

# Public Document Pack

## Southend-on-Sea Borough Council

Civic Centre  
Southend-on-Sea

17 February 2021

Dear Sir or Madam,



I hereby summon you to attend the meeting of the Southend-on-Sea Borough Council to be held virtually on the Microsoft Teams platform in accordance with Part 2 of the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 on, **Thursday 25<sup>th</sup> February 2021 at 6.30pm** for the transaction of the following business.

A Griffin  
Chief Executive

### **A G E N D A**

- 1 Apologies for Absence**
- 2 Declarations of Interest**
- 3 Communications**
- 4 Minutes of the Meeting held on Thursday 10th December 2020 (Pages 1 - 22)**  
Minutes attached
- 5 Questions from Members of the Public**
- 6 Questions from Members of the Council**
- 7 Prioritising Resources to Deliver Better Outcomes - 2021/22 to 2025/26 (Pages 23 - 82)**  
Report of Executive Director (Finance and Resources) attached.
- 8 Minutes of the meeting of Cabinet held on Thursday 14th January 2021 (Pages 83 - 100)**  
Minutes attached
- 9 Minutes of the meeting of Place Scrutiny Committee held on Monday 1st February 2021 (Pages 101 - 106)**  
Minutes attached.

- 10 Minutes of the meeting of People Scrutiny Committee held on Tuesday 2nd February 2021 (Pages 107 - 110)**  
Minutes attached.
- 11 Minutes of the meeting of Policy and Resources Scrutiny Committee held on Thursday 4th February 2021 (Pages 111 - 114)**  
Minutes attached.
- 12 Minutes of the meeting of Cabinet held on Tuesday, 16 February 2021 (Pages 115 - 120)**  
Minutes attached.
- 13 Pay Policy Statement 2021/22 (Pages 121 - 172)**  
Report of Executive Director (Transformation) attached.

# SOUTHEND-ON-SEA BOROUGH COUNCIL

## Meeting of The Council

Date: Thursday, 10th December, 2020

Place: Virtual Meeting via MS Teams

# 4

**Present:** Councillor J Lamb (Chair)  
Councillors M Flewitt (Deputy Chair), S Ayles, B Ayling, J Beck, M Borton, H Boyd, A Bright, K Buck, L Burton, D Burzotta, A Chalk, P Collins, D Cowan, T Cox, M Davidson, A Dear, M Dent, F Evans, K Evans, N Folkard, D Garne, D Garston, S George, I Gilbert, S Habermel, T Harp, B Hooper, D Jarvis, A Jones, M Kelly, H McDonald, D McGlone, K Mitchell, A Moring, C Mulroney, D Nelson, C Nevin, K Robinson, L Salter, I Shead, M Stafford, M Terry, A Thompson, S Wakefield, N Ward, C Walker, P Wexham and R Woodley

**Start/End Time:** 6.30 - 10.55 pm

### 614 Apologies for Absence

There were no apologies for absence at this meeting.

### 615 Declarations of Interest

- **Councillor Ayling**

#### **Development Control Committee – 4<sup>th</sup> November 2020**

Minute 538 (20/01309/FUL - Development Land Underwood Square), Minute 539 (20/01324/FUL - Development Land Underwood Square) and Minute 542 (19/00207/BRCN-B - Britannia Public House, Eastern Esplanade) – Non-Pecuniary Interest: The architect is known to them.

Minute 542 (19/00207/BRCN-B - Britannia Public House, Eastern Esplanade) – Non-Pecuniary Interest: Has been in contact with the applicant regarding this matter;

#### **Policy and Resources Scrutiny Committee – 26<sup>th</sup> November 2020**

Minutes 588 and 590 (Roots Hall and Fossetts Farm) – Non-pecuniary interest: Has been involved in meetings with local residents with regard to the development at Fossetts Farm;

- **Councillor Beck**

#### **Development Control Committee – 4<sup>th</sup> November 2020**

Minute 538 (20/01309/FUL - Development Land Underwood Square), Minute 539 (20/01324/FUL - Development Land Underwood Square) and Minute 542 (19/00207/BRCN-B - Britannia Public House, Eastern Esplanade) – Non-Pecuniary Interest: The architect is known to them.

Minute 537 (20/01294/FUL - 271 Southbourne Grove, Westcliff-on-Sea) – Non-Pecuniary Interest: Has been in contact with the neighbour regarding the application;

Minute 538 (20/01309/FUL - Development Land Underwood Square) – A close friend lives near the application site;

Minute 542 (19/00207/BRCN-B - Britannia Public House, Eastern Esplanade) – Disqualifying Non-Pecuniary Interest: Many seafront traders are good friends with him;

#### **Special Place Scrutiny Committee – 8<sup>th</sup> December 2020**

Minutes 611 and 613 (Porters Place Southend on Sea LLP: Business Plan) – Non-pecuniary interests: Member of Development Control Committee and has been involved with the Community Steering Committee in respect of the Better Queensway scheme and has attended several Q&A sessions with Queensway residents;

- **Councillor Borton;**

#### **Development Control Committee – 4<sup>th</sup> November 2020**

Minute 538 (20/01309/FUL - Development Land Underwood Square), Minute 539 (20/01324/FUL - Development Land Underwood Square) and Minute 542 (19/00207/BRCN-B - Britannia Public House, Eastern Esplanade) – Non-Pecuniary Interest: The architect is known to them.

- **Councillor Boyd**

#### **People Scrutiny Committee – 24<sup>th</sup> November 2020**

Minute 582 (In-depth Scrutiny Project 2019/20) – Non-pecuniary interest: family member works in a care home setting;

#### **Special People Scrutiny Committee – 7<sup>th</sup> December 2020**

Minute 607 (Outcomes of the informal consultation Stage One of a potential amalgamation of Chalkwell Hall Infants School and Chalkwell Hall Junior School) – Non-pecuniary interest: Is known to one of the individuals that have submitted a public question for the meeting and has connections with a former governor of Chalkwell Hall Infants School;

- **Councillor Buck**

#### **Cabinet Committee – 2<sup>nd</sup> November 2020**

Minute 504 (Eastern Avenue Safety Scheme) – Non-pecuniary interest: The Notice of Motion to Council was signed by the Councillors in the Conservative Group;

#### **Development Control Committee – 4<sup>th</sup> November 2020**

Minute 538 (20/01309/FUL - Development Land Underwood Square), Minute 539 (20/01324/FUL - Development Land Underwood Square) and Minute 542

(19/00207/BRCN-B - Britannia Public House, Eastern Esplanade) – Non-Pecuniary Interest: The architect is known to them.

- **Councillor Chalk**

**Development Control Committee – 4<sup>th</sup> November 2020**

Minute 538 (20/01309/FUL - Development Land Underwood Square), Minute 539 (20/01324/FUL - Development Land Underwood Square) and Minute 542 (19/00207/BRCN-B - Britannia Public House, Eastern Esplanade) – Non-Pecuniary Interest: The architect is known to them;  
Minute 535 (20/00823/BC3M - Land South of Campfield Road) – Non-Pecuniary Interest: Has been involved in an application on this site previously;  
Minute 540 (20/01368/FUL - Second and Third Floors, 23 High Street) – Non-Pecuniary Interest: Lives in close proximity to the application site;

- **Councillor Collins**

**Cabinet Committee – 2<sup>nd</sup> November 2020**

Minute 499 (Traffic Regulation Order (Waiting Restriction) in the Maze) – Non-pecuniary interest: two residents of The Maze have spoken to him regarding the restrictions;

Minute 500 (Traffic Regulation Orders – objections (Junction Protection) – Non-pecuniary interest in items listed below: Lives in the vicinity and residents have spoken to him about the proposals: Green Lane/Parkway Close, Green Lane/Roach Vale, Green Lane/Byfield, Green Lane/Wren Avenue, Green Lane/Nobles Green Road, Green Lane/Dandies Drive, Hudson Road/Hudson Crescent/Lambeth Road, Hudson Road/Pinewood Avenue and Eastwood Rise/Springwater Road;

**Special Place Scrutiny Committee – 8<sup>th</sup> December 2020**

Minutes 611 and 613 (Porters Place Southend on Sea LLP: Business Plan) – Non-pecuniary interest: Council appointee to South Essex Homes Board and has attended several Q&A sessions with residents of Queensway;

- **Councillor Cowan**

**Cabinet Committee – 2<sup>nd</sup> November 2020**

Minute 499 (Traffic Regulation Order (Waiting Restriction) in The Maze – Non-pecuniary interest: Worked with residents regarding the adoption of the roads in the Ekco Estate which was mentioned in the debate;

**Development Control Committee – 4<sup>th</sup> November 2020**

Minute 538 (20/01309/FUL - Development Land Underwood Square), Minute 539 (20/01324/FUL - Development Land Underwood Square) and Minute 542 (19/00207/BRCN-B - Britannia Public House, Eastern Esplanade) – Non-Pecuniary Interest: The architect is known to them;

### **Policy and Resources Scrutiny Committee – 26<sup>th</sup> November 2020**

Minute 596 (Notice of Motions (Appendix E – EasyJet) – Non-pecuniary interest: Has been involved in meetings with Southend Airport and local residents with regard to EasyJet And other carriers;

### **Special Place Scrutiny Committee – 8<sup>th</sup> December 2020**

Minutes 611 and 613 (Porters Place Southend on Sea LLP: Business Plan) – Non-pecuniary interests: Members of Development Control Committee;

- **Councillor Cox**

### **Cabinet Committee – 2<sup>nd</sup> November 2020**

Minute 504 (Eastern Avenue Safety Scheme) – Non-pecuniary interest: The Notice of Motion to Council was signed by the Councillors in the Conservative Group;

- **Councillor Dear**

### **Development Control Committee – 4<sup>th</sup> November 2020**

Minute 536 (20/01276/FUL - Elmsleigh Hall, Elmsleigh Drive) – Non-Pecuniary Interest: Has had several conversations with the neighbour to the application site;

Minute 538 (20/01309/FUL - Development Land Underwood Square), Minute 539 (20/01324/FUL - Development Land Underwood Square) and Minute 542 (19/00207/BRCN-B - Britannia Public House, Eastern Esplanade) – Non-Pecuniary Interest: The architect is known to them;

### **Special Place Scrutiny Committee – 8<sup>th</sup> December 2020**

Minutes 611 and 613 (Porters Place Southend on Sea LLP: Business Plan) – Non-pecuniary interests: Members of Development Control Committee;

- **Councillor Dent**

### **Development Control Committee – 4<sup>th</sup> November 2020**

Minute 538 (20/01309/FUL - Development Land Underwood Square), Minute 539 (20/01324/FUL - Development Land Underwood Square) and Minute 542 (19/00207/BRCN-B - Britannia Public House, Eastern Esplanade) – Non-Pecuniary Interest: The architect is known to them;

### **Place Scrutiny Committee – 23<sup>rd</sup> November 2020**

Minute 567 (Hamlet Court Road Conservation Area Designation) – Non-pecuniary interest: lives in a Conservation area;

### **Policy and Resources Scrutiny Committee – 26<sup>th</sup> November 2020**

Minute 588 and 590 (Roots and Fossetts Farm) – Non-pecuniary interest: Member of Development Control Committee;

### **Special Place Scrutiny Committee – 8<sup>th</sup> December 2020**

Minutes 611 and 613 (Porters Place Southend on Sea LLP: Business Plan) – Non-pecuniary interests: Members of Development Control Committee;

- **Councillor K Evans**

### **Policy and Resources Scrutiny Committee – 26<sup>th</sup> November 2020**

Minute 596 (Notices of Motion – Appendix E – EasyJet) – Non-pecuniary interest: Member of Leigh Town Council and has been involved in meetings with Southend Airport and local residents with regard to EasyJet;

- **Councillor Flewitt**

### **Cabinet Committee – 2<sup>nd</sup> November 2020**

Minute 499 (Traffic Regulation Order (Waiting Restriction) in The Maze – Non-pecuniary interest: has signed motions regarding this matter;

Minute 504 (Eastern Avenue Safety Scheme) – Non-pecuniary interest: The Notice of Motion to Council was signed by the Councillors in the Conservative Group;

### **Cabinet – 3<sup>rd</sup> November 2020**

Minute 513 (Community Investment Fund) – Non-pecuniary interest: husband is a Trustee of Southend Citizen Advice;

Minute 515 (Annual Comments, Compliments and Complaints Report) – Non-pecuniary interest: discussed the care homes aspects at People Scrutiny Committee;

Minute 519 (Beecroft Trust) – Non-pecuniary interest: signed a motion about the Trust building;

Minute 521 (Hamlet Court Road Conservation) – Non-pecuniary interest: has written and spoken on the issue and signed a motion;

Minute 523 (Census) – Non-pecuniary interest: friends in process of employment for Census work;

Minute 526 (Notices of Motion) – Non-pecuniary interest: Has signed most of the Notices of Motion to Council as a member of the Conservative Group;

### **Development Control Committee – 4<sup>th</sup> November 2020**

Minute 538 (20/01309/FUL - Development Land Underwood Square), Minute 539 (20/01324/FUL - Development Land Underwood Square) and Minute 542 (19/00207/BRCN-B - Britannia Public House, Eastern Esplanade) – Non-Pecuniary Interest: The architect is known to them;

### **General Purposes Committee – 19<sup>th</sup> November 2020**

Minute 559 (Beecroft Trust) – Non-pecuniary interest: has written and spoken on the matter with local residents;

### **Place Scrutiny Committee – 23<sup>rd</sup> November 2020**

Minute 564 (Annual Comments, Compliments and Complaints Report) – Non-pecuniary interest: discussed the care homes aspects at People Scrutiny Committee;

Minute 566 (Beecroft Trust) – Non-pecuniary interest: has written and spoken on the matter with local residents;

Minute 567 (Beecroft Trust) – Non-pecuniary interest: signed a motion about the Trust building;

### **Special Cabinet – 24<sup>th</sup> November 2020**

Minute 574 (Roots Hall and Fossetts Farm) – Non-pecuniary interest: Attended informal meetings as to principles with no pre-determination;

### **Policy and Resources Scrutiny Committee – 26<sup>th</sup> November 2020**

Minute 587 (Councillor/Officer Relationship Protocol) – Non-pecuniary interest: spoke on this matter at the Standards Committee;

Minute 588 (Roots Hall and Fossetts Farm) Non-pecuniary interest: Attended informal meetings as to principles with no pre-determination;

Minute 592 (Annual Comments, Compliments and Complaints Report) – Non-pecuniary interest: discussed the care homes aspects at People Scrutiny Committee;

Minute 594 (Census) – Non-pecuniary interest: friends in process of employment for Census work;

### **People Scrutiny Committee – 24<sup>th</sup> November 2020**

Minute 581 (Annual Comments, Compliments and Complaints Report) – Non-pecuniary interest: Has assisted in the procurement of a presentation on care homes;

- **Councillor Folkard**

### **People Scrutiny Committee – 24<sup>th</sup> November 2020**

Minute 582 (In-depth Scrutiny Project 2019/20) – Non-pecuniary interest: Is ambassador for Fund Raising Team at Southend Hospital; relative works at Broomfield Hospital and is on the Reading Panel at Southend Hospital;



- **Councillor Garston**

**Cabinet Committee – 2<sup>nd</sup> November 2020**

Minute 502 (Traffic Regulation Orders (Waiting Restrictions – Safety Schemes) – Non-pecuniary interest: Has spoken with residents in respect of the proposals in Earls Hall Avenue;

Minute 504 (Eastern Avenue Safety Scheme) – Non-pecuniary interest: The Notice of Motion to Council was signed by the Councillors in the Conservative Group;

**Policy and Resources Scrutiny Committee – 26<sup>th</sup> November 2020**

Minute 588 and 590 (Roots and Fossetts Farm) – Non-pecuniary interest: Member of Development Control Committee;

- **Councillor Habermel**

**Development Control Committee – 4<sup>th</sup> November 2020**

Minute 538 (20/01309/FUL - Development Land Underwood Square), Minute 539 (20/01324/FUL - Development Land Underwood Square) and Minute 542 (19/00207/BRCN-B - Britannia Public House, Eastern Esplanade) – Non-Pecuniary Interest: The architect is known to them;

**Special Cabinet – 2<sup>nd</sup> December 2020**

Minute 601 (Outcomes of the informal consultation Stage One of a potential amalgamation of Chalkwell Hall Infants School and Chalkwell Hall Junior School) – Non-pecuniary interest: Has been directly lobbied with regard to the report to be considered by the Committee

**Special People Scrutiny Committee – 7<sup>th</sup> December 2020**

Minute 607 (Outcomes of the informal consultation Stage One of a potential amalgamation of Chalkwell Hall Infants School and Chalkwell Hall Junior School) – Non-pecuniary interest: Has been directly lobbied with regard to the report to be considered by the Committee;

**Councillor Harp**

**Cabinet – 3<sup>rd</sup> November 2020**

Minute 513 (Community Investment Fund) – Disqualifying Non-Pecuniary interest: wife works for SAVS (withdrew);

**Special Cabinet – 24<sup>th</sup> November 2020**

Minute 574 and 576 (Roots Hall and Fossetts Farm) – Disqualifying Interest: Season ticket holder at Southend United Football Club (withdrew);

### **People Scrutiny Committee – 24<sup>th</sup> November 2020**

Minute 582 (In-depth Scrutiny Project 2019/20) – Non-pecuniary interest: Volunteer with SAVS and wife is an employee of SAVS;

### **Policy and Resources Scrutiny Committee – 26<sup>th</sup> November 2020**

Minutes 588 and 590 (Roots Hall and Fossetts Farm) – Disqualifying interest (withdrew);

### **Special Place Scrutiny Committee – 8<sup>th</sup> December 2020**

Minutes 611 and 613 (Porters Place LLP Business Plan) – Non-pecuniary interest: Volunteer with Turning Tides and knows families and children in the Better Queensway area;

### **Council – 10<sup>th</sup> December 2020**

Minute 637 (Roots and Fossetts Farm Trust Matters) – Disqualifying interest: season ticket holder (withdrew);

- **Councillor Hooper**

#### **Cabinet – 3<sup>rd</sup> November 2020**

Minute 518 (Southend Pier) – Non-pecuniary interest: has worked directly with Southend Pier staff;

### **People Scrutiny Committee – 24<sup>th</sup> November 2020**

Minute 582 (In-depth Scrutiny Project 2019/20) – Non-pecuniary interest: Director of Blade Education (a not-for-profit company) and parent of child attending secondary school in Borough;

- **Councillor Jarvis**

#### **Cabinet Committee – 2<sup>nd</sup> November 2020**

Minute 504 (Eastern Avenue Safety Scheme) – Non-pecuniary interest: The Notice of Motion to Council was signed by the Councillors in the Conservative Group;

### **Development Control Committee – 4<sup>th</sup> November 2020**

Minute 538 (20/01309/FUL - Development Land Underwood Square), Minute 539 (20/01324/FUL - Development Land Underwood Square) and Minute 542 (19/00207/BRCN-B - Britannia Public House, Eastern Esplanade) – Non-Pecuniary Interest: The architect is known to them;  
Minute 535 (20/00823/BC3M - Land South of Campfield Road) – Non-Pecuniary Interest: Lives close to the application site;

### **Special Cabinet – 24<sup>th</sup> November 2020**

Minute 574 and 576 (Roots Hall and Fossetts Farm) – Disqualifying Interest: Season ticket holder (withdrew);

### **Council – 10<sup>th</sup> December 2020**

Minute 637 (Roots and Fossetts Farm Trust Matters) – Disqualifying interest: season ticket holder (withdrew);

- **Councillor Jones**

### **Cabinet – 3<sup>rd</sup> November 2020**

Minute 520 (Future Governance of Southend Adult Community College) – Non-pecuniary interest: Appointed to the Governing Body;

### **Development Control Committee – 4<sup>th</sup> November 2020**

Minute 538 (20/01309/FUL - Development Land Underwood Square), Minute 539 (20/01324/FUL - Development Land Underwood Square) and Minute 542 (19/00207/BRCN-B - Britannia Public House, Eastern Esplanade) – Non-Pecuniary Interest: The architect is known to them.

Minute 535 (20/00823/BC3M - Land South of Campfield Road) – Disqualifying Non-Pecuniary Interest: This is a Council application and Cllr Jones is a Cabinet Member of the Council;

### **Special Cabinet – 24<sup>th</sup> November 2020**

Minute 574 and 576 (Roots Hall and Fossetts Farm) – Non-Pecuniary Interest: Member of Development Control Committee;

### **Special Place Scrutiny Committee – 8<sup>th</sup> December 2020**

Minutes 611 and 613 (Porters Place Southend on Sea LLP: Business Plan) – Non-pecuniary interests: Members of Development Control Committee;

- **Councillor Lamb**

### **Cabinet – 3<sup>rd</sup> November 2020**

Minute 520 (Future Governance of Southend Adult Community College) – Non-pecuniary interest: Is a patron of the College;

- **Councillor Mitchell**

### **Cabinet – 3<sup>rd</sup> November 2020**

Minute 521 (Hamlet Court Road Conservation) – Non-pecuniary interest: Chair of the Hamlet Court Road in Harmony Committee;

### **Place Scrutiny Committee – 23<sup>rd</sup> November 2020**

Minute 567 (Hamlet Court Road Conservation) – Non-pecuniary interest: Chair of the Hamlet Court Road in Harmony Committee;

### **Special Cabinet – 24<sup>th</sup> November 2020**

Minute 574 (Roots Hall and Fossetts Farm) – Non-pecuniary interest: lives close to Roots Hall;

### **People Scrutiny Committee – 24<sup>th</sup> November 2020**

Minute 581 (Annual Comments, Compliments and Complaints Report) – Non-pecuniary interest: Links to local health services through employment as a family worker;

Minute 582 (In-depth Scrutiny Project 2019/20) – Non-pecuniary interest: family member lives in supported living accommodation;

- **Councillor Moring**

### **Cabinet Committee – 2<sup>nd</sup> November 2020**

Minute 504 (Eastern Avenue Safety Scheme) – Non-pecuniary interest: The Notice of Motion to Council was signed by the Councillors in the Conservative Group;

- **Councillor Mulroney**

### **Cabinet – 3<sup>rd</sup> November 2020**

Minute 516 (Destination Southend) and Minute 517 (Culture Vision) – Non-pecuniary interest: Member of Leigh Town Council and Trustee of the Leigh Heritage Centre;

### **Development Control Committee – 4<sup>th</sup> November 2020**

Minute 538 (20/01309/FUL - Development Land Underwood Square), Minute 539 (20/01324/FUL - Development Land Underwood Square) and Minute 542 (19/00207/BRCN-B - Britannia Public House, Eastern Esplanade) – Non-Pecuniary Interest: The architect is known to them;

Minute 535 (20/00823/BC3M - Land South of Campfield Road) – Disqualifying Non-Pecuniary Interest: This is a Council application and Cllr Mulroney is a Cabinet Member of the Council.

Minute 536 (20/01276/FUL - Elmsleigh Hall, Elmsleigh Drive), Minute 538 (20/01309/FUL - Development Land Underwood Square), Minute 539 (20/01324/FUL - Development Land Underwood Square) and Minute 541 (20/01395/FUL - 1335 London Road) – Non-Pecuniary Interest: Non-Planning Member of Leigh Town Council;

### **Special Cabinet – 24<sup>th</sup> November 2020**

Minute 574 and 576 (Roots Hall and Fossetts Farm) – Non-Pecuniary Interest: Member of Development Control Committee;

### **Policy and Resources Scrutiny Committee – 26<sup>th</sup> November 2020**

Minute 588 and 590 (Roots and Fossetts Farm) – Non-pecuniary interest: Member of Development Control Committee;  
Minute 593 (Petition – Old Leigh Alcohol Free Zones) – Non-pecuniary interest: Trustee of Leigh Heritage Centre;

### **Special Place Scrutiny Committee – 8<sup>th</sup> December 2020**

Minutes 611 and 613 (Porters Place Southend on Sea LLP: Business Plan) – Non-pecuniary interests: Members of Development Control Committee;

- **Councillor Nevin**

### **Cabinet Committee – 2<sup>nd</sup> November 2020**

Minute 500 (Traffic Regulation Orders – Objections (Junction Protection) – Non-pecuniary interest: Has spoken with residents of her ward regarding the proposals in Hermitage Road and Cavendish Gardens/Holyrood Drive;  
Minute 502 (Traffic Regulation Orders (Waiting Restrictions – Safety Schemes) – Non-pecuniary interest: Has spoken with residents regarding the proposals in Clifton Road, Manor Road and Seaforth Road;

### **Development Control Committee – 4<sup>th</sup> November 2020**

Minute 541 (1335 London Road, Leigh-on-Sea) – Non-pecuniary interest: objector is known to her;

### **People Scrutiny Committee – 24<sup>th</sup> November 2020**

Minute 582 (In-depth Scrutiny Project 2019/20) – Non-pecuniary interest: Has previously been employed at Southend Hospital and previous association with local care homes as an employee;

- **Councillor Shead**

### **Audit Committee – 21<sup>st</sup> October 2020**

Minute 483 (Deloitte: Update on Statement of Accounts Audit 2019/20) – Non-pecuniary interest: In receipt of Pension from Essex County Council;

- **Councillor Salter**

### **People Scrutiny Committee – 24<sup>th</sup> November 2020**

Minute 582 (In-Depth Scrutiny Project 2019/20) – Non-pecuniary interest: Husband is a consultant surgeon at Southend Hospital;

- **Councillor Stafford**

- **Appeals Committee A – 17<sup>th</sup> November 2020**

- Minute 552 (School Transport Appeal – Pupil AD) – Disqualifying Non-Pecuniary Interest: Knows the family (withdrew);

- **Councillor Terry**

- **Special Cabinet – 24<sup>th</sup> November 2020**

- Minute 574 and 576 (Roots Hall and Fossetts Farm) – Disqualifying Interest: Season ticket holder at Southend United Football Club (withdrew);

- **Policy and Resources Scrutiny Committee – 26<sup>th</sup> November 2020**

- Minutes 588 and 590 (Roots Hall and Fossetts Farm) – Disqualifying interest (withdrew);

- **Council – 10<sup>th</sup> December 2020**

- Minute 637 (Roots and Fossetts Farm Trust Matters) – Disqualifying interest: season ticket holder (withdrew);

- **Councillor Walker**

- **Development Control Committee – 4<sup>th</sup> November 2020**

- Minute 538 (20/01309/FUL - Development Land Underwood Square) and Minute 539 (20/01324/FUL - Development Land Underwood Square) – Non-Pecuniary Interest: A friend lives close to the application site;

- **Special Place Scrutiny Committee – 8<sup>th</sup> December 2020**

- Minutes 611 and 613 (Porters Place Southend on Sea LLP: Business Plan) – Non-pecuniary interests: Members of Development Control Committee;

- **Councillor Ward**

- **Development Control Committee – 4<sup>th</sup> November 2020**

- Minute 538 (20/01309/FUL - Development Land Underwood Square), Minute 539 (20/01324/FUL - Development Land Underwood Square) and Minute 542 (19/00207/BRCN-B - Britannia Public House, Eastern Esplanade) – Non-Pecuniary Interest: The architect is known to them;

- Minute 538 (20/01309/FUL - Development Land Underwood Square), Minute 539 (20/01324/FUL - Development Land Underwood Square) and Minute 542 (19/00207/BRCN-B - Britannia Public House, Eastern Esplanade) – Non-Pecuniary Interest: The company he works for has done some work on these addresses in the past;

### **Place Scrutiny Committee – 23<sup>rd</sup> November 2020**

Minute 565 (Destination Southend) – Non-pecuniary interest: Owner of a B&B;

### **Special Place Scrutiny Committee – 8<sup>th</sup> December 2020**

Minutes 611 and 613 (Porters Place Southend on Sea LLP: Business Plan) – Non-pecuniary interests: Members of Development Control Committee;

- **Councillor Wakefield**

### **Development Control Committee – 4<sup>th</sup> November 2020**

Minute 538 (20/01309/FUL - Development Land Underwood Square), Minute 539 (20/01324/FUL - Development Land Underwood Square) and Minute 542 (19/00207/BRCN-B - Britannia Public House, Eastern Esplanade) – Non-Pecuniary Interest: The architect is known to them;

### **Policy and Resources Scrutiny Committee – 26<sup>th</sup> November 2020**

Minute 588 and 590 (Roots and Fossetts Farm) – Non-pecuniary interest: Member of Development Control Committee;

### **Special Place Scrutiny Committee – 8<sup>th</sup> December 2020**

Minutes 611 and 613 (Porters Place Southend on Sea LLP: Business Plan) – Non-pecuniary interests: Members of Development Control Committee;

### **Special Place Scrutiny Committee – 8<sup>th</sup> December 2020**

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;

- **Councillor Woodley**

### **Cabinet Committee – 2<sup>nd</sup> November 2020**

Minute 505 (Petition – Burges Road Traffic Calming Measures) – Non-pecuniary interest: Presented the petition at Council on behalf of residents;

### **Policy and Resources Scrutiny Committee – 26<sup>th</sup> November 2020**

Minute 596 (Notice of Motions – Appendix E – EasyJet) – Non-pecuniary interest: family member employed by EasyJet;

### **Special Cabinet – 24<sup>th</sup> November 2020**

Minute 574 and 576 (Roots Hall and Fossetts Farm) – Disqualifying Interest: shareholder of SUFC (withdrew);

## **Council – 10<sup>th</sup> December 2020**

Minute 637 (Roots and Fossetts Farm Trust Matters) – Disqualifying interest: Shareholder of SUFC (withdrew);

### **Officer Interests:**

## **Special Cabinet – 2<sup>nd</sup> December 2020**

Mr A Lewis – Minutes 600 and 603 (Porters Place Southend on Sea LLP: Business Plan)– Non-pecuniary interest: Council appointed representatives on the Porters Place LLP Board.

## **Special Place Scrutiny Committee – 8<sup>th</sup> December 2020**

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.

## **616 Communications**

### **Brian Houssart and Mike Dolby – Minutes silence**

The Council remained silent for one minute as a mark of respect to former Southend-on-Sea Borough Councillors, Mr Brian Houssart and Mr Mike Dolby, who sadly passed away recently.

### **Youth Council**

The Worshipful the Mayor welcomed the Youth Mayor, Madi Faulkner-Hatt and Deputy Youth Mayor, Nizle Biju to the meeting and on behalf of the Council congratulated them on their appointments.

The Youth Mayor and Deputy Youth Mayor addressed the Council and spoke about their plans for their term of office.

### **Presentation of Yule Log**

Councillor Aylen had presented the Worshipful the Mayor with the Yule Log which was delivered by the Council's Parks team to Porters.

## **617 Questions from Members of the Public**

The relevant Cabinet Members responded to written questions received from the public.

## **618 Questions from Members of the Council**

The relevant Cabinet Members responded to written questions received from Councillors.



**619 Minutes of the Meeting held on Thursday 29th October 2020**

Resolved:-

That the Minutes of the Meeting held on Thursday, 29<sup>th</sup> October 2020, be confirmed as a correct record and signed.

**620 Minutes of the meeting of Audit Committee held on Wednesday, 21 October 2020**

Resolved:

That the minutes of this meeting, be noted.

**621 Minutes of the meeting of Appeals Committee B held on Thursday 22nd October 2020**

Resolved:

That the minutes of this meeting, be noted.

**622 Minutes of the meeting of Cabinet Committee held on Monday, 2 November 2020**

Resolved:

That the minutes of this meeting, be noted.

**623 Minutes of the meeting of Cabinet held on Tuesday, 3 November 2020**

Resolved:

That the minutes of this meeting, be noted and the recommendations contained in Minutes 512 (Resourcing Better Outcomes – Period 6) and 518 (Southend Pier), be approved.

**624 Minutes of the meeting of Development Control Committee held on Wednesday, 4 November 2020**

Resolved:

That the minutes of this meeting, be noted.

**625 Minutes of the meeting of Standards Committee held on Wednesday 11th November 2020**

Resolved:

That the minutes of this meeting, be noted and the recommendations contained in Minute 546 (Refresh of Protocol on Councillor/Officer Relations) be approved, subject to the refinements made at Policy and Resources Scrutiny Committee on 26<sup>th</sup> November 2020 as set out in Minute 631 below.

**626 Minutes of the meeting of Appeals Committee A held on Tuesday 17th November 2020**

Resolved:

That the minutes of this meeting, be noted.

**627 Minutes of the meeting of General Purposes Committee held on Thursday 19th November 2020**

Resolved:

That the minutes of this meeting and the recommendations contained in Minute 559 (Report to the Trustees of the Beecroft Trust), be noted. See Minute 628 below for the Council's formal decision as sole Trustee of the Beecroft Trust.

**628 Minutes of the meeting of Place Scrutiny Committee held on Monday, 23 November 2020**

During consideration of Minute 566 (Beecroft Council Options) the Leader agreed to provide all Councillors with further details about why the scheme for artist studios was unviable.

During consideration of Minute 567 (Hamlet Court Road Conservation Designation) the Cabinet Member for Environment and Planning confirmed that the consultation would relate to the whole of Hamlet Court Road.

During consideration of Minute 567 (Hamlet Court Road Conservation Designation) a motion was moved and seconded to refer the matter back to Cabinet.

The motion for reference back was not carried.

Resolved:

1. That the minutes of this meeting, be noted, including the extended consultation area in Minute 567 (Hamlet Court Road Conservation Designation).

Beecroft Trust Matters:

2. That the Council acting as the sole Trustee of the Beecroft Trust approves the recommendations contained in Minute 571 (Report to the Trustees of the Beecroft Trust), as set out below:

"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.”

**629 Minutes of the meeting of Special Cabinet held on Tuesday, 24 November 2020**

Resolved:

That the minutes of this meeting, be noted.

**630 Minutes of the meeting of People Scrutiny Committee held on Tuesday, 24 November 2020**

Resolved:

That the minutes of this meeting, be noted.

**631 Minutes of the meeting of Policy and Resources Scrutiny Committee held on Thursday, 26 November 2020**

During consideration of Minute 588 (Roots Hall/Fossetts Farm) the Leader agreed to provide all Councillors with further details about the company referred to in the report.

Resolved:

1. That the minutes of this meeting, be noted and the recommendations contained Minute 591 (Resourcing Better Outcomes - Financial Performance Report - Period 6), be approved.

2. That the recommendations contained in Minute 587 (Refresh of Protocol on Councillor/Officer Relations) as set out below and that Part 5(d) of the Constitution be amended accordingly:

“1. That the report be noted and that the following recommendations of the Standards Committee to the full Council arising from its meeting held on 11 November 2020 (Minute 546 refers), be endorsed:

1. That the new Protocol on Councillor/Officer Relations set out at Appendix 1 and the associated Action Plan to support implementation at Appendix 2 to the submitted report be referred to the Policy and Resources Scrutiny Committee on 26th November 2020, prior to consideration of the new Protocol at Council on 10th December 2020, with the following amendment to Section 9.1 of the Protocol:

- To change the wording 'enquiries' to 'queries' and add the contact email address for the relevant team.

2. That the approach described in section 6 of the submitted report, be adopted and the Committee uses its role to champion the actions and key messages in order to promote this work, subject to an adjustment of the action proposed in the final bullet point of section 6.3 of the report so that it reads:

'Political groups and Leaders to explore ways to support Officers and Councillors in resolving low level inappropriate and unprofessional behaviour, before it escalates to a formal complaint.'

3. That the words 'or officer' be inserted after the words 'the Councillor' in the third bullet point of Section 10.1.5 (Relations with the Media) of the new Protocol.

2. That the Standards Committee be requested to consider the addition of references to appropriate appeals procedures in Section 12.2 (Submitting a formal complaint alleging a breach of this Protocol) of the new Protocol."

**632 Minutes of the meeting of Special Cabinet held on Wednesday 2nd December 2020**

Resolved:

That the minutes of this meeting, be noted.

**633 Minutes of the meeting of Special People Scrutiny Committee held on Monday 7th December 2020**

Resolved:

That the minutes of this meeting, be noted.

**634 Minutes of the meeting of Special Place Scrutiny Committee held on Tuesday 8th December 2020**

During consideration of Minute 634 (Porters Place LLP) the Leader agreed that there will be an inquiry into the decision made to bring the road up to grade with a focus on the Cabinet decision of early 2019.

During consideration of Minute 611 (Porters Place LLP Business Plan) a motion to refer the matter back to Cabinet was proposed and seconded.

The motion to refer the matter back was not carried.

Resolved:

That the minutes of this meeting, be noted.

**635 Notice of Motion - Food Justice**

Resolved:

That in accordance with Standing Order 8.4 the following Notice of Motion, be referred to the Cabinet:

**‘FOOD JUSTICE CHAMPION MOTION**

Trussell Trust research shows that three million children are at risk of hunger during the school holidays. Here in Southend, we know that our foodbanks issue thousands of emergency food packages every year and 1 in 5 children live in poverty.

Foodbank use has dramatically increased, and the Independent Food Aid Network recorded a 59% increase in demand for emergency food support between February and March.

The government has also committed to the UN Sustainable Development Goals, which have an international and domestic commitment to ending hunger by 2030.

**This council believes:**

No-one in Southend or the UK should go hungry, not least children. Food justice is about taking action on the causes of hunger such as affordability and availability of good nutritious food.

Local councils and communities played a key role during the COVID-19 pandemic and continue to do so and that should be recognised.

**The council resolves to:**

Appoint a food justice champion, who will lead on tackling food poverty locally and support / set up a food partnership to bring together partners to develop a good action plan to address the causes of food poverty.’

Proposed: Cllr Daniel Cowan

Seconded: Cllr Matt Dent

**636 Local Council Tax Support Scheme 2021/22**

The Council considered a report of the Executive Director (Finance and Resources) presenting the Local Council Tax Support Scheme for 2021/22.

Resolved:

That the current Local Council Tax Support Scheme 2019/20 be readopted for 2021/22.

**637 Roots Hall and Fossetts Farm - Trust Matters**

The Council considered a report of the Executive Director (Finance and Resources) setting out the Trust matters relating to Roots Hall and Fossetts Farm.

During consideration of this matter the Mayor drew Councillors attention to an email from the Executive Director (Legal and Democratic Services) dated the 10<sup>th</sup> December 2020 relating to the duties of Councillors when dealing with Trust matters. In answer to a question the Executive Director agreed to arrange a further briefing on this same matter, if required.

During consideration of Minute 637 (Roots Hall and Fossetts Farm Trust Matters) and in accordance with Standing Order 1.7, the hour of 10.00pm having been reached the Council resolved to continue for one further hour until 11.00pm.

Resolved:

1. That, in the Council's capacity as the Trustee, the Cabinet Report and associated minutes of Cabinet and Policy and Resources Scrutiny Committee, be noted.

2. That, in the Council's capacity as the Trustee, the following decisions, subject to any Consent or Order of the Charity Commission in respect of each Trust (as may be required), be approved:

(a) On behalf of the Jones Memorial Recreation Ground Trust, the grant of an easement along the northern section of the Jones Memorial Recreation Ground on the terms, and as shown on the plan set out at section 3 of the submitted report and note that the existing car park serving the recreation ground will be replaced on like terms.

(b) On behalf of the Victory Sports Ground Trust, the appropriation and/or sale of a small section of land adjacent to Sutton Road/Eastern Avenue roundabout to public highway use to enable the road capacity to be increased on the terms, and as shown on the plan set out at section 4 of the report.

(c) On behalf of the Youth Commemoration Ground Trust, grant a shared use agreement with the Loxford Trust to ensure that the land can be used to support the physical education needs of local school children and in turn to enable the release of the former Cecil Jones Junior School playing field land for development (if required and subject also to the Secretary of State's Consent), on the terms set out in section 5 of this report.

**638 Appointments and Amendments to Committees etc**

Resolved:

That the minor change to the membership of the Fostering Panel to replace Councillor Jones with Councillor Mitchell, be noted.

**639 Calendar of meetings 2020/21 - Revised Date for March Council meeting**

## 2021

The Mayor informed Councillors that the last Council meeting of the current Municipal Year scheduled for 25<sup>th</sup> March 2021 now falls within the pre-election purdah period *as the Notices of Election for both the Police, Fire and Crime Commissioner and the Local Elections will be published on 19<sup>th</sup> March 2021.*

Resolved:

That the last Council meeting of the current municipal year be rearranged for 18<sup>th</sup> March 2021.

**Chair:** \_\_\_\_\_

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# Southend-on-Sea Borough Council

Report of Executive Director (Finance and Resources)

To

Council

On

25 February 2021

Report prepared by: Joe Chesterton  
Executive Director (Finance and Resources)

Agenda  
Item No.

7

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**Prioritising Resources to Deliver Better Outcomes 2021/22 to 2025/26**

**Cabinet Members: Councillor Ian Gilbert and Councillor Ron Woodley**

***Part 1 (Public Agenda Item)***

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## 1. Purpose of Report

- 1.1 To request Council to approve the setting of a revenue budget and Council Tax level for 2021/22 and a Capital Investment Programme for 2020/21 to 2025/26 including the associated Prudential Indicators and Treasury Management arrangements.
- 1.2 To request Council to approve the setting of the Housing Revenue Account (HRA), recommended rent levels and associated service charges for 2021/22.
- 1.3 For Council to consider the comprehensive reports that were presented to Cabinet on 14 January 2021 and 16 February 2021 which set out the issues affecting the Council's budgetary position for 2021/22 and provided an assessment over the medium term to 2025/26. This included the details of the provisional Local Government Finance Settlement, which has since been confirmed as final, with no substantive changes for Southend-on-Sea Borough Council.
- 1.4 For Council to consider the recommendations agreed by Cabinet at its meeting on 16 February 2021. To approve a revenue budget (including the HRA), a Council Tax level, five-year financial projections including budget investments, savings and income generation proposals for 2021/22, an outline future Budget Transformation Programme for 2022/23 to 2025/26, a Capital Investment Programme and range of Prudential Indicators.
- 1.5 To seek approval from Council to the formal Council Tax setting resolutions contained within this report.
- 1.6 To request Council to consider and formally agree all these matters.

## **2. Recommendations**

**That the Council considers the information contained in this report and the related reports to Cabinet on 14 January 2021 and 16 February 2021 to agree:**

### **2.1 A 2021/22 revenue budget (Appendices 1 and 2 (i) to (iv)) and**

- 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;**
- the use of £2.5 million from Reserves in 2021/22 to support the balancing of the budget and note the planned replenishment of the Reserves is included in the Medium Term Financial Strategy and reflected in the future budget gap at a rate of £0.625 million per year for each of the next four years to 2025/26;**
- the use of £1.5 million of the collection fund surplus for the 2021/22 budget;**
- to note no increase in the Council Tax level for the precepting authority the Essex Fire & Rescue Services;**
- to note the increase in the Council Tax level of 4.98% for the precepting authority the Essex Police;**
- to note no increase in the Council Tax level for Leigh-on-Sea Town Council.**

### **2.2 The final levy position for 2021/22;**

### **2.3 A Capital Investment Programme for 2020/21 to 2025/26 (Appendices 3 (i) and (ii));**

### **2.4 The recommendations from Cabinet 16 February 2021 for the HRA and associated rent levels, service charges, Treasury Management, and Prudential Indicators;**

### **2.5 The Statutory Budget Determinations and amount of Council Tax for Southend-on-Sea Borough Council (Appendix 4);**

### **2.6 The Council's five-year financial forecast (Appendix 5) and associated Medium Term Financial Strategy;**

### **2.7 The direction of travel for 2022/23 and beyond and noting the need for the organisation to continue to move to a longer term and outcome based budgeting approach (Section 8).**

### 3. Background Information

3.1 The financial year 2020/21 has clearly been dominated by the impact of COVID-19. In this context the various fiscal and operational challenges, budget development plans, business uncertainty and associated matters of Southend-on-Sea Borough Council have been considered at the Cabinet meetings of 14 January 2021 and 16 February 2021.

3.2 The overall package of budget proposals was launched for consultation with local residents, businesses and relevant stakeholders on 7 January 2021. The relevant reports were also presented and considered at the Council's various Scrutiny Committees from 1 February to 4 February 2021 and discussed at the Business and Voluntary Sector consultation meeting on 14 January 2021, as outlined below:

- *Prioritising Resources to Deliver Better Outcomes 2021/22 to 2025/26*
- *Housing Revenue Account Budget and Rent Levels 2021/22*
- *Treasury Management Policy 2021/22 (Treasury Management scrutinised at Audit Committee 13 January 2021 and not Scrutiny Committees)*

3.3 Based on initial feedback, some changes to the original package of budget proposals presented on 14 January were included in the Cabinet report on 16 February. At this meeting further refinement to the proposals around car parking tariffs and zoning were discussed and agreed. All these changes were made as a direct result of the Cabinet listening to the feedback that was received from the budget consultation exercise and the final overall budget package proposed has been assessed as robust and deliverable, despite the current challenging and unprecedented operating environment.

3.4 The final changes resulting from the consultation that were discussed and agreed by Cabinet on 16 February and to be recommended as part of the overall revenue budget package to Council for approval at this meeting are summarised below: -

- The proposal to introduce 6pm to 10pm charging and enforcement on the Seafront to be **withdrawn** but enforcement will still continue for illegal parking e.g. on double yellow lines etc.
- The proposed charge of £24 for up to 14 hours to be **amended to £18** and this is now **for 7 to 10 hours** given the intention is now **not to introduce charging from 6pm to 10pm**.
- The proposals for Zone 1A on street parking. This currently goes up to 4 hours and then moves to 14 hours. It is now recommended to change this in line with off street car parks so therefore introducing a **standardised 5 hour and 6 hour charge and then the 7 to 10 hour charge**.

- Responding directly to central local sea front business feedback the recommendation is to now **equalise the charging zones for Western Esplanade and Thorpe Bay Esplanade** (Warwick Rd to Maplin Way - seafront) **by incorporating Thorpe Bay Esplanade into Zone 1A;**
- That the **50% hotel and guesthouse discount scheme remains**, which will benefit tourists who stay overnight in local hotels and guesthouses. This will mean for those guests, of hotels and guesthouses who sign up to the scheme, a **parking charge in a Zone 1A hotel area of £9 per day and in a Zone 1B hotel area of £6 per day.**

3.5 The Cabinet recommends to Council that it: -

Approves the proposals for the Revenue Budget and Council Tax Level as set out at Appendices 1 & 2 and approves the Capital Investment Programme as set out at Appendix 3. Other recommendations requesting approval include the HRA Budget and associated rent levels and service charges for 2021/22, Treasury Management arrangements and Prudential Indicators. Details of all these items and relevant recommendations are all contained in the suite of Cabinet reports presented on 16 February 2021.

3.6 The Council must set its revenue budget and Council Tax by 11 March of the preceding year. If, for whatever reason, the Council cannot agree a budget and Council Tax level on 25 February 2021, Members should be aware that it is unlikely that the Council Tax bills could be sent out on time for the 1 April instalment date (considering the necessary notice period and the time required to print the bills and the accompanying leaflet). Such a delay will increase costs significantly by circa £100k - £200k and will need to be built into the budget. It is also highly likely that this will also translate into a higher level of un-collectable debt and increased debt collection costs which will have a significant negative impact on a range of local Council Tax performance indicators.

3.7 In setting its budget, the Council is required to approve a full Council Tax resolution which includes the Adult Social Care, Police, Fire and parish precepts, including any recommendations for special expenses. The Statutory budget determination to set the amount of Council Tax for Southend-on-Sea Borough Council for all valuation bands from A to H is shown in Appendix 4.

#### **4. Corporate Issues**

4.1 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 Local Government Act 2003 and a key requirement of CIPFA's new Financial Management Code.

4.2 The assessment of the Council's reserves was addressed within the S151 Officer Statement to Cabinet on 16 February 2021 (Appendix 2 of the Prioritising Resources to Deliver Better Outcomes 2021/22 to 2025/26 report.) In addition, further detail was also contained in the updated Medium Term Financial Strategy 2021/22 – 2025/26, which was presented at Appendix 1 within the same report.

- 4.3 For 2021/22, the overall level of contingency within the proposed budget is circa £3.2 million, which has been set at the same level as 2020/21.
- 4.4 The position on Council Tax capping was amended by the introduction of the Localism Act in December 2011. The provisions in the Localism Act 2011 abolished Whitehall capping in England and instead provides local residents with a power to approve or veto excessive council tax rises. The new provisions require the Secretary of State to propose principles defining an excessive increase in council tax for any financial year. The main principle to be determined relates to the increase in Band D council tax (subject to certain adjustments) from one year to the next.
- 4.5 A Council Tax referendum will only be required to be held in relation to an authority's council tax increase in 2021/22 if the amount set by the authority exceeds the council tax excessiveness principles applying to that year. For 2021/22 the position is as follows:
- The Secretary of State has set the council tax principles for 2021/22 as part of the Local Government Finance settlement. These are that local authorities with responsibility for Adult Social Care will be required to seek the approval of their local electorate in a referendum if, compared with 2020/21, they set a council tax increase that equals or exceeds 5.0% (comprising 3% for expenditure on adult social care and 2% for other expenditure).
  - In recognition that local authorities might not want to take up the Adult Social Care precept flexibility in full in 2021/22, some or all of this can be deferred for use in 2022/23, irrespective of other referendum principles that may apply in 2022/23.
- 4.6 In agreeing a proposed 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 the Adult Social Care precept, the Council is in line with the requirements from the Secretary of State and therefore no referendum is triggered. The remaining 1.0% increase in Adult Social Care precept will be deferred to the 2022/23 financial year.
- 4.7 Therefore, in my view as the Council's Chief Financial Officer, I can confirm that the budget for 2021/22, as reported in the suite of Cabinet reports in January and February 2021 and considering the issues highlighted in this report, is challenging to deliver in the current circumstances but is also sufficiently robust to be recommended for approval by the Council. I am also able to advise the Council that the level of Reserves is adequate and to recommend a Reserves Strategy which is achievable in 2021/22 and over the medium term in line with the factors set out in my S151 Officer Statement.

## **5. Council Tax and Collection Fund 2021/22**

- 4.8 The Council Tax Base for 2021/22 was approved by Cabinet on 14 January 2021 at 58,630.49 (equivalent Band D properties).
- 4.9 The estimated accumulated surplus on the Collection Fund at the end of 2020/21 is sufficient to allow £1.5 million to be attributed to the Council and which has been used in calculating the Council Tax, as statutorily required.
- 4.10 The proposed budget assumes a Council Tax increase of 1.99% for general use on the Southend-on-Sea element of the total Council Tax. In addition, no referendum limit will be breached by approving this level of increase for 2021/22.
- 4.11 Council may wish to bear in mind that a 1% change in Southend-on-Sea Borough Council's element of the Council Tax is £14.37 per annum for a Band D property. This equates to an amount of circa £0.840 million in the revenue budget for each 1% change.
- 4.12 The proposed Council Tax increase of 1.99% will mean a Band D level of £1,340.19 per annum on the Southend-on-Sea element of the Council Tax. This equates to an annual increase of £28.59 and a weekly increase of 55p. The Statutory Budget Determinations and amount of Council Tax for Southend-on-Sea Borough Council is shown in Appendix 4.
- 4.13 The total Council Tax payable by taxpayers consists of Southend-on-Sea Borough Council precept, the Adult Social Care precept and the precepts for Essex Fire & Rescue Services and Essex Police. Where applicable it also includes Leigh-on-Sea Town Council precept.

### **Precepts**

- 4.14 Leigh-on-Sea Town Council has declared its precept for 2021/22 at £443,217 (2020/21 = £447,392). Based on their council tax base of 8,762.69, there will be no increase in the Town Council element of the total Council Tax bill of £50.58 at Band D. This only applies to the area covered by the Town Council.
- 4.15 For Essex Police an increase in its Council Tax has been approved by the Police, Fire & Crime Commissioner. This represents a Council Tax of £208.53 (2020/21 = £198.63) per Band D property, which equates to an increase on the respective 2020/21 level of 4.98%.
- 4.16 For Essex Fire & Rescue Services the Police, Fire and Crime Commissioner has approved no increase in its Council Tax. This represents a Council Tax of £73.89 (2020/21 = £73.89) per Band D property.
- 4.17 This budget also includes the Adult Social Care Precept at an increase of 2.0% over the previous year. The proposed level equates to an annual increase of £28.74 (from £125.79 to £154.53) equivalent to a weekly increase of 55p at the Band D Council Tax level.

## Levies

- 4.18 The Council is required to pay relevant levying bodies, who have all now provided their required levy for 2021/22 and the position for 2021/22 compared to 2020/21 is identified in the table below. The final approved levy also includes anticipated year-end adjustments for 2020/21 and 2021/22:

Levy Body	2020/21 Probable Actual £'000	2021/22 Estimate £'000	Percentage Increase %
Kent & Essex Inshore Fisheries & Conservation Authority	21.9	21.9	0%
Flood Defence – Environment Agency	204.7	209.4	2.3%
Coroners Court	401.7	413.7	3%
<b>Total</b>	<b>628.3</b>	<b>645.0</b>	

The 2021/22 budget proposed at Cabinet on 16 February 2021 included a total sum for levies of £645,000. The final approved levies and year-end adjustments for 2021/22 total £645,000. Therefore, no amendment is required to the levies budget for 2021/22. However, if there are any final adjustments to the above levies for 2021/22 this will be funded through contingency.

### Special Items (Sections 34 & 35 of the Local Government Finance Act 1992)

- 4.19 Parish and Town Councils can precept on the Authority for services provided in the Parish or Town Council area. The Local Government Finance Act 1992 requires these precepts to be deemed a special item. In the Council's geographical area, the only parished area is Leigh-on-Sea.
- 4.20 The cost of Southend-on-Sea's services are spread uniformly over the Authority's area. However, in some parishes, the Town Council may provide services which in other parts of the Authority are provided by the Council. Under Section 35 (2) (d) of the 1992 Act, the cost of these services is regarded as special expenses unless the Council has resolved otherwise. Special expenses are deemed to be included as part of the special items for Council Tax setting purposes.
- 4.21 The costs of special expenses are deducted from the council's total expenditure when setting the basic Council Tax and are charged as an additional amount to the areas receiving the benefit of these specific services.
- 4.22 At its meeting on 16 February 2021, the Cabinet considered the special expenses to apply in 2021/22 and recommended that there were no special expenses in addition to the Leigh-on-Sea Town Council's precept.
- 4.23 The proposed Band D Council Tax excluding and including Leigh-on-Sea Town Council is set out at Appendix 1.

## **6. Capital Investment Programme**

- 4.24 The Cabinet also considered proposals for the Capital Investment Programme for 2020/21 to 2025/26 and referred the proposals set out at Appendix 3 (i) and (ii) to this report.
- 4.25 The Cabinet also agreed to refer the approval of the Capital Investment Strategy and Prudential Indicators.
- 4.26 The full impact of the borrowing costs required to fund the proposed programme have been included in the Council's current financial planning for 2020/21 to 2025/26. The 2021/22 revenue budget incorporates the required borrowing costs as part of the budget requirement for 2021/22. In summary, it is my view, as the Council's Chief Financial Officer, that the 2020/21 to 2025/26 Capital Investment Programme is prudent, affordable and sustainable.
- 4.27 To demonstrate compliance with these objectives a set of prudential indicators, as required by statute, is also recommended for approval.

## **7. Medium Term Financial Strategy (MTFS)**

- 4.28 Given the unprecedented and constantly changing events in 2020/21 the development of the Medium Term Financial Strategy has been challenging, particularly with the decision by the UK Government to only announce a single year financial settlement for 2021/22. A three-year Comprehensive Spending Review is now expected for the Autumn of 2021.
- 4.29 To try to illustrate some medium-term financial planning parameters, an updated Financial Strategy 2021/22 – 2025/26 has been developed using the best information and the most likely set of scenarios/assumptions that are currently available. The updated and full MTFS for the period 2021/22 to 2025/26 was included within the Prioritising Resources to Deliver Better Outcomes 2021/22 to 2025/26 report to Cabinet on 16 February 2021 at Appendix 1.
- 4.30 Any final cosmetic and background changes not impacting on the overall strategy and recommendations in the MTFS will be undertaken by the Executive Director (Finance & Resources) before final publication. This strategy will be kept under regular review and a formal annual refresh will be presented to the Cabinet as part of the Council Tax setting proposals for 2022/23.
- 4.31 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 identifies budget gaps in the medium term to enable the Council sufficient time to address them in a considered, measured, and planned way.
- 4.32 It is good practice to update the rolling MTFS as part of setting the Council budget and Council Tax to ensure our financial planning is fully aligned and integrated.



- 4.33 The MTFs currently shows a projected further budget gap for the Council of £20.7 million for the following four financial years. This is set out in detail in Appendix 5 and in summary as follows:

2022/23	£7.3 Million
2023/24	£5.2 Million
2024/25	£3.5 Million
2025/26	£4.7 Million
<b>Total</b>	<b>£20.7 Million</b>

- 4.34 The estimated calculation of the future gap of £20.7 million needs to be considered with a degree of caution. Although all relevant information that the Council is currently aware of has been factored into this assessment, attempting to predict the future in the current set of unprecedented circumstances is incredibly difficult. There remains huge uncertainty over what the UK Government may do in response to the impact of COVID-19 on the country's public finances. We will continue to monitor developments and update our forecasts as more clarity over national policy choices becomes available.

## 8. 2022/23 and Beyond

- 8.1 COVID-19 has fundamentally changed the financial landscape and operating environment for public services. Local Authorities were issued 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 Southend-on-Sea Borough Council remains financially stable and resilient for the future.
- 8.2 It will also be important to reassess, understand and take responsibility for determining our financial future. We must continue to be proactive in the delivery of our agreed Southend 2050 ambition, key priorities, evaluation of 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.
- 8.3 The announcement of a single year financial settlement for Local Government is perhaps understandable, given the huge fiscal challenges that COVID-19 has brought to the UK. From a local business and financial planning perspective though, this short-term arrangement creates real uncertainty for the Council and fails to provide any clarity for the future.

- 8.4 In an uncertain world the Medium Term Financial Strategy attempts to outline how scarce revenue and capital resources are prioritised and then deployed to respond to increasing demand for key local services and to deliver better value for money outcomes for local residents over the medium term. The future financial sustainability and resilience of the Council is also a key fundamental guiding principle.
- 8.5 This report predominantly addresses, as we are required to do, a detailed budget for 2021/22 but it is also appropriate to identify the areas the Council should continue to explore in order to meet the budget constraints of future years and also tailor the services it provides and review its role within national policy and local circumstances. The impact of COVID-19 continues to have far reaching consequences and as we start addressing the recovery from the pandemic, the Council's 2050 Ambition and the South Essex vision for 2050 we need to be mindful of how we align and prioritise our resources to achieve the best value for money outcomes for our local residents.
- 8.6 To prepare for recovery from the pandemic and recognising the potential size of the financial and operational challenge that lies ahead, for the first time in Southend-on-Sea's history this report also outlines a high-level future Budget Transformation Programme for 2022/23 – 2025/26. This is 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.
- 8.7 Traditionally, and particularly over recent years, the nature of Council activity has seen an increase in the level of directly delivered services for the local populace and for local businesses and visitors. Many services have been delivered on a universal basis and free or at limited cost, but this may need to be reviewed as greater pressure is being placed upon the services provided by the Council and the way in which these arrangements are delivered.
- 8.8 The Council may need to increase focus on the delivery of its services in a more targeted way, concentrating on delivering services to those residents who most need the Council's support. The Council may also need to review and change its approach to tailoring the delivery of its many statutory services. To underpin these new arrangements the Council will continue to reposition its role as one to work alongside the community, its residents and businesses, to try to improve the many contributing factors that affect people's lives.
- 8.9 The Council will continue to have a positive commitment of working, and delivering services, in partnership with other agencies, the voluntary and commercial sectors, and the community itself. As part of this approach the Council will encourage the sustenance of community services in collaboration with local communities, encouraging community capacity to operate effectively in appropriate circumstances.

- 8.10 The Council will also seek to address critical issues such as equality, disadvantage, lack of attainment and poverty by working with communities themselves, seeking enhanced training support and opportunity. It will foster and promote the local economy and thereby enhancing local opportunities for aspiration, attainment, increasing household income and personal achievement.
- 8.11 When the previously announced Government funding reforms are fully implemented, we will soon be in a position where our funding to maintain and improve our council services will come from only three main sources:
- Business Rates
  - Council Tax
  - Other forms of income we can generate e.g. Fees & Charges, commercial activity, traded services, etc

Post COVID-19 we will continue the trajectory towards an era of financial self-sustainability for Local Authorities and that longer term a clear focus on outcome based budgeting will be the key. This essentially will mean the prioritisation and reallocation to our outcomes of all our resources both Capital and Revenue alongside our people and our physical assets.

- 8.12 The Council will therefore seek to ensure that the Council Tax and Business rates bases are strengthened and post COVID-19 income collection levels are at least maintained. In addition, the Council will explore innovative income generation opportunities that will increase the Council's range of revenue sources to assist with meeting the need to be financially self-sustainable and to support the delivery of our outcomes. As part of this commitment there is the continued intention to look at greater commercial opportunities for services of the Council.
- 8.13 Given the financial challenge we have and will continue to face for a number of years, a longer term and outcome based budgeting approach will be needed to ensure that there is effective prioritisation and reallocation of our complete resource base.

## **9. Corporate Implications and Conclusion**

- 9.1 The corporate implications of the proposed Council Budget have been set out in the relevant reports to the Cabinet meetings of 14 January 2021 and 16 February 2021.
- 9.2 In reaching decisions on budget proposals and Council Tax, Members will need to bear in mind all the detailed advice provided by officers both in reports to the Cabinet and information supplied directly. Careful consideration must be made for the impact of decisions both in the coming year and subsequent years.

9.3 Members should also note that in approving the Council budget and setting the Council tax level that all the information, advice and recommendations contained in the full suite of reports presented to Cabinet on 14 January 2021 and 16 February 2021 represent part of the decision-making process. All that detailed report information needs to be fully considered and recognised alongside this Council report.

## **10. Background Papers**

10.1 All background papers are listed in the reports detailed at paragraph 3.2 in this report.

10.2 In addition, Background Papers include:

- (i) Minutes of the Cabinet meeting 14 January 2021;
- (ii) Minutes of the Cabinet meeting 16 February 2021;
- (iii) Minutes of the various Scrutiny Committees from 1 February to 4 February 2021 and feedback from the Business Sector and Voluntary Sector consultation meeting on 14 January 2021.

## **11. Appendices**

Appendix 1	Revenue Budget and Council Tax 2021/22
Appendix 2 (i)	General Fund Budget Investment 2021/22
Appendix 2 (ii)	General Fund Budget Savings and Income Generation 2021/22 to 2025/26
Appendix 2 (iii)	General Fund Budget Transformation Programme 2022/23 to 2025/26
Appendix 2 (iv)	New or Amended Fees and Charges 2021/22
Appendix 3 (i)	Capital Investment Programme 2020/21 to 2025/26
Appendix 3 (ii)	Proposed Capital Investment 2021/22 to 2025/26
Appendix 4	Council Tax Resolution 2021/22
Appendix 5	Medium Term Financial Forecast 2021/22 to 2025/26

## SOUTHEND-ON-SEA - REVENUE BUDGET AND COUNCIL TAX 2021/22

	<b>£000</b>			
Base Budget 2021/22	131,880			
Budget Investment	8,122		<i>See Appendix 2(i)</i>	
Budget Savings and Income Generation	(4,155)		<i>See Appendix 2(ii)</i>	
<b>Total Budget Requirement 2021/22</b>	<b>135,847</b>			
Less:				
Revenue Support Grant	(6,082)			
Business Rates Retained	(38,129)			
Collection Fund Surplus	(1,500)			
Capital Reserve	(2,500)			
	<u>(48,211)</u>			
<b>Council Tax Requirement</b>	<b>87,636</b>			
(Council Tax and Adult Social Care Precept)				
Council Tax Base	58,630.49			
Council Tax Band D (Southend-on-Sea element)	1,494.72			
<b><u>Overall Council Tax - Band D equivalent</u></b>				
	<b>Band D</b>	<b>Increase</b>	<b>Band D</b>	<b>Increase</b>
	<b>Council</b>		<b>Council</b>	
	<b>Tax</b>		<b>Tax</b>	
	<b>£</b>	<b>%</b>	<b>£</b>	<b>%</b>
	<b>Leigh on Sea</b>		<b>Unparished Area</b>	
<b>Southend-on-Sea Borough Council *</b>	<b>1,494.72</b>	<b>3.99%</b>	<b>1,494.72</b>	<b>3.99%</b>
<b>Essex Police</b>	<b>208.53</b>	<b>4.98%</b>	<b>208.53</b>	<b>4.98%</b>
<b>Essex Fire &amp; Rescue Services</b>	<b>73.89</b>	<b>0.00%</b>	<b>73.89</b>	<b>0.00%</b>
<b>Leigh on Sea Town Council</b>	<b>50.58</b>	<b>0.00%</b>	<b>-</b>	<b>-</b>
	<u><b>1,827.72</b></u>	<u><b>3.82%</b></u>	<u><b>1,777.14</b></u>	<u><b>3.93%</b></u>

\* including Adult Social Care Precept

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### 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
<b>Total</b>	<b>8,122,000</b>

### Proposed Investment by Southend 2050 Theme

Ref	Reason for Investment	Total (£)
<b>Pride and Joy</b>		
PJ-A	<b>Waste Recyclables</b> 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
<b>Pride and Joy Total</b>		<b>400,000</b>
<b>Safe and Well</b>		
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	<b>Older People Demographics</b> 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

Ref	Reason for Investment	Total (£)
SW-C	<p><b>Essential Living Fund</b> 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.</p>	233,000
SW-D	<p><b>Children to Adults transition</b> 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.</p>	350,000
SW-E	<p><b>Leaving Care Support 16+</b> 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.</p>	500,000



Ref	Reason for Investment	Total (£)
SW-F	<p><b>Looked After Children (LAC)</b>            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 therefore reduce the required external placements. The current 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.</p>	590,000
SW-G	<p><b>In House Foster Care team</b>            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.</p>	150,000
SW-H	<p><b>Child and Adolescent Mental Health Services (CAMHS)</b>            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.</p>	210,000
SW-I	<p><b>Special Guardianship Order (SGO) Kinship Allowance</b>            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.</p>	50,000

Ref	Reason for Investment	Total (£)						
SW-J	<p><b>School Uniform Grant</b> 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:</p> <ul style="list-style-type: none"> <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> <p>Where one of the criteria is met, the following annual school uniform grant amounts per child will be on offer for</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 80%;">Reception Year 1 and Year 2</td> <td style="text-align: right;">£80</td> </tr> <tr> <td>Year 3 to Year 6</td> <td style="text-align: right;">£100</td> </tr> <tr> <td>Year 7 to 11</td> <td style="text-align: right;">£150</td> </tr> </table>	Reception Year 1 and Year 2	£80	Year 3 to Year 6	£100	Year 7 to 11	£150	25,000
Reception Year 1 and Year 2	£80							
Year 3 to Year 6	£100							
Year 7 to 11	£150							
<b>Safe and Well Total</b>		<b>4,088,000</b>						
<b>Connected and Smart</b>								
CS-A	<p><b>Highways Service Redesign</b> 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.</p>	725,000						
CS-B	<p><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.</p>	300,000						
<b>Connected and Smart Total</b>		<b>1,025,000</b>						

Ref	Reason for Investment	Total (£)
<b>Enabling Services</b>		
ES-A	<p><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.</p>	1,250,000
ES-B	<p><b>Investment, Income and Financing Costs Review</b> 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.</p>	172,000
ES-C	<p><b>Housing Benefits</b> 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.</p>	550,000
ES-D	<p><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.</p>	497,000
ES-E	<p><b>General Budget Adjustments</b> Required to right size remaining small budget issues across the Council.</p>	140,000
<b>Enabling Services Total</b>		<b>2,609,000</b>
<b>Total Investments</b>		<b>8,122,000</b>

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**Introduction**

The following initiatives represent individual proposals for savings or income generation ideas for 2021/22 – 2025/26. The figures in each year represent the proposed change in spending or increase in income, compared to the 2020/21 Approved Budget. If the change is permanent it is therefore repeated each year; for example, if a vacant post is proposed to be deleted from 1st April 2021, then this same value of saving will feature in each year. The table does not mean an additional saving for that amount is required in each year, instead it represents the ongoing financial benefit.

If spending or income proposals vary across the 5 years, then the value in each year still represents the change from the existing 2020/21 Approved Budget. For example, if a permanent savings proposal is estimated to be achieved  $\frac{1}{2}$  way through 2021/22, then this will show as  $\frac{1}{2}$  the value in 2021/22 but then the full value will be shown for the following 4 years or if the saving is deemed to be increased over time then the value will also increase in later years but each year will still represent the proposed change from the 2020/21 Approved Budget.

Reference	Detail of Savings Proposals	Staffing Implications	Financial Impact				
			2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s

**Savings Initiatives**

Safe and 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	500
SW02	Commercial negotiation and contract reviews with key providers to deliver efficiencies and an increased commercial focus.	n/a	160	780	780	780	780
SW03	The Care Act (2014) is clear that preventing, reducing or delaying the need for care is an integral the duty of all local authorities. This ties in with the promotion of wellbeing, which is at the core of the Act, and if the requirement for care can be delayed, then the cost and dependency associated with care can also be delayed. Southend's vision for adult social, as set out in Southend 2050, is to help people stay well for as long as possible, living in the community and connected to the people they are closest too. Therefore our focus in the medium and long will be to develop a range of support that enables independence and consequently help people avoid the need for residential care for longer. Effective services and support that increase independence will enable people to stay in their own home for much longer. This will delay admission to a care home for any individual and will have the effect of reducing the length of stay in a care home placement. We will do this by supporting people to regain skills and abilities they may have lost after a crisis – such as an accident requiring hospital care through effective and focused reablement. We will also increase the amount of home care available in the borough, and enable and train home care providers to support more complex people in their own home. We will use assistive technology, such as sensors, door monitors, video support and remote monitoring to help people stay at home for longer. We will also work with colleagues in housing to ensure that there is sufficient housing with on site care and support (extra care housing) in the borough so that people can move to their own home with support available. The long term impact of this is that these actions will reduce the need for care home placements, both for people funded by the council and for self funders. It is also likely to increase the complexity of people in care homes, resulting in an increase in care home prices, offset by the reduced number of placements. We will work with local care providers to support the transformation of provision, developing local services that can respond to the needs of local people now and into the future. Overall this saving will delivered by reducing the number of people in care homes. This will reduce our spending on care home placements. Alongside this sits investment and increase spend in other services such as home care and extra care housing.	n/a	-	-	-	625	1,250
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	300
SW06	Mental health social work support for people in Southend is delivered by EPUT under a section 75 agreement. This is a standard partnership agreement. The current agreement has not been reviewed for some time and needs updating. We will work with EPUT to identify a shared way of delivering more effective and targeted support for people with statutory adult social care needs in relation to their mental health. We will also work to increase the focus on the delivery of prevention and support for the general population. We will develop these plans through coproduction and in light of changes patterns of both demand and support. This will take into account increased availability of community and voluntary sector delivered services.	n/a	-	100	100	100	100

Reference	Detail of Savings Proposals	Staffing Implications	Financial Impact					
			2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	
SW07	The Care Act allows local authorities to charge people a fair contribution towards the cost of care. We will carry out a review of rates used to assess contributions to care, alongside the current policy in relation to partial disregards on disability benefits and our approach to personal allowances. We will use both local evidence and national guidance in relation to a fair and consistent way of ensuring parity in contributions towards the cost of care. In any financial assessment individual circumstances will continue to be taken into account. People are only charged when they can afford to pay all or part of the actual cost of their care. No one will pay more the care actually costs the council to deliver. Any policy changes will be subject to an equality assessment prior to implementation.	n/a	-	140	140	140	140	140
SW08	The aim is a refresh of our Strength based approach to Social Care that focusses on what really matters to people, their families and their communities. The commitment to co-design through conversation, innovation and engagement recognising that people and families just want to get on with their lives and a strength based approach to conversations can significantly reduce their reliance on formal care. Our current model of social care support brings in people to service before they actually need them. This reduce both independence, self reliance, and ignores the capacity of our local community to support each other. We will move to a right time right care right person approach. This will reduce the overall delivery of funded care support for individuals by delaying the start of care until a person actually needs it, and by sustaining independence as long as possible.	n/a	-	-	200	200	200	200
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	100	100
<b>Safe and Well Total</b>		<b>- 2.00</b>	<b>527</b>	<b>1,820</b>	<b>2,045</b>	<b>2,745</b>	<b>3,370</b>	
<b>Active and Involved</b>								
AI01	General efficiency and productivity review of the Libraries & Galleries operations.	n/a	30	30	30	30	30	30
<b>Active and Involved Total</b>		<b>-</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>
<b>Connected and Smart</b>								
CS01	Saving calculated on the basis of a reduced number of Concessionary Fares journeys (Pre- COVID-19)	n/a	250	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	760
<b>Connected and Smart Total</b>		<b>-</b>	<b>570</b>	<b>720</b>	<b>1,010</b>	<b>1,010</b>	<b>1,010</b>	<b>1,010</b>
<b>Enabling Services/Corporate Initiatives</b>								
ES01	Deletion of a vacant L6 post in the Technical and Compliance team.	- 1.00	30	30	30	30	30	30
ES02	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	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	80
ES04	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	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	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 eligible exemptions and discounts.	2.00	100	100	100	100	100	100
ES07	Removal of vacant Internal Audit and Counter Fraud Services Business Support Manager from the establishment.	- 1.00	36	36	36	36	36	36
ES08	Better use of Email for communication. Improved efficiency and productivity by reducing reliance on hybrid mail. Corresponding reduction in postage costs. Rationalisation and reduction in the number of mobile phones and SIMs across the Council. Cease the use of Stor-a-file to hold all out archived documentation off site. Lyreco expenditure reduction as well as the resource requirements for invoice processing. Consumables and paper reduction due to less photocopying and printing requirements and improved use of more electronic methods. Move to electronic payslips for all Schools.	n/a	91	46	49	57	57	57

Reference	Detail of Savings Proposals	Staffing Implications	Financial Impact				
			2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s
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
<b>Enabling Services Total</b>		<b>- 37.60</b>	<b>1,176</b>	<b>1,781</b>	<b>1,784</b>	<b>1,792</b>	<b>1,792</b>
<b>Savings Initiatives Total</b>		<b>- 39.60</b>	<b>2,303</b>	<b>4,351</b>	<b>4,869</b>	<b>5,577</b>	<b>6,202</b>

## Income Generating Initiatives

Pride and Joy							
PJ01	Explore the introduction of contactless donation points within parks.	n/a	2	2	2	2	2
<b>Pride and Joy Total</b>		<b>-</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
Safe and Well							
SW10	Explore the provision of CCTV monitoring services for other networks.	n/a	-	10	10	10	10
<b>Safe and Well Total</b>		<b>-</b>	<b>-</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
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	30
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	350
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	46
<b>Active and Involved Total</b>		<b>-</b>	<b>187</b>	<b>357</b>	<b>417</b>	<b>426</b>	<b>426</b>
Opportunity and Prosperity							
OP01	Introduce charging for Senior or Specialist Officer Attendance at Planning Pre-Application Advice Meetings.	n/a	8	15	21	21	21
OP02	Introduce a new fee for offering a Fast Track or Premium Services for certain Planning Applications	n/a	15	20	31	31	31
OP03	Explore the potential sponsorship opportunities of a number of parks.	n/a	-	5	10	10	10
OP04	Ensure all parks buildings either have a lease or charged separately for usage.	n/a	-	10	10	10	10
OP05	Review of Planning and Building Control Consultancy Service charges	n/a	-	38	56	56	56
OP06	New net commercial rental income from the acquisition of the Victoria Plaza	n/a	250	250	250	250	250
OP07	New rental income from the Costa Coffee development at the airport business park	n/a	40	63	63	63	63
<b>Opportunity and Prosperity Total</b>		<b>-</b>	<b>313</b>	<b>401</b>	<b>441</b>	<b>441</b>	<b>441</b>
Connected and Smart							
CS03	Comprehensive review of car parking fees and charges	n/a	1,000	1,000	1,000	1,000	1,000
CS04	Review of all Highways fees and charges	n/a	50	50	100	150	150
<b>Connected and Smart Total</b>		<b>-</b>	<b>1,050</b>	<b>1,050</b>	<b>1,100</b>	<b>1,150</b>	<b>1,150</b>
Enabling Services/Corporate Initiatives							
ES12	Explore the possibility to expand the enforcement remit of our internal Corporate Collections & Enforcement Team. This type of initiative 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 services delivered to the Housing Revenue Account.	n/a	150	200	200	200	200
<b>Enabling Services Total</b>		<b>2.00</b>	<b>1,663</b>	<b>1,801</b>	<b>1,841</b>	<b>2,041</b>	<b>1,891</b>
<b>Income Generation Total</b>		<b>2.00</b>	<b>1,852</b>	<b>2,170</b>	<b>2,270</b>	<b>2,479</b>	<b>2,329</b>
<b>Grand Total</b>		<b>- 37.60</b>	<b>4,155</b>	<b>6,521</b>	<b>7,139</b>	<b>8,056</b>	<b>8,531</b>

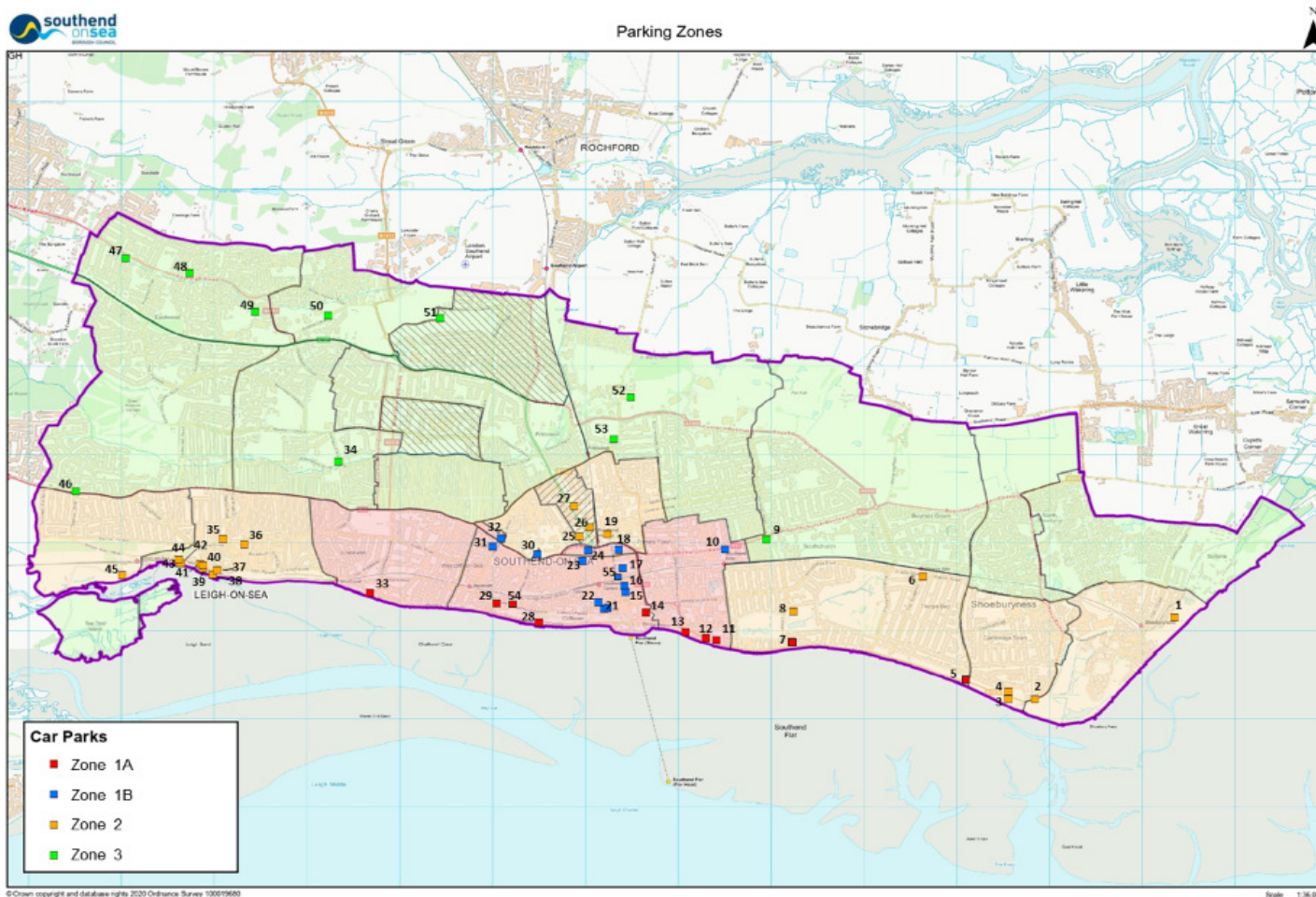
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Reference	Detail of Proposal
<b>Pride and Joy</b>	
BTP-PJ01	Review of the Grounds Maintenance service
BTP-PJ02	Review the hours of operation and attendance profile at all Household Waste Recycling Centres.
BTP-PJ03	Review of public toilet provision 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.
<b>Safe and Well</b>	
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.
<b>Active and Involved</b>	
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.
BTP-AI02	Review of Leisure Service provision
<b>Opportunity and Prosperity</b>	
BTP-OP01	Review potential general licensing opportunities in Parks
<b>Connected and Smart</b>	
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.
<b>Enabling Services/Corporate Initiatives</b>	
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.
BTP-ES02	Review of all corporate memberships and service specific subscriptions
BTP-ES03	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.

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Car Parking



		Unit	Zone 1a 8am - 6pm	Zone 1b 8am - 6pm	Zone 2 8am - 6pm	Zone 3 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 5 hrs	£11.00	-	-	-
		Up to 6 hrs	£14.00	-	-	-
		Up to 10 hrs	£18.00	£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 10 hrs	£18.00	£12.00	£12.00	-
Pre-booked coach parking	VATable	Daily (up till closing time)	£10.00	£10.00	£10.00	
Coach parking (pay on the day)	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	
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	Annual	£1,300.00			
Season Ticket - Baxter Avenue		Annual	£1,200 per bay			
			<b>1 month</b>	<b>6 months</b>	<b>12 months</b>	
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	
Resident Season Ticket (in RPS*)		Scheme specific	-	-	£50.00	
Southend Pass	VATable	-	£8.50	-	-	
SBC Associate Permit	VATable	Blue	-	£135.00	£250.00	
Temporary Permit		7 days	£15.00			
Tradesman Permit		All zones (new)	-	£350.00	£650.00	
Visitors Vouchers (Book of 20)		Daily	£5.00			
Yellow Line Dispensation		Daily	£12.00			
Car Park unlock tariff		-	£75.00			
Suspension (Admin Fee)		-	£30.00			
Suspension (on-street)		Per day, per bay	£20.00			
Suspension (off-street)	VATable	Per day, per bay	£20.00			
Replacement permit		Vehicle changes	£5.00			
Replacement permit		Loss	£30.00			
Permit refund admin fee		Administrative cost	£15.00			
Hotel day rate discount		Daily charging period	50% of max daily parking tariff			
Authorised copy of car park key		Issuance	£200.00			
Car Park Overflow charges		Day rate	£500.00			
Filming in car parks requiring suspension of parking bays		Filming	as per agreed charge			
Siting base units/comfort units in car parks		Filming	daily bays charge			
Siting base units/comfort units in car parks within dedicated bays		first contact	daily bay charge			
<b>Free Parking</b>		To provide free parking in Council car parks after 1600hrs on Thursdays and all day on Sundays in December and Christmas Day (except those with barriers)				
<b>Parks and open spaces</b>		All free car parks within parks and sports grounds will remain free of charge				
<b>Southchurch Park East</b>		Charges are being introduced in this car park (zone 2) following its full refurbishment with the exception of one hour free parking for Greenways Primary School during opening and closing times to support the park and walk initiative				
<b>Zone 2</b>		The following car parks will remain free of charge: Eastern Esplanade (Camelia Hotel), Hadleigh Road, Leigh Hill and Uttons Avenue.				
<b>Zone 3</b>		The following car parks will remain free of charge: Eastwood Boulevard, Pargat Drive, Rayleigh Road, Sutherland Boulevard				
<b>Small Business Day</b>		Free Parking in Zones 2 and 3 car parks				
<b>RPS*</b>		Resident Parking 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
<b>HIGHWAYS</b>								
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



<b>OTHER</b>								
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
<b>SIGNS</b>								
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
<b>MEMORIAL BENCHES</b>								
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
<b>TRAFFIC MANAGEMENT RELATED CHARGES (NO VAT TO BE ADDED)</b>								
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
<b>TRAFFIC MANAGEMENT RELATED CHARGES</b>								
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
<b>VEHICULAR CROSSOVERS</b>								
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		£387.60	£390.00			1%	Amend



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

## Planning

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

**Proposed Capital Investment Programme 2020/21 to 2025/26 and future years -  
Summary by Area of Investment**

Appendix 3 (i)

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	438	827	761	762	500	1,663	4,951
Social Care	5,819	6,735	-	-	-	-	12,554
Schools	5,082	1,953	900	300	262	-	8,497
Enterprise and Regeneration	14,991	8,931	10,050	1,500	1,500	7,000	43,972
Southend Pier	4,200	6,748	6,300	1,250	1,250	-	19,748
Culture and Tourism	2,286	915	-	-	-	-	3,201
Community Safety	410	2,199	66	-	-	-	2,675
Highways and Infrastructure	14,957	25,398	5,213	4,495	4,000	4,000	58,063
Works to Property	2,216	3,139	6,720	2,100	2,100	-	16,275
Energy Saving	333	713	769	336	-	-	2,151
ICT	5,247	3,012	-	-	-	-	8,259
S106/S38/CIL	170	372	35	35	166	-	778
<b>TOTAL CAPITAL INVESTMENT PROGRAMME - GENERAL FUND</b>	<b>56,149</b>	<b>60,942</b>	<b>30,814</b>	<b>10,778</b>	<b>9,778</b>	<b>12,663</b>	<b>181,124</b>

57 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	10,088	8,111	6,663	6,741	-	39,121
Council Housing Acquisitions and New Build Programme	8,269	8,852	11,155	1,065	900	-	30,241
<b>TOTAL CAPITAL INVESTMENT PROGRAMME - HRA</b>	<b>15,787</b>	<b>18,940</b>	<b>19,266</b>	<b>7,728</b>	<b>7,641</b>	<b>0</b>	<b>69,362</b>

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
<b>TOTAL CAPITAL INVESTMENT PROGRAMME - GENERAL FUND AND HRA</b>	<b>71,936</b>	<b>79,882</b>	<b>50,080</b>	<b>18,506</b>	<b>17,419</b>	<b>12,663</b>	<b>250,486</b>

Total budget for 2021/22 to 2025/26:

178,550

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

Appendix 3 (i)

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
<b>Strategic schemes</b>							
Airport Business Park (including Local Growth Fund)	2,000	5,101	7,800	-	-	-	14,901
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	1,250	1,750	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	4,200	6,748	6,300	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	3,369	5,637	4,588	4,200	4,000	4,000	25,794
Parking Schemes	1,268	792	200	100	-	-	2,360
Highways and Infrastructure - Local Growth Fund and Local Transport Plan Schemes	9,254	12,117	-	-	-	-	21,371
<b>Total Strategic - General Fund</b>	<b>46,850</b>	<b>44,401</b>	<b>21,238</b>	<b>7,050</b>	<b>6,750</b>	<b>11,000</b>	<b>137,289</b>
<b>Other General Fund Schemes</b>	<b>9,299</b>	<b>16,541</b>	<b>9,576</b>	<b>3,728</b>	<b>3,028</b>	<b>1,663</b>	<b>43,835</b>
<b>TOTAL CAPITAL INVESTMENT PROGRAMME</b>	<b>56,149</b>	<b>60,942</b>	<b>30,814</b>	<b>10,778</b>	<b>9,778</b>	<b>12,663</b>	<b>181,124</b>

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
<b>Strategic schemes</b>							
HRA Decent Homes Programme	7,259	7,508	7,041	6,663	6,741	-	35,212
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
<b>Total Strategic - HRA</b>	<b>15,356</b>	<b>16,187</b>	<b>18,196</b>	<b>7,728</b>	<b>7,641</b>	<b>-</b>	<b>65,108</b>
<b>Other HRA Schemes</b>	<b>431</b>	<b>2,753</b>	<b>1,070</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,254</b>
<b>TOTAL CAPITAL INVESTMENT PROGRAMME - HRA</b>	<b>15,787</b>	<b>18,940</b>	<b>19,266</b>	<b>7,728</b>	<b>7,641</b>	<b>0</b>	<b>69,362</b>

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
<b>TOTAL CAPITAL INVESTMENT PROGRAMME - GENERAL FUND AND HRA</b>	<b>71,936</b>	<b>79,882</b>	<b>50,080</b>	<b>18,506</b>	<b>17,419</b>	<b>12,663</b>	<b>250,486</b>

Total budget for 2021/22 to 2025/26:

178,550

**Proposed Capital Investment Programme 2020/21 to 2025/26 and future years**

**Appendix 3 (i)**

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
<b>General Fund Housing</b>							
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	38						38
Housing and Development Pipeline Feasibility - GF	100	65					165
<b>Total General Fund Housing</b>	<b>438</b>	<b>827</b>	<b>761</b>	<b>762</b>	<b>500</b>	<b>1,663</b>	<b>4,951</b>
<b>Social Care</b>							
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
Transforming Care Housing	162						162
Delaware and Priory New Build	4,699	6,700					11,399
<b>Total Social Care</b>	<b>5,819</b>	<b>6,735</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,554</b>
<b>Schools</b>							
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	150						150
Eastwood Primary roof	25						25
Fairways Primary roof	14						14
Fairways Primary curtain walling	86						86
Fire condition projects	109	500	500				1,109
Milton Hall Fire Alarm replacement (H&S)	10						10
West Leigh Infant Boiler	10						10
Devolved Formula Capital	100	100	100				300
Expansion of 2 yr old Childcare Places	3						3
Prince Avenue Extended Nursery Provision	780						780
School Improvement and Provision of School Places	3,689	600					4,289
Special Provision Capital Fund	80	230	300	300	262		1,172
<b>Total Schools</b>	<b>5,082</b>	<b>1,953</b>	<b>900</b>	<b>300</b>	<b>262</b>	<b>-</b>	<b>8,497</b>
<b>Enterprise and Regeneration</b>							
Airport Business Park (including Local Growth Fund)	2,000	5,101	7,800				14,901
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	1,250	1,750	1,500	1,500	7,000	14,250
Housing Infrastructure Feasibility	-	250					250
Victoria Centre	10,900	500	500				11,900
<b>Total Enterprise and Regeneration</b>	<b>14,991</b>	<b>8,931</b>	<b>10,050</b>	<b>1,500</b>	<b>1,500</b>	<b>7,000</b>	<b>43,972</b>
<b>Southend Pier</b>							
Southend Pier - Bearing Refurbishment (Phase One)	1,000	956					1,956
Southend Pier - Condition Works Engineers	121	1,250	1,250	1,250	1,250		5,121
Southend Pier - Condition Works Surveyors	600	104					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)	3						3
Southend Pier - Prince George Extension (Phase Two)	50	1,158	1,008				2,216
Southend Pier - Replacement of Pier Trains	2,000	808					2,808
Southend Pier - Timber Outer Pier Head	200	1,161	4,042				5,403
Pier Pavilion Bar Conversion	200	136					336
<b>Total Southend Pier</b>	<b>4,200</b>	<b>6,748</b>	<b>6,300</b>	<b>1,250</b>	<b>1,250</b>	<b>-</b>	<b>19,748</b>
<b>Culture and Tourism</b>							
Southend Cliffs - Replacement of Handrails	15						15
Wheeled Sports Facility Central Southend Area	29						29
Allotments Water Supply Upgrade	85	-					85
Chalkwell Park and Priory Park Tennis Courts	20	17					37
Parks Feasibility and Options Appraisals	24						24
Playground Gates	-	120					120

**Proposed Capital Investment Programme 2020/21 to 2025/26 and future years**

**Appendix 3 (i)**

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
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	50						50
Southend Tree Policy Review - additional trees	90	57					147
Kiosks in Libraries	140						140
Branch Library Refurbishments	99	98					197
Cliffs Pavilion – Auditorium Air Handling Unit	94	21					115
Cliffs Pavilion – Boiler Flues	8						8
Cliffs Pavilion – Chiller	171						171
Cliffs Pavilion - External Refurbishment works	50	-					50
Cliffs Pavilion Refurbishment and Remodelling – design and specification		333					333
Cliffs Pavilion - Power Supply Equipment	236						236
Palace Theatre - Power Supply Equipment	35						35
Central Museum Works	197						197
Cart and Wagon Shed	824						824
Energy Improvements in Culture Property Assets	-	24					24
"Make Southend Sparkle" Initiative	3	10					13
Queen Victoria statue - security fence	1						1
Resorts Services Signage	6						6
<b>Total Culture and Tourism</b>	<b>2,286</b>	<b>915</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,201</b>
<b>Community Safety</b>							
CCTV Equipment Renewal	400	1,789	66				2,255
Security Measures	10	410					420
<b>Total Community Safety</b>	<b>410</b>	<b>2,199</b>	<b>66</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,675</b>
<b>Highways and Infrastructure</b>							
<u>Cliff Stabilisation schemes:</u>							
- Cliff Slips – Ground Investigation Works		400					400
- Cliff Slip Investigation Works	51						51
<u>Flood Prevention and Resilience schemes:</u>							
- Coastal Defence (Shoebury Common Sea Defence Scheme)	76	41	-				117
- Coastal Defence – Bastion at Westcliff		200					200
- Improving Resilience of the Borough to Flooding from Extreme Weather Events	75	125					200
- Flood Prevention Works	7	-	-				7
- Sea Wall - Remedial Repairs	47						47
<u>Footways and Carriageways schemes:</u>							
- Footways and Carriageways Improvements	2,963	-					2,963
- Footways Improvements		3,000	2,500	2,500	2,500	2,500	13,000
- Carriageways Improvements		2,000	1,500	1,500	1,500	1,500	8,000
- Highways Maintenance - Potholes	83						83
- Junction Protection	25	337	288				650
- Zebra Crossing Surfacing Replacement	100	150	150	200			600
- Improvements to the Prittlebrook cycleway / footway	48						48
- Improve Footway Condition Around Highway Trees	150	150	150				450
<u>Highways Infrastructure schemes:</u>							
- Street Lighting Infills	131	125	125				381
- Belton Way Highways Protection	50	3,190	-				3,240
- Bridge Strengthening - Challenge Fund	-	949	-				949
- Town Centre Redevelopment Improvements - Highways (NPIF)	50						50
- Emergency Active Travel Fund	100	932					1,032
- Traffic Signs Upgrade	40	255	100	100			495
- Vehicle Restraint Replacement	220	175					395
<u>Parking schemes:</u>							
- Car Park Improvements	45	160	100	100			405
- Car Park Resurfacing	150	250	100				500
- Improved Car Park Signage and Guidance Systems	106	107					213
- Gas Works Car Park	330	185					515
- Parking Signage Replacement	90	90					180
- Southchurch Car Park	514						514
- Southchurch Car Park - Land Contamination Works	33						33

**Proposed Capital Investment Programme 2020/21 to 2025/26 and future years**

**Appendix 3 (i)**

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
<b>Local Transport Plan schemes:</b>							
- LTP (Integrated Transport block) - Bridge Strengthening	572	300					872
- LTP (Integrated Transport block) - Better Sustainable Transport	749	450					1,199
- LTP (Integrated Transport block) - Better Networks	616	425					1,041
- LTP (Integrated Transport block) - Traffic Management Schemes	400	400					800
- LTP (Integrated Transport block) - Traffic Control Systems	387	126					513
- LTP - Maintenance	904	700					1,604
- LTP - Maintenance - Street Lighting	204	121					325
<b>Local Growth Fund schemes:</b>							
- 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	150	1,350					1,500
<b>Other Transport schemes:</b>							
- HCA Progress Road	15						15
- Southend Transport Model	204	460	200	95			959
<b>Total Highways and Infrastructure</b>	<b>14,957</b>	<b>25,398</b>	<b>5,213</b>	<b>4,495</b>	<b>4,000</b>	<b>4,000</b>	<b>58,063</b>
<b>Works to Property</b>							
62 Avenue Road - demolition	5	39					44
5 Brunel Road - Hoarding	6						6
569 Prince Avenue	19						19
Roof Repairs to Old Beecroft Art Gallery	4						4
Aviation Way Car Park	-	400					400
Belfairs Park Restaurant/Golf Club Preventative Works	54						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
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	13						13
Cemetery - Ride on Mower	30						30
Cemetery and Crematorium Road and Path Resurfacing	14						14
Crematorium - Urgent Structural Repairs to Chimney	15						15
Crematorium Refurbishment			2,700				2,700
Cremator Relining	74						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	400	882	750	750	750		3,532
Property Refurbishment Programme	767	760	750	750	750		3,777
Priestwell Chapel external lighting	20						20
Civic Plant Room, Hot Water & Heating	20						20
Priority Works	160	597	600	600	600		2,557
<b>Total Works to Property</b>	<b>2,216</b>	<b>3,139</b>	<b>6,720</b>	<b>2,100</b>	<b>2,100</b>	<b>-</b>	<b>16,275</b>
<b>Energy Saving</b>							
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
<b>Total Energy Saving</b>	<b>333</b>	<b>713</b>	<b>769</b>	<b>336</b>	<b>-</b>	<b>-</b>	<b>2,151</b>

**Proposed Capital Investment Programme 2020/21 to 2025/26 and future years**

**Appendix 3 (i)**

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
<b>ICT</b>							
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	203	190	-				393
ICT - Stabilise the Estate	1,588	423	-				2,011
ICT - Core Application and Database Migration	19						19
ICT - Childrens and Adults Social Care - Development of the Liquid Logic Case Management System	82						82
ICT - Childrens and Adults Social Care - Implementation of ContrOCC modules	120	121					241
ICT – Cyber Security/Public Services Network	2						2
Photon (Internet upgrade)	20						20
Replacement and Enhancement to Cash Receipting System	31						31
Software Licencing	62						62
<b>Total ICT</b>	<b>5,247</b>	<b>3,012</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,259</b>
<b>S106/S38/CIL</b>							
S106 3-5 High Street 1501496AMDT - affordable housing	-	24					24
S106 23/04/2015 Hinguar and Saxon - public art contribution	13						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						63
S106 Former Balmoral 1400914FULM – public art contribution	-	1					1
S106 Former College 1000225FUL - Tree Replacement	11						11
S106 Garrison 0000777 Depost - CCTV	-	1					1
S106 Garrison 0000777 Deposit - information boards	-	2					2
S106 Garrison 0000777 Deposit - Junior Play Area maintenance	-	10					10
S106 Garrison 0000777 Deposit - Toddler Play Area maintenance	-	6					6
S106 Garrison Park Store	1						1
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		222
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	5						5
S106 North Road and Salisbury Ave 1200056 - Highway Works Contribution	-	2					2
S106 Sunlight Ldry 1400411FULM - Highway Works	-	2					2
S106 Seec 0200500ful - Highway Works	-	104					104
S106 Univ H-Way0401561ful	1	2					3
S106 Lidl Highway S38	17						17
S106 Lidl Highway S38 – Bond	1						1
S38/S278 Airport 0901960 Fulm	-	26					26
S38 Bellway Homes 14/00943/fulm	-	49					49
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	1						1
CIL Ward NA – Thorpe – Street furniture improvement	8						8
CIL Ward NA - Victoria - Community Mini Bus	8						8
CIL Ward NA – Westborough – Signposting	1						1
<b>Total S106/S38/CIL</b>	<b>170</b>	<b>372</b>	<b>35</b>	<b>35</b>	<b>166</b>	<b>-</b>	<b>778</b>
<b>TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - GENERAL FUND</b>	<b>56,149</b>	<b>60,942</b>	<b>30,814</b>	<b>10,778</b>	<b>9,778</b>	<b>12,663</b>	<b>181,124</b>

Total General Fund budget for 2021/22 to 2025/26: 124,975



**Proposed Capital Investment Programme 2020/21 to 2025/26 and future years**

**Appendix 3 (i)**

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
<b>Council Housing Refurbishment</b>							
Bathroom Refurbishment	95	146	102	96	105		544
Central Heating	1,603	745	201	109	93		2,751
Environmental - H&S works	813	620	1,274	1,076	772		4,555
Kitchen Refurbishments	270	669	971	616	972		3,498
Rewiring	108	809	273	380	404		1,974
Roofs	702	680	961	1,074	1,040		4,457
Windows and Doors	754	907	1,152	1,064	1,013		4,890
Common Areas Improvement	2,514	2,162	1,337	1,478	1,566		9,057
HRA - SBC Buybacks Refurbishment		324					324
Sprinkler System Installation Pilot	10	486					496
Tower Blocks Boroughwide Annunciation System		270					270
HRA Disabled Adaptations - Major Adaptations	400	770	770	770	776		3,486
Sheltered Housing DDA works	-		345				345
Balmoral Estate Improvement and Structural Works	100	1,500	725				2,325
Energy Efficiency Measures	149						149
<b>Total Council Housing Refurbishment</b>	<b>7,518</b>	<b>10,088</b>	<b>8,111</b>	<b>6,663</b>	<b>6,741</b>	<b>-</b>	<b>39,121</b>
<b>Council Housing Acquisitions and New Build Programme</b>							
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 Assembly 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
Housing and Development Pipeline Feasibility - HRA	172	173					345
Acquisition of tower block leaseholds - Queensway	200	-	883	900	900		2,883
<b>Total Council Housing Acquisitions and New Build Programme</b>	<b>8,269</b>	<b>8,852</b>	<b>11,155</b>	<b>1,065</b>	<b>900</b>	<b>-</b>	<b>30,241</b>
<b>TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - HRA</b>	<b>15,787</b>	<b>18,940</b>	<b>19,266</b>	<b>7,728</b>	<b>7,641</b>	<b>0</b>	<b>69,362</b>

Total HRA budget for 2021/22 to 2025/26: **53,575**

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
<b>TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - GENERAL FUND AND HRA</b>	<b>71,936</b>	<b>79,882</b>	<b>50,080</b>	<b>18,506</b>	<b>17,419</b>	<b>12,663</b>	<b>250,486</b>

Total budget for 2021/22 to 2025/26: **178,550**

**Proposed Capital Investment Programme 2020/21 to 2025/26 and future years - Schemes subject to viable business cases or grant re-profiling**

**Appendix 3 (i)**

<b>General Fund Schemes Subject to Viable Business Cases</b>	<b>2021/22 Budget £000</b>	<b>2022/23 Budget £000</b>	<b>2023/24 Budget £000</b>	<b>2024/25 Budget £000</b>	<b>2025/26 and future years Budget £000</b>	<b>Total Budget (all years) £000</b>
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						-
Coastal Defence						-
Cliffs Stabilisation						-
Shoebury Health Centre						-
East Beach Masterplan						-
Town Centre and Seafront Security Works						-
Civic Centre Campus Masterplan						-
Cliffs Pavilion Refurbishment and Remodelling						-
Seafront Illuminations						-
Town Centre Masterplan (including parking provision)						-
Museums Collection Store						-
Will be profiled across the years as and when viable business cases are agreed						
<b>TOTAL SCHEMES SUBJECT TO VIABLE BUSINESS CASES (plus investment yet to be costed):</b>						<b>74,290</b>

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

Highways and Infrastructure schemes 2021/22

Appendix 3 (i)

Scheme	Scheme Details	LTP / Maintenance Grant Subject to DfT confirmation £000	Local Growth Fund £000	Challenge Fund £000	Capital -SBC £000	Combined Totals £000
<b>LTP3 - Better Sustainable Transport and Mobility Management (C10384) £450k [ACTION A]</b>						
Electric charging points	To install additional points at locations to be agreed.	100				100
Bus stop infrastructure upgrades	Bus Stop infrastructure improvements.	50				50
Cycle Parking	New cycle stands at various location	20				20
Cycleway Upgrades	Upgrade the Cycleway network at various locations to be agreed	50				50
Fairfax Drive/Prittlewell Chase jcn	Continued design works for the improvement to the jcn and bus stop infrastructure at this location	50				50
NPIF - TRIPS	Contributions to improving access to town centre, Travel Centre and rail stations through highway modifications. See 'Other Transport Schemes' below for further funding	180				180
<b>Total LTP3 Better Sustainable Transport and Mobility Management</b>		<b>450</b>				<b>450</b>
<b>LTP3 - Traffic Management Schemes (C10513) £400k [ACTION B]</b>						
Minor Schemes and TROs	Part of the Capital programme of traffic, road safety and parking work schemes for 2021/22	200				200
Accident Remedial Schemes and Road Safety	Part of the Capital programme of traffic, road safety and parking work schemes for 2021/22	200				200
<b>Total LTP3 Traffic Management Schemes</b>		<b>400</b>				<b>400</b>
<b>LTP3 - Better Networks (C10671) £425k [ACTION B]</b>						
Traffic signals operational efficiency improvements	Continued upgrade conversion of 2G to 4G another 30 sites , role out of flur cameras ,	80				80
Fire Station Wig-Wags	Upgrade to Fire Station Wig-Wags	50				50
Belton Way East	Contribution towards Belton Way East repair to retaining structure to support the highway and links to Leigh Railway Station	150				150
Lamp Column Replacement	Continued replacement programme of concrete lamp columns	145				145
<b>Total LTP3 Better Networks</b>		<b>425</b>				<b>425</b>
<b>LTP3 Better Operation of Traffic control, Information and communication Systems (C10470) £126k [ACTION D]</b>						
AVL/RTPI systems	New & Upgrades to bus real time information signage.	40				40
Bus Stop Flag / Information boards	Review and supply new bus stop flags/information boards	80				80
Traveline	Contribution to bus data system, providing data to support public transport information system.	6				6
<b>Total LTP3 Better Operation of Traffic Control, Information and Communication Systems</b>		<b>126</b>				<b>126</b>
<b>LTP3 FOOTWAY MAINTENANCE</b>						
Footway Maintenance	Various locations to be agreed	100				100
<b>Total LTP3 Footway Maintenance</b>		<b>100</b>				<b>100</b>
<b>LTP CARRIAGEWAY MAINTENANCE</b>						
Highways Maintenance	Carriageway resurfacing at locations to be agreed	600				600
<b>Total LTP Carriageway Maintenance</b>		<b>600</b>				<b>600</b>
<b>DfT LOCAL MAINTENANCE - POTHOLE FUND - TBA</b>						
Pothole Repairs	Various locations	0				0
<b>Total DfT Local Maintenance Pothole Fund</b>		<b>-</b>				<b>-</b>
<b>STREET LIGHTS MAINTENANCE PROGRAMME</b>						
Street Lighting	Continuation of Street light upgrades. (LTP funding)	121				121
Infills	Continuation of infill programme				125	125
<b>Total Street Lighting Maintenance Programme</b>		<b>121</b>			<b>125</b>	<b>246</b>

## Highways and Infrastructure schemes 2021/22

## Appendix 3 (i)

Scheme	Scheme Details	LTP / Maintenance Grant Subject to DfT confirmation £000	Local Growth Fund £000	Challenge Fund £000	Capital -SBC £000	Combined Totals £000
<b>LTP BRIDGES</b>						
Bridges Maintenance	Various locations	300				300
<b>Total LTP Bridges</b>		<b>300</b>				<b>300</b>
<b>COUNCIL CAPITAL Highway &amp; Footway Improvements</b>						
Highways & Footways	Various sites to be agreed				5,000	5,000
Traffic Signs Upgrade	Upgrade of signs at various locations				255	255
Zebra Crossings	Surfacing Replacement				150	150
Vehicle restraint Replacement	Barrier renewal				175	175
Junction Protection	Protection of Junctions for improved sight lines				337	337
Improve Footway Condition	Improve Pedestrian Safety around Highway Trees				150	150
<b>Total Highways and Footways Improvements</b>					<b>6,067</b>	<b>6,067</b>
<b>Flood Defence</b>						
Coastal Defence	Bastion at Westcliff				200	200
Coastal Defence	Development of Strategy				41	41
<b>Total Flood Defence</b>					<b>241</b>	<b>241</b>
<b>Cliff Stabilisation</b>						
Improving Resilience to network	Reduce effect of extreme rainfall				125	125
Cliff Slips	Ground Investigation Works				400	400
Belton Way East	Cliff highways protection			3,190		3,190
<b>Total Cliff Stabilisation</b>				<b>3,190</b>	<b>525</b>	<b>3,715</b>
<b>COUNCIL CAPITAL Car Park Infrastructure improvements</b>						
Car Parks	Car Park infrastructure improvements to be agreed				160	160
Car Park Signage	Renew car park signage				90	90
Gas Works Car Park	On going works				185	185
Improve Car Park Guidance	Ongoing works for improved car parking guidance signage				107	107
Car Park resurfacing	Resurfacing programme				250	250
<b>Total Car Park Infrastructure Improvements</b>					<b>792</b>	<b>792</b>
<b>OTHER TRANSPORT SCHEMES</b>						
Southend Transport Model	Continuing the Southend Multi Model Work (C10058)				460	460
A127 Growth Corridor	A127 Major Schemes Bell/Kent Elms/Maintenance		6,929			6,929
Bridge Strengthening	Bridge Strengthening works			949		949
Active Travel Fund	Various Schemes as detailed in bid			932		932
Car Park Strategy	New Car Park Strategy on-going work					0
LGF	Continuation of Town Centre Interventions		1,350			1,350
SCAAP/LGF/NPIF	Development / implementation of scheme		1,316			1,316
<b>Total Other Transport Schemes</b>			<b>9,595</b>	<b>1,881</b>	<b>460</b>	<b>11,936</b>
<b>Total Highways and Infrastructure Capital Investment Programme</b>			<b>2,522</b>	<b>9,595</b>	<b>5,071</b>	<b>8,210</b>
					<b>8,210</b>	<b>25,398</b>





**ADDITIONAL CAPITAL INVESTMENT PROPOSALS****2021/22 to 2025/26****1. Summary of Proposed Additional Investment**

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

Proposed additional investment	<u>2021/22</u> <u>(£'000)</u>	<u>2022/23</u> <u>(£'000)</u>	<u>2023/24</u> <u>(£'000)</u>	<u>2024/25</u> <u>(£'000)</u>	<u>2025/26</u> <u>(£'000)</u>	<u>5 Year Total</u> <u>(£'000)</u>
Proposed investment each year	5,000	4,000	4,000	4,000	4,000	21,000
<b>Financed by:</b>						
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> <u>(£'000)</u>	<u>2022/23</u> <u>(£'000)</u>	<u>2023/24</u> <u>(£'000)</u>	<u>2024/25</u> <u>(£'000)</u>	<u>2025/26</u> <u>(£'000)</u>	<u>5 Year Total</u> <u>(£'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
<b>Financed by:</b>						
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
<b>Total</b>						<b>53,125</b>

**ADDITIONAL CAPITAL INVESTMENT PROPOSALS****2021/22 to 2025/26****2. Proposed Additional Investment by Southend 2050 Theme**

Theme		Total (£)	Proposed Initiatives
	C1 <i>Additional</i>	13,000,000 <i>Funded by: Corporate borrowing</i>	<b>Footways Improvements</b> (21/22 - £3,000,000, 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 £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.
	<div style="border: 1px solid black; padding: 5px; text-align: center;">           People have a wide range of transport options.         </div>	Roadmap 2025: 	
	C2 <i>Additional</i>	8,000,000 <i>Funded by: Corporate borrowing</i>	<b>Carriageways Improvements</b> (21/22 - £2,000,000, 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 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.
	<div style="border: 1px solid black; padding: 5px; text-align: center;">           People have a wide range of transport options.         </div>	Roadmap 2025: 	
<b>Connected and Smart</b>	<b>Total</b>	<b>21,000,000</b>	
		<b>21,000,000</b>	<b>TOTAL CAPITAL INVESTMENT PROPOSALS</b>







**ADDITIONAL CAPITAL INVESTMENT PROPOSALS****2021/22 to 2025/26****3. Proposed Additional Investment Subject to Viable Business Cases**

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
	C3	19,000,000	<b>Footways Improvements</b> (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.
	<i>Additional</i>	Funded by: <i>Corporate borrowing</i>  Roadmap 2025: 	
	C4	10,000,000	<b>Carriageways Improvements</b> (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.
	<i>Additional</i>	Funded by: <i>Corporate borrowing</i>  Roadmap 2025: 	
	C5	Roadmap 2021:	<b>Tree Planting</b>  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 to the approval of a viable business case.
	<i>Additional</i>		
<div style="border: 1px solid black; padding: 5px;">           We act as a Green City with examples of energy efficient and carbon neutral buildings, streets, transport and recycling         </div>			






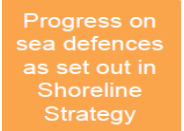


**ADDITIONAL CAPITAL INVESTMENT PROPOSALS****2021/22 to 2025/26**

 <p>We are well on our way to ensuring that everyone has a home that meets their needs</p>	<p>C6 <i>Additional</i></p>	<p>19,925,000</p> <p>Roadmap 2021:</p> 	<p><b>Better Queensway – Housing and Commercial Property acquisitions</b> (£19,925,000 – profile across years to be determined)</p> <p>This investment is 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.</p> <p>The purchases and any associated financing costs will be reimbursed by Porters Place Southend-on Sea LLP.</p>
 <p>We act as a Green City with examples of energy efficient and carbon neutral buildings, streets, transport and recycling</p>	<p>C7 <i>New</i></p>	<p>4,200,000</p> <p>Roadmap 2021:</p> 	<p><b>Better Queensway – Energy Centre</b> (£4,200,000 – profile across years to be determined)</p> <p>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.</p> <p>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.</p>
	<p>C8 <i>Additional</i></p>		<p><b>Regeneration Pipeline Schemes</b></p> <p>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.</p> <p>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.</p>
 <p>Southend is a leading digital city with world class infrastructure that reflects equity of digital provision.</p>	<p>C9 <i>Additional</i></p>		<p><b>ICT Operational Requirements</b></p> <p>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.</p> <p>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 journey to a connected and smart borough.</p>



**ADDITIONAL CAPITAL INVESTMENT PROPOSALS****2021/22 to 2025/26**

	<p>C10</p> <p>New</p>		<p><b>Seafront Illuminations</b></p> <p>A new seafront attraction building on the heritage of illuminations and the magic of Never-Never land to support the year-round tourism offer and economy of Southend-on-Sea. The investment would consider design options, costs and economic impact of delivering a significant draw benefitting the whole borough and supporting Southend 2050 aspirations particularly for pride and joy and opportunity and prosperity.</p>
<p>The variety and quality of our outstanding cultural and leisure offer has increased and we have become the first choice English coastal destination for visitors</p>			
	<p>C11</p> <p>New</p>	<p>Roadmap 2021:</p> 	<p><b>Town Centre Masterplan</b></p> <p>A project looking at the regeneration and improvement of the High Street and surrounding area, including the associated parking provision.</p>
<p>We have a fast-evolving re-imagined and thriving town centre, with an inviting mix of shops, homes, and culture and leisure opportunities</p>			
	<p>C12</p> <p>New</p>		<p><b>Museums Collection Store</b></p> <p>The council's Museum service does not have sufficient storage space for its collection. Items currently stored are blocking valuable display space in prime locations preventing key elements of Southend's history and art collection being shown. Items stored offsite are also over capacity and a flood at the venue in 2020 caused damage to part of the collection. Appropriate storage space needs to be resolved and could include a collections centre where storage and presentation for groups could be developed. A feasibility study for a capital project is required to identify the best future for this important part of Southend's heritage to be preserved and shown.</p>
<p>The variety and quality of our outstanding cultural and leisure offer has increased and we have become the first choice English coastal destination for visitors</p>			
	<p>C13</p> <p>New</p>	<p>Roadmap 2025:</p> 	<p><b>Cliffs Stabilisation</b></p> <p>It is recognised that consideration needs to be given to schemes to remedy ground movement and reduce the risk of cliff slips.</p> <p>Schemes will be prioritised and slopes where there is evidence of ongoing, persistent ground movement, affecting a wide area with the potential to affect adjacent buildings or infrastructure would be considered first.</p>
<p>We have invested in protecting and nurturing our coastline, which continues to be our much loved and best used asset.</p>			
<p><b>53,125,000</b></p>			<p><b>TOTAL SCHEMES SUBJECT TO VIABLE BUSINESS CASES (plus investment yet to be costed)</b></p>

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## PURPOSE

The purpose of this Appendix is to enable the Council to calculate and set the Council Tax for 2021/22.

## PRECEPT LEVELS

The following precept levels have been received.

- The Cabinet of **Southend-on-Sea Borough Council** met on 16 February 2021 and decided to recommend a Council Tax Requirement of **£87,636,166**, which includes an Adult Social Care Precept of **£9,060,170**. Assuming this is approved by the Council on 25 February 2021, this will result in a Southend-on-Sea Borough Council Band D Council Tax of **£1,494.72**, an increase of £57.33 (3.99%) on the previous year.
- **Essex Police, Fire and Crime Panel** met on 4 February 2021 and approved the proposals of the Office of the Police and Crime Commissioner for a precept of **£12,226,216**. This results in a 2021/22 Police and Crime Commissioner Band D Council Tax of **£208.53**, an increase of £9.90 (4.98%) on the previous year.
- **Essex Police, Fire and Crime Panel** met on 4 February 2021 and approved the proposals of the Fire and Rescue Authority for a precept of **£4,332,207**. This results in a 2021/22 Fire Authority Band D Council Tax of **£73.89**, no increase on the previous year.
- The **Leigh Town Council** met on 19 January 2021 and set their precept at **£443,217**. This results in a Town Council Band D Council Tax of **£50.58**, no increase on the previous year.

**The total of all precepts levied is therefore £104,637,806. This results in an average total Band D Council Tax of £1,784.70 across all areas, an increase of £67.17 (3.91%) on the previous year. For the unparished area, the total Band D Council tax will be £1,777.14, an increase of £67.23 (3.93%) on the previous year, and for the parished area the total Band D Council tax will be £1,827.72 an increase of £67.23 (3.82%) on the previous year.**

Subject to the Council approving the Council Tax Resolution, the following tables summarise Council Tax bills for 2021/22.

## RESOLUTION 0 – Substantive Motion

**Table 1 – summary of average Band D Council Tax bill**

Authority	2020/21 Band D £	2021/22 Band D £	Increase %	Increase/ year £	Increase/ week £
Southend-on-Sea Borough Council	1,437.39	1,494.72	3.99%	57.33	1.10
Essex Police CC	198.63	208.53	4.98%	9.90	0.19
Essex Fire Authority	73.89	73.89	0.00%	0.00	0.00
<b>Total Band D Unparished Area</b>	<b>1,709.91</b>	<b>1,777.14</b>	<b>3.93%</b>	<b>67.23</b>	<b>1.29</b>
Leigh Town Council	50.58	50.58	0.00 %	0.00	0.00
<b>Total Band D Parished Area</b>	<b>1,760.49</b>	<b>1,827.72</b>	<b>3.82 %</b>	<b>67.23</b>	<b>1.29</b>
<b>TOTAL Band D Average all areas</b>	<b>1,717.53</b>	<b>1,784.70</b>	<b>3.91 %</b>	<b>67.17</b>	<b>1.29</b>

**Table 2 – Council Tax Levels (all bands) – Unparished Area**

Band	Proportion of Band D	2020/21 Council Tax before Discounts £	2021/22 Council Tax before Discounts £	Increase over 2020/21 £	Weekly increase over 2020/21 £	Weekly increase SBC element £
A	6/9ths	1,139.94	1,184.76	44.82	0.87	0.74
B	7/9ths	1,329.93	1,382.22	52.29	1.01	0.86
C	8/9ths	1,519.92	1,579.68	59.76	1.15	0.98
D	9/9ths	1,709.91	1,777.14	67.23	1.29	1.10
E	11/9ths	2,089.89	2,172.06	82.17	1.58	1.35
F	13/9ths	2,469.87	2,566.98	97.11	1.86	1.59
G	15/9ths	2,849.85	2,961.90	112.05	2.16	1.84
H	18/9ths	3,419.82	3,554.28	134.46	2.59	2.21

**Table 3 – Council Tax Levels (all bands) – Parished Area**

<b>Band</b>	<b>Proportion of Band D</b>	<b>2020/21 Council Tax before Discounts £</b>	<b>2021/22 Council Tax before Discounts £</b>	<b>Increase over 2020/21 £</b>	<b>Weekly increase over 2020/21 £</b>	<b>Weekly increase SBC element £</b>
A	6/9ths	1,173.66	1,218.48	44.82	0.87	0.74
B	7/9ths	1,369.27	1,421.56	52.29	1.01	0.86
C	8/9ths	1,564.88	1,624.64	59.76	1.15	0.98
D	9/9ths	1,760.49	1,827.72	67.23	1.29	1.10
E	11/9ths	2,151.71	2,233.88	82.17	1.58	1.35
F	13/9ths	2,542.93	2,640.04	97.11	1.86	1.59
G	15/9ths	2,934.15	3,046.20	112.05	2.16	1.84
H	18/9ths	3,520.98	3,655.44	134.46	2.59	2.21

The formal Council Tax Resolution is set out overleaf.

## COUNCIL TAX RESOLUTION

The Council is recommended to resolve as follows:

1. To note that on 14 January 2021 the Cabinet calculated the Council Tax Base 2021/22:
  - (a) for the whole Council area as 58,630.49
  - (b) for dwellings in those parts of its area to which a Parish precept relates (Leigh Town Council) as 8,762.69.
2. To determine that the Council Tax requirement for the Council's own purposes for 2021/22 (excluding town/parish precepts) is £87,636,166.
3. That the following amounts be calculated for the year 2021/22 in accordance with Sections 31 to 36 of the Local Government Finance Act 1992, as amended (the Act):
  - (a) £372,690,217 Being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by town/parish councils.
  - (b) -£284,610,834 Being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
  - (c) £88,079,383 Being the amount by which the aggregate of 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year (including town/parish precepts).
  - (d) £1,502.28 Being the amount at 3(c) above, divided by the Council Tax Base shown at 1(a) above, as the basic amount of its Council Tax for the year (including town/parish precepts)
  - (e) £443,217 Being the aggregate amount of all special items (town/parish precepts) referred to in Section 34(1) of the Act (as per the attached Annex 1)
  - (f) £1,494.72 Being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by the Council Tax Base shown at 1(a) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Town/Parish precept relates.
4. To note that the Essex Police and Crime Commissioner and the Fire Authority have issued precepts to the Council in accordance with Section 40 of the Act for each category of dwellings in the Council's area as indicated in the table below.

## RESOLUTION 0 – Substantive Motion

5. That the Council, in accordance with Sections 30 and 36 of the Act, hereby sets the aggregate amounts shown in the tables below as the amounts of Council Tax for 2021/22 for each part of its area and for each of the categories of dwellings.

£	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
Southend-on-Sea Borough Council	996.48	1,162.56	1,328.64	<b>1,494.72</b>	1,826.88	2,159.04	2,491.20	2,989.44
Essex Police Authority	139.02	162.19	185.36	<b>208.53</b>	254.87	301.21	347.55	417.06
Essex Fire Authority	49.26	57.47	65.68	<b>73.89</b>	90.31	106.73	123.15	147.78
<b>Aggregate amounts excluding town council</b>	1,184.76	1,382.22	1,579.68	<b>1,777.14</b>	2,172.06	2,566.98	2,961.90	3,554.28

6. Determines that the Council's basic amount of Council Tax for 2021/22 is **not excessive** in accordance with the principles approved under Section 52ZB of the Act, and as shown in the calculation below.

(a) Percentage increase defined by the Secretary of State as constituting an excessive increase for 2021/22: 5.00%

(b) Percentage increase in the Council's basic amount of Council Tax:

2020/21 amount	£1,437.39
2021/22 amount	£1,494.72
Percentage increase:	3.99%

The figure at 6(b) is less than the figure at 6(a) above and therefore the Council's basic amount of Council Tax for 2021/22 is **not excessive** and no referendum is required.

7. Determines the amounts payable in each town/parish at each band, comprising aggregate sums derived from all precepts, as set out in Annex 2.

## LEIGH TOWN COUNCIL – 2021/22 TAXBASE AND PRECEPT

Taxbase	2021/22 Precept	2021/22 Band D	2020/21 Band D	Increase / (Decrease)	Amount Required by Parish 2021/22							
					£							
	£	£	£	%	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
8,762.69	443,217	50.58	50.58	0.00	33.72	39.34	44.96	<b>50.58</b>	61.82	73.06	84.30	101.16



## COMBINED COUNCIL TAX 2021/22

Council Tax 2021/22	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
Ratio to Band D	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9
	£	£	£	£	£	£	£	£
Unparished Area	1,184.76	1,382.22	1,579.68	<b>1,777.14</b>	2,172.06	2,566.98	2,961.90	3,554.28
Parished Area	1,218.48	1,421.56	1,624.64	<b>1,827.72</b>	2,233.88	2,640.04	3,046.20	3,655.44

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

	2021/22	2022/23	2023/24	2024/25	2025/26
	£000s	£000s	£000s	£000s	£000s
<b>Base Budget</b>					
From prior year	130,428	135,847	145,446	148,786	152,205
LESS					
Appropriations to / (from) reserves in prior year	10,361	303	(1,162)	4,227	(2,089)
Revenue Contributions to Capital	(363)	(1,409)	(1,463)	(1,816)	0
Less other one-off expenditure / (savings)	(9,084)	(81)	1,265	(3,000)	1,500
Adjusted Base Budget	131,342	134,660	144,086	148,197	151,616
Appropriations to / (from) reserves	(303)	1,162	(4,227)	2,089	2,090
Revenue Contributions to Capital (Funded from Earmarked Reserves)	1,409	1,463	1,816	0	0
Other one-off / time limited expenditure bids	81	(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	564	(35)	742	(40)	22
Directorate (Savings) / Pressures					
Ongoing Executive Directorate investment	5,356	3,050	3,850	3,050	3,050
Budget reductions proposed	(4,155)	(2,367)	(618)	(917)	(475)
Better Care Fund					
Funding to Support Social Care and benefit Health	(13,358)	(13,358)	(13,358)	(13,358)	(13,358)
Expenditure relating to the BCF and IBCF	13,358	13,358	13,358	13,358	13,358
Public Health					
Projected Grant Income *	(9,525)	0	0	0	0
Projected Expenditure	9,525	0	0	0	0
Housing Revenue Account					
Projected Expenditure	33,374	33,282	26,167	26,583	26,635
Projected Income	(29,102)	(30,355)	(31,085)	(31,951)	(32,804)
Contributions to / (from) HRA Earmarked Reserves	(4,272)	(2,927)	4,918	5,368	6,169
Dedicated Schools Grant					
Projected Grant Income	(55,475)	(55,475)	(55,475)	(55,475)	(55,475)
Projected Expenditure	55,475	55,475	55,475	55,475	55,475
Pupil Premium received from Government (indicative)	(1,892)	(1,892)	(1,892)	(1,892)	(1,892)
Pupil Premium Expenditure	1,892	1,892	1,892	1,892	1,892
Projected General Fund Net Expenditure	137,135	141,142	153,358	155,705	159,405
Changes in General Grants	(1,288)	11,604	628	0	0
<b>Budget Requirement</b>	<b>135,847</b>	<b>152,746</b>	<b>153,986</b>	<b>155,705</b>	<b>159,405</b>
<b>Funded By</b>					
Council tax increase (1.99% in 21/22, 1.99% onwards) (taxbase +0.0% 2021/22 and +0.5% p.a future years)	(78,576)	(80,721)	(82,937)	(85,210)	(87,542)
Social Care Precept (2.0% in 21/22, 1% in 22/23, 0% onwards)	(9,060)	(9,989)	(10,039)	(10,089)	(10,139)
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
Capital Reserve	(2,500)	0	0	0	0
<b>Total Funding</b>	<b>(135,847)</b>	<b>(145,446)</b>	<b>(148,786)</b>	<b>(152,205)</b>	<b>(154,705)</b>
<b>Funding Gap</b>	<b>0</b>	<b>7,300</b>	<b>5,200</b>	<b>3,500</b>	<b>4,700</b>
<b>Funding Gap (Cumulative)</b>	<b>0</b>	<b>7,300</b>	<b>12,500</b>	<b>16,000</b>	<b>20,700</b>
<b>Core Precept</b>	78,576	80,721	82,937	85,210	87,542
<b>Social Care Precept</b>	9,060	9,989	10,039	10,089	10,139
<b>Band D Council Tax</b>					
Council Tax for a Band D Property	1,494.72	1,539.45	1,570.05	1,601.28	1,633.14
% Increase in Council Tax	3.99%	2.99%	1.99%	1.99%	1.99%
<b>Council Tax Base</b>					
Council Tax Base	58,630	58,924	59,218	59,514	59,812
Increase in Tax Base on prior year	-0.09%	0.50%	0.50%	0.50%	0.50%

\* The assumption has been made that the ringfence is removed after 2021/22, this change is 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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**SOUTHEND-ON-SEA BOROUGH COUNCIL**

**Meeting of Cabinet**

**Date: Thursday, 14th January, 2021**

**Place: Virtual Meeting via MS Teams**

**8**

**Present:** Councillor I Gilbert (Chair)  
Councillors R Woodley (Vice-Chair), T Harp, A Jones, C Mulroney,  
K Robinson and M Terry

**In Attendance:** Councillors K Buck, K Evans and L Salter  
T Forster, M Marks, A Griffin, J Williams, A Lewis, J Ruffle,  
C Gamble, A Barnes, E Cook, G Halksworth, A Keating, S Moore,  
J Chesterton, S Dolling, E Georgeou, S Harrington, P Jenkinson,  
B Martin, J O'Loughlin and C Robinson

**Start/End Time:** 2.00 pm - 5.02 pm

**722 Apologies for Absence**

There were no apologies for absence at this meeting.

**723 Declarations of Interest**

(a) Councillor Gilbert – Agenda Item 11 (In-depth Scrutiny Report) – Non-pecuniary interest: Council appointee to the SAVS Board; and Agenda Item 9 (Draft Prioritising Resources to Deliver Better Outcomes - 2021/22 to 2025/26) – Non-pecuniary interest: member of the GMB union;

(b) Councillor Harp – Agenda Item 8 (HRA Budget 2021/22 and Rent Setting) – Non-pecuniary interest: Some family members are tenants/residents of South Essex Homes; Agenda Item 11 (In-depth Scrutiny Report) – Non-pecuniary interest: Volunteer with SAVS and wife is an employee of SAVS;

(c) Councillor Jones – Agenda Item 16 (Highway Enforcement Policy) – Non-pecuniary interest: husband works in the motor industry and Agenda Item 23 (School Admission Arrangements) and Agenda Item 24 (School Term Dates) – Non-pecuniary interest: has a child attending school in the Borough;

(d) Councillor Salter – Agenda Item 11 (In-depth Scrutiny Report) – Non-pecuniary interest: Husband is consultant surgeon at Southend Hospital; daughter is a consultant at Basildon Hospital; son-in-law is GP in the Borough;

(e) Councillor Buck – Agenda Item 23 (School Admission Arrangements) and Agenda Item 24 (School Term Dates) – Non-pecuniary interest: children at a school in the Borough and is a Governor of Eastwood Academy;

(f) Councillor Mulroney – Agenda Item 7 ( Council Tax Base) and Agenda Item 9 (Draft Prioritising Resources to Deliver Better Outcomes - 2021/22 to 2025/26) – Non-pecuniary interest: Member of Leigh Town Council;

(g) Councillor K. Evans - Item 7 ( Council Tax Base) and Agenda Item 9 (Draft Prioritising Resources to Deliver Better Outcomes - 2021/22 to 2025/26) – Non-pecuniary interest: Member of Leigh Town Council;

Officer Interests:

All Senior Management Team – Agenda Item 29 (Minutes of the Senior Managers’ Pay Panel held 18<sup>th</sup> November 2020).

**724 Minutes of the Meeting held on Tuesday 3rd November**

Resolved:

That the Minutes of the meeting held on Tuesday 3<sup>rd</sup> November 2020, be confirmed and signed as a correct record.

**725 Minutes of the Meeting held on Tuesday 24th November**

Resolved:

That the Minutes of the meeting held on Tuesday 24<sup>th</sup> November 2020, be confirmed and signed as a correct record.

**726 Minutes of the Meeting held on Wednesday 2nd December**

Resolved:

That the Minutes of the meeting held on Wednesday 2<sup>nd</sup> December 2020, be confirmed and signed as a correct record.

**727 Corporate Budget Performance - Period 8**

The Cabinet considered a report of the Executive Director (Finance and Resources) reviewing the Council’s financial performance.

Recommended:

That, in respect of the 2020/21 Revenue Budget Performance as set out in appendix 1 to the submitted report:

1. That the forecast outturn for the General Fund and the Housing Revenue Account as at November 2020, be noted.

That, in respect of the 2020/21 Capital Budget Performance as set out in appendix 2 of this report:

2. That the expenditure to date and the forecast outturn as at November 2020 and its financing, be noted.

3. That the requested changes to the capital investment programme for 2020/21 and future years, as set out in section 3 of appendix 2, be approved.

## Reasons for Decision

The regular reporting of Revenue and Capital Budget Monitoring information provides detailed financial information to Councillors, senior officers and other interested parties on the financial performance of the Council. It also informs decision making to ensure that the Council's priorities are delivered within the approved budget provision.

## Other Options

The Council could choose to monitor its budgetary performance against an alternative timeframe but it is considered that the current reporting schedule provides the appropriate balance to allow strategic oversight of the budget by Councillors and to also formally manage the Council's exposure to financial risk.

Note: This is Council Function

Cabinet Members: Cllrs Gilbert and Woodley

## **728 Council Tax Base and Non Domestic Rating Base 2021/22**

The Cabinet considered a report of the Executive Director (Finance and Resources) concerning the calculation of the Council Tax Base for 2021/22 and the submission of the National Non-Domestic Rates (NNDR1) form to the Ministry of Housing, Communities and Local Government (MHCLG) by 31st January 2021.

Resolved:

### In respect of the Council Tax Base;

In accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 1992 (as amended by the Local Authorities (Calculation of Council Tax Base) (Amendment) (England) Regulations 2003) and Local Government Finance Act 2012 (Calculation of billing authority's council tax base Section 15):

1. From 1st April 2021 the premium for properties (empty for 10 years or more) will be increased to 300%.
2. The amount calculated by Southend-on-Sea Borough Council as its Council Tax Base for the year 2021/22 shall be 58,630.49.
3. The amount calculated by Southend-on-Sea Borough Council as the Council Tax Base in respect of Leigh-on-Sea Town Council for the year 2021/22 shall be 8,762.69.

### In respect of the National Non-Domestic Rates Base (NNDR1 Form);

4. That the NNDR1 form for 2021/22 at Appendix C to the submitted report be approved for submission to MHCLG.

Reason for Decision

The setting of the Council Tax Base and National Domestic Rating Base enables the calculation of the core funding derived through local taxation that is used to finance the Council's proposed budget for 2021/22.

Other Options

None

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

## **729 Draft Housing Revenue Account Budget 2021/22 and Rent Setting**

The Cabinet considered a joint report of Executive Director (Finance and Resources) and Deputy Chief Executive and Executive Director (Housing & Growth) setting out the Housing Revenue (HRA) budget for 2021/22, together with the information necessary to set a balanced budget as required by legislation.

Resolved:-

1. That an average rent increase of 1.50% on all tenancies, be endorsed.
2. An average rent increase of 1.50% on shared ownership properties, be endorsed.
3. That an increase of 1.50% for garage rents to £12.20 per week for tenants and £14.64 for non-tenants (being £12.20 plus VAT), a rise consistent with the proposal for the main rent increase (all variants on a standard garage will receive a proportionate increase), be endorsed.
4. That the proposed rent charges in 1-3 above be effective from 5<sup>th</sup> April 2021.
5. That the South Essex Homes core management fee at £6,336,000 for 2021/22, be endorsed.
6. That South Essex Homes proposals for average increases of 2.52% in service charges and 10.39% in heating charges to reflect the actual costs incurred be endorsed.
7. That the following appropriations be endorsed:
  - £60,000 to the Repairs Contract Pensions Reserve;
  - £5,073,000 to the Capital Investment Reserve; and
  - £7,644,000 from the Capital Investment Reserve
8. That, subject to resolutions 1 to 7 above, the HRA budget for 2021/22, as set out in Appendix 1 to the submitted report, be approved.
9. That the value of the Council's capital allowance for 2021/22 be declared as £68,672,000, as determined in accordance with regulation 16 of the Local Authorities (Capital Finance and Accounting) (England) Regulations.



## Reasons for Decision

Part of the process of maintaining a balanced budget for the HRA is to undertake an annual rent review and assessment of other service and facilities charges. Full Council will need to approve the HRA budget and any changes to rent and other services prior to the start of the financial year.

## Other Options

There are other options available to councillors in relation to the proposed rent and other services and facilities increases.

Note: This is an Executive Function save that approval of the final budget following Cabinet on 16<sup>th</sup> February 2021 is a Council Function

Cabinet Member: Cllr Gilbert

**\*Referred direct to Policy and Resources Scrutiny Committee**

### **730 Draft Prioritising Resources to Deliver Better Outcomes - 2021/22 to 2025/26**

The Cabinet considered a report of the Executive Director (Finance and Resources) presenting the draft General Fund Revenue Budget for 2021/22.

On consideration of the report The Cabinet endorsed an addition of Seafront Illuminations to the subject to viable business case section of the proposed Capital Investment Programme.

Resolved:

1. That it be noted that a Medium Term Financial Strategy for 2021/22 – 2025/26 will be available for consideration in February 2021 and the draft Medium Term Financial Forecast and estimated Earmarked Reserves Balances up to 2025/26 (Annexes 1 and 2 to Appendix 1 to the submitted report), be endorsed.
2. That 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 to the report), be noted.
3. That the appropriation of the sums to earmarked reserves totalling £3.625M (Appendix 3 to the report), be endorsed.
4. That the appropriation of the sums from earmarked reserves totalling £6.218M, which includes £2.500M to cover the remaining estimated budget gap for 2021/22. (Appendix 3 to the report), be endorsed.
5. That 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, be endorsed.
6. That it be noted 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.

7. That 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), be endorsed.

8. That it be noted that 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%;

9. That no Special Expenses be charged other than the Leigh-on-Sea Town Council precept for 2021/22, be endorsed.

10. That the proposed General Fund revenue budget investment of £8.122M (Appendix 5 to the report), be endorsed.

11. That the proposed General Fund revenue budget savings and income generation initiatives for 2021/22 of £4.155M (Appendix 6 to the report), be endorsed.

12. That the proposed future outline Budget Transformation Programme 2022/23 – 2025/26 (Appendix 7 to the report), be endorsed.

13. That the proposed range of fees and charges for 2021/22 (Appendix 8 to the report), be endorsed.

14. That the Dedicated Schools Grant budget and its relevant distribution as recommended by the Education Board (Appendix 9 to the report), be endorsed.

15. That the Capital Investment Strategy for 2021/22 to 2025/26 (Appendix 10 to the report) and the Capital Investment Policy (Annex 1 to Appendix 10 to the report), be endorsed.

16. That the new schemes and additions to the Capital Investment Programme for the period 2021/22 to 2025/26 totalling £21M for the General Fund and new schemes subject to viable business cases (Appendix 11 to the report), be endorsed.

17. That 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 (Appendix 12 to the report), be noted.

18. That the proposed Capital Investment Programme for 2021/22 to 2025/26 of £168.6M for 2021/22 to 2025/26 (Appendix 13 to the report) of which £25.6M is supported by external funding, be endorsed.

19. That the Minimum Revenue Provision (MRP) Policy for 2021/22 (Appendix 14 to the report) and the prudential indicators (Appendix 15 to the report), be endorsed.

20. That the operational boundary and authorised limits for borrowing for 2021/22 are set at £375M and £385M respectively (Appendix 15 to the report), be endorsed.

### Reason for Decision

To comply with statutory requirements and the relevant Local Authority codes of practice. Also, to ensure the budgets align to and enable the delivery of the Council's ambition and desired outcomes or to enhance the Council's infrastructure.

### Other Options

Billing authorities are required by law to complete and approve their budget and set a council tax before 11 March immediately prior to the start of the financial year on 1 April.

Note: This is an Executive Function save that approval of the final budget following Cabinet on 16<sup>th</sup> February 2020 is a Council Function

Cabinet Member: Cllr Gilbert

**\*Referred direct to all three scrutiny committees**

## **731 Corporate Risk Register**

The Cabinet considered a report of the Chief Executive presenting the updated summary Corporate Risk Register.

Resolved:-

That the updated summary Corporate Risk Register and the position at December 2020 outlined in Appendix 1 to the submitted report, be noted.

### Reason for Decision

To ensure compliance with the Accounts and Audit Regulations 2015.

### Other Options

None

Note: This is an Executive Function

Cabinet Member: Cllr Woodley

## **732 In-Depth Scrutiny Report - Reablement Services**

The Cabinet considered a report of the Executive Director (Legal and Democratic Services) presenting the final report of the scrutiny project – 'The appropriate use of reablement for older people (65 and over) when discharged from hospital, to maximise the number of people at home after a period of 91 days.'

Resolved:

That the submitted report and recommendations arising from the in-depth scrutiny project, detailed at paragraph 4 of the report, be approved.

## Other Options

To note the report but not progress any of the recommendations.

## Reasons for Recommendations

To respond to the recommendations arising from the in-depth scrutiny project.

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

### **733 Better use of Children's Centres**

The Cabinet considered a report of the Executive Director (Children and Public Health) presenting a range of options with respect to Children's Centres to enhance the offer for young children and their families.

Resolved:

1. That the findings from the discovery and define stages of service design to date, be noted.
2. That the options for a future delivery model for Southend's Children Centre offer as set out in paragraph 4.5 of the submitted report, be noted and that option 3, for the reasons set out in paragraph 4.6 of the report, be approved.

Other options:

As set out in the submitted report

Reasons for recommendations:

To improve outcomes for children and maximise Children's Centre use.

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

### **734 Empty Homes Strategy**

The Cabinet considered a report of the Deputy Chief Executive and Executive Director (Growth and Housing) presenting the empty homes strategy 2021-2026 together with an analysis of the consultation findings.

Resolved:-

1. That the draft Empty Homes Strategy 2021-2026, be approved for implementation.
2. That the incentives to reduce the amount of the empty homes contained within the strategy be approved and the associated capital budget be noted.

Reason for Decision:

The previous Empty Homes Strategy has now come to the end of its lifecycle and given that bringing empty homes back into use continues to be a priority for the Council, a renewed strategy is required to govern the Council's approach to undertaking this work.

Other Options:

None

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

### **735 Controlled Parking Zone Policy**

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) proposing a new policy in respect of Controlled Parking Zones.

Resolved:-

1. That the new policy for Controlled Parking Zones appended to the submitted report, be adopted.
2. That it be noted 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.
3. That it be noted that the financial implications of Controlled Parking Zones will vary depending on wider Council decisions on fees and charges, which will be considered on a case by case basis.

Reason for Decision:

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.

Other Options:

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.

Note: This is an Executive Function  
Cabinet Member: Cllr Woodley  
**\*Called-in to Place Scrutiny Committee**

## 736 Domestic Vehicle Crossing Policy

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) concerning the adoption of a new Domestic Vehicle Crossing Policy.

Resolved:-

1. That the new policy for Domestic Vehicle Crossings appended to the submitted report, be adopted.
2. That it be noted that new enforcement activity will begin once the establishment of the new Highway Enforcement Team is completed.
3. That it be noted that 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's Constitution.

Reason for Decision:

This policy will ensure the Council acts properly in its consideration of applications, 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.

Other Options:

To decide on an alternative approach, or to do nothing.

Note: This is an Executive Function

Cabinet Member: Cllr Woodley

**\*Called-in to Place Scrutiny Committee**

## 737 Highway Enforcement Policy

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) setting out new Highway Enforcement Policies for adoption.

Resolved:-

That the new highway enforcement policies appended to the submitted report, be adopted.

Reason for decision:

The decisions will help the Council to deliver its obligations in respect of managing a safe and efficient road network, and ensure any enforcement action is proportionate and transparent.

Other Options:

To vary any elements within the policies.

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

### **738 Highway Memorials Policy**

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) on a new policy for the management of temporary roadside memorials, and permanent infrastructure on the highway.

Resolved:-

That the new policy for Highway Memorials appended to the submitted report, be adopted.

Reason for Decision:

This policy will ensure the Council is able to sensitively support those affected by the death of a loved one and ensure their wishes can be facilitated whilst still delivering on statutory duties and powers in respect of the road network.

Other Options:

The Council could decide on an alternative approach, or to prohibit any temporary roadside memorials or permanent tributes.

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

### **739 Updated Council Tree Policy**

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) presenting the revised tree policy together with the results of the associated public consultation.

Resolved:-

1. That the Tree Policy set out at Appendix 1 to the submitted report, be adopted.
2. That the development of a planting strategy that will consider the availability of land, its usage, and tree planting opportunities, be approved.
3. That it be noted that the adoption of the Tree Policy will require ongoing funding to manage the Council's tree stock, which will need to be considered as part of future budget setting.

Reason for Decision:

To help maintain the safety of our citizens and visitors and to support the increase in the Borough's canopy cover. Also, to support the 2050 vision which includes several outcomes in which trees play a part and the management of trees contributes to the response to the climate change emergency.

Other Options:

1. Continue managing council trees as per the interim management statement and not adopt a new Tree Policy.
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.

Note: This is an Executive Function

Cabinet Member: Cllr Mulroney

**\*Called-in to Place Scrutiny Committee**

#### **740 Corporate Enforcement Policy**

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) setting out for consideration an Environment & Regulatory Enforcement Policy.

Resolved:-

1. That the progress with the enforcement review, be noted.
2. That the Environment & Regulatory Enforcement Policy at Appendix 1 to the submitted report, be approved.

Reason for Decision:

The Environment & Regulatory Enforcement Policy provides 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.

Other Options:

To continue with individual enforcement policies in each service area. However, this can lead to an inconsistent approach to enforcement.

Note: This is an Executive Function

Cabinet member: Cllr Terry

**\*Called in to Place Scrutiny Committee**

#### **741 Green City Action Plan**

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) presenting the Green City Action Plan together with an update on the activities and projects currently being undertaken in respect of Climate Change and how Southend -on-Sea becomes a 'Green City' and moves towards achieving Net -Zero emissions by 2030.



Resolved:-

1. That the work being undertaken to tackle Climate Change and that is being used to affect this Green City Action Plan, be noted.
2. That the Green City Action Plan, be endorsed.
3. That the Government continues to be lobbied via the Local Government Association (LGA) with other Local Authorities to ensure that funds and resources are made available to increase the work towards carbon neutral status.
4. That support to Adapting to Climate Change be continued to deal with the impacts of embedded emissions required to take equal priority with Climate Change Mitigation such as achieving Net Zero emissions.

Reason for Decision:

1. Major reductions in emissions are required across the world to mitigate climate change and hold global warming to less than 2<sup>0</sup>C, preferably 1.5<sup>0</sup>C.
2. To lead by example and reduce emissions across our own estate, provide opportunity for lowering energy bills, drive economic regeneration and new jobs, improve health and opportunities to tackle social inequalities, increase resilience to climate change and generally improve wellbeing.
3. To introduce circular economy principles into the Council's decision-making framework and encourage greater collaboration.

Other Options:

None.

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

## **742 Public Health Burials**

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) proposing the adoption of the Public Health Act Funerals Policy.

Resolved:-

1. That the Public Health Act Funeral Policy (November 2020), be adopted.
2. That Regulatory Services review the policy on an annual basis and presents any proposed changes to the policy to Cabinet for adoption.

Reason for Decision:

The arrangements for public health burials/cremations are a statutory responsibility.

Other Options:

As set out in the submitted report

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

**743 Journey of the Child**

The Cabinet considered a report of the Executive Director (Children and Public Health) on the work of the Fostering and Adoption services.

Resolved:-

That the report, be noted.

Reason for Decision:

The requirement for the Local Authority Executive to review the annual reports of the Fostering and Adoption Service is contained within statutory regulations.

Other Options:

None.

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

**744 Determined School Admission Arrangements**

The Cabinet considered a report of the Executive Director (Children & Public Health) concerning the school admission arrangements for community schools in the Borough.

Resolved:-

1. That the Cabinet determines (i.e formally agrees) the oversubscription criteria (including explanatory notes) and Published Admission Number (PAN) within Admission Arrangements for Community Schools as set out in Appendix 1 to the submitted report.

2. That it be noted that the Determined Coordinated Admission Scheme for the academic year 2021/22 was published on 31st December 2019, as set out in Appendix 3 to the report.

Reason for Decision:

The determination of admission arrangements for community schools and the provision of a coordinated scheme is a statutory requirement.

Other Options:

As set out in the submitted report.

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

**745 School Term Dates**

The Cabinet considered a report of the Executive Director (Children and Public Health) presenting the proposed school term and holiday dates for the academic year 2022/23.

Resolved:-

That the school term and holiday dates for 2022/23 as set out in Appendix 1 to the submitted report, be approved for community schools and as a guide to all schools in the Borough.

Reason for Decision:

To approve the school term dates.

Other Options:

None

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

**746 Council Debt Position to 30 November 2020**

The Cabinet considered a report of the Executive Director (Finance and Resources) providing an update on the current position of outstanding debt to the Council, as at 30<sup>th</sup> November 2020.

Resolved:-

1. That the current outstanding debt position as at 30<sup>th</sup> November 2020 and the position of debts written off to 30<sup>th</sup> November 2020 as set out in Appendices A & B to the submitted report, be noted.

2. That it be noted that no write offs greater than £25,000 are requested.

Reason for Decision:

All reasonable steps to recover the debt have been taken, and therefore where write off is recommended it is the only course of action that is left available.

Other Options:

None.

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

**747 Notice of Motion - Street Prostitution in Southend**

The Cabinet received a Notice of Motion, presented at the Council meeting held on 29<sup>th</sup> October 2020, concerning street prostitution in the Borough.

Resolved:

1. That the Notice of Motion be referred to the Community Safety and Customer Contact Working Party for consideration.

Recommendation:

2. That Standing Order 8.4 of the Council's Procedure Rules be amended so that all Notices of Motion submitted to Council are referred to the relevant Cabinet Working Party in order that a collaborative approach can be taken to the consideration of the Motions.

Reasons for Decision:

To respond to the Notice of Motion.

Other Options:

None

Note: The decision in 1 above constitutes an Executive Function. The decision in 2 above constitutes a Council Function.

Cabinet Member: Cllr Terry

**748 Notice of Motion - Food Justice Champion**

The Cabinet received a Notice of Motion, presented at the Council meeting held on 10<sup>th</sup> December 2020, concerning food poverty in the Borough.

Resolved:

That the Notice of Motion be referred to Communities and Housing Working Party for consideration.

Reasons for Decision:

To respond to the Notice of Motion.

Other Options:

None

Note: This is an Executive Function

Cabinet Member: Cllr Gilbert

**749 Minutes of the meeting of the Business Culture and Tourism Working Party held 16th December 2020**

The Cabinet considered the recommendations of the Business, Culture and Tourism Working Party held on 16<sup>th</sup> December 2020 concerning the Notices of Motion referred to the Working Party by Cabinet on 3<sup>rd</sup> November 2020.

Resolved:

That the recommendations of the Business, Culture and Tourism Working Party concerning the Notices of Motion set out below, be approved:

1. Twenty-One Site Conversion into Cycle Hub and Café

That as part of the procurement process, the potential for the Twenty-One site as a multi-use facility providing a year round cultural space for a range of activities be explored, including the potential to offer bike hire during the day but not to provide bike repairs and sales.

2. Southend Illuminations: Festival of Light

That the provision of illuminations across the Borough continue to be explored as part of the revised Destination Southend Tourism Strategy, including the potential for a public festival of light.

3. Covid-19 Local Recognition Scheme

That the recognition work that has already taken place be acknowledged and that officers explore further in collaboration with partners, the potential for a Covid-19 local recognition event for local people who went above and beyond during the Covid-19 pandemic.

4. EasyJet Hub Closure

That the work by officers to engage with EasyJet to retain the hub at Southend Airport and the packages of support that the Council has put in place to help affected EasyJet staff, be noted.

Reasons for decision:

To respond to the recommendations from the Business, Culture and Tourism Working Party in relation to the Notices of Motion.

Other options:

None

Note: This is an Executive Function

Cabinet Member: as appropriate to the Notice of Motion

**750 Minutes of the meeting of the Senior Managers' Pay Panel held 18th November 2020**

The Cabinet considered the recommendation of the Senior Mangers' Pay Panel held on 18<sup>th</sup> November 2020.

Resolved:

That the recommendation of the Senior Managers Pay Panel held on 18<sup>th</sup> November 2020, be approved.

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

**751 SO.46 Report**

Resolved:

That the submitted report be noted.

Note: This is an Executive Function  
Cabinet Member: As appropriate to the item

**752 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 item of business set out below, on the grounds that it 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.

**753 SO46 Confidential Sheet**

Resolved:

That the confidential sheet, be noted.

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

**Chair:** \_\_\_\_\_

## SOUTHEND-ON-SEA BOROUGH COUNCIL

### Meeting of Place Scrutiny Committee

**Date: Monday, 1st February, 2021**  
**Place: Virtual Meeting via MS Teams**

# 9

**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,  
S Wakefield, C Walker, N Ward and P Wexham

**In Attendance:** Councillors I Gilbert, C Mulroney, K Robinson, M Terry and  
R Woodley (Cabinet Members)  
Councillors S Aylen and K Evans  
A Lewis, J Williams, J Chesterton, T Forster, S Moore, S Dolling,  
C Robinson, P Bates, S Harrington, P Jenkinson, T Saunders, G  
Perry-Ambrose, T Row, E Cook and A Wate

**Start/End Time:** 6.30 pm - 9.15 pm

#### **758 Apologies for Absence**

There were no apologies for absence.

#### **759 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;

(b) Councillor Buck – Minute 765 (Domestic Vehicle Parking Policy) – Non-pecuniary interest: Has been contacted and spoken to numerous residents regarding the policy;

(c) Councillor Cowan – Minute 763 (Draft Prioritising Resources to Deliver Better Outcomes – 2021/22 to 2025/26) – Non-pecuniary interest: Staffing matters are mentioned and is member of the GMB Union;

(d) Councillor Gilbert – Minute 763 (Draft Prioritising Resources to Deliver Better Outcomes – 2021/22 to 2025/26) – Non-pecuniary interest: SAVS and the voluntary sector is mentioned in the report and is the Council appointed representative to the SAVS Board and staffing matters are mentioned and is member of the GMB Union;

(e) Councillor Mulroney – Minute 766 (Southend on Sea Borough Council Tree Policy) – Non-pecuniary interest: Member of Leigh Town Council which is mentioned in the report; and

(f) Councillor Woodley – Minute 763 (Draft Prioritising Resources to Deliver Better Outcomes – 2021/22 to 2025/26) – Non-pecuniary interest: Beach huts were mentioned in the report and is a beach hut owner.

#### **760 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.

#### **761 Minutes of the Meeting held on Monday, 23rd November, 2020**

Resolved:-

That the Minutes of the Meeting held on Monday, 23<sup>rd</sup> November 2020 be received, confirmed as a correct record and signed.

#### **762 Minutes of the Special Meeting held on Tuesday, 8th December, 2020**

Resolved:-

That the Minutes of the special meeting held on Tuesday, 8<sup>th</sup> December 2020 be received, confirmed as a correct record and signed.

#### **763 Draft Prioritising Resources to Deliver Better Outcomes – 2021/22 to 2025/26**

The Committee considered Minute 730 of Cabinet held on 14<sup>th</sup> January 2021, which had been referred direct to Scrutiny by Cabinet, together with the report of the Executive Director (Finance & Resources) presenting a draft General Fund Revenue and Capital Budget for 2021/22 to 2025/26.

Resolved:-

That the following decisions of Cabinet be noted:

“1. That it be noted that a Medium-Term Financial Strategy for 2021/22 – 2025/26 will be available for consideration in February 2021 and the draft Medium Term Financial Forecast and estimated Earmarked Reserves Balances up to 2025/26 (Annexes 1 and 2 to Appendix 1 to the submitted report), be endorsed.

2. That 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 to the report), be noted.

3. That the appropriation of the sums to earmarked reserves totalling £3.625M (Appendix 3 to the report), be endorsed.

4. That the appropriation of the sums from earmarked reserves totalling £6.218M, which includes £2.500M to cover the remaining estimated budget gap for 2021/22. (Appendix 3 to the report), be endorsed.



5. That 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, be endorsed.

6. That it be noted 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.

7. That 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), be endorsed.

8. That it be noted that 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%;

9. That no Special Expenses be charged other than the Leigh-on-Sea Town Council precept for 2021/22, be endorsed.

10. That the proposed General Fund revenue budget investment of £8.122M (Appendix 5 to the report), be endorsed.

11. That the proposed General Fund revenue budget savings and income generation initiatives for 2021/22 of £4.155M (Appendix 6 to the report), be endorsed.

12. That the proposed future outline Budget Transformation Programme 2022/23 – 2025/26 (Appendix 7 to the report), be endorsed.

13. That the proposed range of fees and charges for 2021/22 (Appendix 8 to the report), be endorsed.

14. That the Dedicated Schools Grant budget and its relevant distribution as recommended by the Education Board (Appendix 9 to the report), be endorsed.

15. That the Capital Investment Strategy for 2021/22 to 2025/26 (Appendix 10 to the report) and the Capital Investment Policy (Annex 1 to Appendix 10 to the report), be endorsed.

16. That the new schemes and additions to the Capital Investment Programme for the period 2021/22 to 2025/26 totalling £21M for the General Fund and new schemes subject to viable business cases (Appendix 11 to the report), be endorsed.

17. That 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 (Appendix 12 to the report), be noted.

18. That the proposed Capital Investment Programme for 2021/22 to 2025/26 of £168.6M for 2021/22 to 2025/26 (Appendix 13 to the report) of which £25.6M is supported by external funding, be endorsed.

19. That the Minimum Revenue Provision (MRP) Policy for 2021/22 (Appendix 14 to the report) and the prudential indicators (Appendix 15 to the report), be endorsed.

20. That the operational boundary and authorised limits for borrowing for 2021/22 are set at £375M and £385M respectively (Appendix 15 to the report), be endorsed.”

Note: This is an Executive Function save that approval of the final budget following Cabinet on 16th February 2020 is a Council Function  
Cabinet Member: Cllr Gilbert

#### **764 Controlled Parking Zones Policy**

The Committee considered Minute 735 of Cabinet held on 14th January 2021, which had been called-in to Scrutiny, together with the report of the Executive Director (Neighbourhoods and Environment) proposing a new policy in respect of Controlled Parking Zones.

Resolved:-

That the following decisions of Cabinet be noted:

“1. That the new policy for Controlled Parking Zones appended to the submitted report, be adopted.

2. That it be noted 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.

3. That it be noted that the financial implications of Controlled Parking Zones will vary depending on wider Council decisions on fees and charges, which will be considered on a case-by-case basis.”

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

#### **765 Domestic Vehicle Crossing Policy**

The Committee considered Minute 736 of Cabinet held on 14th January 2021, which had been called-in to Scrutiny, together with the report of the Executive Director (Neighbourhoods and Environment) concerning the adoption of a new Domestic Vehicle Crossing Policy.

Resolved:-

1. That the following decisions of Cabinet be noted:

“1. That the new policy for Domestic Vehicle Crossings appended to the submitted report, be adopted.

2. That it be noted that new enforcement activity will begin once the establishment of the new Highway Enforcement Team is completed.

3. That it be noted that 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’s Constitution.”

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 Woodley

#### **766 Southend-on-Sea Borough Council Tree Policy**

The Committee considered Minute 739 of Cabinet held on 14th January 2021, which had been called-in to Scrutiny, together with the report of the Executive Director (Neighbourhoods and Environment) presenting the revised tree policy together with the results of the associated public consultation.

In response to questions regarding the policy and the possibility of notifying Ward Councillors of proposed locations of tree planting, the Cabinet Member for Environment & Planning gave her assurances that this would be investigated and included in the policy.

Resolved:-

That the following decisions of Cabinet be noted:

1. That the Tree Policy set out at Appendix 1 to the submitted report, be adopted.

2. That the development of a planting strategy that will consider the availability of land, its usage, and tree planting opportunities, be approved.

3. That it be noted that the adoption of the Tree Policy will require ongoing funding to manage the Council's tree stock, which will need to be considered as part of future budget setting.

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

#### **767 Enforcement Review Update & SBC Environment & Regulatory Enforcement Policy**

The Committee considered Minute 740 of Cabinet held on 14th January 2021, which had been called-in to Scrutiny, together with the report of the Executive Director (Neighbourhoods and Environment) setting out for consideration an Environment & Regulatory Enforcement Policy.

Resolved:-

That the following decisions of Cabinet be noted:

“1. That the progress with the enforcement review, be noted.

2. That the Environment & Regulatory Enforcement Policy at Appendix 1 to the submitted report, be approved.”

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

**Chair:** \_\_\_\_\_

## SOUTHEND-ON-SEA BOROUGH COUNCIL

### Meeting of People Scrutiny Committee

Date: Tuesday, 2nd February, 2021

Place: Virtual Meeting via Microsoft Teams

# 10

- Present: Councillor L Salter (Chair)  
Councillors N Folkard (Vice-Chair), M Borton, H Boyd, A Chalk, D Cowan, M Dent, F Evans, M Flewitt, D Garne, B Hooper, M Kelly, K Mitchell, C Nevin, I Shead, M Stafford and A Thompson
- In Attendance: Councillors T Harp, A Jones, M Terry (Cabinet Members), Councillor K Evans, P Bates, J Chesterton, E Cook, T Forster, P Grout, A Keating, B Leigh, J O'Loughlin, M Marks, B Martin, S Tautz and J Williams  
O Richards (Healthwatch Southend), T Watts (Southend Carers Forum) (Co-Opted Members)  
M Faulkner-Hatt, N Biju (Southend Youth Council) (Observers)
- Start/End Time: 6.30 pm - 7.30 pm

#### **768 Apologies for Absence**

There were no apologies for absence from the meeting.

#### **769 Declarations of Interest**

The following councillors declared interests as indicated:

- (a) Councillors T Harp, A Jones and M Terry (Cabinet Members) - Interest in the referred item; attended pursuant to the dispensation agreed at Council on 19 July 2012, under S.33 of the Localism Act 2011.
- (b) Councillor L Salter - Minute 773 (Draft Prioritising Resources to Deliver Better Outcomes - 2021/22 to 2025/26) - Husband is a consultant surgeon at Southend Hospital; daughter is a consultant at Basildon Hospital; son-in-law is a general practitioner in the Borough - Non-pecuniary interests.
- (c) Councillor N Folkard - Minute 773 (Draft Prioritising Resources to Deliver Better Outcomes - 2021/22 to 2025/26) - Ambassador for Fund Raising Team at Southend University Hospital; member of the Readers' Panel for Southend University Hospital; relative employed at Broomfield Hospital - Non-pecuniary interests.
- (d) Councillor B Hooper - Minute 773 (Draft Prioritising Resources to Deliver Better Outcomes - 2021/22 to 2025/26) - Director of Blade Education (a not-for-profit company); parent of child attending secondary school in Borough; family member resident in supported living accommodation - Non-pecuniary interests.
- (e) Councillor H Boyd - Minute 773 (Draft Prioritising Resources to Deliver Better Outcomes - 2021/22 to 2025/26) - Family member employed in care home setting - Non-pecuniary interest.
- (f) Councillor C Nevin - Minute 773 (Draft Prioritising Resources to Deliver Better Outcomes - 2021/22 to 2025/26) - Employed at external NHS Trust; previous care home worker; family members employed at Mid and South-Essex Trust hospitals and by Public Health England - Non-pecuniary interests.

- (g) Councillor F Evans - Minute 77 (Draft Prioritising Resources to Deliver Better Outcomes - 2021/22 to 2025/26) - Director of Belfairs Academy - Non-pecuniary interest.
- (h) Councillor K Mitchell - Minute 773 (Draft Prioritising Resources to Deliver Better Outcomes - 2021/22 to 2025/26) - Member of Fostering Panel; family member resident in supported living accommodation - Non-pecuniary interests.
- (i) Councillor I Shead - Minute 773 (Draft Prioritising Resources to Deliver Better Outcomes - 2021/22 to 2025/26) - Family member resident in supported living accommodation outside the Borough - Non-pecuniary interest.
- (j) Councillor T Harp - Minute 773 (Draft Prioritising Resources to Deliver Better Outcomes - 2021/22 to 2025/26) - Volunteer with Southend Association of Voluntary Services (SAVS) and the 'Turning Tides' project; wife is employed by SAVS – Non-pecuniary interests.
- (k) Councillor A Jones - Minute 773 (Draft Prioritising Resources to Deliver Better Outcomes - 2021/22 to 2025/26) - Parent of child attending secondary school in Borough - Non-pecuniary interest.

**770 Questions from Members of the Public**

The Cabinet Member for Children and Learning responded to questions presented by Mr D Webb.

**771 Minutes of the Meeting held on 24 November 2020**

Resolved:

That the minutes of the meeting of the Committee held on 24 November 2020 be confirmed as a correct record and signed.

**772 Minutes of the Special Meeting held on 7 December 2020**

Resolved:

That the minutes of the special meeting of the Committee held on 7 December 2020 be confirmed as a correct record and signed.

**773 Draft Prioritising Resources to Deliver Better Outcomes – 2021/22 to 2025/26**

The Committee considered Minute 730 of the meeting of the Cabinet held on 14 January 2021, which had been referred directly to the People Scrutiny Committee, together with a report of the Executive Director (Finance and Resources) presenting the draft General Fund Revenue and Capital Budget for 2021/22 to 2025/26.

Resolved:

That the following decisions of the Cabinet be noted:

"1. That it be noted that a Medium-Term Financial Strategy for 2021/22 – 2025/26 will be available for consideration in February 2021 and the draft Medium Term Financial Forecast and estimated Earmarked Reserves Balances up to 2025/26 (Annexes 1 and 2 to Appendix 1 to the submitted report), be endorsed.

2. That 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 to the report), be noted.
3. That the appropriation of the sums to earmarked reserves totalling £3.625M (Appendix 3 to the report), be endorsed.
4. That the appropriation of the sums from earmarked reserves totalling £6.218M, which includes £2.500M to cover the remaining estimated budget gap for 2021/22. (Appendix 3 to the report), be endorsed.
5. That 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, be endorsed.
6. That it be noted 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.
7. That 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), be endorsed.
8. That it be noted that 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%;
9. That no Special Expenses be charged other than the Leigh-on-Sea Town Council precept for 2021/22, be endorsed.
10. That the proposed General Fund revenue budget investment of £8.122M (Appendix 5 to the report), be endorsed.
11. That the proposed General Fund revenue budget savings and income generation initiatives for 2021/22 of £4.155M (Appendix 6 to the report), be endorsed.
12. That the proposed future outline Budget Transformation Programme 2022/23 – 2025/26 (Appendix 7 to the report), be endorsed.
13. That the proposed range of fees and charges for 2021/22 (Appendix 8 to the report), be endorsed.
14. That the Dedicated Schools Grant budget and its relevant distribution as recommended by the Education Board (Appendix 9 to the report), be endorsed.
15. That the Capital Investment Strategy for 2021/22 to 2025/26 (Appendix 10 to the report) and the Capital Investment Policy (Annex 1 to Appendix 10 to the report), be endorsed.
16. That the new schemes and additions to the Capital Investment Programme for the period 2021/22 to 2025/26 totalling £21M for the General Fund and new schemes subject to viable business cases (Appendix 11 to the report), be endorsed.
17. That 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 (Appendix 12 to the report), be noted.

18. That the proposed Capital Investment Programme for 2021/22 to 2025/26 of £168.6M for 2021/22 to 2025/26 (Appendix 13 to the report) of which £25.6M is supported by external funding, be endorsed.

19. That the Minimum Revenue Provision (MRP) Policy for 2021/22 (Appendix 14 to the report) and the prudential indicators (Appendix 15 to the report), be endorsed.

20. That the operational boundary and authorised limits for borrowing for 2021/22 are set at £375M and £385M respectively (Appendix 15 to the report), be endorsed”.

Note: This is an Executive Function, save that approval of the final budget following Cabinet on 16 February 2021 is a Council function.

Cabinet Member: Councillor I Gilbert

**Chair:** \_\_\_\_\_



## SOUTHEND-ON-SEA BOROUGH COUNCIL

### Meeting of Policy and Resources Scrutiny Committee

**Date:** Thursday, 4th February, 2021  
**Place:** Virtual Meeting via Microsoft Teams

11

**Present:** Councillor D Garston (Chair)  
Councillors D Nelson (Vice-Chair), B Ayling, D Burzotta, D Cowan, T Cox,  
P Collins, M Davidson, M Dent, S George, S Habermel, H McDonald,  
D McGlone, I Shead, M Stafford, S Wakefield and P Wexham

**In Attendance:** Councillors I Gilbert, C Mulroney, M Terry and R Woodley (Cabinet Members), Councillor K Evans, P Bates, E Cook, J Chesterton, G Halksworth, A Lewis, J Ruffle, A Smyth, S Tautz and J Williams

**Start/End Time:** 6.30 pm - 7.35 pm

#### **774 Apologies for Absence**

There were no apologies for absence from the meeting.

#### **775 Declarations of Interest**

The following councillors declared interests as indicated:

- (a) Councillors I Gilbert, C Mulroney, M Terry and R Woodley (Cabinet Members) - Interest in the referred items; attended pursuant to the dispensation agreed at Council on 19 July 2012, under S.33 of the Localism Act 2011.
- (b) Councillor M Davidson - Minute 778 (Draft Housing Revenue Account Budget and Rent Setting 2021/22) - Non-Executive Director of South Essex Homes - Non-pecuniary interest.
- (c) Councillor S Wakefield - Minute 778 (Draft Housing Revenue Account Budget and Rent Setting 2021/22) - Sub-Contractor for South Essex Homes - Non-pecuniary interest.
- (d) Councillor P Wexham - Minute 778 (Draft Housing Revenue Account Budget and Rent Setting 2021/22) - Member of the Board of Directors of South Essex Homes - Non-pecuniary interest.
- (e) Councillor I Gilbert - Minute 779 (Draft Prioritising Resources to Deliver Better Outcomes - 2021/22 to 2025/26) - Council representative on the Board of Southend Association of Voluntary Services; Member of the GMB union - Non-pecuniary interests.
- (f) Councillor C Mulroney - Minute 779 (Draft Prioritising Resources to Deliver Better Outcomes - 2021/22 to 2025/26) - Member of Leigh Town Council - Non-pecuniary interest.

#### **776 Questions from Members of the Public**

The Leader of the Council (Cabinet Member for Housing and Communities) and the Chair of the Committee (on behalf of the Cabinet Member for Transport, Capital and Inward Investment) responded to questions presented by Mr D Webb.

**777 Minutes of the Meeting held on 26 November 2020**

Resolved:

That the minutes of the meeting of the Committee held on 26 November 2020 be confirmed as a correct record and signed.

**778 Draft Housing Revenue Account (HRA) Budget and Rent Setting Report 2021/22**

The Committee considered Minute 729 of the meeting of the Cabinet held on 14 January 2021, which had been referred directly to the Policy and Resources Scrutiny Committee, together with a joint report of the Executive Director (Finance and Resources) and the Deputy Chief Executive and Executive Director (Housing and Growth) presenting the draft Housing Revenue Account budget for 2021/22, together with the information necessary to set a balanced budget as required by legislation.

Resolved:

That the following decisions of the Cabinet be noted:

- “1. That an average rent increase of 1.50% on all tenancies, be endorsed.
2. An average rent increase of 1.50% on shared ownership properties, be endorsed.
3. That an increase of 1.50% for garage rents to £12.20 per week for tenants and £14.64 for non-tenants (being £12.20 plus VAT), a rise consistent with the proposal for the main rent increase (all variants on a standard garage will receive a proportionate increase), be endorsed.
4. That the proposed rent charges in 1-3 above be effective from 5<sup>th</sup> April 2021.
5. That the South Essex Homes core management fee at £6,336,000 for 2021/22, be endorsed.
6. That South Essex Homes proposals for average increases of 2.52% in service charges and 10.39% in heating charges to reflect the actual costs incurred be endorsed.
7. That the following appropriations be endorsed:
  - £60,000 to the Repairs Contract Pensions Reserve;
  - £5,073,000 to the Capital Investment Reserve; and
  - £7,644,000 from the Capital Investment Reserve
8. That, subject to resolutions 1 to 7 above, the HRA budget for 2021/22, as set out in Appendix 1 to the submitted report, be approved.
9. That the value of the Council's capital allowance for 2021/22 be declared as £68,672,000, as determined in accordance with regulation 16 of the Local Authorities (Capital Finance and Accounting) (England) Regulations.”

Note: This is an Executive Function, save that approval of the final budget following Cabinet on 16 February 2021 is a Council Function  
Cabinet Member: Councillor I Gilbert

**779 Draft Prioritising Resources to Deliver Better Outcomes – 2021/22 to 2025/26**

The Committee considered Minute 730 of the meeting of the Cabinet held on 14 January 2021, which had been referred directly to the Policy and Resources Scrutiny Committee, together with a report of the Executive Director (Finance and Resources) presenting the draft General Fund Revenue and Capital Budget for 2021/22 to 2025/26.

Resolved:

That the following decisions of the Cabinet be noted:

“1. That it be noted that a Medium-Term Financial Strategy for 2021/22 – 2025/26 will be available for consideration in February 2021 and the draft Medium Term Financial Forecast and estimated Earmarked Reserves Balances up to 2025/26 (Annexes 1 and 2 to Appendix 1 to the submitted report), be endorsed.

2. That 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 to the report), be noted.

3. That the appropriation of the sums to earmarked reserves totalling £3.625M (Appendix 3 to the report), be endorsed.

4. That the appropriation of the sums from earmarked reserves totalling £6.218M, which includes £2.500M to cover the remaining estimated budget gap for 2021/22. (Appendix 3 to the report), be endorsed.

5. That 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, be endorsed.

6. That it be noted 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.

7. That 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), be endorsed.

8. That it be noted that 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%;

9. That no Special Expenses be charged other than the Leigh-on-Sea Town Council precept for 2021/22, be endorsed.

10. That the proposed General Fund revenue budget investment of £8.122M (Appendix 5 to the report), be endorsed.

11. That the proposed General Fund revenue budget savings and income generation initiatives for 2021/22 of £4.155M (Appendix 6 to the report), be endorsed.

12. That the proposed future outline Budget Transformation Programme 2022/23 – 2025/26 (Appendix 7 to the report), be endorsed.

13. That the proposed range of fees and charges for 2021/22 (Appendix 8 to the report), be endorsed.

14. That the Dedicated Schools Grant budget and its relevant distribution as recommended by the Education Board (Appendix 9 to the report), be endorsed.

15. That the Capital Investment Strategy for 2021/22 to 2025/26 (Appendix 10 to the report) and the Capital Investment Policy (Annex 1 to Appendix 10 to the report), be endorsed.

16. That the new schemes and additions to the Capital Investment Programme for the period 2021/22 to 2025/26 totalling £21M for the General Fund and new schemes subject to viable business cases (Appendix 11 to the report), be endorsed.

17. That 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 (Appendix 12 to the report), be noted.

18. That the proposed Capital Investment Programme for 2021/22 to 2025/26 of £168.6M for 2021/22 to 2025/26 (Appendix 13 to the report) of which £25.6M is supported by external funding, be endorsed.

19. That the Minimum Revenue Provision (MRP) Policy for 2021/22 (Appendix 14 to the report) and the prudential indicators (Appendix 15 to the report), be endorsed.

20. That the operational boundary and authorised limits for borrowing for 2021/22 are set at £375M and £385M respectively (Appendix 15 to the report), be endorsed”.

Note: This is an Executive Function, save that approval of the final budget following Cabinet on 16 February 2021 is a Council function.

Cabinet Member: Councillor I Gilbert

#### **780 In-Depth Scrutiny Project 2019/20-2020/21**

The Committee was informed of progress on the current in-depth scrutiny project and advised that a further meeting of the Project Team was to be held on 23 February 2021, to give initial consideration to the recommendations arising from the project.

Resolved:

That the report be noted.

Note: This is a Scrutiny Function

**Chair:** \_\_\_\_\_

## SOUTHEND-ON-SEA BOROUGH COUNCIL

### Meeting of Cabinet

**Date: Tuesday, 16th February, 2021**

**Place: Virtual Meeting - MS Teams**

# 12

**Present:** Councillor I Gilbert (Chair)  
Councillors R Woodley (Vice-Chair), T Harp, C Mulroney, K Robinson  
and M Terry

**In Attendance:** Councillors D Cowan, M Dent and K Evans  
A Griffin, A Lewis, J Chesterton, J Williams, S Moore, T Forster,  
M Marks, J Ruffle, C Gamble, S Dolling, A Keating and E Cooney

**Start/End Time:** 2.00 - 2.48 pm

#### **792 Apologies for Absence**

Apologies for absence were received from Cllr Jones.

#### **793 Declarations of Interest**

The following Councillors declared interests as indicated:

(a) Cllr Cowan – Minute 796 (Prioritising Resources to Deliver Better Outcomes 2021/22-2025/26) – Non-pecuniary interest: GMB Trade Union member;

(b) Cllr Harp – Minute 794 (HRA Budget and Rent Setting 2021/22) – Non-pecuniary interest: friends and family are residents/tenants of South Essex Homes; Minute 796 (Prioritising Resources to Deliver Better Outcomes 2021/22-2025/26) – Non-pecuniary interest: wife is employed by SAVS and he is volunteer with SAVS;

(c) Cllr Gilbert – Minute 796 (Prioritising Resources to Deliver Better Outcomes 2021/22-2025/26) – Non-pecuniary interest: Council appointed representative on SAVS and is a GMB Trade Union member;

(d) Cllr K Evans - Minute 796 (Prioritising Resources to Deliver Better Outcomes 2021/22-2025/26) – Non-pecuniary interest: member of Leigh Town Council;

(e) Cllr Mulroney - Minute 796 (Prioritising Resources to Deliver Better Outcomes 2021/22-2025/26) – Non-pecuniary interest: member of Leigh Town Council;

(f) Cllr Terry - Minute 796 (Prioritising Resources to Deliver Better Outcomes 2021/22-2025/26) – Non-pecuniary interest: Lives in the vicinity of one of the areas affected by the changes to the fees and charges.

**794 Housing Revenue Account (HRA) Budget and Rent Setting Report  
2021/22**

The Cabinet considered a report of the Executive Director (Finance and Resources) and Deputy Chief Executive and Executive Director (Housing & Growth) setting out the Housing Revenue Account (HRA) budget and Rent Setting for 2021/22, together with the information necessary to set a balanced budget as required by legislation. This item was considered by the Policy and Resources Scrutiny Committee.

Recommended:-

1. That an average rent increase of 1.50% on all tenancies, be approved.
2. That an average rent increase of 1.50% on shared ownership properties, be approved.
3. That an increase of 1.50% for garage rents to £12.20 per week for tenants and £14.64 for non-tenants (being £12.20 plus VAT), a rise consistent with the proposal for the main rent increase (all variants on a standard garage will receive a proportionate increase), be approved.
4. That the proposed rent charges in 1-3 above be effective from 5<sup>th</sup> April 2021.
5. That the South Essex Homes core management fee at £6,336,000 for 2021/22, be approved.
6. That the South Essex Homes proposals for average increases of 2.52% in service charges and 10.39% in heating charges to reflect the actual costs incurred, be approved.
7. That the following appropriations be approved:
  - £60,000 to the Repairs Contract Pensions Reserve;
  - £4,002,000 to the Capital Investment Reserve and
  - £8,334,000 from the Capital Investment Reserve
8. That, subject to resolution 1 through to 7 above, the HRA budget for 2021/22 as set out in Appendix 1 to the submitted report, be approved.
9. That the value of the Council's indicative capital allowance for 2021/22 – 2025/26 be declared as £75,327,000, as determined in accordance with regulation 16 of the Local Authorities (Capital Finance and Accounting) (England) Regulations.

**Reasons for Recommendations**

Part of the process of maintaining a balanced budget for the HRA is to undertake an annual rent review and assessment of other service and facilities charges. Full Council will need to approve the HRA budget and any changes to rent and other services prior to the start of the financial year.

## Other Options

There are other options available to Councillors in relation to the proposed rent and other services and facilities increases.

Note: This is a Council Budget Function, not eligible for call-in by virtue of Budget and Policy Framework Procedure Rule 1.1(b)  
Cabinet Member: Cllr Gilbert

### **795 Treasury Management Policy 2021/22**

The Cabinet considered a report of Executive Director (Finance and Resources) presenting the Treasury Management documents. This item was considered by the Audit Committee.

Recommended:-

1. That the Treasury Management Policy Statement 2021/22 set out at Appendix 1 to the submitted report, be approved.
2. That the Treasury Management Strategy 2021/22 set out at Appendix 2 to the report, be approved.
3. That the Annual Treasury Management Investment Strategy 2021/22 set out at Appendix 3 to the report, be approved.

Reasons for: recommendations:

To comply with CIPFA Treasury Management Code of Practice.

Other options:

There are many options available for the operation of the Treasury Management function, with varying degrees of risk associated with them. The Treasury Management Policy set out in the report aims to effectively control risk to within a prudent level, whilst providing optimum performance consistent with that level of risk.

Note: This is a Council Budget Function, not eligible for call in by virtue of Budget and Policy Framework Procedure Rule 1.1(b).  
Cabinet Member: Cllr Woodley

### **796 Prioritising Resources to Deliver Better Outcomes - 2021/22 to 2025/26**

The Cabinet considered a report of the Executive Director (Finance and Resources) presenting the General Fund Revenue Budget for 2021/22. This item was considered by all three Scrutiny Committees.

During consideration of the report, the Executive Councillor for Transport, Capital and Inward Investment explained that revised parking proposals had been prepared after consultation with businesses and residents as set out as follows:

1. 6pm to 10pm charging on the central Seafront is to be withdrawn but enforcement is still to continue for illegal parking eg on double lines;
2. The £24 up to 14 hours charge to be amended to £18 and this is now for 7 hours to 10 hours given the 6pm to 10pm relaxation;
3. Zone 1A On Street. This currently goes up to 4 hours and then moves to 14 hours. It is proposed to change this in line with car parks so therefore introducing in Zone 1A on street parking a standardized 5 hour and 6 hour charge and then the 7 hour to 10 hour charge;
4. That from the central sea-front Business feedback to equalize the charging zones for Western Esplanade and Thorpe Bay Esplanade (Warwick Rd to Maplin Way - seafront) by including Thorpe Bay Esplanade into Zone 1A;
5. That the 50% hotel and guesthouse discount scheme remains, which will benefit tourists who stay overnight in our hotels and guesthouses. This will mean for those staying guests, of hotels and guesthouses who sign up to the scheme, a parking charge in a Zone 1A hotel area of £9 per day and in a Zone 1B hotel area of £6 per day.

It was noted that the Council's S151 Officer had reviewed all these proposed changes and had advised that the revised recommended budget for 2021/22, remained robust and deliverable. In addition, the proposed additional £1m income generation for parking charges overall was still achievable.

The S151 Officer had indicated that there was some increased risk with the level of income to be generated with these proposed changes and also due to the uncertainty caused by COVID-19 and the changes in parking demand on our overall income generation assumptions. The S151 Officer therefore advised that in line with the arrangements for the Southend Pass that quarterly reviews should also now be undertaken for the overall car parking income budget throughout 2021/22.

Recommended:

1. That the Medium Term Financial Strategy for 2021/22 – 2025/26 set out at Appendix 1 to the submitted report and the resulting Medium Term Financial Forecast and estimated Earmarked Reserves Balances up to 2025/26 (Annexes 1 and 2 to Appendix 1 to the submitted report), be approved and that any final minor changes/updates of this strategy as required, be delegated to the Executive Director (Finance & Resources).
2. That the 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 to the report), be noted.
3. That the appropriation of the sums to earmarked reserves totalling £3.340M for 2021/22 (Appendix 3 to the report), be approved.
4. That the appropriation of the sums from earmarked reserves totalling £6.143M, which includes £2.500M (Paragraph 10.15 of the report) to enable a robust budget to be set for 2021/22 set out at Appendix 3 to the report, be approved.
5. That a General Fund Budget Requirement for 2021/22 of £135.847M and Council Tax Requirement of £87.636M (Appendix 4a to the report), be approved.



6. That it be noted that the 2021/22 revenue budget has been prepared on the basis of using £1.5 million from the Collection Fund surpluses to allow for a smoothing of the budget gap across the lifetime of the Medium Term Financial Strategy to 2025/26 (Paragraph 10.17 of the report).

7. That 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 10.18), be approved.

8. That the position of the Council's preceptors, be noted:

- Essex Police – proposed Council Tax increase of 4.98%
- Essex Fire & Rescue Services – no increase in Council Tax
- Leigh-on-Sea Town Council – no increase in Council Tax

9. That no Special Expenses be charged other than Leigh-on-Sea Town Council precept for 2021/22.

10. That the proposed General Fund revenue budget investment of £8.122M (Appendix 5 to the report), be approved.

11. That the proposed General Fund revenue budget savings and income generation initiatives for 2021/22 of £4.155M (Appendix 6 to the report), be approved.

12. That the proposed future outline Budget Transformation Programme 2022/23 – 2025/26 (Appendix 7 to the report), be approved.

13. That the proposed range of fees and charges for 2021/22 as amended at the meeting (details above) (Appendix 8 to the report as amended), be approved.

14. That the Dedicated Schools Grant budget and its relevant distribution as recommended by the Education Board (Appendix 9 to the report), be approved.

15. That the Capital Investment Strategy for 2021/22 to 2025/26 (Appendix 10 to the report) and the Capital Investment Policy (Annex 1 to Appendix 10), be approved.

16. That the 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 to the report), be approved.

17. That the new schemes subject to viable business cases (Appendix 11 to the report), be approved.

18. That the proposed changes to the current Capital Investment Programme (Appendix 12 to the report), be approved.

19. That the proposed Capital Investment Programme for 2021/22 to 2025/26 of £178.6M for 2021/22 to 2025/26 (Appendix 13 to the report) of which £28.3M is supported by external funding, be approved.

20. That the Minimum Revenue Provision (MRP) Policy for 2021/22 (Appendix 14 to the report) and the prudential indicators (Appendix 15 to the report), be approved.

21. That the operational boundary and authorised limits for borrowing for 2021/22 are set at £375M and £385M respectively (Appendix 15 to the report), be approved.

#### Reasons for Recommendations

To comply with statutory requirements and relevant Local Authority codes of practice. Also, to ensure the budgets align to and enable the delivery of the Council's ambition and desired outcomes or to enhance the Council's infrastructure.

#### Other Options

The Local Government Act requires billing authorities to complete and approve their budgets and set a Council tax before 11<sup>th</sup> March immediately prior to the start of the financial year on 1<sup>st</sup> April.

Note: This is a Council Budget Function, not eligible for call in by virtue of Budget and Policy Framework Procedure Rule 1.1(b).  
Cabinet Member: Cllr Gilbert

**Chair:** \_\_\_\_\_

**Southend-on-Sea Borough Council**  
**Report of Executive Director (Transformation)**

to  
**Council**

on  
**25 February 2021**

Agenda  
Item No.

**13**

Report prepared by: Sue Putt, Head of HR & Payroll

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**Pay Policy Statement**

**Executive Councillor: Councillor Ian Gilbert**

**A Part 1 Agenda Item**

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**1. Purpose of Report**

- 1.1 To consider the Pay Policy Statement 2021/22 in the context of the Council's overall Reward Strategy.

**2. Recommendations**

- 2.1 That Council agree the Pay Policy Statement as recommended by the Senior Manager Pay Panel.**

**3. Background**

- 3.1 Section 38 (1) of the Localism Act 2011 required English and Welsh Local Authorities to produce a Pay Policy Statement for 2012/13 and for each financial year after that.
- 3.2 Pay Policy statements have been completed annually from 2013 and have been agreed by Council each year.
- 3.3 This Policy Statement has been reviewed for 2021/22 and is attached at **Appendix A**. Attached at **Appendix B** is the Council's Reward Policy which has also been reviewed. It is important that the two documents are read together in order to be able to set senior pay in the context of the Council's overall Reward Strategy.
- 3.4 It is a requirement of the Localism Act that the Policy Statement is approved by full Council.

#### **4. Other Options**

None

#### **5. Reasons for Recommendations**

To ensure compliance with Legislation and ensure transparency around pay and reward.

#### **6. Corporate Implications**

##### **6.1 Contribution to the Southend 2050 Road Map**

To ensure that staff are rewarded appropriately, to support recruitment and retention of high quality staff which will aid delivery of the 2050 ambition and relevant outcomes.

##### **6.2 Financial Implications**

The details contained in both the Pay Policy Statement and the Reward Policy are in line with agreed salary levels and do not represent an increase in the current cost of salaries.

##### **6.3 Legal Implications**

The Pay Policy Statement ensures compliance with Section 38(1) of the Localism Act 2011

##### **6.4 People Implications**

The level and distribution of pay and benefits has a considerable effect on the performance of our organisation and on the engagement and productivity of its workforce. It is important therefore that the Council's pay systems are appropriate, transparent, provide value for money and reward staff fairly for the work they perform.

##### **6.5 Property Implications**

None

##### **6.6 Consultation**

None required

## 6.7 Equalities and Diversity Implications

It is critical that the Council's reward system is fair, equitable and consistent in order to ensure that it accords with the organisational values and complies with Equal Pay legislation.

The Council's job evaluation system ensures that the relative weight of each role is objectively measured using consistent and robust criteria that are free from any bias towards a particular group. Other payments within the reward system are monitored to ensure that staff are being treated fairly regardless of gender, race, age, sexual orientation, disability or religion.

## 6.8 Risk Assessment

If the Council fails to adopt a Pay Policy Statement it will fail to comply with the requirements of the Localism Act 2011. In addition, the lack of transparency around pay and reward could be interpreted as deliberate and give rise to unnecessary criticism.

## 6.9 Value for Money

Salaries are paid in line with market forces and a recognised Job Evaluation Scheme.

## 6.10 Community Safety Implications

None

## 6.11 Environmental Impact

None

## 7. Background Papers

None

## 8. Appendices

Appendix A: Pay Policy Statement 2021/22  
Appendices B, B1-7: Reward Policy

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**PAY POLICY STATEMENT 2020/21****1. Introduction**

Southend Council recognises that, in the context of managing scarce public resources, remuneration at all levels needs to be adequate to secure and retain high quality employees dedicated to the service of the public; but at the same time needs to avoid being unnecessarily generous or otherwise excessive.

It is important that Local Authorities are able to determine their own pay structures in order to address local priorities and to compete in the local labour market. For Southend this is particularly critical given our proximity to London where higher salaries, often for less complex roles, continue to prove a challenge for our pay policy.

In particular it is recognised that senior management roles in local government are complex and diverse functions in a highly politicised environment where often national and local pressures conflict. Southend's ability to continue to attract and retain high calibre leaders capable of delivering this complex agenda, particularly during times of financial challenge, is crucial if the Council is to retain its current high performance levels and to deliver for local people.

**2. Background**

Southend Council's approach to pay and reward is detailed in its Reward Policy. This policy applies to all staff employed by the Council and details how the workforce at all levels will be rewarded for the work they perform. Where there are differences between different categories of staff, these are explained in the policy.

This statement serves to outline the Council's policy in respect of the requirements of the Localism Act 2011 (see paragraph 3) but must be read with reference to the more detailed reward policy, in order to understand the Council's position on pay and reward and how this underpins its organisational values and is used to drive up performance.

**3. Legislation**

Section 38(1) of the Localism Act 2011 requires English and Welsh Local Authorities to produce a pay policy statement for 2012/13 and for each financial year after that.

This statement must include the Council's policy on the following:

- a. Level and elements of remuneration for each chief officer (for Southend Council this is defined as Chief Executive, Deputy Chief Executive, Executive Directors and Directors).
- b. The remuneration of the Council's lowest paid employees.
- c. The relationship between the remuneration of the Council's chief officers and others.
- d. Other specific aspects of chief officer's remuneration; remuneration on recruitment, increases and additions to remuneration, use of performance related pay and bonuses, termination payments and transparency.

#### 4. Level and Elements of Remuneration for each Chief Officer

Southend will have the following posts at chief officer level with effect from 1 April 2020:

Chief Executive  
Deputy Chief Executive x 1  
Executive Directors x 6  
Director x 9  
Director of Public Health x 1

These posts (with the exception of the Director of Public Health) have been evaluated using the Hay Job Evaluation Scheme which is also used for all other posts at Level 8 and above. This ensures that the relative “weight” of these roles can be objectively measured using consistent and robust criteria.

The Council’s chief officer pay structure consists of 3 senior management grades, as follows:

SMG1 (Chief Executive)	£159,000
SMG2 (Deputy Chief Executives)	£135,252
Executive Directors	£106,080
SMG3 (Directors)	£92,345
Director of Public Health	£97,787

These are spot salaries and reflect ‘rate for the job’. However there is the facility to recruit to these posts on a ‘development’ rate for the first 12 months where a candidate needs to grow into the full role. The rate is calculated at 90% of the ‘rate for the job’. The development rate is not applicable for the Director of Public Health as this rate is in line with NHS terms and conditions.

Chief Officer salaries do not attract annual increments nor any nationally negotiated cost of living pay rise. This is because Chief Officers in Southend are employed on JNC terms and conditions for everything EXCEPT pay – which is determined by a Senior Managers Pay Panel (details of this Scheme, including the decision making processes in respect of pay award, can be found in **Appendix 3** of the Council Reward Policy)

Allowances and additional payments which may be paid to other staff as appropriate do not apply to chief officers except for:

##### a. **Market Supplements**

Where market fluctuations and demands are such that an additional payment is necessary in order to recruit or retain high calibre staff with the appropriate skills, knowledge and experience.

This is a discretionary payment and will be determined by the Senior Managers Pay Panel on an individual basis. In 2020/21, Southend will be paying the following market supplements to Chief Officers; although this may be reviewed during the year if required:



Director of Commissioning £7,655 subject to delivery of key targets as agreed by the Council.

Executive Director Adults and Communities, Executive Director Children's and Public Health and Executive Director, Neighborhoods and Environment £16,000 subject to delivery of key targets as agreed by the Council.

Director of Public Health £7,213 subject to delivery of key targets as agreed by the Council.

Director of Digital and ICT £5,000 subject to delivery of key targets as agreed by the Council.

**b. Returning Officer**

The Chief Executive undertakes the role of Returning Officer in respect of local, national and European elections.

The Returning Officer is an officer of the Borough Council who is appointed under the Representation of the People Act 1983. Whilst appointed by the Borough Council, the role of the Returning Officer is one which involves and incurs personal responsibility and accountability and is statutorily separate from his/her duties as an employee of the Borough Council. As Returning Officer, he/she is paid a separate allowance for each election for which he/she is responsible.

There are no other additional elements of remuneration in respect of overtime, flexi time, bank holiday working, stand-by payments, etc., paid to chief officers as these staff are expected to undertake duties outside their contractual hours and working patterns without additional payment.

**5. The Remuneration of the Council's Lowest Paid Employees**

The Council's lowest paid employees (excluding trainees) are paid at Level 1 £18,562. The Council currently employs 8 staff at this level.

**6. The relationship between the remuneration of the Council's chief officers and other officers**

As detailed in paragraph 4, all posts at Level 8 or above (including chief officer roles) are evaluated using the internationally adopted Hay Job Evaluation scheme. This ensures that all roles are measured against a consistent and robust set of criteria enabling roles to be "weighted" and placed in a hierarchy that meets any equal pay challenge.

Posts below Level 8 are also evaluated but using the NJC Job Evaluation scheme which is recognised by employers and trades unions nationally and is better suited to jobs at this level. This scheme also allows for robust measurement against set criteria resulting in fair and objective evaluations.

Pay multiple: The idea of publishing the ratio of the pay of an organisation's top earner to that of its median earner has been recommended in order to support the principles of Fair Pay (Will Hutton 2011) and transparency.

Southend Council's current ratio in this respect is 5.5 i.e. the Chief Executive (top earner) earns 5.5 times more than the Council's median earner (£28,672).

The Government has also recommended publishing the ratio in respect of the mean earner. Southend Council's current ratio in this respect is 5.2:1 i.e. the Chief Executive (top earner) earns 5.2 times more than the Council's mean earner (£30,884).

These ratios are based on the Chief Executive's current actual salary.

The number of employees paid at each salary level across the Council is attached at Appendix 1.

Terms and Conditions of employment for Chief Officers have been harmonised with the rest of the workforce. The only remaining differences are:

- (i) Annual leave – annual leave entitlement is higher for Chief Officers to reflect the additional working requirements in these posts and the fact that flexi-time, overtime, etc., is not applicable.

## **7. Other specific aspects of chief officer remuneration**

- a. Salary at recruitment. This is detailed in paragraph 11 of the Council's Reward Policy and is in line with the approach taken for all staff.
- b. Use of performance related pay. This is detailed in Appendix 3 of the Council's Reward Policy.
- c. Termination Payments. This is detailed in paragraph 16 of the Council's Reward Policy and is in line with the approach taken for all staff.

## **8. Disclosure**

This Pay Policy Statement and the Council's Reward Policy will be published on the Council's website. In addition, details of all staff paid £50,000 or more will also be disclosed.

**SOUTHEND BOROUGH COUNCIL**  
**STAFF NUMBERS (HEADCOUNT) BY PAY GRADE (EXCLUDING TEACHERS)**  
**(APRIL 2020)**

Staff Numbers	Pay Grade
8	Level 1
1	Level 2
0	Level 3
129	Level 4
145	Level 5
313	Level 6
303	Level 7
348	Level 8
205	Level 9
125	Level 10
51	Level 11
23	Level 12
27	Level 13
9	SMG3
6	SMG3a
1	SMG2
1	SMG1
6	HV02 (Health Visitor)
1	HV03 (Health Visitor)
11	HV04 (Health Visitor)
23	HV06 (Health Visitor)
7	HV07 (Health Visitor)
1	HV08A (Health Visitor)
3	Soulbury A (Educational Psychologists)
3	Soulbury B (Senior Educational Psychologists)
0	Soulbury C (Educational Improvement Specialists)
5	Youth & Community – Support Workers – Range 1
1	Youth & Community – Professional Range
2	NHS pay grades
2	Teacher Grades
<b>1760</b>	<b>TOTAL</b>

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**Reward Policy**  
**for all Southend Borough Council Employees**

January 2021

<b>Version no</b>	<b>1</b>
<b>Date</b>	<b>4 January 2012</b>
<b>Drafting Officer</b>	<b>Joanna Ruffle</b>
<b>Lead Officer</b>	<b>Joanna Ruffle</b>
<b>Equality Impact Assessment</b>	<b>25 April 2006</b>
<b>Revised Policy</b>	<b>January 2012</b>
<b>Policy Reviewed</b>	<b>January 2013, January 2014 &amp; January 2015, January 2016, January 2017 January 2018 &amp; January 2019 December 2019, January 2021</b>

## Appendices

Appendix B1	Salary Levels 1 – 12
Appendix B2	SMG Grades 1 – 3
Appendix B3	Senior Managers Pay: Terms of the Scheme
Appendix B4	Soulbury Salary Levels
Appendix B5	Soulbury Agreement
Appendix B6	Salary Levels – Youth and Community Workers
Appendix B7	Senior Managers Pay Panel

# Reward Policy

## 1. Introduction

Pay is a key factor affecting relationships at work and helps determine an organisational culture. The level and distribution of pay and benefits can have a considerable effect on the performance of an organisation, and on the engagement and productivity of its workforce.

The Council recognises the importance of pay systems that are appropriate, transparent, provide value for money and reward staff fairly for the work they perform.

In addition, through its pay system, the Council ensures that jobs are evaluated effectively and fairly; that all work is aligned to the organisational priorities and that only good performance is rewarded. This is particularly important in an organisation where job roles are complex and diverse and high standards of performance and conduct are expected by service users/customers.

## 2. Principles

In developing and implementing this reward policy, the Council will ensure that the way in which its workforce is rewarded will be:

- Fair
- Equitable
- Consistent
- Transparent
- Flexible

The following factors will also be included:

- The delivery of the organisational priorities
- The reinforcement of the organisational values and behaviours
- The recruitment and retention of high calibre staff
- The motivation, engagement and development of staff
- The reward of good and excellent performance
- The promotion of staff flexibility – mobility, development, and future organisational needs
- The management of pay costs and ensuring value for money, both in the short and long term

This Reward Policy forms a key part of the Council's People Strategy which in turn underpins the Southend 2050 ambition and relevant outcomes. How staff are rewarded for their contribution is directly linked to the delivery of the council's key aims. This is done through an annual Performance Framework which is applied to ALL staff.



### 3. Legislation

The legislation covering pay and reward includes:

a) Equal Pay Act 1970: The Council will ensure:

- All staff are appointed or assimilated, e.g. after re-grading, restructuring, or promotion at the same level into the pay grades where experience, skills, qualifications and hours of work are comparable, irrespective of gender
- All new starters are given the substantive rate for the job
- The average pay to men and women is equal for like work
- Staff involved in applying and administering pay schemes will be trained in equalities awareness
- Any differences in pay between men and women will be objectively justified
- Access to additional payments and allowances e.g. payments for skills, responsibility allowances will be based on equitable criteria
- All staff will be treated equally irrespective of gender
- Men and women doing like work or in the same grade will receive progression through the appropriate pay scale
- If there are bars to progression between grades/spinal column points, progression will be based on fair and objective criteria that staff are aware of and men and women will pass through them on an equitable basis

b) Localism Act 2011: Section 38(1) of the Localism Act 2011 requires Local Authorities to produce an annual pay policy statement about chief officers, low paid employees and the relationship between the two. This policy provides the detailed background to that statement.

### 4. Conditions of Service

a) Apprentices

These staff are employed on NJC terms and Conditions (Green book) supplemented by the Councils Collective Agreement 2005 (as amended) with the exception of their pay rate which is determined locally. The rate of pay will always meet the National Apprenticeship wage and National Minimum wage according to their age.

b) Staff on salary levels 1-13 (Appendix B1)

These staff are employed on NJC terms and conditions (Green Book) supplemented by the Council's Collective Agreement 2005 (as amended). This agreement can be found on the intranet – [Amended Local Collective Agreement – Oct 06](#)

c) Staff on senior management grades 1-3a (Appendix B2). These staff are employed on JNC terms and conditions for chief officers except for pay which is determined by a local scheme (Appendix B3).

d) Staff on Soulbury salary levels (Appendix B4)

These staff are employed on NJC terms and conditions (Green Book) except for pay which is determined in accordance with the recommendations of the Soulbury Committee as detailed in Southend Council's Soulbury Agreement (Appendix B5).

e) Staff on Youth and Community Workers Salary levels (Appendix B6)

These staff are employed on JNC terms and conditions for youth and community workers.

f) Teachers

Where teachers are employed directly by the Council, these staff are paid in accordance with the current Teachers Pay and Conditions document.

## 5. Delegated Authority

The Constitution of the Council Part 3, Schedule 3, details the delegations in respect of pay and grading. In summary:

- a) For posts below chief officer level – salary grades will be determined by the relevant chief officer in consultation with the Executive Director of Transformation who will be responsible for ensuring that the relevant Job Evaluation scheme and processes have been applied. Actual salary within the evaluated grade will be determined by the relevant chief officer in accordance with this policy, the relevant terms and conditions of employment and any local agreements that are operating at that time. Advice will be sought from HR Services before any final decision on actual salary is made.
- b) For posts at chief officer level – salary grades will be determined in accordance with the relevant Job Evaluation scheme and agreed by Full Council.

Actual salary (including any pay awards) will be determined by the Council's Senior Managers Pay Panel (Appendix 7). This panel will also review the salary ranges on an annual basis to ensure that these are competitive within the market.

## 6. Confidentiality

The application of this Reward Policy will be undertaken in an open and transparent way but the salary details of individual members of staff shall remain confidential as appropriate in accordance with relevant legislation, other than where the Council is required to make these details public.

## 7. Process for Grading Posts

- a) The Council has adopted the NJC and the Hay Job Evaluation schemes. All posts with the Authority, with the exception of Teachers, Youth Workers, Soulbury and staff transferred from other bodies under TUPE have been reviewed under the appropriate scheme and graded accordingly.
- b) All new posts and any posts whose duties and level of responsibility change significantly on a permanent basis will be reviewed under these schemes. Details of the job evaluation process are available on the Intranet.
- c) HR Services are responsible for administering the job evaluation process within the Authority.

## 8. Pay Structure and Progression

The pay structure and progression arrangements for the relevant staff group is as follows:

- a) The Apprenticeship salary will be reviewed annually taking into consideration the National Apprenticeship wage and the National Minimum wage. There are no increments for apprenticeships.
- b) Staff on salary levels 1-13 (Appendix B1)

- (i) Increments will be paid on 1 April each year until the maximum of the level is reached subject to the following:

Increments may be accelerated within an officer's scale at the discretion of the authority on the grounds of special merit or ability, subject to the maximum of the level not being exceeded in accordance with Chief Officer delegation. It is anticipated that this will only occur in exceptional circumstances, after careful consideration of equal pay requirements and consultation with HR.

- (ii) An increment may be withheld due to poor performance but will only apply where correct capability procedures have been followed. Any increment withheld may be paid subsequently if the officer's performance improves.
- (iii) Employees with less than six month's service in the grade by 1 April shall be granted their first increment six months from the actual date of their appointment, promotion or re-grading. All future increments will then be paid on 1 April.

N.B. Any action under (i) or (ii) shall not interrupt the payment of subsequent increments on 1 April.

- c) Staff on Senior Management grades 1-3a (Appendix B2)

Annual pay awards will be considered and agreed by the Council's Senior Managers Pay Panel in accordance with the Senior Managers Pay Scheme.

- d) Staff on Soulbury salary levels (Appendix B4).
- e) Staff on Youth and Community Worker Salary levels (Appendix B6) Increments will be paid as per paragraph 8(a).
- f) Teachers

Progression will be in accordance with the current School Teachers Pay & Conditions document.

## **9. Pay Protection**

The Council has developed a [pay protection policy](#) for those staff whose posts are downgraded as a consequence of implementing structural change or job evaluation where this results in a salary reduction.

This policy can be found on the Intranet.

## **10. Pay Awards**

Staff on all terms and conditions other than chief officers will receive an annual cost of living pay award where this is negotiated nationally by the relevant negotiating committee. For staff on chief officer terms and conditions there is no pay award other than that which may be determined by the Council's Senior Managers Pay Panel and which is based on the criteria laid out in the Council's Senior Managers Pay Scheme.

## **11. Salary at Recruitment**

New members of staff will start at a salary point within the job evaluated range for the post having regard to the knowledge, skills and competencies of the individual as well as their current and previous salary levels. Consideration must also be given to the salary levels of any existing members of staff in the same job group and the impact this may have on them.

All requests to appoint above the minimum of the level must be agreed by the relevant Director and HR before any salary offer is made to the candidate.

In the case of chief officers, salaries are 'spot' salaries and represent the 'rate for the job'. New entrants may be recruited to a 'development rate' at 90% of the spot salary for the first 12 months where he/she needs to grow into the role. Starting salaries will be agreed by the relevant Appointments Committee of the Council. Where a salary of > £100,000 is being proposed this must be agreed by the full Council.

## **12. Pay on Promotion or Transfer**

a. Move to a new post at the same level

Where a member of staff moves to a new permanent post at the same level, they will normally be appointed on the same salary point and retain the incremental date (where this is relevant) from their original post.

b. Pay on promotion

Where a member of staff receives a promotion they will normally be appointed on the minimum point for the new level unless their qualifications or relevant experience qualify them for additional points.

All requests to appoint above the minimum level must be agreed by the relevant Director and HR before a salary offer is made to the candidate.

In the case of chief officers, all requests to appoint above the minimum of the level must be agreed by the relevant Appointments Committee of the Council.

c. Move to a new post when the member of staff is at the top of their current level

Where a member of staff is at the top of their level and is appointed to a post at the next level which starts at the same salary point:

- (i) where the appointment is due to re-evaluation or “slotting-in”, there will be no movement and the member of staff will be appointed on the same salary point if it already exists.
- (ii) where the appointment is due to promotion or “ring-fencing” and the member of staff has gone through a selection process (i.e. interview) then an additional increment will be given.

d. Move to a new post at a lower level

Where a member of staff moves to a new post at a lower level as part of a restructuring process, then the Council’s Pay Protection Policy will apply. Pay Protection will not apply however where such a move is voluntary.

### **13. Allowances: Overtime, Bank Holiday Working, Night Work, Standby etc**

Staff on all terms and conditions **other than Chief Officers** may be paid allowances, where appropriate, in accordance with Appendix 3 of the Council's Collective Agreement.

Chief Officers are not eligible for such allowances but are expected to undertake duties outside their contractual hours and working patterns as is commensurate with their salary level without additional payment.

### **14. Additional Payments**

Staff on all terms and conditions **other than Chief Officers** may be eligible for additional payments in accordance with the Additional Payments scheme (see Appendix 4 of the Council's Collective Agreement).

Chief Officers will not normally be eligible for additional payments other than:

- a. Market Supplements – where market fluctuations and demands are such that an additional payment is necessary in order to recruit or retain high calibre staff with the appropriate skills, knowledge and experience.
- b. Payment for Monitoring Officer, Section 151 Officer and Executive Director, Adults and Communities and Executive Director, Childrens and Public Health in respect of the additional statutory functions undertaken by the postholders on behalf of the Authority the statutory payments are included in the substantive salary for the post.

### **15. Other payments**

#### Returning Officer

The Chief Executive undertakes the role of Returning Officer in respect of local, national and European elections.

The Returning Officer is an officer of the Borough Council who is appointed under the Representation of the People Act 1983. Whilst appointed by the Borough Council, the role of the Returning Officer is one which involves and incurs personal responsibility and accountability and is statutorily separate from his/her duties as an employee of the Borough Council. As Returning Officer, he/she is paid a separate allowance for each election for which he/she is responsible.

Other Council staff may undertake duties on behalf of the Returning Officer, e.g. polling clerks, count supervisors, etc. They will receive separate payments for these duties based on their role in any election process.

## 16. Payments on Termination of Employment

Staff on all terms and conditions will receive payment on termination of their employment (other than in cases of dismissal for misconduct) in accordance with the following Council policies:

- a. Pensions Policy
- b. Severance Policy for Redundancy and Early Retirement

In the unlikely event of a severance payment exceeding £100,000 this will require the approval of full Council. In addition, any severance payments will be subject to the Public Sector Exit Payment Regulations 2016.

Staff who have left the Authority on grounds of redundancy or early retirement will not normally be re-employed by the Council in the same capacity unless there is an exceptional business reason to do so. This will be determined by the Chief Executive and Deputy Chief Executive (in the case of all staff below Chief Officer level) and by the Senior Managers Pay Panel (in the case of Chief Officers). These staff earning in excess of £80,000 p.a. will be subject to the Public Sector Exit Payment Recovery Regulations 2016.

### Scope

- This policy applies to all employees of Southend-on-Sea Borough Council (excluding schools)

### Delegation

- See paragraph 5 of this policy

### Amendments

- June 2003 - new policy
- January 2006 - Amendment
- January 2007 - Amendment
- January 2009 - Amendment
- April 2010 - Clarification
- September 2010 – Amendment
- January 2012 – Revised policy to incorporate requirements of the Localism Act 2011 and other legislative changes
- January 2013 – Updated to reflect annual review
- January 2014 – Updated to reflect annual review
- January 2015 – Updated to reflect annual review
- January 2016 – Updated to reflect annual review
- January 2017 – Updated to reflect annual review
- January 2018 – Updated to reflect annual review
- January 2019 – Updated to reflect annual review
- December 2019
- January 2021

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**Pay structure – with effect from 1 April 2020**

Level 1	Level 2	Level 3
SCP 3 £18,562	SCP 4 £18,933	SCP 5 £19,312

Level 4	Level 5	Level 6
SCP 6 £19,698 7 £20,092	SCP 8 £20,493 9 £20,903 10 £21,322 11 £21,748 12 £22,183	SCP  13 £22,627 14 £23,080 15 £23,541 16 £24,012 17 £24,491 18 £24,982 19 £25,481 20 £25,991

Level 7	Level 8	Level 9
SCP  21 £26,511 22 £27,041 23 £27,741 24 £28,672 25 £29,577 26 £30,451 27 £31,346	SCP  28 £32,234 29 £32,910 30 £33,782 31 £34,728 32 £35,745 33 £36,922 34 £37,890	SCP  35 £38,890 36 £39,880 37 £40,876 38 £41,881 39 £42,821 40 £43,857 41 £44,863

Level 10	Level 11	Level 12
SCP  42 £45,859 43 £46,845 44 £47,864 45 £48,863 46 £49,886 47 £50,840	SCP 48 £51,856 49 £52,879 50 £53,940 51 £55,023 52 £56,123 53 £57,239 54 £58,392	SCP 55 £59,555 56 £60,747 57 £61,963
		Level 13
		Spot salary of £69,486 with a development rate of 90% (£62,538) for the first 12 months

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## Appendix B2

### Southend Council

#### Senior Management Grades

#### Senior Management Grades

SMG1 (Chief Executive)	£159,120 Rate for the Job £143,208 Development rate up to 12 months
SMG2 (Deputy Chief Executive)	£135,252 Rate for the job £121,727 Development rate for up to 12 months
Executive Directors SMG 3A	£106,080 £95,472 Development rate up to 12 months
SMG3 (Directors)	£92,345 Rate for the job £83,111 Development rate for up to 12 months
Director of Public Health	£97,787

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## **Senior Managers Pay & Performance**

### **Terms of the Scheme**

Updated January 2021

1. This scheme applies to the Chief Executive, Deputy Chief Executive, Executive Directors and Directors.
2. The pay review year will run from 1<sup>st</sup> April to 31<sup>st</sup> March.
3. Objectives agreed targets and leadership behaviours and values will need to be in place at the start of each review year on 1<sup>st</sup> April in order to ensure that staff have a clear idea of what is expected of them.
4. A review of the scheme will be undertaken at the end of each year and changes may be made in the light of this evaluation.
5. A key date checklist is attached (Appendix A).
6. The scheme seeks to measure the achievement of objectives and actions within target dates. (The 'What') It also measures the behaviours/values that are brought to the working environment by the individual through the use of the Council's Behaviours and Values framework (The 'How')
7. The objectives need to be clearly defined and actions need to have a time and quality indicator in order to ensure that individuals can evidence their performance and show what they have achieved by the end of the review year. The objectives/targets set must be SMART (Specific, Measurable, Achievable, Relevant and Timebound) and will be independently verified by the Senior Managers Pay Panel to ensure consistency across the organisation. Objectives may be reviewed during the year if circumstances change. Some objectives will be set corporately and will apply across the Senior Leadership Group.
8. The required leadership behaviours and values need to be demonstrated and will count towards the assessment of overall performance.
9. The scheme provides for a mid-year review of performance normally in October, in order that progress can be monitored and if there are development areas required these can be addressed within the Personal Development Plan.
10. For new recruits previous experience and existing salary level will be used to determine if an individual is placed on the 'rate for the job' or the 'development rate' appropriate to the grade.
11. Individuals deemed as less than satisfactory within this scheme will not receive an annual pay award for that particular review year. In these cases, performance issues should be addressed through other mechanisms e.g. capability procedures.
12. Staff subject to this scheme will cease to have a contractual entitlement to NJC pay awards as the Council will no longer be part of the national machinery for pay bargaining for staff within the Senior Manager Pay Scheme. All other terms and conditions of service remain within NJC unless otherwise stated in contractual documents and amendments.
13. Grades are determined by the relevant job evaluation scheme.
14. All payments, including annual pay awards, are superannuable.

15. Pay awards will be considered annually by the Senior Managers Pay Panel having regard to:
- a) Any national pay award agreed for the rest of the workforce.
  - b) Financial situation within the Council
  - c) Organisational, department, service and individual performance.
  - d) The prevailing situation in the labour market and its impact on salaries regionally and nationally, and the Council's ability to recruit and retain Senior Managers.
16. The expectation is that the organisation will continuously improve through the use of this scheme.

<b>Scope:</b>	<b>The scheme will apply to the Chief Executive, Deputy Chief Executive, Executive Directors and Directors.</b>
<b>Delegations:</b>	<b>Decisions on annual pay awards will be taken by a Member panel based on recommendations from the Chief Executive and advised by the Head of HR and Payroll.</b>
<b>Amendments in this Issue:</b>	<b>New Policy : September 2006 Amended November 2009 Amended November 2010 Amended November 2011 Amended January 2012 Amended December 2013 Amended January 2015 Reviewed January 2016 Amended January 2017 Amended September 2018 Amended December 2019 Amended January 2020 Amended January 2021</b>

Key Dates/Checklist

<u>DATE</u>	<u>ACTION</u>	<u>ACTION BY</u>
February	Prepare end of year evidence to support delivery of objectives and demonstration of the Council's behaviours and values. Prepare draft objectives for the forthcoming year and highlight any known development needs	Individual
March	<p><b><u>Chief Executive</u></b> Appraisal meeting with Group Leaders to agree final year assessment and new year's objectives, behaviours and values</p> <p><b><u>CMT Members</u></b> Appraisal meeting with Chief Executive to agree final year assessment and new year's objectives, behaviours and values</p> <p><b><u>Directors</u></b> Appraisal meeting with Deputy Chief Executive/Executive Director to agree final year assessment and new year's objectives, behaviours and values</p>	<p>Individual / Group Leaders</p> <p>Individual / Chief Executive</p> <p>Individual / Deputy Chief Executive /Executive Director</p>
April	<p><b><u>CMT Members</u></b> Documentation to be forwarded to the Leader and the Leader of the largest opposition group for review and comment. NB Both leaders may choose to consult other members, including relevant Cabinet Members as part of this review.</p> <p><b><u>Directors</u></b> Documentation to be forwarded to the Chief Executive or Executive Director for review and comment</p>	<p>Individual / Leader / Leader of the largest opposition group</p> <p>Individual / Chief Executive</p>
May	Senior Managers Pay Panel meet to moderate all assessments and new objectives and to recommend any annual pay award.	Senior Managers Pay Panel
June	Cabinet to endorse any recommendations of the Pay Panel	Cabinet
June / July	Individuals are notified of any annual pay awards	HR Services
October	Mid year review is held with the individual and Line Manager to review progress	Line Manager / Individual



## Soulbury Pay Agreement 2020 (Southend Pay Range)

### Educational Improvement Professionals

SCP	From 01/09/2020
1	36419
2	37723
3	38955
4	40203
5	41443
6	42684
7	43988
8	45243*
9	46705
10	48009
11	49295
12	50541
13	51951**
14	53209
15	54598
16	55854
17	57114
18	58350
19	59625
20	60283***

#### Notes:

Salary scales to consist of not more than four consecutive points based on the duties and responsibilities attaching to posts and the need to recruit and motivate staff.

\*normal minimum point for EIP undertaking the full range of duties at this level.

\*\*normal minimum point for senior EIP undertaking the full range of duties at this level.

\*\*\*normal minimum point for leading EIP undertaking the full range of duties at this level.

## **Educational Psychologists - Scale A**

<b>SCP</b>	<b>From 01/09/2020</b>
1	38197
2	40136
3	42075
4	44012
5	45951
6	47889
7	49714
8	51538
9	53247*
10	54959*
11	56554*

Notes:

Salary scales to consist of six consecutive points based on the duties and responsibilities attaching to posts and the need to recruit retain and motivate staff.

\*Extension to scale to accommodate structured professional assessment points.

## **Senior and Principal Educational Psychologists**

<b>SCP</b>	<b>From 01/09/2020</b>
1	47889
2	49714
3	51538*
4	53247
5	54959
6	56554
7	57209
8	58433
9	59646
10	60880
11	62090
12	63323
13	64577
14	65790**
15	67061**
16	68318**
17	69585**
18	70850**

Notes:

Salary scales to consist of not more than four consecutive points based on the duties and responsibilities attaching to posts and the need to recruit retain and motivate staff.

\* Normal minimum point for the principle educational psychologist undertaking the full range of duties at this level.

\*\*Extension to range to accommodate discretionary scale points and structured professional assessments.

**Southend on Sea Borough Council**

**SOULBURY AGREEMENT**

**PROCEDURE FOR STRUCTURED PROFESSIONAL ASSESSMENTS**

**PREAMBLE**

1. The Soulbury Committee has an agreement for local assessments which recognise the contribution of Soulbury officers to the authority's role in raising standards in schools, improving involvement of young people in community activities and the promotion of child development and learning.
2. The national agreement provides a framework for local decisions relating to an assessment of the officer's contribution.
3. This procedure has been subject to local consultation and negotiation with the relevant trades unions and professional associations and will be kept under regular review. It builds on the national framework in order to provide a local mechanism by which Soulbury officers may apply to the Director of Children and Learning to progress to the first or, subsequently, the second or third levels. Successful enhancement to the first level will result in the award of one additional point on the Soulbury spine and successful enhancement to the second level will result in the award of a further additional point. Thus there is the provision for a Soulbury officer to extend his or her pay scale by up to 3 points, subject to satisfactory assessment.
4. The local assessment process is part of the LA's overarching performance management process and performance appraisal and development scheme, and as such links to service planning, team planning and the Children and Young Persons Plan. The appraisal scheme will be used as a basis for officers to evidence applications for assessment.

## THE ASSESSMENT PROCESS

5. Soulbury officers may apply for assessment after four years' continuous Soulbury service with one or more local authorities. In normal circumstances this will be after not less than two years in the current post (see para. 7 below). Only in exceptional circumstances, which should be discussed with the Head of School Support & Preventative Services, will applications be considered before the four years have elapsed. A Head of Service may also agree, as an exception, the transfer of SPA points from another LA, where the job to be undertaken is the same or broadly similar, but not a promotion to a higher post.

Assessments will be based on the officer's contribution over the four year period. This will be at three levels:

### LEVEL 1

5.1 Local assessments will be based on the range of duties and responsibilities and achievements against targets and objectives for the post. This assessment of the overall contribution will need to take account of the following national criteria:

- Development - Officers must show that they are fully informed of the developments in their area of specialism;
- Developing the Services - Officers must make a recognised contribution to the policy, planning and meeting of performance targets for their authority;
- Improving Standards - Officers must make an identified contribution to the improvement and evaluation of service delivery across all appropriate aspects of the authority's functions;
- Management and Administration - Officers must manage and assess resources to provide efficient delivery of services;
- Equal Opportunities - Officers must contribute to the development of the authority's policies in improving access to their services in raising achievement levels for their local communities.

### LEVEL 2

5.2 Assessment of officers' contributions to the service of the LA will be based on showing that they have made a sustained contribution to the efficiency and effectiveness of the service.

## LEVEL 3

### 5.3 Officers will:

- Demonstrate that they have made an exceptional contribution to the development of the service over a sustained period, for instance in developing the Children's Services agenda in the authority.
- Be involved in a programme of cpd focused on the requirements of the service and the aspirations of the officers for their own professional development.

## **PROCEDURE**

6. On completion of four years' continuous Soulbury service with one or more local authorities, two of which have been in the current post, an officer may choose to apply for Level 1 Assessment. For the purpose of this procedure 'current post' means overall job 'type', at the same level, as it is recognised that some responsibilities within that may change from time to time. These areas of responsibility will also be reflected in the officer's current specialism. A Head of Service may also agree, as an exception, the transfer of SPA points from another LA, where the job to be undertaken is the same or broadly similar, but not a promotion to a higher post.
7. Form SASS1 should be completed, providing evidence on how the officer meets the national criteria, in relation to the range of duties and responsibilities outlined in the job description and to achievements against targets and objectives for the post, as discussed by means of the Performance Management Development Scheme and 1 to 1 meetings. The paperwork may be supplemented by a portfolio of evidence, other written records, including externally verified records, but the completion of the proforma is not expected to be extensive.
8. Form SASS1 should be endorsed by the relevant line manager, who will not be involved in the assessment process, but may support the officer should any review be necessary (paragraph 18). The applicant may choose to proceed even where the application is not supported by the line manager. Regardless of whether or not the application is endorsed, a brief written commentary will be provided by the line manager.
9. The application will be considered by the appropriate Head of Service (where this is the line manager, this will be the Corporate Director of Children and Learning).
10. Successful assessment to the first level will result in the payment of an additional point on the Soulbury spine from the date on which the application was made.

11. Assessment to the second level will be subject to a sustained contribution to the efficiency and effectiveness of the service. There is no automatic entitlement to progression. Where annual reviews have taken place the officer's line manager may submit a written recommendation, with documentary evidence, for progression to Level 2. Should the officer wish to apply without the recommendation of the line manager, or where annual review information is not available, the officer may submit a written application. Form SASS2 is provided for this purpose. Regardless of whether or not the application is endorsed, a brief written commentary will be provided by the line manager. Application to the second level will normally be after a minimum of at least one year on the first level and will relate to the annual appraisal interview.
12. The award of a third SPA point will not be made until at least two years after officers have achieved SPA2. Application should be made on form SPSS3, as outlined in paragraph 12.
13. The assessment process will be as outlined in paragraph 10. After each assessment the officer is entitled to oral feedback from the line manager, which may feed into the annual appraisal process.

## **REVIEW**

14. Should officers wish to challenge an assessment to Levels 1, 2 or 3 they have the right to request a review. This right should be exercised in writing, to the Director of Children and Learning, within 14 calendar days of written notification of the formal assessment, outlining the reasons for the review.
15. The Director of Children and Learning will undertake a review of the application. Where the Director of Children and Learning is the line manager, the review will be undertaken by an alternative Corporate Director of the Council.
16. The applicant may be accompanied by a trades union representative or work colleague to that meeting, and may wish to call their line manager in support of their case.
17. The decision will be given in writing within seven calendar days of the date of the review.
18. The decision of the Director will be final. No other procedure will take precedence over the Assessment and Review procedure outlined above.

SOULBURY ASSESSMENT

LEVEL 1

NAME: \_\_\_\_\_

SERVICE: \_\_\_\_\_

JOB TITLE: \_\_\_\_\_

SPECIALISM: \_\_\_\_\_

DATE APPOINTED TO SOULBURY POST AT SOUTHEND BOROUGH COUNCIL:

\_\_\_\_\_

DATE APPOINTED TO CURRENT POST: \_\_\_\_\_

CURRENT SALARY RANGE: \_\_\_\_\_

CURRENT SPINE POINT: \_\_\_\_\_

SIGNATURE OF APPLICANT: \_\_\_\_\_

DATE: \_\_\_\_\_

This application is/is not\* supported by the line manager. The applicant does/does not\* meet all five standards.

LINE MANAGER: ----- SIGNATURE: \_\_\_\_\_

DATE: \_\_\_\_\_

HEAD OF SERVICE: -----SIGNATURE: \_\_\_\_\_

DATE: \_\_\_\_\_

A PORTFOLIO OF EVIDENCE MAY BE ATTACHED.

\*Delete as appropriate.

REF SASS1

1.

DEVELOPMENT

Please summarise evidence that you are fully informed of the development in your area of responsibility/specialism over the last 4 years.

(As part of your ongoing professional development it is anticipated that this section will include evidence of **outcomes** arising from up to date knowledge and understanding of local and national developments).



2.

DEVELOPING THE SERVICES

Please summarise your personal, and recognised, contribution to the policy, planning and meeting of performance targets for the LEA.

(It is anticipated that the evidence in this section will have a direct correlation to service plans, the Education Development Plan, the Equal Opportunities Action Plan, the Education Strategic Plan and any other departmental plans over the past 4 years. Please cross reference the evidence as appropriate).

Please summarise evidence of your personal contribution to the improvement and evaluation of service delivery across all appropriate aspects of the authority's functions over the past 4 years.

4.

MANAGEMENT AND ADMINISTRATION

Please summarise evidence of your management and assessment of resources over the past 4 years, in order to provide efficient delivery of services.

Please summarise evidence of your contribution, over the past 4 years to the authority's policies in improving access to our services and in raising achievement levels for the local community.

6. EVALUATION BY LINE MANAGER

Line managers are required to carry out an initial assessment of the application, as endorsed on the cover sheet.

In addition, please explain below what evidence additional to this form which you have taken into account. Set the officer's performance in the overall context of the authority's role in raising standards in schools, improving involvement of young people in community activities and the promotion of child development and learning. Indicate to the best of your knowledge whether the information provided by the applicant is correct, that it derives from the applicant's own practice and is representative of their overall performance.

SOULBURY ASSESSMENT

LEVEL 2

NAME: \_\_\_\_\_

SERVICE: \_\_\_\_\_

JOB TITLE: \_\_\_\_\_

SPECIALISM: \_\_\_\_\_

CURRENT SPINE POINT: \_\_\_\_\_

DATE PROGRESSED TO LEVEL 1: \_\_\_\_\_

SIGNATURE OF APPLICANT: \_\_\_\_\_ DATE: \_\_\_\_\_

This application is/is not\* supported by the line manager.  
The application has/has not\* made a sustained contribution to the efficiency and effectiveness of the service.

LINE MANAGER: \_\_\_\_\_ SIGNATURE: \_\_\_\_\_

DATE: \_\_\_\_\_

HEAD OF SERVICE: \_\_\_\_\_ SIGNATURE: \_\_\_\_\_

DATE: \_\_\_\_\_

\* Delete as appropriate.

REF SASS2

PLEASE SUMMARISE AGAINST  
EACH STANDARD EVIDENCE OF YOUR SUSTAINED  
CONTRIBUTION TO THE EFFICIENCY AND EFFECTIVENESS OF THE  
SERVICE SINCE PROGRESSION TO LEVEL 1

(You may choose to use direct extracts from you annual appraisal where these match  
the criteria below).

1.	DEVELOPMENT
2.	DEVELOPING THE SERVICES
3.	IMPROVING STANDARDS

4.	MANAGEMENT AND ADMINISTRATION
5.	EQUAL OPPORTUNITIES
6.	<p><b>EVAULATION BY LINE MANAGER</b></p> <p>Please endorse the cover sheet and explain below any additional evidence you have taken into account to assess the officer's sustained contribution to the effectiveness of the service. Indicate to the best of your knowledge whether the information provided by the applicant is correct, that it derives from the applicant's own practice and is representative of their overall performance.</p>

SIGNED: \_\_\_\_\_ LINE MANAGER: \_\_\_\_\_



SOULBURY ASSESSMENT LEVEL 3

NAME: \_\_\_\_\_

SERVICE: \_\_\_\_\_

JOB TITLE: \_\_\_\_\_

SPECIALISM: \_\_\_\_\_

DATE PROGRESSED TO LEVEL 2: \_\_\_\_\_

SIGNATURE OF APPLICANT: \_\_\_\_\_ DATE \_\_\_\_\_

This application is/is not\* supported by the line manager.  
The application has/has not\* made a sustained contribution to the efficiency and effectiveness of the service.

LINE MANAGER: \_\_\_\_\_ SIGNATURE: \_\_\_\_\_

DATE: \_\_\_\_\_

HEAD OF SERVICE: \_\_\_\_\_ SIGNATURE: \_\_\_\_\_

DATE: \_\_\_\_\_

\* Delete as appropriate

REF SASS3

PLEASE SUMMARISE BELOW EVIDENCE AND EXAMPLES WHICH SUPPORT AN EXCEPTIONAL CONTRIBUTION TO THE DEVELOPMENT OF CHILDREN'S SERVICES IN SOUTHEND  
(YOU MAY USE APPRAISAL STATEMENTS).

1. CONTRIBUTION TO SOUTHEND'S CHILDREN'S SERVICE

PLEASE IDENTIFY YOUR INVOLVEMENT AND CPD, SINCE THE AWARD OF SPA2, WHICH SUPPORTS BOTH SERVICE DEVELOPMENT AND YOUR OWN ASPIRATIONS.

2. CPD

**Youth & Community Workers Salary Levels 2020**

<b>Youth and Community Support Worker Range</b>		<b>Professional Range</b>	
<b>Pay Points</b>	<b>From</b>	<b>Pay Points</b>	<b>From</b>
		13	25,313
		14	26,437
		15	27,202
		16	28,001
5	19,308	17	28,787
6	19,631	18	29,579
7	19,922	19	30,364
8	20,589	20	31,152
9	21,439	21	32,036
10	22,104	22	33,039
11	23,178	23	34,015
12	24,228	24	34,997
13	25,313	25	35,985
14	26,437	26	36,973
15	27,202	27	37,961
16	28,001	28	38,961
17	28,787	29	39,953
		30	40,947
		31	41,617*
		32	42,718*

\* Discretionary Points

**Support Worker Range (1)**

Points 3 – 6      JNC 369 – 370      £19,308- £19,631

**Support Worker Range (2)**

Points 12 – 15      JNC 384 – 387      £24,228- £27,202

**Professional Range**

Points 19 - 22      JNC 391 – 394      £30,364- £33,039

**Advanced Practitioner**

Points 22-25      JNC 394 – 397      £33,039- £35,985

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## Appendix B7

### 4.3 The Senior Managers' Pay Panel

#### 4.3.1 Membership

- Leader (Chairman)
- Deputy Leader
- 1 Other Cabinet Member
- The Leader of the 2 largest Opposition Groups

(Advisor – Chief Executive & Town Clerk, save that in the case of his/her own PRP it will be a SOLACE consultant – or other independent advisor as agreed with the Chief Executive)

Substitutes: Permitted in accordance with Standing Order 31  
Proportionality: Does not apply

#### 4.3.2 Quorum

3

#### 4.3.3 Terms of Reference

- To consider and moderate objectives set for the Senior Managers (the Chief Executive & Town Clerk, Deputy Chief Executive, Executive Directors and Directors).
- To consider recommendations from end of year reviews and agree pay awards within the parameters of the Council's Senior Managers' Pay Scheme.

#### 4.3.4 Status of Meeting

Private

#### 4.3.5 Reports to

The Cabinet

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