these targets into policy through its recently published Resources and Waste Strategy, 2018. It marks a significant overhaul for all local authorities in England to increase the volume of plastic waste that they collect (including increasing the types of plastic materials that are currently recycled by local authorities.

Both Strategies will have a major impact on waste collection within the Southend -on-Sea Borough. New approaches, new

solutions and new ways of engaging householders and businesses will be required to reach the 65% target. In England, household recycling rates have largely flatlined since 2011, when they achieved 42.9%. By 2017, this figure had grown by less than 3% to 45.7%. There is a lot of work to do.

We have been very proactive on the plastic agenda and were part of a successful European consortium called PlastiCity, which enabled the Council to secure in excess of €1 million to work on delivering a new approach to plastic waste that will help us drive up our recycling rates over the next four years.

The funding presents an exciting opportunity to explore how we can benefit from developments within the circular economy and essentially, it will provide us with the opportunity to pilot a free plastic waste recycling service across some of our primary schools.

## Taking a 'LEAP' to Help Residents Reduce their Energy Bills

LEAP (Local Energy Advice Partnership) is a free service that helps people keep warm and find solutions to reduce their energy bills. Since the publication of our last Sustainability Report we have helped our residents save £216,851.18 on their energy bills as a direct result of the LEAP service.

LEAP targets households that are either already in, or are at risk of falling into fuel poverty. It is open to all types of householders - homeowners, private enters and social housing tenants. It offers a free of charge in-home energy advice visit for those who are eligible.

The Home Energy Advisors can then identify opportunities to install simple energy saving measures, such as LED light bulbs and draught proofing; check whether a household is on the best energy tariff via a dedicated energy switching service; and also arrange a free money advice consultation that is designed to help find further funding for additional energy-saving home improvements that can help further reduce energy costs.

You can apply to LEAP by visiting their website (www.applyforleap.org.uk) or phoning (free) 0800 060 7567.

In addition to LEAP, we look to help our residents secure cheaper fuel bills by promoting the Essex Energy Switch and offering those who live in Southend access to our Southend Energy tariff. Switching energy provider is one of the best ways to save money on your utility bills, a process we actively encourage.

## Latest Southend Energy Stats:

Savings since launch: £5million+

Total customers since launch: 6,524

Customers in April 2019: 3,865.



## (EM)POWERING our Communities with Solar PV and Batteries

In December 2018, the Interreg North Sea Region funding body approved funding for a project called EMPOWER 2.0. The project will provide us with funding to engage with residents in Southend and explore how we can reduce household dependency on the national grid for energy supplies.

EMPOWER 2.0 will provide over €600,000 worth of funding to explore how we, as a Council, can best engage the energy consumer - our residents and businesses - to accelerate the uptake of technologies and innovations that can help buildings become independent (either partially or fully) from the national grid for their energy supply.

The funding will enable us to deploy a series of technology demonstrators that will include a combination of solar, battery and grid-rebalancing technology. From the demonstrator projects we will be able to engage with the residents and businesses of Southend to showcase how these combinations of technologies can potentially help bring income to solar PV and battery storage owners. Our work on EMPOWER 2.0 represents an exciting opportunity to see how we can support local residents to generate their own energy and reduce the costs of their energy bills as well.

Energy Officer

## Mobilising Sustainable Transport



### Section 5 | Page 23

## Delivering Positive Action to Improve our Air Quality

In 2018, we launched our new Low Emissions Strategy, as part of our Air Quality Action Plan. It sets out the actions that we will undertake to reduce the harmful emissions and pollutants that are associated with transport. Priorities include reducing emissions from taxis, buses and passenger cars, whilst promoting the use of electric vehicles.

Road traffic creates many harmful pollutants, which include particulate matter, ultrafine particles and gaseous pollutants (including nitrogen oxides (NOx), carbon monoxide and sulphur dioxide). These pollutants have been linked to cancer, asthma, stroke, heart disease and even dementia.

They have also been linked in the UK to costs that add up to more than £20 billion annually. Over the course of the last 12 months we have prioritised action to reduce the impact of pollutants associated with road traffic.

We were part of a funding bid, led by Essex County Council, that secured £1.1 million to retrofit 60 buses with technology that reduces NOx exhaust emissions by up to 90% and particulates by 80%. The work in Southend has focussed on bus services running along the A127, where air quality issues have already been identified.



We have also established a new Air Quality Steering Group, which coordinates our work on air quality, including how we will implement the Government's new National Clean Air Strategy 2019.

## Accelerating the Uptake of Electric Vehicles in Southend

Whilst the number of electric vehicles registered in the Borough has more than doubled since 2016, work still needs to be undertaken to increase the volume of our electric vehicle (EV) charging infrastructure. We are delighted to have secured funding to deliver 3 new EV projects, which we hope will encourage more residents and businesses to switch to EVs.

Currently, there are a total of 15 EV charging points in Southend and we have created an E-Car Club for members of the public and local businesses that allows them to access 8 electric vehicles. We have looked to secure funding to help the deliver additional opportunities to increase the volume of EV charging points across the Borough.

Our main focus is to understand how we can provide the necessary EV charging points for people who do not have access to off street parking. It is estimated that between 50-60% of people living in Southend do not have such access - the national average is between 30-35%).

The V2Street project has allowed us to be part of a collaborative research project that looks at using the batteries of EVs to provide energy to the national grid. This is expected to provide revenue for the owners of EVs and could provide a new funding stream that will help us to increase the number of EV charging points through our street lighting. We were awarded a grant of £90,000 from Central Government that will be used to fund 4 new Rapid Chargers that would be used exclusively for EV taxis in Southend. This funding is supplemented by a feasibility study (Wireless Semi-Dynamic Charging of Electric Taxis) that was recently completed. The study looked at how EV taxis could be charged wirelessly whilst waiting to pick up customers.

Whilst focus has been on EVs, we also made the decision to switch the fuel that we use for grounds maintenance and grave extraction from diesel to cleaner burning Shell GTL Fuel. The decision has helped improve air quality by reducing harmful levels of air pollutants (NOx and particulate matter) without the need for new equipment or machinery.

Switching fuels also led to a range of benefits around performance and efficiency, resulting in improved uptime of our plant machinery and extended periods between refueling, eliminating exhaust odours and a reduction in operational noise.



# ForwardMotion: Navigating to New Opportunities

ForwardMotion encourages people to think differently about the way they travel around south Essex. The goal is to reduce reliance on cars and get people to consider alternative travel options such as cycling, walking or public transport.

Launched in April 2017, the initiative is a collaboration between Essex, Southendon-Sea and Thurrock Councils. It is funded by the Department for Transport. ForwardMotion provides ideas, advice and information to people across south Essex about how they can travel differently. Our messaging focuses upon saving money, time and improving health, as these are the major drivers of behaviour change.

Our Personal Travel Planning (PTP) service (where trained travel advisors give individuals tailored advice on alternative ways they could travel) has so far resulted in over 2,500 travel plans being created for people to benefit from.

ForwardMotion also runs a series of roadshows in town centres and local workplaces, whilst supporting community events such as Southend-on-Sea's Village Green Festival. Fun activities, such as, a smoothie bike and static cycling racing help to attract people, who can then find out more information about the overall campaign's mission.

ForwardMotion provides a range of services to support people cycling, walking and using public transport. We offer cycle training sessions, a bike loan scheme, walking workshops and discounted tickets. As of March 2019, 223 bikes have been serviced and 746 people who have had a PTP have attended cycle training sessions or guided walks.

In Spring 2019, ForwardMotion launched two brand new Cycle Hubs in south Essex, where you can buy refurbished bikes, recycle unwanted bikes or get your broken bike fixed. Find out more: www.forwardmotionsouthessex.co.uk.

## Climate Change Adaptation



### Section 6 | Page 27

# Southend set to become a Leading 'Nature Smart City'

Since completing the Environment Agency's 'Targeted Adaptation Support for Council's' programme in 2015, we have set building climate resilience across Southend's urban landscape as a high priority. Over the course of the last 12 months we are delighted to have secured funding on three projects that will allow us to achieve just that.

In June 2018 we led a consortium of European partners (including Bruges, Lille, The Hague and Imperial College London) that won in excess of €6.4 million through the Interreg 2 Seas programme to deliver a project called Nature Smart Cities (NSCiti2S).

The project will help local authorities understand how they can build a business case to approve urban greening projects, which have been shown to offer tremendous benefits across urban landscapes, such as reducing flood risk and providing relief to heat stress.

The benefits are not just limited to climate change - living in a greener environment is associated with better mental health and less risk from conditions such as circulatory disease and asthma, whilst it encourages increased physical activity, which helps to cut obesity levels. The project will also benefit the new Queensway development. It will provide in excesss of €300,000 towards the costs of delivering an urban greening programme into Southend's largest regeneration project in decades. More information will be made available at www.naturesmartcities.eu soon.

### Project Summary:

Value: €6.4 million (total)

Funding Body: Interreg 2 Seas

Partners: Southend-on-Sea Borough Council; Cambridge City Council; Bruges; The Hague; Lille; Kapelle; Antwerp; The Zuidrand Regional Association; Imperial College London; University of Gent; University of Antwerp.



## Reducing Heat Stress by Creating a Cooler Town

We were part of a successful funding application called Cool Towns, which brings together expertise from the UK, France, Belgium and the Netherlands to build a greater understanding of how the impacts of heat stress across urban environments can be reduced through the deployment of urban greening programmes and solar shading structures.

2018 was confirmed as the fourth warmest year (average global temperatures) since records began, placing it just behind 2016, 2017 and 2015 in the record books. The impact of warmer temperatures is felt most across cities and towns, as surfaces such as buildings and roads all contribute to making urban areas around 3-4°c warmer than a surrounding countryside.

Cool Towns is funded by the Interreg 2 Seas programme and will enable the Council to deliver a series of pilot projects to test and validate a number of measures that are designed to reduce heat stress in the Borough. This will include a €195,000 investment to green Southend High Street and deliver a series of pilots that are funded by project partners.

In total the Cool Towns project has secured €7.95 million across the consortium. It provides us with the opportunity to work with Kent County Council and University of Greenwich to deliver solutions to heat stress in South-East England.

## Building a more Sustainable and Resilient Coastal Community

Damage caused by coastal flooding in Europe could increase from €1.25 billion per annum currently to €961 billion by the end of the century. With 8 miles of beaches, Southend is particularly vulnerable to sea level rise, tide and storm surges. This is why we have chosen to lead the €10.33 million Sustainable and Resilient Coastal Communities\_(SARCC) project.

With mean sea level rise anticipated to be between 1.5m-2.5m by 2100, it is vital that we undertake steps that build greater climate resilience across Southend's coastline. SARCC represents an exciting opportunity to enhance our understanding of how naturebased solutions can be deployed along Southend's coastline to help reduce the risk of coastal flooding.

The project has the objective to help mainstream nature-based solutions into coastal management and policy-making, moving away from traditional grey infrastructure and heavy engineering approaches that are currently major features of urban flood defence systems.

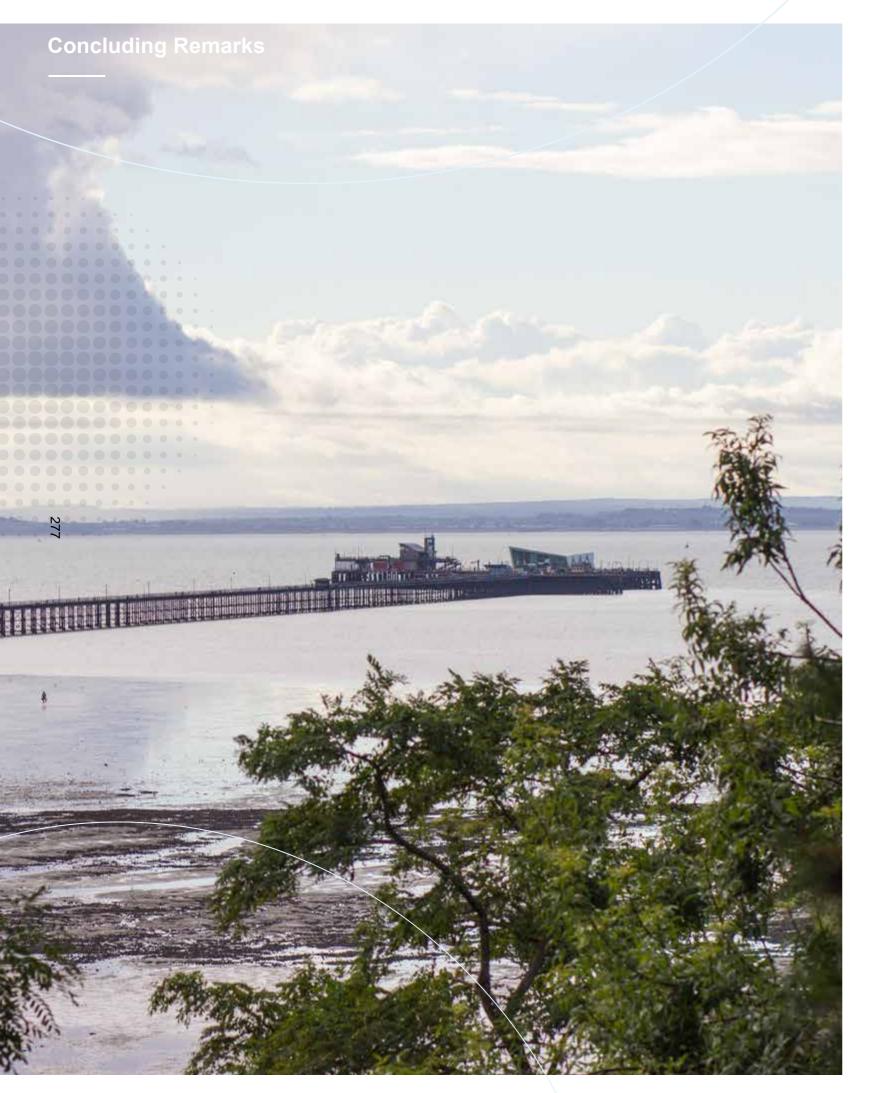
The project brings together expertise from the UK, the Netherlands, Belgium and France, who will work together in order to co-design and develop new nature-based solution techniques, methodologies and practices into coastal management. SARCC will provide us with a budget of over €460,000 to deploy a nature-based solution project along our coastline. It will be designed to support existing coastal defences and build more resilience to coastal floods in Southend.

### Project Summary:

Value: €10.33 million (total)

Funding Body: Interreg 2 Seas

Partners: Southend-on-Sea Borough Council; Marine Archeological Trust; Environment Agency; Blankenberge; Vlissingen; Gravelines; University of Technology Delft; Flemish Government & Agency for Maritime and Coastal Services; Middelkerke; Exo Environmental; Ostend; HZ University of Applied Sciences; and Vives University of Applied Sciences.



## Concluding Remarks: The next five-years

An important conversation has been happening right across the Southend Borough since the summer of 2018. Called 'Southend 2050', it's been an opportunity to explore what kind of place we all want Southend to become by 2050, whilst identifying the action that is needed now and in the medium-term to achieve this. Enhancing our local environment was a key theme throughout this discussion.

In early 2020 we will be publishing our third Low Carbon & Sustainability Report that will cover a five-year period up until 2025. To reflect the desires of local people and stakeholders the new strategy will need to be even more ambitious then its predecessor. It will need to build on the success that we have achieved over the past five years, embracing innovation and innovative solutions that build climate resilience across Southend's urban landscape, accelerate local low carbon growth and significantly reduce the threat of plastic waste to human health and the marine environment.

The new strategy presents an exciting opportunity to set out how Southend will become a 'green city' and what benefits this will bring to local residents, communities and businesses. It will set out new funding priorities and detail how we can align our work to new national strategies on clean growth, transport, clean air and waste, whilst demonstrating our support for the Government's commitment to achieve net zero carbon emissons by 2050.

Our 2018/2019 Sustainability Report demonstrates that we are on the right path towards establishing Southend as a 'green city', whilst highlighting the need for further action to improve air quality, mobilise sustainable travel (i.e. deploying an electric vehicle charging network) and reduce localised flood risk. Our Southend 2050 agenda will act as a major catalyst to pursue clean and growth throughout the Borough and look forward to continuing our journey with our residents, communities and local businesses.

Find out more about Southend 2050 at www.southend.gov.uk/southend2050

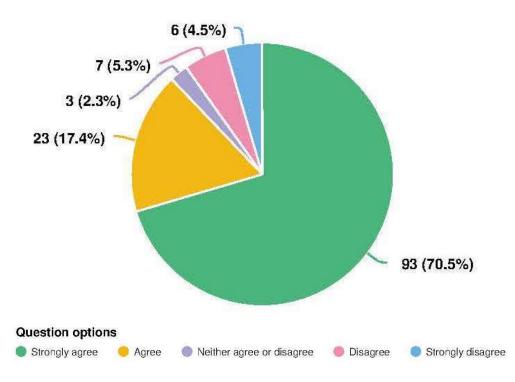


#### **Tree Policy Consultation Report**

A total of 503 people accessed the campaign which ran from 17<sup>th</sup> August to 9<sup>th</sup> October 2020. 130 responded online, 5 emailed a response and 368 people were aware, informed but chose not to comment. The consultation included a survey with questions and a free text box for further comments, 3 quick polls requesting feedback on certain elements of the whole project and the Tree Policy Document which was available to download or view online which 396 used that option.

The consultation was promoted across social media and was available on the Councils interactive consultation portal <u>https://yoursay.southend.gov.uk/</u> it was also made available in a hardcopy format if requested.

### 1. How much do you agree or disagree with the main aims and objectives of the draft tree policy?

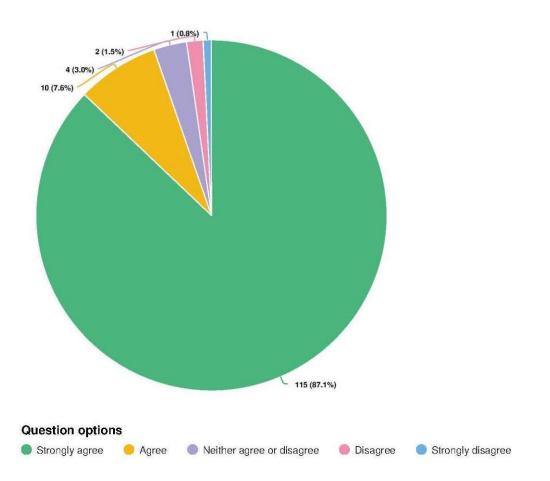


#### Summary

Overall 87.9% agreed or strongly agreed with the main aims and objectives. There were 26 comments in the free text commenting that the 15% canopy target should be higher. Suggested targets ranged from 17% to 25%.

#### In response

The target increase in tree canopy cover is based on local climactic conditions as set out in the policy, likely available land to plant trees and reflects independent expert view on canopy cover in coastal towns (The Canopy Cover of England's Towns and Cities: baselining and setting targets to improve human health and well-being, K.J. Doick et al) How much do you agree or disagree with the statement that trees bring many benefits to Southend?



#### Summary

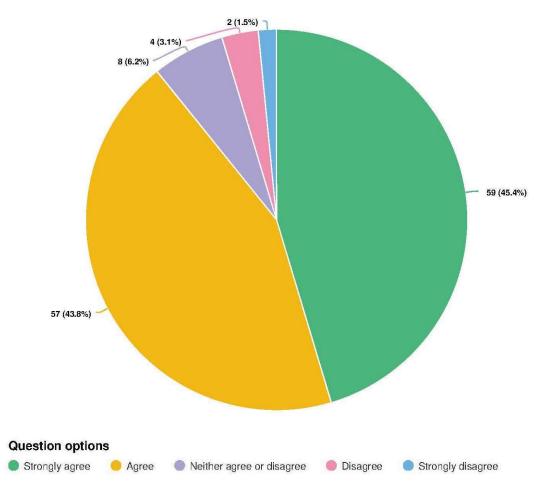
Overall 87.1% strongly agree with the statement that trees bring many benefits to Southend.

Comments in the free text recognised benefits to air quality (2), quality of life (2), education (4), wildlife (3) and for food (1).

#### In response

The policy sets out the many and varied benefits of trees in an urban environment.

2. How much do you agree or disagree with the policy statements of the reasons that trees are pruned



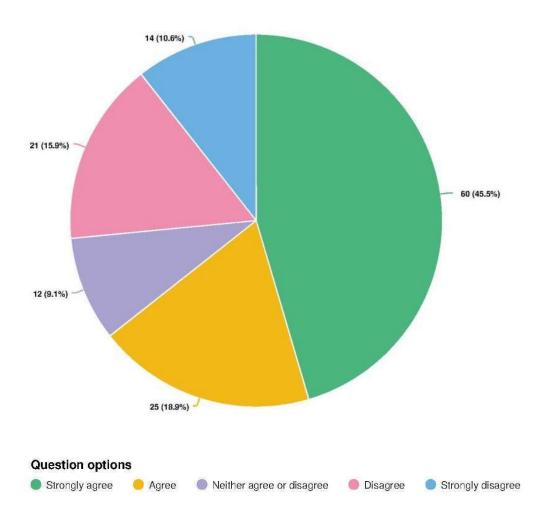
#### Summary

This was a single response question the overall majority agreed with the policy statement but it split with 45% strongly agreeing followed closely by 43% agreeing.

Within the free text three comments recommended that the practise of pollarding is reviewed.

#### In response

The policy states that pollarded trees will be pruned back to their previous pollard points. This is because new growth branches on pollard trees are less well attached and more prone to failure. Maintaining the pollard regime is therefore based on the health and safety of residents and property.



3. How much do you agree or disagree with the policy statements on the reason why trees will not be pruned?

#### Summary

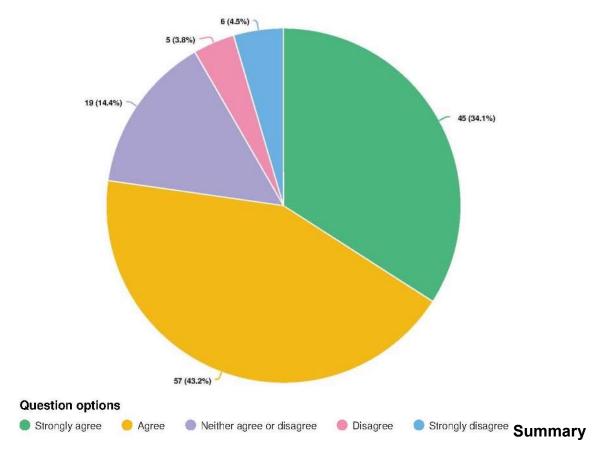
Overall 64% either agreed or strongly agreed with the general approach to tree pruning.

Comments in free text wanted to see trees pruned for solar panels (3), TV reception (1), for fruit fall (1), leaf fall, honeydew (1), phone lines (1), too big (2), damage to footway (2).

#### In Response

The Policy sets out the council's legal requirements in maintaining its trees. In the UK there is no legal right to light reaching a property whether this relates to shading or solar panels. TV reception is not guaranteed by a TV license. Leaf fall, fruit fall and the presence of aphids are naturally occurring events and an inevitable seasonal result of having trees. Branches will be pruned if they are heavily rubbing phone lines but pruning has no effect when they are only lightly touching lines. Engineering solutions will be considered to retain trees implicated in damaging pavements as set out in the policy.

4. How much do you agree or disagree with the policy statements on the reasons why trees sometimes need to be removed?



Overall 77% either strongly agreed or agreed with the statements on tree removal.

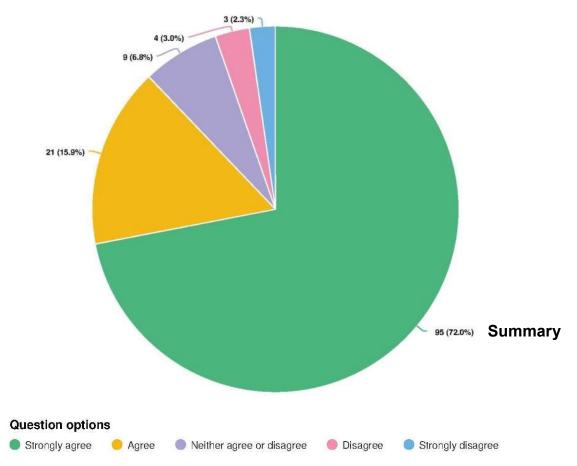
Within the free text there were views expressed both for and against the removal of trees. Two comments supported tree removal but only as a last resort. Two comments suggested trees should be removed because they are too big/may cause damage. One comment suggested tree removal should be planned 5 to 10 years in advance. Three commented on the importance of information being readily available on the reason a tree may be removed.

#### In Response

The policy sets out a clear aim to manage the existing stock of trees and to extend the overall canopy cover. It sets out specific reasons why trees sometimes have to be removed. While trees in parks and open spaces can sometimes be managed over a period of years as they decline this is rarely possible with highways trees growing in busy locations. This is due to the health and safety risks posed to residents and property.

Engineering solutions will be considered as the first approach to retain street trees as described in the policy.

6 How much do you agree or disagree with the aim to plant more trees in Southend?



The majority of those that responded agree with the proposed future tree planting based on maintaining and increasing canopy cover to achieve an average of 15 percent coverage by 2050.

Free text comments also suggested the creation of community orchards (1), identify sites for mass planting (2), plant more fruit trees (1), don't plant fruit trees (1), plant native trees (7), provide information of the type of tree selected and why (2), update 2 for 1 planting with 150 plus saplings to replace a mature tree, plant 10,000 trees each year for the next two years (2), commit to woodland creation (1), allow natural regeneration (1), apply CAVAT valuation (2), residents should be able to request trees(1), replace trees with semi-mature specimens (1), right tree, right place (1), do not plant trees in Scheduled Ancient Monuments (1), involve the community in tree planting, monitor planting.

Only one comment was received that no trees should be planted.

Numbers in ( ) are the number of free text comments received relating to the matter.

#### In response

A number of community orchards have already been planted and the policy sets out to continue this practise.

The council will seek to identify suitable sites for larger scale planting of trees and the creation of new woodland or extension of existing woodland. This is necessarily limited by suitable sites being available and the exiting use of land i.e. sports grounds, meadowland, formal gardens, space for public events etc. Whip planting schemes or natural regeneration are both considered appropriate methodologies depending on the nature of the site. Scheduled Ancient Monuments will not be considered as suitable sites.

The policy sets out that native species will be planted in woodland creation schemes and will adopt the 'right tree, right place' for other locations. This approach considers the overall size and form of a tree for its location. Information on tree planting locations and the tree species planted is being listed on the council's website.

The policy sets out how CAVAT will be applied in conditioning replacement trees. Many trees are planted each year in response to resident's requests. Residents can also donate trees at a subsidised rate through the donated tree scheme. Information is posted on the council's website providing links with advice and recommendations on selecting trees to plant in private gardens.

Semi-mature specimens are planted in major schemes. It is not possible to plant semi-mature species in most roads as the size of the root ball is too big for the space available.

The council has involved residents in various community tree planting days in the past and aims to continue to do so in the future.

The policy identifies key measures in an annual progress review.

	Comments
1.	East Beach needs more trees. The lack of native flora in this area is a tragic waste of a diverse eco-system.
2.	I think it's a shame the policy aims have been grouped together in this consultation. Whilst I understand the need for this in terms of making the consultation brief, I have found myself agreeing that trees do not need to be pruned if they are blocking solar panels whereas I am not sure I do agree. I have also agreed to tree removal if 'the tree is an unsuitable species for its location and is being removed as part of a phased removal, or total removal and replanting programme.' I don't agree with this unless the decision is a mutual one with local people i.e. who determines 'unsuitable species'. I am also concerned about the vicious pollarding of a beautiful cherry tree on Chelmsford Avenue that has killed the tree. The tree has neither been removed or replaced. As someone who requested we plant more trees on Chelmsford Avenue (we did - thank you SBC) it is important to understand what happens when our trees die and how they can be replaced. When the trees were planted on Chelmsford Avenue I contacted the tree officer and asked about the species once it was done. There is a lot of shared learning that could be done within streets and neighbourhoods when planting new trees e.g. the type of tree that can be selected and why, the benefits locally and to the climate, ongoing care and maintenance. It would be great if the tree officers could work with other organisations or council depts to provide some pop up learning at tree planting events and works. The other thing that
	7

would be great is a tree trail around Southend. We have some wonderful trees - a map with tree species, facts, history would be a great project for schools/Southend Adult Community college/Trust Links to work together on. Monkey Puzzles at Cuckoo Corner, Fig in Priory Park, Cedar or similar in Chalkwell, Palms on the seafront etc. 3. I think we should be planting as many trees as we can. They make the area nicer and lessen our environmental impact 4. Trees should be pruned for things such as phone lines, as phone lines become brittle and could be a life lines for older generation 5. Some trees are now just too big for pavements they make it dangerous when it brings the ground up, they cause an obstruction so people have to walk in the road to keep social distancing. The roots ruin front gardens and can cause subsidence. Also prevent people from using their front gardens as off street parking. 6. Larger trees that cause obstruction/damage on pavements & potential subsidence would be removed 7. When trees are removed, if they are in a clump together, as in Neil Armstrong Way, a whole green has been left bare until replanting, however creative the planting will be, it has left the immediate area empty for the first time in possibly 30 years. That is a real shame. 8. 15% in 30 years is an increase of 2.8 trees a week - not exactly a challenging target! Also the survey is flawed as there are up to 10 individual statements in some questions but you only allow one answer. 9. Please plant fruit trees wherever possible. I would like to see information on each tree about the type of fruit and when it's ripe. This way members of the public will feel empowered to harvest some of the fruit. It is more important than ever to grow and eat as local as possible, and what better way then utilising the council's tree growing policy as part of this! 10. Residents should be able to ask for trees to be planted in certain areas and a reply given back if this is possible 11. I have noticed the increase in tree planting which is fantastic but I wondered where there needs more trees planted & it's not possible, could some other form of greenery be planted instead? Such as bushes or wildflowers. 12. I agree with some elements of the questions but not others wheras there is only the option to agree or disagree? 13. 1. Avenues, such as where I live, are lined with trees. When a tree is removed for any reason it should be replaced with an appropriate alternative tree as soon as conditions permit. The very essence of an Avenue is the presence of trees; these trees, for some, will become a nuisance due to leaf drop etc so people should consider this before moving to such a road. Applications by the public to remove trees from the street should be declined, with no right to appeal, unless it is to do with safety. 2. Consideration should be made when trees are planted near street lighting: will it eventually infringe on the efficiency of the street light? 3. Years ago many mature trees were removed from The Cliffs along Southend seafront. This catastrophic move has meant areas of the cliffs being closed to the public for years and the annihilation of the band stage due to subsidence. Replanting with deep rooted trees should be a priority for the council along that same stretch and any other areas in the borough that have similar problems. 4. Council could offer the public free saplings to plant in their own gardens. 5. Perhaps smaller species of tree would me more suitable for the narrower streets of the town which also have

	narrow pavements or pavements which have given way to slopes for parking
	making the way for pedestrians and vehicles alike to be compromised.
	Sycamore, wych elm and the like are not suitable for such roads. 6. Native
	trees should be first preference when planting the street verges.
14.	To plant trees that are of a suitable size for the roads they are in. To request
	that residents trim lower growth which can block footpath
15.	Please get local schools involved in street planting to encourage understanding of the importance of street trees
16.	15% increase by 2050 seems unambitious for such a populous council area. I would challenge the council to aim for a 15% increase by 2030 Where possible there should be native species of trees as this is better for wildlife. Where suitable there should be trees with edible crops to provide free fruit for people, birds and animals. This will encourage more interaction with the trees and hopefully encourage people to value and protect the trees in their area
17.	No more trees should be planted in Southend until the Council start and continue to remove their mess instead of it blowing into everyone's property because they can't be bothered to remove fallen leaves and seem to find it green to blow grass cuttings and dust everywhere instead of cleaning it up.
18.	Public consultation should be utilised for any major tree works
19.	It may be a separate policy but I also believe we need to promote and protect wild flower meadows and other food sources for pollinators.
20.	I agree with the policy regarding trees however the council should look at the undergrowth and ivy around our trees.
21.	An inclusion of wildlife areas which would include parks and woodlands/nature reserves. Ponds should also be encouraged as a means for amphibians to flourish. Also I would like bylaws to be implemented in regards to dog owners being responsible for keeping their dogs on leads whilst walking in nature reserves such as belfairs woodland. At present, this is not being a heard to.
22.	The aim for 15% coverage would be more meaningful if accompanied by the current figure (apologies if I have missed it) Also, 2050 seems an awfully long way away, can we not be aiming for something a bit more relevant, like, say, 2030.
23.	When planting trees on footpaths please do not plant fruit trees as the fruit makes the pavements slippery and gets onto footwear. Otherwise the more trees that are planted the better.
24.	It would be useful if the policy had information on the type of trees that will be planted
25.	I think all new properties built should have some version of green spaces even if its a roif garden or green wall including trees as part of its planning agreement. Any housing association buying up properties should also provide a green space or donate to local green spaces
26.	Go further, faster!!!! to achieve a minimum average of 15 percent coverage before 2050.
27.	I would question whether the 15% coverage target by 2050 is ambitious enough a reform (if a reform at all). Why not push for a higher percentage, seeking a significant and eye catching shift in Southend tree coverage, to not only influence council policy but importantly to capture the attention of residents (shaping their behaviour) and attracting potential investment (e.g. Southend, the new garden city)?

- 28. Awaiting replacement of tree (outside Shoebury Road) requested Autumn 2019
- 29. Planting saplings does not of itself compensate for the loss of mature trees, as it may take 20 years or more to provide an equivalent diversity of ecosystem and habitat as was provided by a mature tree. The loss of so many mature trees in Southchurch Boulevard is an example of that new trees planted (assuming they survive vandalism or drought) will take several decades to replace those beautiful mature trees taken down. Also, to describe trees in Southend as an urban forest seems a bit fanciful. A forest requires dense planting of hundreds of trees together, not isolated trees lining streets. Wildlife needs genuine areas of woodland to survive and flourish. Isolated trees are better than no trees, but can't begin to replace genuine forest
- **30**. 15% is an unambiguous target, should be more like 25%. Spaces where new trees are planted need more protection. Trees should be part of planning process, how many affected, how many to be planted. Use former common land l.e. gunners park, Fossets, to reforest.
- 31. I'd suggest the tree planting needs to be significantly higher than 15% in 30 years. I think that is a very small percentage for what could be done in the area. This needs to be reevaluated. There are certainly people in the area who are happy to take responsibility that the Council cannot shoulder, so we can plant more trees, increase more wildlife diversity and improve habitats. If it's been recognised that we have worse air pollution than London despite living near the Estuary, something much more radical on our green space needs to be done.
- 32. Reinstate trees in Southchurch Avenue, York Road.
- 33. Planting trees in parks is a good idea but trees should be removed from roadsides and near houses. The trees in my area have grown too big causing pavement damage, wall damage and soiling of houses and cars by aphids and birds causing constant misery.
- 34. The council to monitor and ensure all utility companies are responsible for protecting trees when carrying out work in the street and, where deliberate or accidental damage occurs, the company is to replace the tree/s within an agreed time frame. (So many healthy trees in my street have been lost this way over the last twenty years without any accountability).
- 35. Any trees planted must be cared for and appropriately watered when young. Adjoining neighbours sometimes take care of street trees, perhaps this could be encouraged. Vandalism to trees should be treated as serious damage. The policy of leaving parks open at night is not desirable. Labels on trees in parks and Tree guides would encourage interest and knowledge. There are many interesting trees in Southen Parks and in the streets, but few labelled. Maybe a tree trail, say in a park or round some streets would be good. We also have some special trees and memorial trees that could be highlighted.
- 36. Ensuring that appropriate trees are planted on highways. Too many recently planted trees are inappropriate for their location and are causing damage to footpaths and property.
- **37.** Plant MORE trees. Re question 4, some of these need blanket refusals need unpacking. Pruning should be allowed if a tree blocks sunlight or satellite reception, if no other alternative solutions are available. A bit of real life application and compromise is required.
- 38. I am not sure what this survey hopes to achieve. Seems a waste of time!

- 39. It is unclear from your survey whether it is 15% per year, or 15% by 2050 -15% by 2050 isn't many trees!. You also mention 'by planting more trees than are removed' -- there needs to be a more specific target, as it might be that only one tree is removed in a particular year, so planting 2 trees is not a very stretched strategy is it??.... 15% per year would be a good target - is that what you mean? AND PLEASE help your residents who are currently blighted by trees in neighbours gardens blocking light, dropping leaves and general encroachment. Please advise residents NOT to plant any tree that could cause neighbour hood problems in years to come -- trees seem to live longer than people!! My example are Mountain ash trees and a huge Silver birch tree that were planted in my near neighbours garden years ago and have grown to huge heights, and cause untold problems in the neighbourhood with sunlight being blocked, orange berry droppings and huge amounts of leaves dropped late autumn...... the neighbour involved will not listen to neighbours concerns, and it causes bad disputes. For example, from around May thru to October, his trees block sun into our garden. So, trees in gardens must come with a health warning.... Perhaps the council could take control of trees in peoples gardens that become a problem!!!.
- 40. Reduce height of trees and allow residents to prune trees near their properties.
- 41. It is important, after all we learnt from all those painful times that we had join that kill full disease that might of kill everyone who is alive and living, that, we never take away the life of a living breathable, glorious creature (like a tree) just because you want to built it in a spacious place, or remove one to put another instead, or they can't be there because of this and that...... so on and so on.....so you will not going to be dead over a small flue disease yourself from the beginning. So you kill a tree because one of them is giving illness to others, so kill other human beings whose ill like whose got viruses or hard illnesses so they won't give them to others too!! Please let us bear this in mind that trees and green areas from before and then, are most part of importance in building our LAND SCAPE Planning in our architectural studying and planning, and it can never ever be hurt, cut, removed for any kind of reasons that so could humans can live easier without them before we all go away from any kind of diseases and never come back again.
- 42. Can we do more to celebrate our oldest trees which might be a way of protecting them if privately owned and not otherwise protected? I am thinking of the beautiful old copper beeches in Leigh Park Road. Can a directory of street trees be made available so you can look up the trees in your street and why they were chosen and when they were planted? Eg There are walnut trees in Recreation Avenue -beautiful-why were these chosen? More information about street trees should be available to the public'.I think a lot of people would be interested. But generally keep up the good work . Street trees give me so much pleasure and can transform streets which otherwise look like car parks
- 43. Trees are a deterrent to parking on verges and pedestrian pathways especially important as signing of illegality and enforcement in residential roads is virtually non-existent. Trees which fall or are removed should be replaced as a matter of course - the one which fell in front of my house some 18 years ago is still missing despite my requests, my offer to contribute to cost and undertake to water.

- 44. I think there should be better leaf cleaning on roads with older forest trees (London Plane especially) which lose some of their leaves in summer. My son lives in Avenue Terrace and this lovely road is spoilt by the amount of leaves. I think householders could be encouraged to do small things like rub out the side shoots (when safe to do so I'm not suggesting they get a ladder) as they grow before they become too big and the tree fella has to come and remove them. Some householders might be happy to bag leaves if they are given sacks. I think the Council if they haven't already done so should commit to the retention of the forest trees planted in Victorian and Edwardian times so they don't get a "Sheffield situation". I know they take a lot of effort pollarding etc but are part of our heritage. I live in Redcliff Drive and a resident had e-mailed the Council about maybe having some trees but received no answer. We certaily are willing to have some trees so long as it is possible.
- 45. I would like larger trees planted or protected in cages when they are planted as the current small / younger trees are vandalized and killed as soon as they are planted. There are still too many enormous trees in streets which are not regularly pruned.
- 46. To plant more varied native species of trees and perhaps include some educational details. I.e. when planting an oak inform the public how many insect species it can host, how long it can live and how much carbon dioxide it can turn into oxygen.
- 47. I notice pruning roadside trees have been neglected these past three months and as a result the trees have overgrown untidily!

48. I would like to see trees planted all along the High St. Nothing improves the look of a place than the presence of trees and other greenery.

49. The council should be take more action where tree branches, and shrubs, or hedges on private land and gardens overhang or intrude into public carriageways or footpaths. As I go about the Borough I have often noticed examples of this. Similarly, at road junctions hedges extending over the footpath often unsafely restrict the view of drivers causing them to move out into a busier road before they can see approaching traffic.

- 50. It's all very well talking, but what about some action, particularly with pruning oversize trees
- 51. Whether you plant trees financed by others or at your own costs, we have seen young saplings vandalized or left to die by not being watered. They must be watered and must be better protected if we are to see an increased population of trees. We would be happy to encourage local business support, but they need some confidence that they will last and their financial support protected
- 52. Please consider Dane Street, Shoeburyness for new trees. It is a bare street with no trees currently. They would need to be on the council house side of the road.
- 53. I am concerned that the council has removed trees for a variety of reasons in Fillebrook Avenue and failed to replace them. Additionally bushes and trees in the beds in the road are not properly maintained. They are given a 15 minute "chop down" twice a year.
- 54. I don't understand why we have such a low aim as 15%.
- 55. New trees, where possible, should be native species, and not too liable to die if more hot dry weather becomes the norm...a difficult combination, but possible.

- 56. Some of the existing trees are too big in certain circumstances. They should be replaced with more suitable trees
- **57**. New tree coverage should far-exceed 15% by 2050. Perhaps Southend council should discuss with Rochford Council about expanding existing woodland in the area.
- 58. 15% coverage is a far too low as a target. It should be at least 20%.
- 59. Community advice and guidance about what trees are suitable for which locations. Many residents may be interested in having a tree in their garden but may not know which trees are most suitable for the location and may therefore end up either not planting any at all or may plant trees which are unsuitable for the location and later cause problems for themselves and others. Access to affordable trees/saplings which are suitable for such locations as described above. I recall years ago the Council provided the opportunity for individuals to purchase hedge plants at a very good rate (unsure if it was due to surplus supply or encouraging development of new hedgerows, but something similar would be good). Actively promote schemes like the Woodland's Trust 'free trees for schools and communities' https://www.woodlandtrust.org.uk/plant-trees/schools-and-communities/ and support engagement with such schemes through granting permission where the Council is landowner. Help raise awareness about trees and tree varieties. For example more people have visited parks in recent months and many might have admired the trees, but sadly won't know what the tree is or anything about it. Greater awareness and knowledge may bring greater respect. More greenery such as trees in the town centre. Community fruit trees or community orchard such that locals could benefit from the harvest. Sponsor a tree schemes.
- 60. I'd like to see a higher target. I'd also like some consideration of planting shrubs along verges, particularly near/on the route to schools where they can help to protect children from traffic pollution.
- 61. Consideration MUST be given to the size to which a tree will grow too many footpaths, verges and properties in the town are being damaged and in some cases are dangerous due to the size to which the trees have grown. Additionally, many remedial works following tree removal are substandard, with bulk root systems left in place that still raise and damage the surrounding area
- 62.
  63. FOOTPATH DAMAGE MUST BE ASSESSED CAUSED BY TREE ROOTS AND A BULGE - LIFT LIMIT MUST BE APPLIED :- Path damage outside Nos. Briarwood Drive L-O-S is excessive.
  64. I'm sorry but 15 % by 2050 is terrible and not nearly enough!! We're in a Climate Emergency! More needs to be done to stop building on flood lands and green belt land. It takes years for trees to be established enough to make a difference to our air quality. Please do more. Literally our lives depend on it!
- 65. 15% Canopy cover by 2050 is not enough. It is a reasonable aim, but you need to be aiming higher and you also need to acting on this now. You have considered tree planting but haven't considered the use of rooftop spaces.
- 66. There should be a focus on planting in areas with lighter canopy cover. There should be a tree for residents scheme, such as the trees for baby scheme in Cambridge. There should be education resources to encourage children to go out and observe trees.

- 67. 1. I would like to see a policy on leaving some dead trees in appropriate safe places for the benefit of nesting birds and other wildlife to use, even if this means fencing them off for safety (with educational information available of course). Also a policy for allowing for bird and bat boxes on appropriate trees (perhaps this could be a sponsor scheme like benches). 2. In order to encourage home owners to install solar panels, there needs to be some consideration of their needs if trees block light to the panels. 3. If mature trees are removed for development reasons, then replanting should include more mature trees not just whips. 4. Where possible, native trees should be used. 5. I think that a target of 15% is quite low for 2050, and we should be more ambitious!
- 68. The type of new trees that are planted should be considered. In my road, the trees are very old and lovely but some drop huge conkers which can cause accidents and some drop a sticky sap. The trees are large so a build up of leaves can be a problem and slippery on pavements despite residents all doing their bit to sweep up, dispose of etc. it can be hard to keep on top of this so we do need more street cleaners in the autumn when they drop. Also, we have a problem with roots pulling up the pavement which again is dangerous.
- 69. I widely support the majority of the policies, aims and objectives outlined in this consultation. Clearly, nearly all of the UK is deficient in tree canopy cover which seriously needs addressing. I am therefore pleased to see this consultation being rolled out. I do feel that to many people in the borough are either ignorant or have disregard for trees and the environment generally, which is a pity. Hopefully education can play a role in increasing the tree canopy significantly in Southend borough and nationally in the forthcoming years. Good start! :-)
- 70. I think that Southend could plant a lot more trees than this. For example my children noticed down Southend high street there are no trees. Wouldn't it look lovely and be great for the environment to put trees down there? At the moment it looks baron and unattractive. I love the fact that areas like Belton way has been let as a nature reserve and it should be encouraged to have these places where nature can be largely untouched.
- 71. As part of planning I would like all new housing developments must have provision for tree planting. Please continue to plant trees in the borough wherever possible.
- 72. Plant more native trees such as Rowan, Silver Birch, Alder.
- 73. We need more trees in Southend, particularly in areas dominated by concrete/buildings like the High Street. More trees and pedestrianised areas would help to make the high street a more attractive area to meet, eat, drink and socialise outside, hopefully attracting businesses and revitalising the tired and frankly ugly area. More flora please!
- 74. I would prefer if it is possible to plant more native species, there are smaller trees that would fit in the urban landscape. I think in particular the dark red leafed "cherry" trees do not fit in and are somewhat depressing. There seems to be a lot of "tarmacing" right up around the base of the trees which is then lifted as the tree grows causing very uneven pavements eg along Pall Mall in Leigh. When planting new trees if would be good if biodegradable covers around the trunk could be used, as a lot of trees have previously been planted with plastic wraps, which remain in place and eventually fall off and become rubbish, eg around Garons.

75. Please do not remove the Horse chestnuts in Victoria Avenue- can't anything be done to treat them? Please accompany tree planting with woodland plants and flowers to create wild areas. 76. 15% is too small a figure and the Council should be far more ambitious in its tree planting for the benefit of humans and wildlife and for averting extreme climate change. 77. Q1 15% should be our target now for 2050 it should be 21% as recommended by Natural England etc. Further to this what is the definition of an urban forest? Q3 Insurers can over implicate trees and removal can also effect movement/subsidence/ the water table and trees' hydrology. Q5 Decaying trees are absolutely fundamental for fungal/invertebrate life: these are at the base of food chains. Where safe or made safe to decay in situ as in Chalkwell Park sweet chestnut south west border, this would be good ecological practice. Re footpath damage: if a beautiful mature tree unique to its place is removed a canopy equivalant should be the criteria for its replacement(s). 78. I would like the target for overall canopy cover to be increased from 15% to 25% by 2050, and for there to be a commitment to continuing to increase that cover beyond 2050. 79. I agree on most parts above. However, the council must ensure that thorough due diligence by an independent professional is carried out before any tree removal is performed. This due diligence must also be carried out on any company carrying out the works on the tree and reviewed regularly. I also guestion whether the target of 15% by 2050 is sufficient enough. I would be interested to hear of any specific target areas and how this will be monitored to ensure the target is met. 80. MORE TREES THE BETTER 81. I have also read the submission from the local group Once Upon a Tree and I fully endorse all of their recommendations. I would like this endorsement to be recorded 82. In conservation areas there should be a duty of care to look after trees in private ownership. Planning permission is required to do any maintenance on trees in these areas whether or not they have TPPOs and this possibly deters people from looking after their trees 83. If the council has decided to remove any tree I think residents should be given the specific reasons why and should be allowed to object if they disagree. Planting saplings which may not all survive doesn't make up for removing mature trees. 84. When a mature tree is removed, you also displace the shade the tree produces together with the Wild life and the ability to store the carbon omitted by vehicles, if the trees are replaced by new trees, the new trees need to be semi mature trees. This will encourage the return of the Wild Life, give shade to the pedestrian, and help reduce the vehicle omission's 85. I believe the canopy cover target should be far higher than 15%. The Eu average is 35%. I think we should be aiming for 17% by 2025 and 20% by 2030. I think it would be a more effective target if the council were to commit to planting a certain volume of trees within the immediate future. For example, it could carry out a Great Tree Plant Challenge'; residents could be empowered to plant 10000 trees by end of 021 and a further 10,000 trees by 2022.

- 86. I believe the following reasons should be good enough reasons to prune a tree. The tree is blocking TV and satellite reception And The tree is blocking sunlight reaching solar panels placed on a neighbouring private property.
- 87. I was astonished to see such a weak target. From 12% to 15% by 2050 is appalling. It is beyond me how a target like that could be proposed. Please wortk with all residents and let's get this sorted within the next two years. Please launch "The Great Tree Plant" in 2021, with the aim of getting residents to plant trees on grass verges, private gardens and designated parts of public parks and other public land. The work will be done by residents, with guidance provided by the council on tree species, watering and tree care. The Council target should be changed to plant 10,000 trees in 2021 and another 10,000 trees in 2022. I am very happy to help get residents organised and get the tree planting done.
- 88. 15% is still fairly low in comparison with national and neighbouring country averages. I would be in favour of increasing both the cover, and the speed with which it is introduced.
- 89. I'd love to see some more tree in my street. Avenue Road. I'd also like to see trees properly maintained when newly planted. So many times I've seen new trees planted but not watered. Within a few month they are dead. Also more native tree. Long lived tree in parks like cedar and yew trees
- 90. The more trees the better, is 15% coverage sufficient? Also could suggest local homes adopting a newly-planted tree nearby for watering etc.
- 91. As members of the Essex Wildlife Trust we agree that more trees are required, but the policy has to include planting the right tree in the right place large trees should only be planted in parks or other open spaces. The current policy places a financial burden on all residents as the removal or pruning of trees is paid for by them. Where it can be shown that appointed experts have applied a policy which then requires rectification, (and if it can be shown that the tree species is inappropriate), the cost of pruning or tree removal should be debited to the salaries of those responsible, if they have acted in error. In all matters the residents should be consulted prior to planting any trees; particularly on public highways.
- 92. Every residential street in the area should be considered for tree planting and that residents in them should be consulted regarding the suitable locations and type of tree!!
- 93. 15% from 12% in 20 years is insufficient and will probably represent a relative drop against the 2050 average - not good ! Re purposing peripheral land could yield faster forestation and healthier trees - Cherry Orchard Jubilee Country Park (in Rochford) - over 35 acres planted with 32,000 trees during winter 2008/09 (so they say) - come on Southend !! SBC should demonstrate more sympathy towards its venerable housing stock, which may have shallower foundations and sectional ceramic pipe drains that were the adequate norm when they were built. All new tree planting required to have significant and positive support from close householders. Southend's seaside climate is not sunnier and dryer than the Adriatic where you will find splendid forested areas just back from the coast and towns with majestic trees providing shade. More trees in car parks - public & private - Western Esplanade's central reservation parking area could host many trees (I think it has just one) - move the lighting pillars to the pavements and replace them with trees. A good policy report but the subject and plan needs more public consultation and debate.

94. 15% tree cover by 2050 is not at all ambitious and you should be looking to have that level of cover already, I'd say 2025 at the latest. 95. There is an abundance of open space/ parks to plant more trees which can only enhance the local area for the future. Keep planting southend Council. 96. 1. Request the council make available sites for mass planting of Trees, over the next 1-5 years, including community woodlands pocket forests etc. Also to request that every tree removed from a street over the past 25 years should be replaced without delay. 2. Recognise Tree planning is a 100 year lifecycle – anticipated removal and replanting needs to be done systematically 5-10 years before removal to have any impact under the CAVAT value system. This would save the council the equivalent of £10,000's just by being pro-active To this end tree inspections need to be undertaken with a short medium and long term view – the omission of this approach has dramatically altered many Southend streets; undermining the Councils own tree policy and depriving a generation of SBC residents the many benefits that street trees bring. 3. Removing a street tree should be a matter of last resort - Ensure that the reasons for removal are clearly defined, in line with the 5 D's and that all other options have been explored before removal - including the "Safe useful life expectancy tree assessment" method – where trees that have disease or dieback can be managed more effectively over time whilst replacements (in line with the CAVAT system) are planted in the same vicinity many years before the removal of the effected tree. CAVAT reference: https://ltoa.org.uk/resources/cavat Capital Asset Valuation of Amenity Trees (CAVAT) was developed by Chris Neilan and the London Tree Officers Association (LTOA) in 2008 and is regarded as one of the principal methods of tree valuation in the UK. CAVAT is now being presented for the first time in a formal publication in the Arboricultural Journal. Here is a link to the article, which is free to download https://www.tandfonline.com/doi/full/10.1080/03071375.2018.1454077. The reasons given for felling trees (adapted from Sheffield Tree Action Group) Southend Borough Council (SBC) have often stated that street trees are only removed as a 'last resort'. This reflects national best practice guidelines, which recommend that all other reasonable solutions be considered before a tree is removed – the option of last resort... The general criteria for removing trees are: 1. Dangerous 2. Dead 3. Diseased 4. Dying 5. Damaged (seriously) This classification system is not standard within the industry, nor is it an accepted system for categorising street trees. Regardless, some of these categories are easily addressed - OUaT do not oppose the removal of trees known to be absolutely dead or dangerous. If a tree is diseased or dying then, if after a thorough survey, felling is required for safety reasons or to prevent the spread of disease to other trees, then OUaT would not object. The emphasis is on the word 'thorough' and we would expect the survey process to be transparent and for there to be accountability. 4. Develop new tree policy in line with current and emerging UK Government (DRFRA), Tree Council, Woodland Trust and Forestry Commission policies so that Southend is up-to-date and aligned with UK policies with an evidence based tree policy system. 5. To develop a modern tree policy with more info graphics in line with The Trees and Design Action Group (TDAG). Engaging the TDAG as a step to producing a coherent and modern tree policy in line with current best practice. 6. Acknowledgement of the iTree calculation system for Southend and to be explicit in exceeding the recommended minimum Tree Canopy Cover (TCC) in Southend and Leighon-Sea. 7. Acknowledgement of UNWHO pollution measurements in Southend that are exceeding the recommended level of UNWHO maximum pollution index of 10 - by comparison, In 2016 Southend measured 11, equal to London, and in 2018 this had increased to 12, now one of the highest in the UK 8. Establish an independent Tree Review Panel made up of public and professionals without contractors or council members for the most celebrated local trees 9. Ensure that cosmetic tree removal does not happen (e.g. for amenity views) Ask for remedial highway and pavement solutions to be sought before removal is considered – Highways Dept. must inspect the highways and make sure these and underground services are "compatible with the tree" not the other way round – following Relevant NJUG guidelines is recommended. (The National Joint Utilities Group) 10. 2 for 1 replanting policy needs updating taking account of the CAVAT tree value system - to replace a mature tree requires the planting of 150+ saplings in the immediate area – or fewer trees if replanting 10-15 years in advance of planned/managed felling 11. Full disclosure of the genuine reasons for removals and improved record keeping going forward – all reports should be publicly available. 12. To review unnecessary hard pollarding at the wrong time of year (we appreciate difficult if pollarding was originally carried out when the tree was young, often decades prior) 13. Request that in light of the climate emergency that removed trees are NOT CUT FOR FUEL UNLESS DISEASED, but rather the whole tree removed by HIAB and taken to a sawmill for processing. This timber can then be used and it's carbon locked in by using the timber for memorial benches and even OAK for the pier deck where appropriate – Once Upon a Tree

97. 1. It would be helpful to have clarity around what constitutes a tree strategy and a what constitutes a tree policy. 2. A strategy would refer to aspirations and targets however: a) An increase in canopy cover from 12% to 15% in 2050 appears unambitious. This equates to an increase in 7500 trees over a period of 30 years (c250 trees per year) b) Other councils break down their figures into 'Administrative areas' and Urban Fringes' (e.g. Plymouth). This approach could be adopted to promote the increase in canopy cover to reflect all aspects of the town, and guards against the achievement of 15% cover being achieved by primarily planting a few thousand trees in one remote urban location. 3. The tree-planting strategy a) would need some development to ensure it focuses more on aspirations and facilitation mechanisms that encourages optimum opportunities for planting, with a proactive and sophisticated range of options for stakeholder engagement across the community (businesses, public sector organisations, community groups, and the general public). b) Currently this strategy tends to highlight the reasons tree planting cannot occur, and this tends to detract from a sense of vision and community engagement. c) There could be more options for the community to start the dialogue. The current strategy tends to put the onus on the Council to start these discussions. It might be helpful to develop opportunities for dialogue, to support any tree-planting programmes initiated by the Council. This would promote creativity and ownership from within different elements of the community The linkage between this policy and the two documents referenced could be made clearer. The first section appears to be a rationale for pruning and removing trees. This creates a strong focus on risk management, and tends to undermine the aspirations (with the potential excitement) for a greener Southend in the future. As such this document could act to dampen community enthusiasm. 4. Tree-planting plan Once the strategy and plan are developed with more clarity, a plan would be needed to help direct and monitor progress. This plan should also incorporate a focus on wards already identified as having low coverage. 5. Tree-planting budget It is clear that the Council is taking the greening of the town seriously, and as such it would be appropriate to see a ringfenced budget set aside specifically for tree planting. Separate to the budget for maintenance. We would also recommend that the budget for planting was sub-divided into wards identified by the plan. 6. Monitoring and evaluation This strategy should be regularly monitored to ensure that it is achieving its aims, rather than being left to run for 30 years. As such the plan/strategy needs to have specific points for review built into it. This would include regular full reports to the Council, against the targets. Finally, we would consider building those targets into individual officers' annual appraisals.

- 98. While I recognise that councils currently have a lot of strain on their resources, I don't think 15% is ambitious enough. We should aim for at least above the 17% average, regardless of local peculiarities. I think often tree planting is seen as a nice extra, and I understand that, but given the urgency and reality of the climate crisis, and the immediate local threat of air pollution, both rightly recognised by the council itself, we should view it as a vital necessity. So I agree with more planting; I disagree that 15% is enough. I also would like to say that we need to focus on maintaining young trees as well as planting new ones - they've vulnerable in the first two years, and the policy shouldn't be to plant, hope for the best and then plant more, but to care for and water them properly. Again, I realise that you are unlikely to have enough staff and money to do this as well as you'd like to. But I think the public could be mobilised! Perhaps making the process of planting/dedicating memorial trees (or just personal trees, it doesn't need to be for a death) could be made cheaper and easier, so children and families could have their own trees to care for near their houses or schools?
- 99. The information and explanation of the strategies are informative and citing the principles and research on which they are based is useful. The general presentation of the policy is clear and demonstrates a commitment to greening our urban environment. However, the target tree coverage of 15% in 30 years time is dangerously low. We need to match the national average recommended urban tree canopy coverage for coastal towns of 15% in the next FIVE years. We need this tree coverage now followed by more urban trees year on year. On some of my responses I selected 'agree somewhat' because although I support the principle of additional planting, the targets quoted are thoroughly inadequate. If the targets were higher I would have marked them 'agree completely'. re. allowing tree removal when trees are damaging private property - there should be an exception if the tree pre-dates the building. If a house has been built too close to an existing council-owned tree then the housebuilder is at fault. The current house owner presumably noticed the tree was present when they bought the property. The mature trees must be prioritised. If a resident's garden wall is compromised, the question should be whether a wall is necessary as a property boundary marker? Would a fence not be sufficient? I note and applaud your guidance are requirements for proof that the tree is in deed the cause of any damage. Suggestion: page 28 states that requests for replacement trees, made by householders, are taken into account. Please can a method for making this request please be outlined here?

100.	Please note I have stated I strongly agree with no 1 and no 6 as it's blatantly obvious that more trees need to be planted. However, bearing in mind that
	the council have declared a climate emergency, 15 percent by 2050 is too
	little too late. Please be informed by the science and treat the issue with the
	importance it deserves by initiating a huge tree planting program. I have
	stated neither agree or disagree with the pruning and felling questions as the
	council does not have a good record in this respect often having felled threes
	stating one of the reasons stated in the question when in fact the tree did not
	need cutting. The council and needs to separate any link between the
	arboroculturalists who make felling decisions with a company paid to fell.
	Many thanks

101. I am making these comments on behalf of the Woodland Trust. Your tree policy is very comprehensive, covering trees on both public and private land and it sets out a strong case for the importance of trees, the need to retain existing trees where possible and to plant more of them. The document is very well presented with good use of graphics and artwork, which will make it more likely to be read and understood by councillors and members of the public. There are, however, one or two spelling/grammatical errors: for example in several places "practise" is used where you mean to say "practice" (ie where it is the noun, rather than the verb). Your list of the benefits of trees is excellent, although in the paragraph on air quality benefits, it might be useful to recognise recent research at Birmingham University Forestry Institute which shows that trees do absorb pollutants into their leaves but a bigger effect comes from rows of trees or shrubs acting as a barrier and thus shielding people from sources of air pollution, such as alongside busy roads. It is great that you have mapped the tree canopy in each ward of the council and identified where canopy cover is low. However, we would like to see you make a positive commitment to expand tree canopy cover specifically in these areas, as well as setting an overall canopy cover increase target for the town as a whole. You state that you want to increase tree canopy cover from 12% to 15% by 2050 but we think this is a very unambitious target and we would like to see it increased. Areas where there is new housing development are an ideal opportunity to build in high levels of tree cover from the start: in our Emergency Tree Plan published earlier this year we talk about the need to plant more trees to tackle the climate and biodiversity emergencies and advocate a target of 30% tree canopy cover in new housing development. The strategy talks about increasing canopy cover where street trees and other standard trees are removed: you could also do as some other councils have done and require two or three new trees to be planted for every one removed, as close to the site of the original tree as possible. The section in the strategy on woodland is guite short: it is great that you are committing to prortecting ancient woodland in particular but we would also like to see you commit to new woodland creation, as a means of helping you achieve a more ambitious tree canopy cover target. A good location for new woodland creation is next to existing woodland (particularly if it is ancient woodland) and natural regeneration should be considered as an option where it is feasible, although tree planting is also a good way of stimulating community participation. I hope these comments are useful. I would be happy to discuss them further with you and also talk to your officers about how the Woodland Trust can help you deliver your tree policy when it is finalised . - Woodland Trust

102.	The aspiration Edda to be to plant many more trees - the 15% goal is too little. Engage local residents, businesses and services (churches, hospitals, schools etc) and far more is achievable. Make links with RSPB/Essex Wildlife Trust and the MoD. All have land that can be used.
103.	Yes. I live on Hildaville and I am so disappointed that we aren't on the council's leaf fall and you haven't looked after the tree outside our property. It's shameful when you happily take care of trees in Chalkwell and yet here in Westcliff you don't seem to care.
104.	Native tree species especially rare and specimen trees should be planted.
105.	I'm am very sad and angered to see a beautiful white blossom tree as been cut down in my road burdett ave I don't know why this was sanctioned as the tree was asset to our road and it's loss is a complete disaster and completely unnecessary . And don't make out it was diseased because it wasn't I have lived in burdett ave for 21 years and it hasn't changed. Your tree policy is terrible why are you trying to completely ruin Southend by turning it into a money grabbing concrete jungle with no soul.
106.	I would just like to make a point about the replacement of trees on the highway. I completely understand the occasional need for complete removal of a mature tree. My concern is about species replacement. Could there not be something emphasised in the policy that ensures that in the case of larger species, a like for like replacement tree is planted. Nothing makes my heart sink more than seeing majestic limes or oaks felled and replaced with birch or rowan. The limes trees in Woodside and Belfairs Park Drive and the oak trees on London Road outside of Chalkwell Park all play a major part in giving character to those areas. Lesser substitutes take everything away from the street character. I do hope we are not seeing the demise of oaks, limes and London planes as significant roadside trees within the Borough. Thank you for all of your efforts in this matter.
107.	I would like to see us double the amount of trees that we panted last season this season. We have made a terrific start so let's redouble our efforts this year.

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# Southend-on-Sea Borough Council

**Report of Executive Director** (Neighbourhood & Environment) То

Cabinet

On

14th January 2021

Report prepared by: Carl Robinson **Director of Public Protection** 

#### **Enforcement Review Update** ጺ SBC Environment & Regulatory Enforcement Policy

## **Cabinet Member: Councillor M Terry**

#### 1. **Purpose of Report**

To update Councillor on the progress of the Enforcement Review being undertaken to provide a more collaborative and coordinated approach to our front line enforcement services and also to consider the proposal for an Environment & Regulatory Enforcement Policy that includes universally shared principles that all enforcement services will adhere to, taking account of national guidance on the principles of good enforcement.

#### 2. Recommendations

2.1 That Cabinet notes the progress with the enforcement review.

## 2.2 That Cabinet approves the SBC Environment & Regulatory **Enforcement Policy attached at Appendix 1**

#### 3. Background

- 3.1 The Council has a number of front line enforcement services operating in different teams, and while some good examples of collaborative and joint working exist between teams, it was felt that a review of these front line enforcement services could provide for a more effective service for the Council.
- 3.2 The review will support the Southend 2050 Outcomes, in particular around Safe & Well and Clean & Green, providing for more effective enforcement leading to people in all parts of the borough feel safe and secure at all times, and a focus on environmental enforcement to improve the local environment for those that live, visit and work in the borough.

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Agenda

Item No.

- 3.3 Developing the Southend 2050 Outcomes has identified that residents and local businesses want to feel safe from anti-social behaviour and other crime and disorder as well as wanting to enjoy an improved quality of life, including improvements in the environment
- 3.4 The scope of the review therefore reflects the Southend 2050 Outcomes and has included enforcement services from Highways / Community Safety / Waste & Environmental Care Team / Regulatory Services / Parks / Pier and Foreshore, and was started in early 2020.
- 3.5 The review has been undertaken in conjunction with the council's Service Design Team, adopting the agile double diamond approach to Discovery, Define, Develop, Deliver and has involved working with officers from each of the services to ensure a co-produced solution. This approach enables a fair, proportionate, consistent and transparent process of review.
- 3.6 The review has focussed on four recommendations:

3.5.1 **Recommendation 1. Policies -** By defining a clear vision and outcomes; data, standards, policy and practice can all be aligned to ensure progression and achievement can be measured.

Currently, each service area has its own enforcement policy. While each policy deals with the specific remit within service areas, there is no unified and consistent approach to enforcement standards and the principles of how enforcement will be undertaken.

Progress: A new overarching SBC Environment & Regulatory Enforcement Policy has been drafted collaboratively and is attached at Appendix 1. The policy has identified the universally shared principles that all enforcement services will adhere to whilst also making clear the unified objective of enforcement across the Borough and underpinned by the principles of good enforcement included in national guidance.

The draft policy demonstrates a proportionate approach to enforcement, similar to policies deployed by other enforcement agencies, including the Police, with their 4 E's approach, where (with some exceptions) Enforce is a last resort, with Engage, Explain, Encourage being the proportionate approach to achieving compliance by consent.

This policy will be supplemented by existing and more detailed service specific policies, some of which are already in review to complement this review work, including the Highways Enforcement policy.

3.5.2 **Recommendation 2: Digital Solutions -** Through the development and design of a more comprehensive and accessible digital solution, staff will be able to communicate and collaborate more effectively, record and report issues more effectively, whilst also making efficiencies in process and time.

Progress: Through a series of engagement exercises, ICT Business Partners, Product Developers and Service Design have scoped the needs and

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requirements of a new digital solution. Frontline staff and managers alike have contributed to the developing specification.

The design specification principles include:

- Integration
- Global view and sharing of information
- Accessibility
- Evidence gathering ability
- Intelligence and data
- Customer friendly access / platform
- Compliant and safe

The size and scope of the specification is being considered by the ICT leadership team for consideration and agreement of next steps; taking a strategic view of other work and priorities across the organisation.

3.5.3 **Recommendation 3: Training -** By establishing a universal training and support package for Enforcement staff, culture and behaviour will align whilst also promoting new standards of practice. Enforcement will increase across the area and help promote improved collaboration.

Progress: Workforce Development will be brought into the design early next year to help identify a clear learning pathway for Enforcement staff to compliment any adopted enforcement model.

3.5.4 **Recommendation 4: Multi-disciplinary Service –** A multi-disciplinary approach to resourcing enforcement alongside the unification of its image will increase public confidence and increase the amount of enforcement taking place. Having a clear and simple hub of information on the council website will complement this approach.

Progress: A frontline staff working group comprising officers from each service area has been established and is undertaking collaboration exercises including:

- Multi-agency patrols to understand more about enforcement remits across service areas.
- Matrix building to highlight common practice and key differences in respect of enforcement and related powers.

A full staffing list from each service area has been put together with support from Finance, to identify all the existing front line roles within scope of the design project, and to provide a rough estimation of current enforcement costs across those services (estimated at around £2m).

Early modelling ideas have begun to explore how a multi-disciplinary service structure might look. HR have been brought in to advise on risks and consultation and a pilot project is being designed that would seek to prove/disprove some of the modelling ideas and is expected to take place over the course of 8 weeks, anticipated to start in January 2021.

The objectives of developing a new enforcement model are:

- 1. That officers record and report issues across a wider service remit
- 2. To enable officers to undertake enforcement across a wider service remit

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Community Special Constables

- 3. To embed the issuing of FPN's as business as usual activity
- 4. To provide enforcement resource effectively and flexibly across the borough
- 5. To target specific issues/areas with a multi-disciplined team i.e. littering in parks, cyclists on pavements etc. or geographic hot-spots for crime.
- 6. To increase visibility and unification of services across the borough, increasing public confidence and perceived sense of safety

## 4. Other Options

4.1 SBC Environment & Regulatory Enforcement Policy: the option would be to continue with individual enforcement policies in each service area, which can lead to inconsistency of approach on enforcement.

#### 5. **Reasons for Recommendations**

5.1 SBC Environment & Regulatory Enforcement Policy: to provide an overarching enforcement policy, identifying the universally shared principles that all enforcement services will adhere to whilst also making clear the unified objective of enforcement across the Borough. We don't currently have such a policy.

#### **Corporate Implications** 6.

6.1 Contribution to the Southend 2050 Road Map: Safe and Well Outcome – people in all parts of the borough feel safe and secure at all times and Clean & Green Outcome - to improve the local environment for those that live, visit and work in the borough.

#### 6.2 **Financial Implications**

SBC Environment & Regulatory Enforcement Policy: None.

Enforcement Review: Existing enforcement costs for the enforcement services included in the scope of the review are approx. £2m. The review is aimed at providing better value for money in terms of enforcement services and may provide some additional financial efficiencies, yet to be calculated.

Legal Implications 6.3

None.

#### 6.4 **People Implications**

Enforcement Review: Any new enforcement model adopted may result in restructured services and impact on existing enforcement officers.

#### 6.5 **Property Implications**

Community Special Constables

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None.

#### 6.6 Consultation

As part of the service design approach, managers and officers from all service areas included in the scope of the review have been involved in the review. HR have also been consulted. Member views on enforcement service have also been taken into account as the review has developed.

## 6.7 Equalities and Diversity Implications

Yet to be undertaken.

#### 6.8 Risk Assessment

Enforcement Review: As any new enforcement model develops, a Risk assessment will be developed alongside that.

#### 6.9 Value for Money

Enforcement Review: Enforcement costs for the enforcement services included in the scope of the review are approx. £2m. The review will provide for better value for money in terms of the cost of enforcement and may provide some additional financial efficiencies, yet to be calculated.

#### 6.10 Community Safety Implications

The objectives of the review will provide for more effective enforcement across a wide range of front line services including those related to Community Safety, and will contribute to the Southend 2050 Safe & Well Outcome 1 - people in all parts of the borough feel safe and secure at all times

#### 6.11 Environmental Impact

The objectives of the review will provide for more effective enforcement across a wide range of front line services including those dealing environmental issues, and will contribute to the Southend 2050 Safe & Well Outcome - to improve the local environment for those that live, visit and work in the borough

## 7. Background Papers

7.1 The Regulators-Code (<u>www.gov.uk/government/publications/regulators-code</u>) and the Enforcement Concordant (Central and Local Government Enforcement Concordat, March 1998)

7.2 The Legislative and Regulatory Reform Act 2006 (enforcement is proportionate, targeted, transparent consistent and accountable)

## 8. Appendices

Appendix 1 – Draft SBC Environment & Regulatory Enforcement Policy.





# Southend on Sea Borough Council Environment and Regulatory Enforcement Policy

Version: Produced:

Next Review:

1.0, November 2020 In consultation with Neighbourhoods and the Environment 2023/4

# Contents

- 1. Introduction
- 2. Aims and Objectives
- 3. Principles
- 4. Standards
- 5. Monitoring
- 6. Formal Actions
- 7. Types of action to resolve non-compliance
- 8. Partnership Working
- 9. Equalities
- 10. Review

# 1 Introduction

Southend-on-Sea Borough Council's shared ambition to transform the borough by 2050 is aligned to five themes, with related desired outcomes:

**Pride & Joy** - By 2050 Southenders are fiercely proud of, and go out of their way, to champion what our city has to offer

•Safe & Well - By 2050 people in Southend-on-Sea feel safe in all aspects of their lives and are well enough to live fulfilling lives

•Active & Involved - By 2050 we have a thriving, active and involved community that feel invested in our city.

•**Opportunity & Prosperity** - By 2050 Southend-on-Sea is a successful city and we share our prosperity amongst all of our people

•Connected & Smart - By 2050 people can easily get in, out and around our borough and we have world class digital infrastructure

This Policy also supports the more specific desired outcomes for each theme, including:

- Our streets and public spaces are valued and support the mental and physical wellbeing of residents and visitors. People in all parts of the Borough feel safe and secure at all times.
- A range of initiatives help increase the capacity for communities to come together to enhance their neighbourhood and environment.
- We are leading the way in making public and private travel smart, clean and green.

To help achieve these goals, our approach requires effective joined up enforcement and regulation.

This policy explains our approach within a framework of legislation in the areas of:

- Animal welfare
- Anti-Social Behaviour
- Environmental Crime
- Food Safety
- Health and Safety

- Private Sector Housing
- Highways
- Licensing
- Trading Standards
- Private Hire/taxi licensing
- Private Sector Housing
- Public Health

This policy does not cover enforcement action relating to:

- Education (school attendance and child employment)
- Finance
- Planning and Development Control (including Building Control)
- Parking
- Social Services

For information on the above please refer to the Councils website www.southend.gov.uk

This policy is intentionally at a high level as it cannot cover every eventually, especially where there are specific local or national standards which have to be met.

The Council will also follow the principles of

- the Regulators-Code (<u>www.gov.uk/government/publications/regulators-code</u>) and the Enforcement Concordant (Central and Local Government Enforcement Concordat, March 1998)
- Enforcement contained in the Legislative and Regulatory Reform Act 2006 (enforcement is proportionate, targeted, transparent consistent and accountable)

# 2 Aims and Objectives

The Council's aim is to carry out its enforcement and regulatory approach in a fair and consistent manner across the borough. In doing so the Council will act in accordance with the standards set out in this policy and any other supplementary policy. This policy will be underpinned by more detailed service specific policies which are not contained here but will be available on the Councils website, they will link to the standards below.

The aim of the policy is to improve the local environment for those that live, visit and work in the borough.

In particular we will:

- Provide clear advice and guidance to those we could potentially enforce and regulate to help them meet their responsibilities, including through the Councils website, printed information, face to face visits
- Provide ways to engage with those we could potentially enforce and regulate to hear their views e.g. Stakeholder groups such as Pub Watch
- Ensure that staff are properly trained and adhere to Council policy and standards
- Ensure our approach is fair, consistent, and transparent
- Take immediate action where appropriate to protect people, animals and infrastructure

# 3 Principles

Our approach will adhere to the following principles:

- any action will be proportionate to the scale of any non-compliance
- the Council will apply a consistent approach to its activities
- enforcement and regulation will normally be a final means of securing compliance, except where there is wilful intention and/or advice has been ignored, or where a specific agreed policy is in place.

- the Council reserves the right to take immediate action, without warning, where the impact on the health or wellbeing of local people, animals, the environment and/or borough infrastructure will be significant
- prosecution will normally occur where it is in the public interest to do so
- action taken will take due regard of the Council's Equal Opportunities and Customer Care Policies
- regard shall be given to protect the rights of individuals e.g. the Human Rights Act 1998

# 4 Service Standards

The Council will endeavour to meet the highest standards of Enforcement and Regulation. The following service standards will apply:

#### Accessibility and Communications

- Submitting reports and enquiries will be a clear and accessible process
- Reports and enquiries will be dealt with professionally and timely
- Provision of clear advice and guidance to prevent non-compliance or further non-compliance

#### Staff Conduct and Behaviour

- Officers will always carry Identification and announce themselves except where it would impede the purpose of the visit
- Officers will provide their contact details when requested
- Officers will always be professional and courteous, adhering to the Council's values and behaviours
- Officers will be suitably qualified and trained, with ongoing access to continuous professional development

• All activity will be conducted in a manner that respects equality and diversity

#### Investigation and Enforcement Action

- Investigate non-compliance thoroughly and appropriately using an evidence-based approach
- Seek to build strong relationships with residents and local businesses which aid compliance and investigation
- Where non-compliance may result in further action, we will where appropriate, discuss the matter further with the individual or business concerned, unless to do so would impede the investigation or where immediate enforcement action is required
- The Council will consult with other Enforcement agencies or any agency it deems fit to ensure the correct action is being carried out

## Appeals and complaints

- Where there are rights of appeal against formal action, relevant information will be clearly set out to maintain transparency
- The Council reserves the right not to investigate anonymous complaints if further evidence to support any non-compliance cannot be obtained
- Any complaint about an officer of the Council will be dealt with via the Councils Complaint Procedures (www.southend.gov.uk/complaints-subject/general-complaints/1)

# 5 Monitoring

To ensure the effectiveness of our enforcement and regulatory functions, we will:

- Provide the opportunity for individuals and businesses to report issues to the Council, monitoring the trend or reports to ensure we remain effective
- Regularly engage with service users so they can comment on the effectiveness of our services

• Collect and monitor the different type of enforcement and regulatory actions, including those listed in Table 1

## **6** Formal Actions

Formal enforcement and regulatory actions will normally be instigated where one or more (but not limited to) of the following apply:

- Informal approaches have failed
- Immediate action is required due to such seriousness that informal action is inappropriate
- To protect or remedy conditions relating to health, safety and the environment
- There is a need to ensure a decision or the policy of the Council is enforced

# 7 Types of actions to resolve non-compliance

The Council in line with the principles and standards set out above will make use of the following as appropriate

Table 1

Action	Explanation
General, education advice and guidance	Any material provided by the Council to support an individual or business in complying with their responsibilities
Verbal Warning	Warnings are appropriate for advising offenders about contraventions that are easily remedied. Officers will issue suitable advice and guidance and set an appropriate timescale for remedial action. A verbal warning will be recorded by Authorised Officers
Written Warning	Council officers have the option to serve the offender with a written warning regarding the offence stating the necessary future conduct. The warning will note that no formal action will be taken and can be used as a factor in any future assessment where a similar offence occurs

Caution	A Simple Caution (previous known as a Formal Caution) is a non-statutory disposal for adult offenders. It may be used for cases involving first time, low-level offences where a Simple Caution can meet the public interest. An admission to committing the offence is needed from an offender, which should be recorded by the Council officer. A Simple Caution forms part of an offender's criminal record and may influence how they are dealt with, should they come to the notice of the Council again. The fact of the Simple Caution may also be cited in court in any subsequent court proceedings.
	the Council again. The fact of the Simple Caution may also be cited in scourt in any subsequent court proceedings. Simple Caustions are not covered under the Rehabilitation of Offenders Act 1974 and therefore, never become spent.

Formal Notice	The Council has a wide range of powers to require
	compliance for a person or business. We have the power to close premises and execute work in default. Failure to comply with a notice can result in prosecution
Surveillance	The Council operates a number of closed-circuit television cameras (CCTV) for the detection and prevention of crime, video recordings maybe used in evidence. At all times the Council will have the appropriate authorisation when using this type of surveillance
Fixed Penalty Notice (FPN)	Authorised Officers of the Council can issue FPNs for various offences e.g. littering, dog fouling, riding on the pavement etc
Suspension, seizure, forfeiture or voluntary surrender of goods	The Council has a wide range of powers to carry out these actions, goods can include: unsafe products, counterfeit products, unfit food, sound equipment etc. Items may also be seized where they are required for evidence
Refusal, Suspension, amendment, or Revocation of a licence	Authorised Officers can carry these actions based on legislative requirements
Criminal Behaviour Order (CBO)	Issued by a court normally where an offence has occurred, the order intending to prevent re-occurence
Community Protection Notice (CPN)	Authorised Officers can issue a notice with specific actions to prevent re-occurrence, a CBO may also result if this is breached
Community Protection Warning (CPW)	Authorised Officers can issue a warning, intended as first stage of compliance, which can lead to a CPN
Public Space Protection Order (PSPO)	Issued under the Anti-Social Behaviour, Crime and Policing Act 2014, Authorised Officers can issue a FPN if certain conditions are breached e.g. drinking in a no drinking zone, erecting a tent in a public place
Works in default	In relation to housing on occasions when works are not completed following a formal notice or when delay is unacceptable, the council may carry out those works and recover the cost from the responsible parties
Management Order	In cases of licensable dwellings which have no reasonable prospect of becoming licensed or where the council has concern for the health, safety or welfare of occupiers, the council will issue an Order to take charge of the management of the dwelling during which time it will use rental income to ensure pre-existing and continuing deficiencies are removed. Where the income is insufficient, additional charges may be applied to the dwelling.
Rent Repayment Order	In certain actions under the Housing Act 2004, the council may either seek, or assist occupiers in seeking, an Order to require repayment of some or all of rents paid while an offence continued

Banning Order	In addition to any penalty applied by the courts, the council may seek a Banning Order to be imposed on landlords who are convicted of Housing Act 2004 offences
Civil Penalty Notice	As an alternative to Formal Notice or prosecution under the Housing Act 2004, authorised Officers of the Council may issue a Civil Penalty Notice in line with the Council's CPN policy
Prosecution	Prosecution in Magistrates or Crown Courts. We will endeavour to ensure this only happens when other approaches have failed, or it is in relation to serious cases. We do not always warn or issue a statutory notice before taking prosecutions. We will seek to recover the costs that we have incurred in bringing the prosecution

# 7 Partnership Working

The application of this policy and in some cases the actions carried out by the Council are supported by (but not limited to) the following partners;

- Police
- Other relevant Government enforcement and regulatory agencies
- Other Local Authorities
- Local action and neighbourhood groups
- Housing Associations and housing representatives e.g. landlords
- Volunteers
- Businesses

## 8 Data Protection

Where relevant and appropriate, the Council may share data with partners to apply this policy. Any sharing that involves personal data will be carried out in line with Data Protection legislation (the General Data Protection Regulation and/or the Data Protection Act 2018).

## 9 Equalities

Enforcement decisions will be fair, impartial and objective and will not be influenced by issues such as the ethnicity or national origin, gender, religious beliefs, political views or sexual orientation of the suspect, victim, witness or offender.

Officers carrying out enforcement will have had equality and diversity training.

# 10 Review

This policy will be reviewed at least every 3 years and amended as required to comply will all relevant legislation and national standards.

For enquiries about this policy please contact council@southend.gov.uk