

Public Document Pack

Southend-on-Sea Borough Council

Civic Centre
Southend-on-Sea

16 February 2022



I hereby summon you to attend the meeting of the Southend-on-Sea Borough Council to be held in the Council Chamber, Civic Centre, Southend-on-Sea on, Thursday, 24th February, 2022 at 6.30pm for the transaction of the following business.

A Lewis
Chief Executive

A G E N D A

- 1 Apologies for Absence**
- 2 Declarations of Interest**
- 3 Communications**
- 4 Questions from Members of the Public**
- 5 Questions from Members of the Council**
- 6 Prioritising Resources to Deliver Better Outcomes 2022/23 to 2026/27 (Pages 1 - 76)**
Report of Executive Director (Finance and Resources) attached
- 7 Minutes of the meeting of Cabinet held Thursday, 13 January 2022 (Pages 77 - 94)**
Minutes attached
- 8 Minutes of the meeting of Place Scrutiny Committee held Monday, 7 February 2022 (Pages 95 - 102)**
Minutes attached
- 9 Minutes of the meeting of People Scrutiny Committee held Tuesday, 8 February 2022 (Pages 103 - 108)**
Minutes attached
- 10 Minutes of the meeting of Policy and Resources Scrutiny Committee held Thursday, 10 February 2022 (Pages 109 - 114)**
Minutes attached

- 11 Minutes of the meeting of Cabinet held Tuesday, 15 February 2022
(Pages 115 - 120)**
Minutes attached
- 12 Pay Policy Statement 2022/23 (Pages 121 - 172)**
Report of Executive Director (Transformation) attached

Southend-on-Sea Borough Council

Report of Executive Director (Finance and Resources)
To
Council
On
24 February 2022

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

Agenda
Item No.

6

Prioritising Resources to Deliver Better Outcomes 2022/23 to 2026/27
Cabinet Members: Councillor Ian Gilbert and Councillor Paul Collins
Part 1 (Public Agenda Item)

1. Purpose of Report

- 1.1 To request Council to approve the setting of a revenue budget and Council Tax level for 2022/23 and a Capital Investment Programme for 2021/22 to 2026/27 including the associated Prudential Indicators and Treasury Management arrangements.
- 1.2 To request Council to approve the setting of the Housing Revenue Account (HRA) budget, recommended rent levels and associated service charges for 2022/23.
- 1.3 For Council to consider the comprehensive reports that were presented to Cabinet on 13 January 2022 and 15 February 2022 which set out the issues affecting the Council's budgetary position for 2022/23 and provided an assessment over the medium term to 2026/27. 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 15 February 2022. 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 2022/23, an outline future Budget Transformation Programme for 2023/24 to 2026/27, 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 13 January 2022 and 15 February 2022 to agree:

2.1 A 2022/23 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 2022/23, being 1.99% for general use and 2.0% for Adult Social Care;**
- the use of £2.5 million from Reserves in 2022/23 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 2026/27;**
- the use of £1.5 million of the collection fund surplus for the 2022/23 budget;**
- to note the increase in the Council Tax level of 1.95% for the precepting authority the Essex Fire & Rescue Services;**
- to note the increase in the Council Tax level of 4.79% for the precepting authority the Essex Police;**
- to note the increase in the Council Tax level of 0.71% for Leigh-on-Sea Town Council.**

2.2 The final levy position for 2022/23;

2.3 A Capital Investment Programme for 2021/22 to 2026/27 (Appendices 3 (i) and (ii));

2.4 The recommendations from Cabinet 15 February 2022 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 2023/24 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 last 2 financial years have clearly been dominated by the impact of COVID-19. In this context the various fiscal and operational challenges, budget development plans, business uncertainty concerns and associated matters of Southend-on-Sea Borough Council have been considered at the Cabinet meetings of 13 January 2022 and 15 February 2022.

3.2 The overall package of budget proposals was launched for consultation with local residents, businesses and relevant stakeholders on 6 January 2022. The relevant reports were also presented and considered at the Council's various Scrutiny Committees from 7 February to 10 February 2022 and discussed at the Business and Voluntary Sector consultation meeting on 13 January 2022, as outlined below:

- *Prioritising Resources to Deliver Better Outcomes 2022/23 to 2026/27*
- *Housing Revenue Account Budget and Rent Levels 2022/23*
- *Treasury Management Policy 2022/23 (Treasury Management scrutinised at Audit Committee on 12 January 2022 and not at the Scrutiny Committees)*

3.3 Based on feedback during the consultation and updated financial performance information, some changes to the original package of budget proposals presented on 13 January were included in the Cabinet report on 15 February. The Cabinet listened 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 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 2022/23, 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 15 February 2022.

3.5 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 24 February 2022, 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 £150k - £250k 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.

3.6 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 15 February 2022 (Appendix 3 of the Prioritising Resources to Deliver Better Outcomes 2022/23 to 2026/27 report). In addition, further detail was also contained in the updated Medium Term Financial Strategy 2022/23 – 2026/27, which was presented at Appendix 2 within the same report.

4.3 For 2022/23, the overall level of contingency within the proposed budget is circa £3.7 million, which has been set at the same level as 2021/22.

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 2022/23 if the amount set by the authority exceeds the council tax excessiveness principles applying to that year. For 2022/23 the position is as follows:

- The Secretary of State has set the council tax principles for 2022/23 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 2021/22, they set a council tax increase that equals or exceeds 3-6% (comprising 1-4% for expenditure on adult social care and 2% for other expenditure).
- In recognition that local authorities might not have wanted to take up the Adult Social Care precept flexibility in full in 2021/22, some or all of this could be deferred for use in 2022/23, irrespective of other referendum principles that applied in 2022/23.

- 4.6 For Southend-on-Sea Borough Council the 2021/22 Council Tax increase included 2% for the Adult Social Care precept and the remaining 1% increase in Adult Social Care precept was deferred to the 2022/23 financial year. Therefore, the percentage increase defined by the Secretary of State as constituting an excessive increase for 2022/23 for this Council is 4%.
- 4.7 In agreeing a proposed increase of 3.99% for the Southend-on-Sea element of the Council Tax for 2022/23, being 1.99% for general use, 1.0% for the Adult Social Care precept for 2022/23 and 1.0% for the Adult Social Care precept deferred from 2021/22, the Council is in line with the requirements from the Secretary of State and therefore no referendum is triggered.
- 4.8 Therefore, in my view as the Council's Chief Financial Officer, I can confirm that the budget for 2022/23, as reported in the suite of Cabinet reports in January and February 2022 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 2022/23 and over the medium term in line with the factors set out in my S151 Officer Statement.

5. Council Tax and Collection Fund 2022/23

- 5.1 The Council Tax Base for 2022/23 was approved by Cabinet on 13 January 2022 at 59,086.74 (equivalent Band D properties).
- 5.2 The estimated accumulated surplus on the Collection Fund at the end of 2021/22 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.
- 5.3 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 2022/23.
- 5.4 Council may wish to bear in mind that a 1% change in Southend-on-Sea Borough Council's element of the Council Tax is £13.71 per annum for a Band D property. This equates to an amount of circa £0.810 million in the revenue budget for each 1% change.
- 5.5 The proposed Council Tax increase of 1.99% will mean a Band D level of £1,369.97 per annum on the Southend-on-Sea element of the Council Tax. This equates to an annual increase of £29.78 and a weekly increase of 57p.
- 5.6 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 £29.89 (from £154.53 to £184.42) equivalent to a weekly increase of 57p at the Band D Council Tax level.

- 5.7 The total Council Tax payable by taxpayers consists of the 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.
- 5.8 The Statutory Budget Determinations and amount of Council Tax for Southend-on-Sea Borough Council is shown in **Appendix 4**.

Precepts

- 5.9 For Essex Police an increase in its Council Tax has been approved by the Police, Fire & Crime Commissioner. This represents a Council Tax of £218.52 (2021/22 = £208.53) per Band D property, which equates to an increase on the respective 2021/22 level of 4.79%.
- 5.10 For Essex Fire & Rescue Services an increase in its Council Tax has been approved by the Police, Fire and Crime Commissioner. This represents a Council Tax of £75.33 (2021/22 = £73.89) per Band D property which equates to an increase on the respective 2021/22 level of 1.95%.
- 5.11 Leigh-on-Sea Town Council has declared its precept for 2022/23 at £452,880 (2021/22 = £443,217). Based on their council tax base of 8,890.46, there will be an increase of 0.71% in the Town Council element of the total Council Tax bill from £50.58 to £50.94 at Band D. This only applies to the area covered by the Town Council.

Levies

- 5.12 The Council is required to pay relevant levying bodies, who have all now provided their required levy for 2022/23 and the position for 2022/23 compared to 2021/22 is identified in the table below. The final approved levy also includes anticipated year-end adjustments for 2021/22 and 2022/23:

	2021/22 Probable Actual £000	2022/23 Estimate £000	Percentage increase %
Kent and Essex Inshore Fisheries and Conservation Authority	21.9	23.1	5.5
Flood Defence – Environment Agency	209.4	213.2	1.8
Coroners Court	409.7	444.0	8.4
Total	641.0	680.3	

The 2022/23 budget proposed at Cabinet on 15 February 2022 included a total sum for levies of £680,300. The final approved levies and year-end adjustments for 2022/23 total £680,300. Therefore, no amendment is required to the levies budget for 2022/23. However, if there are any final adjustments to the above levies for 2022/23 this will be funded through contingency.

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

- 5.13 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.
- 5.14 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.
- 5.15 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.
- 5.16 At its meeting on 15 February 2022, the Cabinet considered the special expenses to apply in 2022/23 and recommended that there were no special expenses in addition to the Leigh-on-Sea Town Council's precept.
- 5.17 The proposed Band D Council Tax excluding and including Leigh-on-Sea Town Council is set out at **Appendix 1**.

6. Capital Investment Programme

- 6.1 The Cabinet also considered proposals for the Capital Investment Programme for 2021/22 to 2026/27 and referred the proposals set out at **Appendix 3 (i) and (ii)** to this report.
- 6.2 The Cabinet also agreed to refer to Council the approval of the Capital Investment Strategy and Prudential Indicators.
- 6.3 The full impact of the borrowing costs required to fund the proposed programme have been included in the Council's current financial planning for 2021/22 to 2026/27. The 2022/23 revenue budget incorporates the required borrowing costs as part of the budget requirement for 2022/23. In summary, it is my view, as the Council's Chief Financial Officer, that the 2021/22 to 2026/27 Capital Investment Programme is proportionate, prudent, affordable and sustainable.
- 6.4 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)

- 7.1 Given the constantly changing events over the last 2 years the development and updating of the Council's Medium Term Financial Strategy has been challenging, particularly with the decision by the UK Government to effectively only announce a single year financial allocation for 2022/23, as part of the Comprehensive Spending Review 2021. Major Local Government 'funding reform' in 2022/23 has now been confirmed as part of the Government's 'Levelling Up' agenda. This could potentially result in a significant re-distribution of resources across local authority areas for years two (2023/24) and three (2024/25).
- 7.2 To try to illustrate some medium-term financial planning parameters, an updated Financial Strategy 2022/23 – 2026/27 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 2022/23 to 2026/27 was included within the Prioritising Resources to Deliver Better Outcomes 2022/23 to 2026/27 report to Cabinet on 15 February 2022 at Appendix 2.
- 7.3 Any final cosmetic and background changes not impacting on the overall strategy and recommendations in the MTFS will be undertaken by the Deputy Chief Executive and 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 2023/24.
- 7.4 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.
- 7.5 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.
- 7.6 The MTFS currently shows a projected further budget gap for the Council of £24.0 million for the following four financial years. This is set out in detail in **Appendix 5** and in summary as follows:

2023/24	£8.6 Million
2024/25	£3.9 Million
2025/26	£6.3 Million
2026/27	£5.2 Million
Total	£24.0 Million

7.7 The estimated calculation of the future gap of £24.0 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 constantly changing circumstances is incredibly difficult. There remains uncertainty over what the UK Government may do in response to the ongoing impact of COVID-19 on the country's public finances and the local impact of the 'funding reform' confirmed to be undertaken as part of the Comprehensive Spending Review in 2022/23. We will continue to monitor developments and update our forecasts as more clarity over national policy choices becomes available.

8. 2023/24 and Beyond

8.1 COVID-19 has fundamentally changed the financial landscape and operating environment for public services. Local Authorities were issued with a confirmed financial settlement for 2022/23 only. Future years will be subject to any re-distribution impact of the planned 'financial reform' as part of the Comprehensive Spending Review 2021. Although our 10-year Financial Sustainability Strategy was initially only developed and approved in February 2020 it has now been refreshed as part of this budget cycle in 2022. This has enabled 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 From a local business and financial planning perspective, confirmation of the level of funding for 2022/23 only creates real uncertainty for the Council and fails to provide any clarity for the future. Our longer-term assessment has had to be based on a range of assumptions – the most significant is that we are currently assuming that the level of Government funding support we are expecting to receive in 2022/23 remains at exactly that same level in future years through to 2026/27.

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 2022/23 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 address 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 continue to influence the recovery from the pandemic and recognising the potential size of the financial and operational challenge that lies ahead, as commenced last year this report also outlines a high-level future Budget Transformation Programme for 2023/24 – 2026/27. 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 continue to be a very challenging time 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 to 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 13 January 2022 and 15 February 2022.

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 13 January 2022 and 15 February 2022 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 13 January 2022;
- (ii) Minutes of the Cabinet meeting 15 February 2022;
- (iii) Minutes of the various Scrutiny Committees from 7 February to 10 February 2022 and feedback from the Business Sector and Voluntary Sector consultation meeting on 13 January 2022.

11. Appendices

- Appendix 1 Revenue Budget and Council Tax 2022/23
- Appendix 2 (i) General Fund Budget Investment 2022/23
- Appendix 2 (ii) General Fund Budget Savings and Income Generation 2022/23 to 2026/27
- Appendix 2 (iii) General Fund Budget Transformation Programme 2023/24 to 2026/27
- Appendix 2 (iv) New or Amended Fees and Charges 2022/23
- Appendix 3 (i) Capital Investment Programme 2021/22 to 2026/27
- Appendix 3 (ii) Proposed Capital Investment 2022/23 to 2026/27
- Appendix 4 Council Tax Resolution 2022/23
- Appendix 5 Medium Term Financial Forecast 2022/23 to 2026/27

SOUTHEND-ON-SEA - REVENUE BUDGET AND COUNCIL TAX 2022/23

	£000			
Base Budget 2022/23	131,703			
Budget Investment	13,422	<i>See Appendix 2(i)</i>		
Budget Savings and Income Generation	(4,837)	<i>See Appendix 2(ii)</i>		
Total Budget Requirement 2022/23	140,288			
Less:				
Revenue Support Grant	(6,244)			
Business Rates Retained	(38,200)			
Collection Fund Surplus	(1,500)			
Capital Reserve	(2,500)			
	(48,444)			
Council Tax Requirement (Council Tax and Adult Social Care Precept)	91,844			
Council Tax Base	59,086.74			
Council Tax Band D (Southend-on-Sea element)	1,554.39			
<u>Overall Council Tax - Band D equivalent</u>				
	Band D Council Tax £	Increase %	Band D Council Tax £	Increase %
	Leigh on Sea		Unparished Area	
Southend-on-Sea Borough Council *	1,554.39	3.99%	1,554.39	3.99%
Essex Police	218.52	4.79%	218.52	4.79%
Essex Fire & Rescue Services	75.33	1.95%	75.33	1.95%
Leigh on Sea Town Council	50.94	0.71%	-	-
	1,899.18	3.91%	1,848.24	4.00%

* including Adult Social Care Precept

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Reference	Reason for Investment	Estimated Staffing Implications	Total £
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Unavoidable Pressures

Safe and Well			
SW01-UP	<p>Adult Demographic Change</p> <p>Every year the number of people eligible for adult social care increases. This increase is made up of people receiving services as children who turn 18 and are eligible for adult social care, adults of working age and older people who become newly eligible for support through a change in personal circumstances, and people whose needs increase as a result of increased frailty or complexity. This amount is calculated from known costs for children turning 18, and a set of assumptions about population change for older people and adults of working age.</p>	n/a	830,000
SW02-UP	<p>Adult Social Care Provider Uplifts - Residential, Supported Living, Day Services</p> <p>This additional investment is to cover the increases in costs for providers of adult social care. It is intended to cover costs relating to increases in National Living Wage, National Insurance, and other costs increases. This will help to improve the pay and conditions of the social care workforce and support the stability of the provider market. 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. Detailed modelling has been carried out and the intention is to award increases as set out below. This is subject to final review and confirmation and individual providers may receive different amounts depending on individual circumstances.</p> <ul style="list-style-type: none"> • Residential Care 7.1% (<i>correction of rate published in Jan 2022</i>) • Supported Living 7.4% • Interim Residential/Respite 7.1% • Day Services 7.8% 	n/a	2,161,000
SW03-UP	<p>Adult Social Care Provider Uplifts - Direct Payments</p> <p>Direct payments are funds provided to individuals to purchase their own care and support. Then majority of these fuds are spent on services provided by individuals or companies and an estimate of the impact of wage and cost increases has been allowed for to enable direct payment recipients to increase their payments to providers at the same rate as the council, including taking homecare and PA support, to the equivalent hourly increase.</p>	n/a	806,000

Reference	Reason for Investment	Estimated Staffing Implications	Total £
SW04-UP	<p>Essential Living Fund</p> <p>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 proposal ensures that there is a permanent budget to continue to fund this main programme of activity for vulnerable residents.</p>	n/a	117,000
SW05-UP	<p>Safeguarding Board Investment</p> <p>This represents an additional contribution to the cost of the safeguarding boards covering adult safeguarding and children's safeguarding. The safeguarding boards are funded by a partnership of agencies across Southend.</p>	n/a	30,000
SW06-UP	<p>Independent Health Complaints Advocacy</p> <p>The independent health complaints advocacy service is funded by a grant from central government. This investment will cover an increase in cost caused by the move of the service to South Essex Advocacy Services. This change will provide a clear and more consistent route to advocacy for people who need it.</p>	n/a	28,000
Safe and Well Total		-	3,972,000
Connected and Smart			
CS01-UP	<p>ICT increase in annual support / maintenance costs</p> <p>This investment supports the significant investment in the ICT network infrastructure and the connections to a wide variety of sites across the Borough which is more critical than ever with the significant increase in mobile working.</p>	n/a	200,000
Connected and Smart Total		-	200,000

Reference	Reason for Investment	Estimated Staffing Implications	Total £
Future Ways of Working			
FW01-UP	Pay and Increments Provision has been included for a pay award for all staff and spinal point increments for all eligible staff. If the cost of the pay award settlement is more than this provision then it will have to be funded from reserves for 2022/23 and then built into the Council's base budget the following year. The investment also provides for the 1.25% increase in Employer National Insurance contributions during 2022/23.	n/a	3,650,000
FW02-UP	Inflation Provision Provision for the impact of inflation on existing contracts, e.g. energy.	n/a	600,000
FW03-UP	Investment, Income and Financing Costs Review The budget includes provision for financing costs of the Council's Capital Investment Programme, offset by investment income and other interest receivable.	n/a	1,204,000
Future Ways of Working Total		-	5,454,000
Unavoidable Pressures Total		-	9,626,000

Reference	Reason for Investment	Estimated Staffing Implications	Total £
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Investment Asks

Safe and Well			
SW07-IA	<p>Adult Social Care Provider Uplifts - Homecare</p> <p>Homecare is a key element of the support that the council offers to vulnerable people and has faced considerable issues over the last year. The impact of both increases demand (approximately 15% more care over the last year) and workforce challenges have resulted in a significant shortage of home care staff.</p> <p>This has had a substantial impact on people needing care – some of whom have had to wait longer than they should for permanent care packages and may have had to remain in a hospital or care home for longer than they need, on the health and social care system – where the reduction in capacity has led to flow issues, and on providers – who are having to work harder than ever to recruit staff and ensure visits are covered.</p> <p>Because of the current concerns about the homecare market, and the broad shortage of staff we are recommending an increase in our home care rate from £16.57 an hour to £19 an hour. This increase takes into account increases in National Living Wage, National Insurance, and other cost increases, as well as the particular circumstances of the homecare market in Southend.</p>	n/a	1,316,000
SW08-IA	<p>Adult Social Care Provider Uplifts - Residential Care Legacy Rate</p> <p>This corrects a historical position where some care home placements are funded at a lower rate than the standard agreed basic rate, and uplifts these payments to the new agreed minimum level for care home placements in Southend. This will ensure a good quality of care for people receiving these services.</p>	n/a	125,000

Reference	Reason for Investment	Estimated Staffing Implications	Total £
SW09-IA	<p>Children's Social Work</p> <p>Creation of five additional Children's Social Worker (SW) posts and the introduction of a qualified SW Advanced Practitioner scheme.</p> <p>The additional posts are planned in the following areas; Children with Disabilities, Adolescence Intervention and Children in Need/Looked After Children (three posts).</p> <p>The Advanced Practitioner (AP) scheme will introduce flexibility in the number of AP posts in frontline Children's Social Worker teams. This will reduce expenditure on agency social workers by making it easier to recruit and retain experienced qualified social workers.</p> <p>Up to ten SW posts will convert to AP posts in the frontline Children's Social Worker teams that are hard to recruit to. When an AP post is vacated there will be opportunity for current SW post holders to be promoted, provided the criteria and competitive interviewing process is successfully completed. The SW post will then be recruited to through the normal routes.</p> <p>The teams to be included will be those that are hard to recruit to, that are large enough to support more than one AP post and that deliver frontline statutory social work services to Children subject to Child Protection Plans and Looked After Children.</p>	5.00	350,000
SW10-IA	<p>Housing staffing</p> <p>Due to legislative changes, the Housing team are facing unprecedented demand. This investment will fund a number of staff in both the Housing Register and Housing Solutions teams. This increased capacity will provide a more responsive and transparent service which users understand and are engaged with.</p>	4.00	200,000
SW11-IA	<p>Community Safety Investment</p> <p>Increased capacity is required within the Community Safety team to respond to a wide variety of issues across the Borough. This investment will provide additional Community Safety Officers, as well as an Operations Coordinator to deliver office based functions allowing the team to remain visible across the Borough.</p>	5.00	250,000

Reference	Reason for Investment	Estimated Staffing Implications	Total £
SW12-IA	<p>Increase in Public Health Burials</p> <p>In 2019/20 the team were asked to assist with 41 public health burials. Arrangements were made for 21 with the remainder being arranged once next of kin had been found or someone else had agreed to undertake the burials. In 2020/21 there was an increase in referrals to 78, with arrangements being made for 34 and the remainder again being arranged by other persons. Midway through 2021/22, there had been 42 referrals, which extrapolates to 84 for the year, again an increase.</p> <p>This investment will allow us to increase the officer resource from 0.2 FTE to 0.6 FTE, the level required to meet current need.</p>	0.40	20,000
SW13-IA	<p>Parking lines and signs</p> <p>The maintenance of lining and signage across the Borough is currently reactive. This investment will facilitate a proactive maintenance programme of road markings and signs. This will improve safety and also ensure that valid Penalty Charge Notices remain enforceable.</p>	n/a	100,000
SW14-IA	<p>Street Lighting column replacements</p> <p>A number of street lighting columns are damaged each year by vehicles. Where possible these costs are recovered from insurance companies but where suitable evidence is not available or the driver is uninsured we remain responsible for incurring the cost of replacing the damaged street furniture. This will bring the budget into line with the average expenditure incurred over the last 4 years.</p>	n/a	100,000
Safe and Well Total		14.40	2,461,000
Opportunity and Prosperity			
OP01-IA	<p>Planning Graduates</p> <p>There has been a significant increase in planning applications over the last few years and this investment seeks to alleviate some of the pressure faced by our Planners. Recruitment in this sector is notoriously difficult and this proposal intends to 'grow our own' by offering roles to graduates with a training package in place to support their planning qualifications.</p>	2.00	80,000
Opportunity and Prosperity Total		2.00	80,000

Reference	Reason for Investment	Estimated Staffing Implications	Total £
Future Ways of Working			
FW04-IA	<p>Loss of school's income across a range of services As more school's in the Borough have converted to Academy status, and become part of multi-academy trusts, there has been a corresponding reduction in the purchase of services from the Council. This investment will remove what are now unachievable income targets.</p>	n/a	250,000
FW05-IA	<p>Rightsizing of General Fund Council Tax Budget An expected increase in income during 2021/22 was reflected in the Collection Fund, where Council Tax and Business Rates are accounted for. This additional income was originally accounted for in the General Fund and is now being transferred to Collection Fund.</p>	n/a	200,000
Future Ways of Working Total		-	450,000
Investment Asks Total		16.40	2,991,000

Reference	Reason for Investment	Estimated Staffing Implications	Total £
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Transitional (Pilots & One-Offs)

Pride and Joy

PJ01-TR	<p>Stop the use of Glyphosate in parks and open spaces</p> <p>The majority of weed control is currently undertaken by the use of systemic herbicide with the active ingredient of glyphosate.</p> <p>The Council has received comments from interest groups and individuals relating to the use of glyphosate-based herbicides calling for a reduction or a complete end to their use on Council managed land in the Borough due to their concerns over potential impact on bees and other insects and people's health. As a result of this representation alternative methods of control will be investigated.</p> <p>To eliminate the use of glyphosate in the Borough's parks and green spaces, with a minimum impact on the appearance of the sites, a mixed approach is seen as the best option. This will include manual removal of weeds, the application of mulch on shrub beds, hot water/foam used on hard surfaces in Children's play areas and where necessary the application of non-glyphosate-based weed killer using knapsack sprayers on other hard surfaces.</p>	n/a	120,000
Pride and Joy Total		-	120,000

Safe and Well

SW21-TR	<p>Liberty Protection Safeguards</p> <p>In April 2022 the Deprivation of Liberty Safeguards (DoLS) will be replaced by the Liberty Protection Safeguards (LPS). The Liberty Protection Safeguards (LPS) will provide protection for people aged 16 and above who are, or who need to be, deprived of their liberty in order to enable their care or treatment and lack the mental capacity to consent to their arrangements. People who might have a LPS authorisation include those with dementia, autism and learning disabilities who lack the relevant capacity. DOLS and LPS are the bedrock of the protection of Human Rights and safe practice.</p> <p>This transitional investment is for co-ordinating the implementation of LPS through the management and oversight alongside organisational governance and reporting.</p>	1.00	60,000
SW22-TR	<p>Care Home Support</p> <p>Investment in additional resource (1 FTE post) for 12 months to provide support to residents of care homes where the provider chooses to close the home. This support will enable people to find alternative placements quickly and efficiently and will be offered to both Council funded and self-funding residents.</p>	1.00	100,000

Reference	Reason for Investment	Estimated Staffing Implications	Total £
SW23-TR	Housing staffing Investment is required to support the key strategic developments and direction of the Housing department in light of a number of legislative changes in the Social Housing White Paper. The arrangements will be re-evaluated prior to the end of 2022/23.	3.00	150,000
SW24-TR	Assurance and Inspection The government has announced a new process for inspection of local authority adult social care. This will be led by the Care Quality Commission and will involve a national assurance and reporting process. This funding puts in place some preparation resource for the first year of the new inspection regime.	1.00	75,000
Safe and Well Total		6.00	385,000

Opportunity and Prosperity

OP02-TR	Economic Recovery This one-off investment will add capacity to ensure that the Council effectively manages relationships with key strategic and delivery partners. It will add additional capability to engage in direct delivery of business, skills and employment activity, which is a key element of the Government's 'Levelling Up' agenda.	4.00	200,000
OP03-TR	Events 2022 Programme This one off funding will deliver a programme of events throughout 2022 as part of Southend's new City Status, bringing additional visitors to the town and an enhanced level of civic pride.	n/a	100,000
Opportunity and Prosperity Total		4.00	300,000

Transitional (Pilots & One-Offs) Total		10.00	805,000
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Unavoidable Pressures Total		-	9,626,000
Investment Asks Total		16.40	2,991,000
Transitional (Pilots & One-Offs) Total		10.00	805,000
Revenue Investment Total		26.40	13,422,000

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Introduction

Reference	Detail of Proposal	Staffing Implications	Financial Impact				
			2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £

Saving Proposals

Pride and Joy							
PJ02-SP	Expectation of saving from waste disposal procurement We intend to reduce the Council's waste disposal burden by running a procurement for the disposal of non-recyclable waste, currently sent to landfill. Soft market testing already performed has indicated a good level of interest in the market, offering Value for Money, capacity and environmentally sustainable solutions, e.g. energy from waste (EFW) and solutions that deliver carbon benefit.	n/a	(112,000)	(250,000)	(250,000)	(250,000)	(250,000)
PJ03-SP	Review of Cemeteries and Crematorium fees and charges It is important to ensure that our fees and charges are regularly reviewed and are kept in line with other providers. Indications are that we are currently below similar authorities and an increase is therefore advisable. For a schedule of proposed changes see Appendix 9.	n/a	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)
Pride and Joy Total		-	(202,000)	(340,000)	(340,000)	(340,000)	(340,000)
Safe and Well							
SW25-SP	Electronic Time Monitoring for Homecare Expansion of the existing electronic time monitoring system for homecare providers, including shifting new providers into using the service, moving to mobile entry, and expanding outcomes recording will generate efficiencies in homecare delivery. <i>This saving is dependent on SW07-IA.</i>	n/a	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
SW26-SP	Disabled Facilities Grant and Equipment The equipment service provides an essential function - providing people small pieces of equipment that are essential to independent living. This saving is generated by increased NHS contributions to the cost of the service, with a 50% funding from each partner in place, and the use of the Disabled Facilities Grant to fund elements of the service. <i>Linked to 2021/22 Budget Transformation Programme, reference BTP-SW03.</i>	n/a	(230,000)	(230,000)	(230,000)	(230,000)	(230,000)
SW27-SP	Increased Client Contributions The Care Act allows local authorities to charge people a fair contribution 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. Each year the cost of care rises as a result of increased payments to providers, and the amount people have to pay for care also increases. These two factors, together with assumptions about the increase in the aging population mean we are assuming increased charging income in future years.	n/a	(300,000)	(609,000)	(927,000)	(1,255,000)	(1,255,000)

Reference	Detail of Proposal	Staffing Implications	Financial Impact				
			2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £
SW28-SP	<p>Early Help staffing review</p> <p>Our commitment at the Early Help Single Front Door (EH SFD) is to provide children and families with help as soon as needs present themselves, regardless of age, to prevent those needs from escalating and requiring more intensive help and support later.</p> <p>Co-location of teams has proved very successful over the last three years and during this time the EH SFD has become more of an administrative role than a decision making one. The saving is achieved through a small restructure re-aligning management resource to a front-line worker.</p>	-	(27,000)	(27,000)	(27,000)	(27,000)	(27,000)
Safe and Well Total		-	(707,000)	(1,016,000)	(1,334,000)	(1,662,000)	(1,662,000)
Opportunity and Prosperity							
OP04-SP	<p>Advertising on council waste assets</p> <p>Sale of advertising space on litterbins, waste vehicles, public toilet cubicles and other assets.</p>	n/a	(5,000)	(7,000)	(10,000)	(10,000)	(10,000)
Opportunity and Prosperity Total		-	(5,000)	(7,000)	(10,000)	(10,000)	(10,000)
Connected and Smart							
CS04-SP	<p>Pay & display tariff standardisation</p> <p>After the significant piece of work undertaken to create parking zones across the Borough to standardise parking charges within similar areas in 2021/22, it is now proposed to simplify them even further by standardising the hourly rate in zone 1a which reflects the same approach as all other zones across the Borough. This will provide a standard approach across the Borough where the relevant hourly charge applies for each hour within the appropriate zone.</p> <p>For a schedule of charges for zone 1a see Appendix 9.</p>	n/a	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)
CS06-SP	<p>Reduction of concessionary fares support to match usage</p> <p>We are currently paying at pre-covid levels of usage. Over the next few years, in line with DfT guidance we can adjust the payments to meet current actual usage levels. This is in line with the payment calculator method. However, if ridership returns to at, or near pre-covid levels, then the concessionary fare payments will increase.</p>	n/a	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Connected and Smart Total		-	(550,000)	(550,000)	(550,000)	(550,000)	(550,000)

Reference	Detail of Proposal	Staffing Implications	Financial Impact					
			2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	
Future Ways of Working								
FW06-SP	Increased fees & charges yield To increase fees & charges by October 2021's Consumer Price Index of 4.2% unless they are already being changed significantly, as detailed elsewhere in the budget papers.	n/a	(800,000)	(1,400,000)	(2,000,000)	(2,600,000)	(3,200,000)	
FW07-SP	Housing Benefit & Council Tax verification software Removal of Risk Based Verification software for the processing of Housing Benefit (HB) and Council Tax Reduction (CTR) claims. This will provide a faster turnaround on processing HB and CTR applications ensuring vulnerable residents receive the support they need in a timely manner. This change will remove unnecessary contact and processes for the resident and reduce bureaucracy. The minimal risk that a fraudulent claim could be submitted is considered to be mitigated by our involvement in the national fraud initiative (NFI) and HB award accuracy scheme (HBAA). <i>Linked to 2021/22 Budget Transformation Programme, reference BTP-ES01.</i>	n/a	(17,000)	(17,000)	(17,000)	(17,000)	(17,000)	
FW08-SP	Financial Services staffing review An update to the Financial Services staffing structure has released establishment budget. The new structure has been designed to support the new Senior Management structure of the Council more effectively and build on the inherent strengths of the previous arrangements, ensuring greater integration and synergy, increasing resilience whilst also building new capabilities and expertise. Modernising the historical structural arrangements also provides greater clarity of purpose and clear accountability which will enable the finance team to respond more positively and effectively to new demands and requirements. <i>Linked to 2021/22 Budget Transformation Programme, reference BTP-ES03.</i>	-	(68,000)	(68,000)	(68,000)	(68,000)	(68,000)	
FW09-SP	Council Tax Base additional increase 0.28% The number of Band D equivalent properties in the Council Tax Base has increased by 0.78% in 2021/22, against the original estimate of 0.5%. This saving represents the increased amount of Council Tax which we expect to collect as a result.	n/a	(271,000)	(542,000)	(813,000)	(1,084,000)	(1,355,000)	
Future Ways of Working Total			-	(1,156,000)	(2,027,000)	(2,898,000)	(3,769,000)	(4,640,000)
Savings Proposals Total			-	(2,620,000)	(3,940,000)	(5,132,000)	(6,331,000)	(7,202,000)

Reference	Detail of Proposal	Staffing Implications	Financial Impact				
			2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £

Invest to Save

Safe and Well							
SW15-IS	<p>ABLE2 Team</p> <p>Able 2 is an innovation site that has adopted an Occupational Therapist led approach whereby care is observed, and conversations are focussed on the person's aims for excellence in care and living their life as independently as possible. Focussing on what is important to the person, what strengths and goals they have and what may need to be changed has resulted in care being replaced with new equipment or advice and new methods or change in care calls (generally reductions).</p> <p>The reduction in care packages has freed up care capacity which can then be offered to other individuals as well as resulting in a saving to the care purchasing budget.</p> <p>One year investment of £60,000 to continue an OT post will generate savings of £150,000 each year.</p>	1.00	(90,000)	(150,000)	(150,000)	(150,000)	(150,000)
SW16-IS	<p>Learning Disability Services Transformation</p> <p>We will work with people with learning disabilities to transform services so that they are local, strengths based, and independence n focused, bringing people back to the borough and enabling them to live in their local community. This will be combined with a focus on effective service pathways and tighter control of contracts and frameworks.</p> <p>It is expected this will generate £300,000 of savings each year, with an initial investment of £75,000 in the first year.</p> <p><i>This figure includes the agreed saving from 2020/21 with reference SW05.</i></p>	1.00	(225,000)	(300,000)	(300,000)	(300,000)	(300,000)
SW17-IS	<p>Shared Lives Expansion</p> <p>Shared Lives Schemes offer people with learning disabilities the chance to live in ordinary family homes. This investment will expand the Southend Care Limited Shared Lives Scheme, enabling the service to grow by four long term placements per year (plus two placements over the term). This will deliver a better life for people in the placements, and a saving to the council as shared lives placements are at a lower cost than equivalent other placements.</p>	n/a	(15,000)	(25,000)	(11,000)	(20,000)	(20,000)
SW18-IS	<p>Commercial Improvement</p> <p>Commercial negotiation and contract reviews with key providers to deliver efficiencies and an increased commercial focus.</p>	1.00	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)

Reference	Detail of Proposal	Staffing Implications	Financial Impact				
			2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £
SW19-IS	<p>Enhanced In-house Foster Care Offer</p> <p>There has been a decline in the availability and quality of local in-house fostering households over the past couple of years this investment will support the reverse of this trend and allow local children/young people to be placed with high quality local foster carers.</p> <p>Due to the decline within the Council's own fostering provision the number of external placements have increased, we are using more independent fostering agencies and more residential placements.</p> <p>Often where external provision is used children/young people are placed at a distance from the Borough – this is not in keeping with legislation nor our own values and principles.</p> <p>The invest to save proposal will enable us to provide a better financial/support offer to current foster carers but will also attract new carers to the service thus reducing the dependency of private high cost providers.</p> <p>Investment of £250,000 will generate a saving of £250,000 in the same year, increasing by £150,000 in each of the following three years.</p>	n/a	-	(150,000)	(300,000)	(450,000)	(450,000)
Safe and Well Total		3.00	(390,000)	(685,000)	(821,000)	(980,000)	(980,000)

Reference	Detail of Proposal	Staffing Implications	Financial Impact				
			2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £
Connected and Smart							
CS02-IS	<p>Public Interface Transformation</p> <p>The proposal is to review the operation of some of the most labour intensive and frequent enquiries/transactions with Southend residents related to traffic and highways. Once the processes are fully mapped out, a lean approach will be used to develop investment cases for:</p> <p>1) Improvements to the MySouthend portal – allowing public to find answers to most traffic and highways service-based questions</p> <p>2) Artificial intelligence (AI) – allowing automation of frequent transactions/interaction</p> <p>3) Customer engagement officer – key contact where technical input is required outside the scope of 1) & 2) above.</p> <p>4) Customer relationship officer – this role would be used to support 1,2 and 3 above, including AI automation, self-service and using methods such as social media to identify ‘education’ opportunities to promote greater self-service and reduce calls on the service. The investment to review the process and develop the AI automation will take place in the first 12 months, as will our support of the SBC project to redevelop the MySouthend portal. The customer relationship role will also start in year one, with the engagement officer in year two. The following year will start to see the improvements and savings as detailed above.</p>	2.00	150,000	100,000	(70,000)	(200,000)	(200,000)
CS03-IS	<p>Highway Improvements</p> <p>The key to effective asset management is data; the more we have, the better the results that can be delivered. With improved data we can become much more proactive in our approach and spot defects early or even predict where they might occur in the future. The Highways Improvement process hopes to utilise this approach by not only reducing the poor condition of our network but working proactively in producing integrated schemes that address multiple issues, target areas of decline before they reach a poor state and develop a better street scene. All these schemes are intended to deliver greater value for money, reduce disruption to residents and reduce our carbon footprint.</p> <p>This investment will allow the expansion and improvement of condition surveys to cover all network assets, as well as the integration of other data, e.g. footfall data.</p>	n/a	150,000	(150,000)	(150,000)	(150,000)	(150,000)
Connected and Smart Total		2.00	300,000	(50,000)	(220,000)	(350,000)	(350,000)
Invest to Save Total		5.00	(90,000)	(735,000)	(1,041,000)	(1,330,000)	(1,330,000)

Reference	Detail of Proposal	Staffing Implications	Financial Impact				
			2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £

Agreed Savings from Prior Year (2021/22)

Safe and Well							
PY-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	(300,000)	(300,000)	(500,000)	(500,000)	(500,000)
PY-SW02	Commercial negotiation and contract reviews with key providers to deliver efficiencies and an increased commercial focus.	n/a	(620,000)	(620,000)	(620,000)	(620,000)	(620,000)
PY-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. A saving of £267,000 was made in the 2021/22 budget which is reduced by £17,000 in year two to £250,000 and then by £142,000 in year three to £108,000.	n/a	17,000	142,000	142,000	142,000	142,000
PY-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	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
PY-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	(50,000)	(220,000)	(220,000)	(220,000)	(220,000)

Reference	Detail of Proposal	Staffing Implications	Financial Impact					
			2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	
PY-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	-	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
PY-SW10	Explore the provision of CCTV monitoring services for other networks.	n/a	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Safe and Well Total		-	(1,063,000)	(1,308,000)	(1,508,000)	(1,508,000)	(1,508,000)	(1,508,000)
Active and Involved								
PY-AI03	Further targeted integration of eligible expenditure and use of the Public Health grant to support Southend 2050 Ambitions and Outcomes.	n/a	(150,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
PY-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	(20,000)	(30,000)	(39,000)	(39,000)	(39,000)	(39,000)
Active and Involved Total		-	(170,000)	(230,000)	(239,000)	(239,000)	(239,000)	(239,000)
Opportunity and Prosperity								
PY-OP01	Introduce charging for Senior or Specialist Officer Attendance at Planning Pre-Application Advice Meetings.	n/a	(8,000)	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)
PY-OP02	Introduce a new fee for offering a Fast Track or Premium Services for certain Planning Applications	n/a	(5,000)	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)
PY-OP03	Explore the potential sponsorship opportunities of a number of parks.	n/a	(5,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
PY-OP04	Ensure all parks buildings either have a lease or charged separately for usage.	n/a	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
PY-OP05	Review of Planning and Building Control Consultancy Service charges	n/a	(38,000)	(56,000)	(56,000)	(56,000)	(56,000)	(56,000)
PY-OP07	New rental income from the Costa Coffee development at the airport business park	n/a	(23,000)	(23,000)	(23,000)	(23,000)	(23,000)	(23,000)
Opportunity and Prosperity Total		-	(89,000)	(129,000)	(129,000)	(129,000)	(129,000)	(129,000)
Connected and Smart								
PY-CS02	ICT: Smart programme - a range of technology enabled initiatives to improve efficiency, productivity and the de-commissioning of obsolete products.	n/a	(150,000)	(440,000)	(440,000)	(440,000)	(440,000)	(440,000)
PY-CS04	Review of all Highways fees and charges	n/a	-	(50,000)	(100,000)	(100,000)	(100,000)	(100,000)
Connected and Smart Total		-	(150,000)	(490,000)	(540,000)	(540,000)	(540,000)	(540,000)

Reference	Detail of Proposal	Staffing Implications	Financial Impact				
			2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £

Future Ways of Working

PY-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) <i>The Council has intentionally externally borrowed less than it theoretical needs based on expert treasury management advice. Given the exceptional low borrowing rates that were available late in 2021 the Council did take the opportunity to borrow from the PWLB. The net position for financing costs fully incorporates this.</i>	n/a	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
PY-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. In 2021/22 £91,000 was removed from the budget, the planned reintroduction of 50% is reflective of the fact that some costs are expected to increase again with the easing of COVID-19 restrictions. This will remain under review.	n/a	45,000	42,000	34,000	34,000	34,000
PY-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. This is the second half of a saving totalling £1m. The first £0.5m was removed from the budget in 2021/22.	-15.00	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
PY-ES13	New income stream by securing a formal Laptop Disposal contract. An income target of £50,000 was introduced in the 2021/22 budget. The level of income is expected to fluctuate over the following years, driven by the need to upgrade the equipment staff have been issued with.	n/a	-	50,000	(100,000)	50,000	50,000
PY-ES14	Extra income received for eligible services delivered to the Housing Revenue Account.	n/a	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Future Ways of Working Total		-15.00	(655,000)	(608,000)	(766,000)	(616,000)	(616,000)
Agreed Savings from Prior Year (2021/22) Total		-15.00	(2,127,000)	(2,765,000)	(3,182,000)	(3,032,000)	(3,032,000)

Savings Proposals Total	-	(2,620,000)	(3,940,000)	(5,132,000)	(6,331,000)	(7,202,000)
Invest to Save Total	5.00	(90,000)	(735,000)	(1,041,000)	(1,330,000)	(1,330,000)
Agreed Savings from Prior Year (2021/22) Total	-15.00	(2,127,000)	(2,765,000)	(3,182,000)	(3,032,000)	(3,032,000)
Revenue Savings Total	-10.00	(4,837,000)	(7,440,000)	(9,355,000)	(10,693,000)	(11,564,000)

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Reference	Proposed Themes/Areas for Review
Pride and Joy	
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.
Safe and Well	
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-SW04	Integrate a comprehensive demand management programme into the developing Childrens recovery plan.
BTP-SW05	Integrate a comprehensive demand management programme into the developing Adults Social Care recovery plan.
Active and Involved	
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
Opportunity and Prosperity	
BTP-OP01	Review potential general licensing opportunities in Parks
Connected and Smart	
BTP-CS01	Review of the current arrangements for using assistive technology, telecare and other mainstream computerised devices. Enhancing, tailoring and targeting this offer should deliver better outcomes for residents, improved efficiencies, productivity and value for money.
Enabling Services/Corporate Initiatives	
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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Parking Charges 2022/23

All amendments to the 2021/22 parking charges are highlighted

Location/Description	Unit	Zone 1a 8am - 6pm	Zone 1b 8am - 6pm	Zone 2 8am - 6pm	Zone 3 8am - 6pm	Description of change
On-Street Pay and Display *applies to Electric vehicles & bays	Up to 1 hr	£2.50	£1.10	£1.00	£1.00	
	Up to 2 hrs	£5.00	£2.20	£2.00	£2.00	Standardised to £2.50 per hour
	Up to 3 hrs	£7.50	£3.30	£3.00	£3.00	
	Up to 4 hrs	£10.00	£4.40	£4.00	£3.50	
	Up to 5 hrs	£12.50	£5.50	£5.00	£4.50	
	Up to 6 hrs	£15.00	£6.60	£6.00	£5.50	
	Up to 10 hrs	£17.50	£12.00	£12.00	£10.00	
Off-Street (Car Parks) *applies to Electric vehicles & bays (VAT applicable) 37	Up to 1 hr	£2.50	£1.10	£1.00	£1.00	
	Up to 2 hrs	£5.00	£2.20	£2.00	£2.00	Standardised to £2.50 per hour
	Up to 3 hrs	£7.50	£3.30	£3.00	£3.00	
	Up to 4 hrs	£10.00	£4.40	£4.00	£3.50	
	Up to 5 hrs	£12.50	£5.50	£5.00	£4.50	Standardised to £2.50 per hour / Zone 3 hours extended
	Up to 6 hrs	£15.00	£6.60	£6.00	£5.50	
	Up to 10 hrs	£17.50	£12.00	£12.00	£10.00	
Parks & Open Spaces - where applicable. Refer to signage in car park (VAT applicable)	Up to 1 hr	£2.50	£1.10	£1.00	£1.00	Updating charging framework. No plans to introduce further charging in parks at current time
	Up to 2 hrs	£5.00	£2.20	£2.00	£2.00	
	Up to 3 hrs	£7.50	£3.30	£3.00	£3.00	
	Up to 4 hrs	£10.00	£4.40	£4.00	£3.50	
	Up to 5 hrs	£12.50	£5.50	£5.00	£4.50	
	Up to 6 hrs	£15.00	£6.60	£6.00	£5.50	
	Up to 10 hrs	£17.50	£12.00	£12.00	£10.00	
Pre-booked coach parking (VAT applicable)	Daily (until closing time)	£20.00	£10.00	£10.00		Increased in zone 1a
Coach parking (pay on the day) (VAT applicable)	Daily (until closing time)	£40.00	£30.00	£30.00		Increased in zone 1a
Seafront Permit	Annual	£400.00	£400.00	£200.00		

Location/Description	Unit	Zone 1a 8am - 6pm	Zone 1b 8am - 6pm	Zone 2 8am - 6pm	Zone 3 8am - 6pm	Description of change
Season Ticket for a Named Car Park** (VAT applicable)	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 Parks within a specified Zone ** (VAT applicable)	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 - Baxter Avenue Car Park **	Annual	£1,200 per bay				

Location/Description	Unit	1 month	6 months	12 months	Description of change
Business Permit	Scheme specific	-	£135.00	£250.00	
Operational Permit (On-street) - 4 Hours max stay	All Zones	-	-	£65.00	
Operational Permit (On-street) - 6 Hours max stay	All Zones	-	-	£130.00	New charge
Operational Permit (On-street) - Generic/Transferable - 4 hours max stay	All Zones	-	-	£200.00	New charge
Operational Permit (On & Off Street) - 6 Hours max stay	All Zones	-	-	£500.00	New charge
South Essex Homes Permit (Operational Permit) - 4 hours max stay	SEH locations only	-	-	£65.00	
Resident Carer Permit (1 permit per household only)	Scheme specific	-	-	£15.00	
Resident Permit - Electric Vehicle				£8.00	New charge
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 Concessionary Permit (in RPS*)	Scheme specific	-	-	£50.00	
Tradesperson Permit	All Zones	£30.00	£150.00	£300.00	Reduced charge

Location/Description	Unit	1 month	3 months	12 months	Description of change
Southend Pass (VAT applicable)		£8.50	£25.50	£102.00	New 3 month charge

** Terms & Conditions Apply to all charges noted

Appendix 2 (iv)

Location/Description	Unit	Charge	Description of change
Visitors Vouchers (Book of 20)	Daily	£10.00 for Books 1-5	Increased charge
		£20.00 books 6 - 8 (at Councils discretion)	
Parking Dispensation	Daily	£12.00	
Parking Dispensation	Weekly (7 days)	£50.00	
Car Park unlock tariff	Each occasion	£75.00	
Suspension (Admin Fee)		£30.00	
Suspension (on-street)	Per day, per bay, per metre	£30.00	Increased charge
	Per week	£200.00	New charge
Suspension (off-street) (VAT applicable)	Per day, per bay, per metre	£20.00	
	Per week	£120.00	New charge
Amendment to existing permit	Vehicle changes	£15.00	Increased charge
Replacement permit	Loss	£15.00	Reduced charge
Replacement or Duplicate season ticket (paper permit)	Loss or duplicate request	£25.00	New charge
Permit refund admin fee	Administrative cost	£15.00	
Voluntary Sector Permit	3 hours per day	£8.50 per month	New charge
Cliffs Pavillion Staff (excluding Shorefield Car park)	3 hours per day Cliffs Pavillion car park only	£8.50 per month	New charge
Hotels and guesthouses discount rate	Daily, up to end of charging period	50% of max daily parking tariff	
Authorised copy of car park key	Issuance	£50.00	Reduced charge
	Replacement key (for any purpose)	£200.00	
Free Parking	To provide free parking in Council car parks all day on Sundays in December and Christmas Day (except those with barriers)		
Small Business Day	Free Parking in Zones 2 and 3 car parks - 1 day per annum only		
Market Trader Season Ticket	20 weeks	£66.00	New charge
New Road Church Permit	Specifically for Wesleyan Methodist church (New Road) land agreement 1932.	Free	
Honorary Alderman or Persons Permit	Specifically for Honorary personnel only	Free	
PCN Charges as per legislative permissions			

Cremation fees

	Current	Proposed	%
	21/22	22/23	Change
Full memorial service & cremation	840	915	9%
Committal Family Attendance & Cremation	660	720	9%
Committal No Family Attendance & Cremation	460	500	9%
Extended Chapel Service or a Memorial Service	205	225	10%
Scatter in Garden of Remembrance (cremated elsewhere)	150	160	7%
Interment in Garden of Remembrance (cremated elsewhere)	150	160	7%
Saturday scatter in Garden of Remembrance	100	110	10%
Saturday interment in Garden of Remembrance	100	110	10%
Storage of cremated remains	35	37	6%

* the average charge in 2021/22 of this service in the local region is £955, with the nearest crematorium to Southend charging £1,015. Southend's proposed charge for 2022/23 for this service would still rank in the bottom quartile of all comparators, even if there was no increase in charges for 2022/23 by other providers.

Burial fees

	Current 21/22	Proposed 22/23	% Change
Resident			
Private Adult Lawn Grave including exclusive right of burial for 50 years	920	1,200	30% *
Private Adult Traditional Grave including exclusive right of burial for 50 years	2,550	2,650	4%
Childrens graves including exclusive right of burial for 50 years	665	700	5%
Adult interment fee	920	950	3%
Child interment fee	635	650	2%
Non Resident			
Private Adult Lawn Grave including exclusive right of burial for 50 years	1,840	2,400	30% **
Private Adult Traditional Grave including exclusive right of burial for 50 years	5,100	5,300	4%
Childrens graves including exclusive right of burial for 50 years	965	1,000	4%
Adult interment fee	920	950	3%
Child interment fee	635	650	2%
Resident			
Cremated remains graves (inc. interment fee)	910	950	4%
Right to erect a momument or memorial	200	210	5%
Non Resident			
Cremated remains graves (inc. interment fee)	1,320	1,400	6%
Right to erect a momument or memorial	200	210	5%
Other fees			
4 ft Memorial benches	1,850	2,000	8%
6 ft Memorial benches	2,100	2,400	14%
Extension of burial rights	460	600	30%
Surcharge bookings after 2:15pm (Oct - Mar)	60	100	67%

* the average charge of this service in the local region is £1,230 based on 2021/22 prices. Southend's proposed charge for 2022/23 would still rank in the lower half of the comparators even if there was no increase in charges for 2022/23 by other providers.

** the average charge of this service in the local region is £2,505 based on 2021/22 prices. Southend's proposed charge for 2022/23 would still rank in the middle of the comparators even if there was no increase in charges for 2022/23 by other providers.

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Proposed Capital Investment Programme 2021/22 to 2026/27 and future years - Summary by Area of Investment

Appendix 3 (i)

Scheme to be delivered by the Council	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
General Fund Housing	834	1,017	843	500	2,919	-	6,113
Social Care	6,400	203	-	-	-	-	6,603
Schools	1,520	1,680	831	262	-	-	4,293
Enterprise and Regeneration	10,815	7,228	-	-	-	-	18,043
Southend Pier	4,735	6,300	3,550	1,250	-	-	15,835
Culture and Tourism	1,452	145	-	-	-	-	1,597
Community Safety	3,177	250	-	-	-	-	3,427
Highways and Infrastructure	22,565	19,936	4,295	4,000	4,000	4,000	58,796
Works to Property	1,958	6,337	2,020	2,021	600	600	13,536
Energy Saving	232	425	200	-	-	-	857
ICT	4,417	2,138	967	102	39	-	7,663
S106/S38/CIL	708	35	35	166	-	-	944
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - GENERAL FUND	58,813	45,694	12,741	8,301	7,558	4,600	137,707

Total budget for 2022/23 to 2026/27:

78,894

Scheme to be delivered by the Council and Funded by the Levelling Up Fund	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
Enterprise and Regeneration - Funded by the Levelling Up Fund	499	16,808	6,755	25	-	-	24,087
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - GENERAL FUND - FUNDED BY LEVELLING UP FUND	499	16,808	6,755	25	0	0	24,087

Total budget for 2022/23 to 2026/27:

23,588

Scheme to be delivered by the Council	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
Council Housing New Build Programme	1,346	9,394	2,721	233	-	-	13,694
Council Housing Acquisitions Programme	5,524	3,203	3,106	900	-	-	12,733
Council Housing Refurbishment	715	770	770	776	-	-	3,031
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - HRA	7,585	13,367	6,597	1,909	0	0	29,458

Total budget for 2022/23 to 2026/27:

21,873

	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - TO BE DELIVERED BY THE COUNCIL	66,897	75,869	26,093	10,235	7,558	4,600	191,252

Total budget for 2022/23 to 2026/27:

124,355

Proposed Capital Investment Programme 2021/22 to 2026/27 and future years - Summary by Area of Investment

Appendix 3 (i)

Scheme to be delivered by the Subsidiary Companies, Partners or Joint Ventures	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
Council Housing Refurbishment	7,785	9,008	6,887	6,348	-	-	30,028
Enterprise and Regeneration	3,950	14,200	9,500	3,250	3,250	-	34,150
PROPOSED CAPITAL INVESTMENT PROGRAMME - TO BE DELIVERED BY SUBSIDIARY COMPANIES, PARTNERS OR JOINT VENTURES	11,735	23,208	16,387	9,598	3,250	-	64,178
Total budget for 2022/23 to 2026/27:							52,443

Proposed Capital Investment Programme 2021/22 to 2026/27 and future years - Summary by Strategic and Other Schemes

Appendix 3 (i)

Scheme to be delivered by the Council	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
Strategic schemes							
Airport Business Park (including Local Growth Fund)	8,147	5,300	-	-	-	-	13,447
Airport Business Park - Acquisition	1,036	-	-	-	-	-	1,036
Better Queensway - Programme Management	908	1,140	-	-	-	-	2,048
Victoria Centre	722	540	-	-	-	-	1,262
Brook Meadows House	6,250	-	-	-	-	-	6,250
School Improvement and Provision of School Places	160	-	-	-	-	-	160
Southern Pier schemes	4,735	6,300	3,550	1,250	-	-	15,835
ICT schemes	4,417	2,138	967	102	39	-	7,663
Footways and Carriageways Schemes	11,280	10,839	4,000	4,000	4,000	4,000	38,119
Parking Schemes	454	997	100	-	-	-	1,551
Highways and Infrastructure - Local Growth Fund and Local Transport Plan Schemes	7,678	2,549	-	-	-	-	10,227
Total Strategic - General Fund	45,787	29,803	8,617	5,352	4,039	4,000	97,598
Leigh Port Detailed Design	150	8,940	5,980	-	-	-	15,070
Cliffs Pavillion	274	7,178	775	25	-	-	8,252
City Beach	75	690	-	-	-	-	765
Total Strategic - General Fund - funded by the Levelling Up Fund	499	16,808	6,755	25	-	-	24,087
HRA Affordable Housing Acquisitions Programme	2,000	2,500	2,206	-	-	-	6,706
Next Steps Accommodation Programme	3,123	-	-	-	-	-	3,123
Council Housing New Build Programme	1,346	9,394	2,721	233	-	-	13,694
Acquisition of tower block leaseholds - Queensway	295	514	900	900	-	-	2,609
Total Strategic - HRA	6,764	12,408	5,827	1,133	-	-	26,132
Total Strategic - GF and HRA	53,050	59,019	21,199	6,510	4,039	4,000	147,817
Other Schemes	13,847	16,850	4,894	3,725	3,519	600	43,435
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - TO BE DELIVERED BY THE COUNCIL	66,897	75,869	26,093	10,235	7,558	4,600	191,252

Total budget for 2022/23 to 2026/27: 124,355

Scheme to be delivered by the Subsidiary Companies, Partners or Joint Ventures	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
Council Housing Refurbishment	7,785	9,008	6,887	6,348	-	-	30,028
Better Queensway - Loan to Joint Venture	1,750	2,000	2,500	3,250	3,250	-	12,750
Housing Infrastructure Funding	1,000	7,000	7,000	-	-	-	15,000
Better Queensway Energy Centre	500	3,700	-	-	-	-	4,200
Total Strategic - Delivered by Subsidiary Companies or Joint Ventures	11,035	21,708	16,387	9,598	3,250	-	61,978
Other Schemes	700	1,500	-	-	-	-	2,200
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - TO BE DELIVERED BY SUBSIDIARY COMPANIES, PARTNERS OR JOINT VENTURES	11,735	23,208	16,387	9,598	3,250	-	64,178

Total budget for 2022/23 to 2026/27: 52,443

Proposed Capital Investment Programme 2021/22 to 2026/27 and future years

Appendix 3 (i)

Scheme to be delivered by the Council	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
General Fund Housing							
Disabled Facilities Grant	800	500	500	500	2,919		5,219
Private Sector Housing Strategy - Empty Homes	25	417	343				785
Housing and Development Pipeline Feasibility - GF	9	100					109
Total General Fund Housing	834	1,017	843	500	2,919	-	6,113
Social Care							
Community Capacity	77						77
Children's Residential Care Provision	36						36
Liquid Logic Portals	6						6
AHDC Short Breaks for Disabled Children	-	64					64
Mental Health Funding Stream	31						31
Transforming Care Housing	-	139					139
Brook Meadows House	6,250						6,250
Total Social Care	6,400	203	-	-	-	-	6,603
Schools							
Barons Court - BMS	6						6
Chalkwell Hall Infants - New Classroom Demountables	530						530
Chalkwell Junior - Lightning Protection	10						10
Earls Hall - Kitchen Boiler Room	100						100
Earls Hall Primary heating	20						20
Eastwood kitchen works	15						15
Eastwood Primary boiler	5	140					145
Eastwood Primary - Toilets/Paving/Timber Fascia	30						30
Edwards Hall - Roofing	20						20
Fairways Primary curtain walling/roofing/radiators	100						100
Future condition projects	119	340					459
Heycroft - Fencing	20						20
Heycroft - Lighting and Fuse Boards	70						70
Heycroft - Lightning Protection	10						10
Leigh Primary - Lightning Protection	15						15
Leigh Primary - Window Replacement (including radiators)	50	100					150
Milton Hall - Fire Barriers	10						10
Devolved Formula Capital	100	100					200
Expansion of 2 yr old Childcare Places	3						3
High Needs Provision	-	531	531				1,062
Prince Avenue Extended Nursery Provision	111						111
School Improvement and Provision of School Places	160						160
Special Provision Capital Fund	16	469	300	262			1,047
Total Schools	1,520	1,680	831	262	-	-	4,293
Enterprise and Regeneration							
Airport Business Park (including Local Growth Fund)	8,147	5,300					13,447
Airport Business Park - Acquisition	1,036						1,036
Better Queensway - Programme Management	908	1,140					2,048
Housing Infrastructure Feasibility	2	248					250
Victoria Centre	722	540					1,262
Total Enterprise and Regeneration	10,815	7,228	-	-	-	-	18,043
Southend Pier							
Southend Pier - Bearing Refurbishment (Phase One)	846						846
Southend Pier - Condition Works Engineers	1,226	1,250	1,250	1,250			4,976
Southend Pier - Condition Works Surveyors	158						158

Proposed Capital Investment Programme 2021/22 to 2026/27 and future years

Appendix 3 (i)

Scheme to be delivered by the Council	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
Southend Pier - Pier Entrance Enhancement	1						1
Southend Pier - Pier Head development Phase 1	100	1,100					1,200
Southend Pier - Prince George Extension (Phase Two)	568	1,608					2,176
Southend Pier - Replacement of Pier Trains	926						926
Southend Pier - Timber Outer Pier Head	553	2,342	2,300				5,195
Pier Pavilion Bar Conversion	357						357
Total Southend Pier	4,735	6,300	3,550	1,250	-	-	15,835
Culture and Tourism							
Allotments Water Supply Upgrade	58						58
Chalkwell Park and Priory Park Tennis Courts	10	13					23
Playground Gates	118						118
Relocation of Badger Sett	41						41
Replacement and Upgrade of Parks Furniture	20						20
Shoebury Common Regeneration	171						171
Southend Tree Policy Review - additional trees	115						115
Kiosks in Libraries	75						75
Branch Library Refurbishments	143						143
Cliffs Pavilion – Auditorium Air Handling Unit	94						94
Cliffs Pavilion – Chiller	3						3
Cliffs Pavilion - External Refurbishment works	50						50
Cliffs Pavilion Refurbishment and Remodelling – design and specification	241						241
Cliffs Pavilion - Power Supply Equipment	40						40
Central Museum Works	96						96
Cart and Wagon Shed	16	132					148
Energy Improvements in Culture Property Assets	23						23
"Make Southend Sparkle" Initiative	13						13
Southend Dive Pool Flooring - Emergency Works	124						124
Resorts Services Signage	1						1
Total Culture and Tourism	1,452	145	-	-	-	-	1,597
Community Safety							
CCTV Equipment Renewal	1,784	250					2,034
Security Measures	1,393						1,393
Total Community Safety	3,177	250	-	-	-	-	3,427
Highways and Infrastructure							
<u>Cliff Stabilisation schemes:</u>							
- Cliff Parade Cliff Slip	400						400
<u>Flood Prevention and Resilience schemes:</u>							
- Shoebury Common Coastal Defence Scheme	41	-					41
- Bastion Stonework Repairs at Westcliff	200						200
- Coastal Defence Refurbishment Programme	150						150
- Groyne Field Refurbishment Programme	300	175					475
- Improving Resilience to flooding – Eastwood Brook Hydraulic Catchment	222						222
- EA Innovation Resilience Programme	712						712
- Sea Wall - Remedial Repairs	40						40
<u>Footways and Carriageways schemes:</u>							
- Footways Improvements	6,003	6,500	2,500	2,500	2,500	2,500	22,503
- Carriageways Improvements	4,003	3,500	1,500	1,500	1,500	1,500	13,503
- Highways Maintenance - Potholes	773						773
- Junction Protection	170	458					628
- Zebra Crossing Surfacing Replacement	181	231	-				412
- Improve Footway Condition Around Highway Trees	150	150					300

Proposed Capital Investment Programme 2021/22 to 2026/27 and future years

Appendix 3 (i)

Scheme to be delivered by the Council	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
<u>Highways Infrastructure schemes:</u>							
- Street Lighting Infills	125	125					250
- DFT - Belton Way East Cliff Slip	250	2,950					3,200
- Bridge Strengthening - Challenge Fund	50	899					949
- DfT - Emergency Active Travel Fund	141						141
- DfT Active Travel - Tranche 2	50	692					742
- Traffic Signs Upgrade	44	350	100				494
- Vehicle Restraint Replacement	155	20					175
- Victoria Circus - void remediation works	25						25
<u>Parking schemes:</u>							
- Car Park Improvements	1	259	100				360
- Car Park Resurfacing	217	283					500
- Improved Car Park Signage and Guidance Systems	155						155
- Gas Works Car Park	31						31
- Parking Signage Replacement	50	100					150
- East Beach Car Park - Phase 1		355					355
<u>Local Transport Plan schemes:</u>							
- LTP (Integrated Transport block) - Bridge Strengthening	215	150					365
- LTP (Integrated Transport block) - Better Sustainable Transport	61	350					411
- LTP (Integrated Transport block) - Better Networks	526						526
- LTP (Integrated Transport block) - Traffic Management Schemes	100	424					524
- LTP (Integrated Transport block) - Traffic Control Systems	215	50					265
- LTP - Maintenance	797						797
- LTP - Maintenance - Street Lighting	150						150
<u>Local Growth Fund schemes:</u>							
- A127 Growth Corridor (Bell Junction and A127 Essential Maintenance Works)	3,240	679					3,919
- SCAAP – Town Centre Public Realm Improvements	1,844						1,844
- Local Growth Fund - Southend Town Centre Interventions	530	896					1,426
<u>Other Transport schemes:</u>							
- HCA Progress Road	15						15
- Southend Transport Model	233	340	95				668
Total Highways and Infrastructure	22,565	19,936	4,295	4,000	4,000	4,000	58,796
Works to Property							
62 Avenue Road - demolition	5	39					44
Aviation Way Car Park	4	384					388
Belfairs Park Restaurant/Golf Club Preventative Works	4						4
Civic Campus - Efficient Use of Space	62	190					252
Clearance and Fencing - Land off Sutton Road	-	2					2
Futures Demolition	216						216
Kursaal surveys (LUF)	10						10
SACC Access Control System	2						2
Seaways - HCA Condition Funding	-	170					170
SMAC Eastern Esplanade Slipway	-	27					27
Cemetery - Ride on Mower	30						30
Crematorium - Urgent Structural Repairs to Chimney	5						5
Crematorium Refurbishment	15	2,685					2,700
Pergola Walk Memorial Scheme	8						8
Civic Centre Boilers	12	-	-				12
Public Toilet Provision	-	699					699
Fire Improvement Works	750	820	820	821			3,211
Property Refurbishment Programme	718	721	600	600			2,639
8 Smallholdings boiler replacement	3						3
Shoebury Garrison - Lockable Gate	1						1

Proposed Capital Investment Programme 2021/22 to 2026/27 and future years

Appendix 3 (i)

Scheme to be delivered by the Council	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
125 F/F Valkyrie Road void works	18						18
Priority Works	95	600	600	600	600	600	3,095
Total Works to Property	1,958	6,337	2,020	2,021	600	600	13,536
Energy Saving							
Energy Efficiency Projects	155	369	200				724
Real Time Air Quality Measurement - Feasibility	-	56					56
Electronic Vehicle Projects	77						77
Total Energy Saving	232	425	200	-	-	-	857
ICT							
Data Centre	15						15
Intranet development	20						20
HR Recruitment Contract Implementation	44						44
N3 Connectivity in Civic Building	-				39		39
ICT - Technology Device Refresh	786	220					1,006
ICT - Application Transformation	964	-	-				964
ICT - Digital Enablement	358	90					448
ICT - Security & Resiliency	127	130					257
ICT - Stabilise the Estate	562	42					604
ICT - Core Application and Database Migration	6	150					156
ICT - Childrens and Adults Social Care - Implementation of ContrOCC modules	34		105	102			241
ICT - Operational requirements	864	1,492	862				3,218
Business World Bank Reconciliation Module Improvements	1	4					5
Software Licencing	636	10					646
Total ICT	4,417	2,138	967	102	39	-	7,663
S106/S38/CIL							
S106 23/04/2015 Hinguar and Saxon - public art contribution	9						9
S106 Ajax Works 0300130ful - landscaping maintenance	2	1	1	2			6
S106 Avenue Works 1401968AMDT - Public Art	13						13
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 Deposit - 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 - Sea Wall and Assoc Structure Maintenance	120						120
S106 Garrison 0000777 Deposit - Toddler Play Area maintenance	6						6
S106 Garrison Park Store	1						1
S106 Lifstan Way 0000273 Out - Open Space Maintenance	7	4	4	62			77
S106 North Shoebury Road 0301504out - Shoebury Park Enhancement	25						25
S106 North Shoebury Road 0301504out - Shoebury Park Maintenance	33	30	30	102			195
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	2						2
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	2						2
S38 Lidl Highway – Bond	15						15

Proposed Capital Investment Programme 2021/22 to 2026/27 and future years

Appendix 3 (i)

Scheme to be delivered by the Council	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
S278 Star Lane - Great Wakering	70						70
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 – Belfairs – Belfairs Memorial Bench	2						2
CIL Ward NA – Blenheim Park – Blenheim Park 'Makeover'	5						5
CIL Ward NA – Chalkwell – Chalkwell Speedwatch	1						1
CIL Ward NA – Eastwood Park – Rochford Corner power connection	1						1
CIL Ward NA – Eastwood Park – Tree planting	1						1
CIL Ward NA – Milton – Milton Park improvements	2						2
CIL Ward NA – Milton – Milton railway bridge artwork	4						4
CIL Ward NA – Milton – Park Street replacement bollards	1						1
CIL Ward NA – Prittlewell – Priory Park fountains restoration	25						25
CIL Ward NA – Southchurch – Southchurch Speedwatch	1						1
CIL Ward NA – St Laurence – Eastwood Community Centre LED lighting project	4						4
CIL Ward NA – St Laurence – Eastwood Community Centre replacement water heater	2						2
CIL Ward NA – St Laurence – Street sign cleaning	1						1
CIL Ward NA – St Laurence – Whip hedge planting	1						1
CIL Ward NA – Thorpe – Southchurch Bowls Club Irrigation System	9						9
CIL Ward NA – Westborough – Signposting	1						1
Total S106/S38/CIL	708	35	35	166	-	-	944
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - GENERAL FUND	58,813	45,694	12,741	8,301	7,558	4,600	137,707

Total budget for 2022/23 to 2026/27: 78,894

Scheme to be delivered by the Council and Funded by the Levelling Up Fund	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
Enterprise and Regeneration - Funded by the Levelling Up Fund							
Leigh Port Detailed Design	150	8,940	5,980				15,070
Cliffs Pavilion	274	7,178	775	25			8,252
City Beach	75	690					765
Total Enterprise and Regeneration - Funded by the Levelling Up Fund	499	16,808	6,755	25	-	-	24,087
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - GENERAL FUND FUNDED BY LEVELLING UP FUND	499	16,808	6,755	25	0	0	24,087

Total budget for 2022/23 to 2026/27: 23,588

	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
COUNCIL'S PROPOSED CAPITAL INVESTMENT PROGRAMME - GENERAL FUND	59,312	62,502	19,496	8,326	7,558	4,600	161,794

Total General Fund budget for 2022/23 to 2026/27: 102,482

Proposed Capital Investment Programme 2021/22 to 2026/27 and future years

Appendix 3 (i)

Scheme to be delivered by the Council	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
Council Housing New Build Programme							
Council Affordable Housing Development (Phase3) - Shoebury	50	6,049	1,375	150			7,624
Council Affordable Housing Development (Phase4) - St Laurence	30	1,421	1,346	83			2,880
Council Affordable Housing Development (MMC) - West Shoebury	920	832					1,752
Housing Construction Scheme - Phase 5/6 feasibility (S106)	34	4					38
Housing Construction Scheme - Land Assembly Fund (S106)	312	1,088	-				1,400
Total Council Housing New Build Programme	1,346	9,394	2,721	233	-	-	13,694
Council Housing Acquisitions Programme							
HRA Affordable Housing Acquisitions Programme	2,000	2,500	2,206				6,706
Next Steps Accommodation Programme	3,123						3,123
Housing and Development Pipeline Feasibility - HRA	106	189					295
Acquisition of tower block leaseholds - Queensway	295	514	900	900			2,609
Total Council Housing Acquisitions Programme	5,524	3,203	3,106	900	-	-	12,733
Council Housing Refurbishment							
HRA Disabled Adaptations - Major Adaptations	715	770	770	776			3,031
Total Council Housing Refurbishment - HRA	715	770	770	776	-	-	3,031
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - HRA	7,585	13,367	6,597	1,909	0	0	29,458

Total HRA budget for 2022/23 to 2026/27:

21,873

	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
COUNCIL'S PROPOSED CAPITAL INVESTMENT PROGRAMME - GENERAL FUND AND HRA	66,897	75,869	26,093	10,235	7,558	4,600	191,252

Total budget for 2022/23 to 2026/27:

124,355

Proposed Capital Investment Programme 2021/22 to 2026/27 and future years

Appendix 3 (i)

Scheme to be delivered by the Subsidiary Companies, Partners or Joint Ventures	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
Council Housing Refurbishment - delivered by South Essex Homes Limited							
Bathroom Refurbishment	142	106	96	105			449
Central Heating	726	220	109	93			1,148
Environmental - H&S works	548	1,308	1,133	1,134			4,123
Kitchen Refurbishments	654	986	616	972			3,228
Rewiring	789	293	380	404			1,866
Roofs	603	978	1,074	1,040			3,695
Windows and Doors	737	1,161	1,064	1,013			3,975
Common Areas Improvement	2,188	1,827	1,587	1,587			7,189
HRA - SBC Buybacks Refurbishment	316	8					324
Sprinkler System Installation Pilot	456	104					560
Tower Blocks Boroughwide Annunciation System	18						18
Sheltered Housing DDA works		345					345
Balmoral Estate Improvement and Structural Works	571	1,582	828				2,981
Energy Efficiency Measures	37	90					127
Total Council Housing Refurbishment	7,785	9,008	6,887	6,348	-	-	30,028
Enterprise and Regeneration - delivered by Porters Place Southend-on-Sea LLP							
Better Queensway - Loan to Joint Venture	1,750	2,000	2,500	3,250	3,250		12,750
Housing Infrastructure Funding	1,000	7,000	7,000				15,000
Better Queensway Energy Centre	500	3,700					4,200
Enterprise and Regeneration - delivered by Kent County Council							
No Use Empty – Growing Places Fund		1,000					1,000
No Use Empty – Getting Building Fund	700	500					1,200
Total Enterprise and Regeneration	3,950	14,200	9,500	3,250	3,250	-	34,150
PROPOSED CAPITAL INVESTMENT PROGRAMME - TO BE DELIVERED BY SUBSIDIARY COMPANIES OR JOINT VENTURES	11,735	23,208	16,387	9,598	3,250	0	64,178

Total budget for 2022/23 to 2026/27:

52,443

**Proposed Capital Investment Programme 2021/22 to 2026/27 and future years - Schemes
subject to viable business cases**

Appendix 3 (i)

General Fund Schemes Subject to Viable Business Cases	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	Total Budget (all years) £000
Footways Improvements	-	-	4,000	4,000	4,000	4,000	16,000
Carriageways Improvements	-	-	2,000	2,000	2,000	2,000	8,000
Southend Pier - Condition Works					1,250	1,250	2,500
Coastal Defence Refurbishment Programme		500	500	500	500	500	2,500
Schools - Condition Works				500	500	500	1,500
Property Refurbishment Programme					750	750	1,500
Fire Improvement Works					750	750	1,500
HRA Affordable Housing Acquisitions Programme				1,500	1,500	1,500	4,500
HRA Future Investment Programme					6,160	6,160	12,320
HRA Right to Buy - Buybacks Refurbishment		325	325	325	325	325	1,625
Tree Planting							-
Better Queensway - Additional Affordable Housing							10,000
Better Queensway Housing and Commercial Property acquisitions							19,925
Regeneration Pipeline Schemes							-
Strategic and Regeneration Acquisitions							10,380
Private Sector Housing Strategy							785
ICT - Smart Council							-
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							2,000
Seafront Illuminations							-
Re-imagination of the Town Centre							-
Museums and Galleries							-
Seaway Leisure							10,000
Schools and Council Buildings Solar PV							346
Solar PV Projects							936
School Improvement and Provision of School Places							400
TOTAL SCHEMES SUBJECT TO VIABLE BUSINESS CASES (plus investment yet to be costed):							106,717

Will be profiled across the years as and when viable business cases are agreed

Highways and Infrastructure schemes 2022/23

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
LTP3 - Better Sustainable Transport and Mobility Management (C10384) £350k (c/fwd from 21/22) [ACTION A]						
Electric charging points	To install additional points at locations to be agreed.	150				150
Bus stop infrastructure upgrades	Bus Stop infrastructure improvements.	100				100
Cycleway Upgrades	Upgrade the Cycleway network at various locations to be agreed	70				70
Fairfax Drive/Prittlewell Chase junction	Continued design works for their improvement to the jcn and bus stop infrasturcture at this location	30				30
Total LTP3 Better Sustainable Transport and Mobility Management		350				350
LTP3 - Traffic Management Schemes (C10513) £424k (c/fwd from 21/22) [ACTION B]						
Minor Schemes and TROs, Accident Remedial Schemes and Road Safety	Part of the Capital programme of traffic, road safety and parking schemes to be agreed for 2022/23	424				424
Total LTP3 Traffic Management Schemes		424				424
LTP3 - Better Networks (C10671) £ TBC [ACTION B]						
Traffic signals operational efficiency improvements	Marine Parade SPECS3 VECTOR Camera Upgrade (funding TBC)	0				0
Lamp Column Replacement	Continued replactment programme of concrete lamp columns (funding TBC)	0				0
Total LTP3 Better Networks		-				-
LTP3 Better Operation of Traffic control, Information and communication Systems (C10470) £50k (c/fwd from 21/22) [ACTION D]						
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	7				7
Traveline	Contribution to bus data system, providing data to support public transport information system.	3				3
Total LTP3 Better Operation of Traffic Control, Information and Communication Systems		50				50
LTP CARRIAGEWAY MAINTENANCE £TBC						
Highways Maintenance	Carriageway maintenance at locations to be agreed	TBC				0
Total LTP Carriageway Maintenance		-				-
DfT LOCAL MAINTENANCE - POTHOLE FUND - TBA						
Pothole Repairs	Various locations	0				0
Total DfT Local Maintenance Pothole Fund		-				-
STREET LIGHTS MAINTENANCE PROGRAMME						
Street Lights Infills	Continuation of infill programme				125	125
Total Street Lighting Maintenance Programme					125	125
LTP BRIDGES (C10512) £150k (c/fwd from 21/22)						
Bridges Maintenance	Various locations	150				150
Total LTP Bridges		150				150

Highways and Infrastructure schemes 2022/23

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
COUNCIL CAPITAL Highway & Footway Improvements						
Carriageway improvements	Various sites to be agreed				3,500	3,500
Footway Improvements	Various sites to be agreed				6,500	6,500
Traffic Signs Upgrade	Upgrade of signs at various locations				350	350
Zebra Crossings	Surfacing Replacement				231	231
Vehicle restraint Replacement	Barrier renewal				20	20
Junction Protection	Protection of Junctions for improved sight lines				458	458
Improve Footway Condition	Improve Pedestrian Safety around Highway Trees				150	150
Total Highways and Footways Improvements					11,209	11,209
Flood Prevention						
Groyne Field Refurbishment	Groyne Field Reurbishment Programme				175	175
Total Flood Prevention					175	175
Cliff Stabilisation						
Belton Way East	Cliff highways protection			2,950		2,950
Total Cliff Stabilisation				2,950		2,950
COUNCIL CAPITAL Car Park Infrastructure improvements						
Car Parks	Car Park infrastructure improvements to be agreed				259	259
Car Park Signage	Parking signage replacemnet at locations to be agreed				100	100
Car Park refurbishment	East Beach Car Park - Phase 1				355	355
Car Park resurfacing	Resurfacing programme				283	283
Total Car Park Infrastructure Improvements					997	997
OTHER TRANSPORT SCHEMES						
Southend Transport Model	Continuing the Southend Multi Model Work (C10058)				340	340
A127 Growth Corridor	A127 Major Schemes Bell/Kent Elms/Maintenance		679			679
Bridge Strengthening	Bridge Strengthening works			899		899
Active Travel	DfT Active Travel - Tranche 2 various schemes			692		692
LGF	Continuation of Town Centre Interventions		896			896
Total Other Transport Schemes			1,575	1,591	340	3,506
Total Highways and Infrastructure Capital Investment Programme		974	1,575	4,541	12,846	19,936

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**ADDITIONAL CAPITAL INVESTMENT PROPOSALS, INCLUDING THOSE
SUBJECT TO VIABLE BUSINESS CASES: 2022/23 to 2026/27**

1. Summary




Theme	Proposed additional investment (£000)	Proposed additional investment subject to viable business cases – Rolling Programmes (£000)
Pride and Joy	-	5,000
Safe and Well	-	18,445
Connected and Smart	11,405	6,000
Opportunity and Prosperity	-	1,500
Future Ways of Working	1,200	3,000
Total	12,605	33,945
<i>General Fund:</i>	12,605	15,500
<i>Housing Revenue Account (HRA)</i>	-	18,445

Proposed additional investment – main programme	<u>2022/23 (£'000)</u>	<u>2023/24 (£'000)</u>	<u>2024/25 (£'000)</u>	<u>2025/26 (£'000)</u>	<u>2026/27 (£'000)</u>	<u>5 Year Total (£'000)</u>
Proposed investment each year	7,405			600	4,600	12,605
Financed by:						
Borrowing	7,405			600	4,600	12,605


Proposed additional investment subject to viable business cases – Rolling programmes	<u>2022/23 (£'000)</u>	<u>2023/24 (£'000)</u>	<u>2024/25 (£'000)</u>	<u>2025/26 (£'000)</u>	<u>2026/27 (£'000)</u>	<u>5 Year Total (£'000)</u>
Proposed investment each year	825	825	2,825	11,735	17,735	33,945
Financed by:						
Borrowing	500	500	500	3,250	9,250	14,000
External Funding			500	500	500	1,500
Right to Buy Capital Receipts			600	600	600	1,800
HRA Reserves	325	325	1,225	7,385	7,385	16,645

**ADDITIONAL CAPITAL INVESTMENT PROPOSALS, INCLUDING THOSE
SUBJECT TO VIABLE BUSINESS CASES: 2022/23 to 2026/27**





2. Proposed Additional Investment into the main Capital Investment Programme

Theme		Total (£)	Proposed Initiatives
	<p align="center">C1</p> <p align="center"><i>Additional</i></p>	<p align="center">355,000</p> <p align="center"><i>Funded by: Corporate borrowing</i></p> <p>Roadmap 2025:</p> 	<p>East Beach Car Park – Phase 1 (22/23 - £355,000)</p> <p>This investment is to widen the existing vehicular entrance/exit and install a height barrier and vehicle flow plates. The footway entrance would be improved to include street lighting and improved access for pedestrians and cyclists. The car parking area would be future proofed to ensure that Electric Vehicle Charging can be accommodated.</p> <p>Phase 2 of this project would be the construction of the car park and which would require planning permission. Detailed cost estimates for this phase are being sought but it is estimated that the full project cost (phases 1 and 2) would be up to £825,000. In addition to these capital costs, £40,000 has been allocated from the revenue budget for professional fees regarding all relevant surveys and flood risk assessments to enable a more detailed business case to be worked through.</p> <p>Inclusion of phase 2 into the main programme would be subject to approval of a viable business case.</p>
	<p align="center">C2</p> <p align="center"><i>Additional</i></p>	<p align="center">1,050,000</p> <p align="center"><i>Funded by: Corporate borrowing</i></p>	<p>ICT – Smart Council (22/23 - £1,050,000)</p> <p>This investment is for the equipment and application and infrastructure licences for the 22/23 financial year to enable the project to progress whilst the necessary business cases and governance processes are being worked through for the rest of the project.</p> <p>This investment is in addition to the budget request of £146,000 for the approved capital investment programme in 21/22.</p> <p>Inclusion of the rest of the Smart Council project in the main programme is subject to approval of appropriate viable business cases.</p> <p>This capital investment is to continue to provide the ICT core services to the Council (software and hardware). This project proposes a fast-track migration to the cloud which</p>
<p>Southend is a leading digital city with world class infrastructure that reflects equity of digital provision.</p>			

**ADDITIONAL CAPITAL INVESTMENT PROPOSALS, INCLUDING THOSE
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			<p>enables the Council's transformation, mitigates the disaster recovery risk, negates the need for a cyclical investment and realises the cost savings that can be achieved from such a strategy. By utilising the cloud for the Council's infrastructure there is no longer a need to replace ICT Infrastructure, resulting in significant cost savings. The additional work has been broken down into projects, which, when delivered together, will achieve quantitative and qualitative benefits and mitigates risk.</p> <p>Part of the project is to provide regular device refreshes, to ensure the estate does not go beyond the end of its supported life and result in security risks and to enable officers and members to carry on working remotely.</p> <p>The COVID-19 pandemic meant that the Council was required to begin a move to the Cloud, to enable remote working. Reversing this or stopping this will add additional costs.</p> <p>The ICT Smart Council project has a total estimated cost of £16,396,000 over the years from 21/22 to 25/26. The remaining £15,200,000 is estimated to be £5,505,000 of capital investment over the years 23/24 to 25/26 and £9,695,000 of revenue investment over the years from 21/22 to 25/26.</p> <p>This proposed solution offers stable costs after initial investment, reduces risk and offers the ability to transform the Council.</p>
	<p align="center">C3 <i>Additional</i></p>	<p align="center">1,200,000 <i>Funded by: Corporate borrowing</i></p>	<p>Priority Works <i>(25/26 to 26/27 - £600,000 p.a.)</i></p> <p>This investment is to ensure a £600,000 annual budget is available to deal with any urgent or priority works to Council owned assets that may arise during the year.</p> <p>This investment is in addition to the £2,274,000 budget already in the approved capital investment programme for the years 21/22 to 24/25.</p>




**ADDITIONAL CAPITAL INVESTMENT PROPOSALS, INCLUDING THOSE
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	<p align="center">C4</p> <p align="center"><i>Additional</i></p>	<p align="center">6,500,000</p> <p align="center"><i>Funded by: Corporate borrowing</i></p>	<p>Footways Improvements (22/23 - £4,000,000, 26/27 - £2,500,000)</p> <p>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.</p> <p>The 22/23 amount is to be brought up into the main programme from the Subject to Viable Business Case section. The 26/27 amount is to ensure the continuation of the rolling programme. This is in addition to the budget of £16million already in the approved capital investment programme for the years 21/22 to 25/26.</p> <p>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.</p>
<p align="center">Deliver on the ambitious programme of investment in improving our pavements and highways.</p>		<p>Roadmap 2020:</p> 	
	<p align="center">C5</p> <p align="center"><i>Additional</i></p>	<p align="center">3,500,000</p> <p align="center"><i>Funded by: Corporate borrowing</i></p>	<p>Carriageways Improvements (22/23 - £2,000,000, 26/27 - £1,500,000)</p> <p>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.</p> <p>The 22/23 amount is to be brought up into the main programme from the Subject to Viable Business Case section. The 26/27 amount is to ensure the continuation of the rolling programme. This is in addition to the budget of £10million already in the approved capital investment programme for the years 21/22 to 25/26.</p> <p>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.</p>
<p align="center">Deliver on the ambitious programme of investment in improving our pavements and highways.</p>		<p>Roadmap 2020:</p> 	
<p align="center">Total</p>		<p align="center">12,605,000</p>	<p align="center">General Fund</p>





**ADDITIONAL CAPITAL INVESTMENT PROPOSALS, INCLUDING THOSE
SUBJECT TO VIABLE BUSINESS CASES: 2022/23 to 2026/27**

**3. Proposed Additional Investment Subject to Viable Business Cases
– Rolling Programmes**





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
	C6	2,500,000	<p>Southend Pier – Condition Works (25/26 to 26/27 - £1,250,000 p.a.)</p> <p>This investment is to deliver the ongoing planned approach to addressing the condition works and bearing refurbishment identified within the condition survey. This proactive approach reduces the requirement for urgent and/or reactive condition works and ensures the integrity of this landmark structure that helps drive millions of visitors to Southend-on-Sea each year.</p> <p>This investment is in addition to the £4,976,000 budget already in the approved capital investment programme for the years 21/22 to 24/25.</p> <p>Inclusion in the main programme is subject to approval of a viable business case.</p>
	Additional	Funded by: Corporate borrowing	
<div style="border: 1px solid black; padding: 5px;"> Promote the cultural and tourism life of the Borough creating a true Destination Southend. </div>			
	C7	2,500,000	<p>Coastal Defence Refurbishment Programme (22/23 to 26/27 - £500,000 p.a.)</p> <p>This investment is to deliver a planned approach for the essential refurbishment works to the borough's coastal defences. This proactive approach reduces the requirement for urgent and/or reactive condition works.</p> <p>This investment is in addition to the £150,000 budget already in the approved capital investment programme for 21/22.</p> <p>Inclusion in the main programme is subject to approval of a viable business case.</p>
	Additional	Funded by: Corporate borrowing	
		Roadmap 2022:	
			



**ADDITIONAL CAPITAL INVESTMENT PROPOSALS, INCLUDING THOSE
SUBJECT TO VIABLE BUSINESS CASES: 2022/23 to 2026/27**

 <p>Deliver on the ambitious programme of investment in improving our pavements and highways.</p>	<p>C8</p> <p><i>Additional</i></p>	<p>4,000,000</p> <p><i>Funded by: Corporate borrowing</i></p> <p>Roadmap 2020:</p> 	<p>Footways Improvements (26/27 - £4,000,000)</p> <p>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 budget of £16million already in the Subject to Viable Business Case section of the capital investment programme for the years 21/22 to 25/26.</p> <p>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.</p> <p>Inclusion in the main programme is subject to approval of a viable business case.</p>
 <p>Deliver on the ambitious programme of investment in improving our pavements and highways.</p>	<p>C9</p> <p><i>Additional</i></p>	<p>2,000,000</p> <p><i>Funded by: Corporate borrowing</i></p> <p>Roadmap 2020:</p> 	<p>Carriageways Improvements (26/27 - £2,000,000)</p> <p>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 budget of £8million already in the Subject to Viable Business Case section of the capital investment programme for the years 21/22 to 25/26.</p> <p>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.</p> <p>Inclusion in the main programme is subject to approval of a viable business case.</p>


**ADDITIONAL CAPITAL INVESTMENT PROPOSALS, INCLUDING THOSE
SUBJECT TO VIABLE BUSINESS CASES: 2022/23 to 2026/27**

 <p>Maintain our commitment to school improvement</p>	<p>C10 <i>Additional</i></p>	<p>1,500,000 <i>Funded by: External funding</i></p> <p>Roadmap 2020:</p> 	<p>Schools – Condition Works <i>(24/25 to 26/27 - £500,000 p.a.)</i></p> <p>This investment is for condition works at Children Centres and emergency works at schools. These are mainly larger, urgent projects to be agreed between the Council's property team and head teachers.</p> <p>This is funded from Government Grant (subject to final Government capital funding announcements).</p> <p>This investment is in addition to the budget of £1,710,000 already in the approved capital investment programme.</p>
	<p>C11 <i>Additional</i></p>	<p>1,500,000 <i>Funded by: Corporate borrowing</i></p>	<p>Property Refurbishment Programme <i>(25/26 to 26/27 - £750,000 p.a.)</i></p> <p>This investment is to enable the Council's Property and Estate Management service to take a proactive approach to maintaining the buildings for which it is responsible. This will ensure investment is made in the fabric and services within building before they get to a stage that capital works become urgent or have a detrimental impact on service users' use of the building or leads to urgent repairs and maintenance works which are usually more costs long term.</p> <p>This investment is in addition to the budget of £2,639,000 already in the approved capital investment programme for the years 21/22 to 24/25.</p> <p>Inclusion in the main programme is subject to approval of a viable business case.</p>
	<p>C12 <i>Additional</i></p>	<p>1,500,000 <i>Funded by: Corporate borrowing</i></p>	<p>Fire Improvement Works <i>(25/26 to 26/27 - £750,000 p.a.)</i></p> <p>This scheme is for the implementation of fire safety and associated compliance works across the Council's corporate property estate arising as a result of any changes to building regulations and/or other standards or updated fire risk assessments.</p> <p>This investment is in addition to the budget of £3,211,000 already in the approved capital investment programme for the years 21/22 to 24/25.</p> <p>Inclusion in the main programme is subject to approval of a viable business case.</p>
<p align="center">Total</p>		<p align="center">15,500,000</p>	<p align="center">General Fund</p>

**ADDITIONAL CAPITAL INVESTMENT PROPOSALS, INCLUDING THOSE
SUBJECT TO VIABLE BUSINESS CASES: 2022/23 to 2026/27**

	<p align="center">C13</p> <p align="center"><i>Additional</i></p>	<p align="center">4,500,000</p> <p align="center"><i>Funded by: 40% Right to Buy Receipts and 60% Capital Investment Reserve</i></p>	<p>HRA Affordable Housing Acquisitions Programme (24/25 to 26/27 - £1,500,000 p.a.)</p> <p>Housing is a clear priority of this council and through purchasing suitable private homes for council use, the acquisitions programme is already helping to ensure that everyone has a home that meets their needs, including those with complex needs.</p> <p>It is 40% financed by retained Right to Buy capital receipts. To ensure all these receipts can be used within the timeframes set by central Government the above amount needs to be spent during the next five financial years with targets in each quarter. The balance of 60% is financed from the HRA capital investment reserve.</p> <p>If the Council exceeds any of the quarterly targets the excess will count towards the next quarter. As conveyancing time frames cannot be guaranteed the timing of these budgets plan to exceed the targets rather than to just meet them, in case any of the planned property purchases do not proceed.</p> <p>This investment is in addition to the budget of £6,706,000 already in the approved capital investment programme for the years 21/22 to 23/24.</p> <p>The profile of these budgets across 2022/23 and future years is subject to change as the Government will be introducing a cap on the use of Right to Buy receipts on acquisitions, to encourage new builds to help drive new supply of Council Housing. The cap will come in from April 2022 and will be phased in over 2022/23 to 2024/25.</p>
<p>We are well on our way to ensuring that everyone has a home that meets their needs.</p>			
	<p align="center">C14</p> <p align="center"><i>Additional</i></p>	<p align="center">12,320,000</p> <p align="center"><i>Funded by: Reserves</i></p> <p align="center"><i>Delivered by South Essex Homes</i></p>	<p>HRA Future Investment Programme (25/26 to 26/27 - £6,160,000 p.a.)</p> <p>The investment relates to</p> <ul style="list-style-type: none"> • continuing of the Decent Homes programme to keep the housing stock at decency levels; • common area improvements; • environmental health and safety works; <p>These works are wholly funded through the HRA, from the Major Repairs Reserve. This investment is in addition to the budget of £25,755,000 already in the approved capital investment programme for 21/22 to 24/25.</p>
<p>We are well on our way to ensuring that everyone has a home that meets their needs.</p>			

**ADDITIONAL CAPITAL INVESTMENT PROPOSALS, INCLUDING THOSE
SUBJECT TO VIABLE BUSINESS CASES: 2022/23 to 2026/27**

	<p align="center">C15</p> <p align="center"><i>Additional</i></p>	<p align="center">1,625,000</p> <p align="center"><i>Funded by: Reserves</i></p> <p align="center"><i>Delivered by South Essex Homes</i></p>	<p>HRA Right to Buy – Buybacks Refurbishment <i>(22/23 to 26/27 - £325,000 p.a.)</i></p> <p>This investment is support the continuation of the programme to buy back ex-council houses and other properties to increase the stock on the housing register. These funds would be used to refurbish the properties that are purchased in order to bring them up to Decent Homes standard.</p> <p>These works are wholly funded through the HRA, from the Capital Investment Reserve. This investment is in addition to the budget of £324,000 already in the approved capital investment programme for 21/22.</p>
<p align="center">We are well on our way to ensuring that everyone has a home that meets their needs.</p>			
	Total	18,445,000	Housing Revenue Account
		33,945,000	TOTAL CAPITAL INVESTMENT PROPOSALS – SUBJECT TO VIABLE BUSINESS CASES – ROLLING PROGRAMMES

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PURPOSE

The purpose of this Appendix is to enable the Council to calculate and set the Council Tax for 2022/23.

PRECEPT LEVELS

The following precept levels have been received.

- The Cabinet of **Southend-on-Sea Borough Council** met on 15 February 2022 and decided to recommend a Council Tax Requirement of **£91,843,838**, which includes an Adult Social Care Precept of **£10,896,777**. Assuming this is approved by the Council on 24 February 2022, this will result in a Southend-on-Sea Borough Council Band D Council Tax of **£1,554.39**, an increase of £59.67 (3.99%) on the previous year.
- **Essex Police, Fire and Crime Panel** met on 3 February 2022 and approved the proposals of the Office of the Police and Crime Commissioner for a precept of **£12,911,634**. This results in a 2022/23 Police and Crime Commissioner Band D Council Tax of **£218.52**, an increase of £9.99 (4.79%) on the previous year.
- **Essex Police, Fire and Crime Panel** met on 3 February 2022 and approved the proposals of the Fire and Rescue Authority for a precept of **£4,451,004**. This results in a 2022/23 Fire Authority Band D Council Tax of **£75.33**, an increase of £1.44 (1.95%) on the previous year.
- The **Leigh Town Council** met on 18 January 2022 and set their precept at **£452,880**. This results in a Town Council Band D Council Tax of **£50.94**, an increase of £0.36 (0.71%) on the previous year.

The total of all precepts levied is therefore £109,659,356. This results in an average total Band D Council Tax of £1,855.90 across all areas, an increase of £71.20 (3.99%) on the previous year. For the unparished area, the total Band D Council tax will be £1,848.24, an increase of £71.10 (4.00%) on the previous year, and for the parished area the total Band D Council tax will be £1,899.18 an increase of £71.46 (3.91%) on the previous year.

Subject to the Council approving the Council Tax Resolution, the following tables summarise Council Tax bills for 2022/23.

RESOLUTION 0 – Substantive Motion

Table 1 – summary of average Band D Council Tax bill

Authority	2021/22 Band D £	2022/23 Band D £	Increase %	Increase/ year £	Increase/ week £
Southend-on-Sea Borough Council	1,494.72	1,554.39	3.99%	59.67	1.15
Essex Police CC	208.53	218.52	4.79%	9.99	0.19
Essex Fire Authority	73.89	75.33	1.95%	1.44	0.03
Total Band D Unparished Area	1,777.14	1,848.24	4.00%	71.10	1.37
Leigh Town Council	50.58	50.94	0.71 %	0.36	0.01
Total Band D Parished Area	1,827.72	1,899.18	3.91 %	71.46	1.37
TOTAL Band D Average all areas	1,784.70	1,855.90	3.99 %	71.20	1.37

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

Band	Proportion of Band D	2021/22 Council Tax before Discounts £	2022/23 Council Tax before Discounts £	Increase over 2021/22 £	Weekly increase over 2021/22 £	Weekly increase SBC element £
A	6/9ths	1,184.76	1,232.16	47.40	0.91	0.76
B	7/9ths	1,382.22	1,437.52	55.30	1.06	0.89
C	8/9ths	1,579.68	1,642.88	63.20	1.22	1.02
D	9/9ths	1,777.14	1,848.24	71.10	1.37	1.15
E	11/9ths	2,172.06	2,258.96	86.90	1.67	1.40
F	13/9ths	2,566.98	2,669.68	102.70	1.98	1.66
G	15/9ths	2,961.90	3,080.40	118.50	2.28	1.91
H	18/9ths	3,554.28	3,696.48	142.20	2.73	2.30

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

Band	Proportion of Band D	2021/22 Council Tax before Discounts £	2022/23 Council Tax before Discounts £	Increase over 2021/22 £	Weekly increase over 2021/22 £	Weekly increase SBC element £
A	6/9ths	1,218.48	1,266.12	47.64	0.92	0.76
B	7/9ths	1,421.56	1,477.14	55.58	1.07	0.89
C	8/9ths	1,624.64	1,688.16	63.52	1.22	1.02
D	9/9ths	1,827.72	1,899.18	71.46	1.37	1.15
E	11/9ths	2,233.88	2,321.22	87.34	1.68	1.40
F	13/9ths	2,640.04	2,743.26	103.22	1.99	1.66
G	15/9ths	3,046.20	3,165.30	119.10	2.29	1.91
H	18/9ths	3,655.44	3,798.36	142.92	2.75	2.30

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 13 January 2022 the Cabinet calculated the Council Tax Base 2022/23:
 - (a) for the whole Council area as 59,086.74
 - (b) for dwellings in those parts of its area to which a Parish precept relates (Leigh Town Council) as 8,890.46.
2. To determine that the Council Tax requirement for the Council's own purposes for 2022/23 (excluding town/parish precepts) is £91,843,838.
3. That the following amounts be calculated for the year 2022/23 in accordance with Sections 31 to 36 of the Local Government Finance Act 1992, as amended (the Act):
 - (a) £380,332,680 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) -£288,035,962 Being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
 - (c) £92,296,718 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) £1,562.05 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) £452,880 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) £1,554.39 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 2022/23 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	1,036.26	1,208.97	1,381.68	1,554.39	1,899.81	2,245.23	2,590.65	3,108.78
Essex Police Authority	145.68	169.96	194.24	218.52	267.08	315.64	364.20	437.04
Essex Fire Authority	50.22	58.59	66.96	75.33	92.07	108.81	125.55	150.66
Aggregate amounts excluding town council	1,232.16	1,437.52	1,642.88	1,848.24	2,258.96	2,669.68	3,080.40	3,696.48

6. Determines that the Council's basic amount of Council Tax for 2022/23 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 2022/23: 3-6% (comprising 1-4% for the Adult Social Care Precept and 2% for other expenditure).

For Southend-on-Sea Borough Council the 2021/22 Council Tax increase included 2% for the Adult Social Care precept and the remaining 1% increase in Adult Social Care precept was deferred to the 2022/23 financial year. Therefore, the percentage increase defined by the Secretary of State as constituting an excessive increase for 2022/23 for this Council is 4%.

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

2021/22 amount	£1,494.72
2022/23 amount	£1,554.39
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 2022/23 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.

RESOLUTION 0 – Substantive Motion

LEIGH TOWN COUNCIL – 2022/23 TAXBASE AND PRECEPT

Taxbase	2022/23 Precept	2022/23 Band D	2021/22 Band D	Increase / (Decrease)	Amount Required by Parish 2022/23							
					£							
	£	£	£	%	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
8,890.46	452,880	50.94	50.58	0.36	33.96	39.62	45.28	50.94	62.26	73.58	84.90	101.88

COMBINED COUNCIL TAX 2022/23

Council Tax 2022/23	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	1,232.16	1,437.52	1,642.88	1,848.24	2,258.96	2,669.68	3,080.40	3,696.48
Parished Area	1,266.12	1,477.14	1,688.16	1,899.18	2,321.22	2,743.26	3,165.30	3,798.36

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Medium Term Financial Forecast
2022/23 to 2026/27

	2022/23	2023/24	2024/25	2025/26	2026/27
	£000s	£000s	£000s	£000s	£000s
Base Budget					
From prior year	133,347	140,288	148,120	155,629	163,338
LESS					
Appropriations to / (from) reserves in prior year	4,103	(187)	2,203	(2,300)	(2,507)
Revenue Contributions to Capital	(1,409)	(418)	(105)	(102)	(39)
Less other one-off expenditure / (savings)	(81)	(34)	(3,000)	1,500	1,500
Adjusted Base Budget	135,960	139,649	147,218	154,727	162,292
Appropriations to / (from) reserves	187	(2,203)	2,300	2,507	902
Revenue Contributions to Capital (Funded from Earmarked Reserves)	418	105	102	39	0
Other one-off / time limited expenditure bids	34	3,000	(1,500)	(1,500)	0
Unavoidable Pressures	7,552	5,691	5,736	5,786	5,846
Capital Programme Costs	1,204	1,204	1,204	1,204	1,000
Corporate Cost Pressures	666	243	13	42	(33)
Directorate (Savings) / Pressures					
Ongoing Executive Directorate investment	3,411	1,665	1,550	950	1,000
Budget reductions proposed	(4,636)	(1,597)	(994)	(417)	0
	(1,225)	68	556	533	1,000
Better Care Fund					
Funding to Support Social Care and benefit Health	(14,411)	(14,411)	(14,411)	(14,411)	(14,411)
Expenditure relating to the BCF and IBCF	14,411	14,411	14,411	14,411	14,411
	0	0	0	0	0
Public Health					
Projected Grant Income *	(10,073)	(10,073)	(10,073)	(10,073)	(10,073)
Projected Expenditure	10,073	10,073	10,073	10,073	10,073
	0	0	0	0	0
Housing Revenue Account					
Projected Expenditure	27,408	27,940	28,610	29,220	29,804
Projected Income	(30,446)	(31,127)	(31,824)	(32,552)	(33,182)
Contributions to / (from) HRA Earmarked Reserves	3,038	3,187	3,214	3,332	3,378
	0	0	0	0	0
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
	0	0	0	0	0
Projected General Fund Net Expenditure	144,796	147,757	155,629	163,338	171,007
Changes in General Grants	(4,508)	363	0	0	0
Budget Requirement	140,288	148,120	155,629	163,338	171,007
Funded By					
Council tax increase (1.99% in 22/23, 1.99% onwards) (taxbase +0.8% 2022/23 and +0.5% p.a future years)	(80,947)	(83,185)	(85,481)	(87,835)	(90,249)
Social Care Precept (2.0% in 22/23, 0% onwards)	(10,897)	(10,951)	(11,006)	(11,061)	(11,116)
Business Rates	(38,200)	(38,015)	(39,273)	(39,273)	(39,273)
Revenue Support Grant **	(6,244)	(6,369)	(6,369)	(6,369)	(6,369)
Collection Fund Surplus	(1,500)	(1,000)	(1,000)	0	0
Capital Reserve	(2,500)	0	0	0	0
Total Funding	(140,288)	(139,520)	(143,129)	(144,538)	(147,007)
Funding Gap	0	8,600	12,500	18,800	24,000
Funding Gap (Cumulative)	0	8,600	21,100	39,900	63,900
Core Precept	80,947	83,185	85,481	87,835	90,249
Social Care Precept	10,897	10,951	11,006	11,061	11,116
Band D Council Tax					
Council Tax for a Band D Property	1,554.39	1,585.26	1,616.76	1,648.89	1,681.65
% Increase in Council Tax	3.99%	1.99%	1.99%	1.99%	1.99%
Council Tax Base					
Council Tax Base	59,087	59,382	59,679	59,977	60,277
Increase in Tax Base on prior year	0.78%	0.50%	0.50%	0.50%	0.50%

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SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of Cabinet

Date: Thursday, 13th January, 2022

Place: Council Chamber - Civic Suite

7

Present: Councillor I Gilbert (Chair)
Councillors R Woodley (Vice-Chair), L Burton, P Collins, A Jones,
C Mulrone, C Nevin and M Terry

In Attendance: T Forster, M Marks, J Williams, A Lewis, J Chesterton, C Gamble,
D Simon, T Harris, B Leigh, B Martin and M Sheppard

Start/End Time: 2.00 pm - 4.30 pm

597 Apologies for Absence

There were no apologies for absence at this meeting.

598 Declarations of Interest

The following Councillors declared interests as indicated:

a) Cllr Burton – Agenda Item 10 (SEND Review) – Non-pecuniary interest: Teacher at a school outside the Borough;

(b) Cllr Gilbert – Agenda Items 8 (Draft HRA and Rent Setting) and Agenda Item 9 (Draft Prioritising Resources 2022/23 to 2026/27) – non-pecuniary interest: Employee of business near the High Street and GMB union member;

(c) Cllr Jones – Agenda Item 9 (Draft Prioritising Resources 2022/23 to 2026/27) – Non-pecuniary interest: Son works for C2C; Agenda Item 11 (Ten Year Contract – Southend Care Limited) – Non-pecuniary interest: Friends work for Southend Care Ltd; Agenda Item 13 (DfT Active Travel Fund Tranche 2 Grant Award) – non-pecuniary interest: Son works in the passenger transport team; Agenda Item 22 (SO46 Report) – Non-pecuniary interest: one of her sons works for SECTA and youngest son works for passenger transport team;

(d) Cllr Mulrone – Agenda Item 9 (Draft Prioritising Resources 2022/23 to 2026/27) – Non-pecuniary interest: Member of Leigh Town Council and Council appointee to Southend Tourism Partnership; Agenda Item 14 (Conservation Area Appraisals) – non-pecuniary interest; Member of Leigh Society and Chair of Trustees of Leigh Heritage Centre; Agenda Item 15 (20 MPH Neighbourhoods) – Disqualifying non-pecuniary interest: resident in one of the proposed roads/areas of the scheme (withdrew);

(e) Cllr Nevin – Agenda Item 11 (Ten Year Contract – Southend Care Limited) – Non-pecuniary interest: Essex County Council mentioned and ex mother-in-law receiving care outside this area; Employed at external National Health Service Trust and family members employed at Mid and South Essex Trust hospitals;

(f) Cllr Terry – Agenda Item 20 (20 MPH Neighbourhoods) – Non-pecuniary interest: Member of Burges Estate Residents Association; and

(g) Cllr Woodley – Agenda Item 20 (20 MPH Neighbourhoods) – Non-pecuniary interest: Thorpe Ward Councillor and Chair of Residents Association.

599 Minutes of the meeting held Tuesday, 18 October 2021

Resolved:

That the minutes of the meeting held on Tuesday, 18th October 2021, be confirmed and signed as a correct record.

600 Minutes of the meeting held on Tuesday, 2 November 2021

Resolved:

That the minutes of the meeting held on Tuesday, 2nd November 2021 be confirmed and signed as a correct record.

601 Minutes of the Meeting held Monday, 6 December 2021

Resolved:

That the Minutes of the Meeting held on Monday 6th December 2021, be confirmed as a correct record and signed.

602 Resourcing Better Outcomes - Financial Performance Report for November (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 2021/22 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 2021 and the intention to defer the previously approved use of £2.5M from Reserves to support the 2021/22 budget, be noted.

That, in respect of the 2021/22 Capital Budget Performance, as set out in Appendix 2 to the report:

2. That the expenditure to date and the forecast outturn as at November 2021 and its financing, be noted.

3. That the requested changes to the capital investment programme for 2021/22 and future years, as set out in Section 4 of Appendix 2 to the report, 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 a Council Function

Called-in to Policy and Resources Scrutiny Committee

Cabinet Members: Cllrs Gilbert and Collins

603 Council Tax Base and Non Domestic Rating Base 2022/23

The Cabinet considered a report of the Executive Director (Finance and Resources) concerning the calculation of the Council Tax Base for 2022/23 and the submission of the National Non-Domestic Rates (NNDR1) form to the Ministry of Housing, Communities and Local Government (MHCLG) by 31st January 2022.

Members of the Cabinet received a copy of Appendix C (NNDR Form).

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. The amount calculated by Southend-on-Sea Borough Council as its Council Tax Base for the year 2022/23 shall be 59,086.74.
2. 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 2022/23 shall be 8,890.46.

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

3. That the NNDR1 form for 2022/23 at Appendix C to the report, circulated at the meeting, 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 2022/23.

Other Options

None

Note: This is an Executive Function

Eligible for Call-in to: Policy and Resources Scrutiny Committee

Cabinet Member: Cllr Gilbert

604 Draft Housing Revenue Account Budget 2022/23 and Rent Setting

The Cabinet considered a joint report of the Executive Director (Finance and Resources) and Executive Director (Housing & Growth) setting out the Housing Revenue (HRA) budget for 2022/23, together with the information necessary to set a balanced budget as required by legislation.

Resolved:

1. That an average rent increase of 4.10% on all tenancies, be endorsed.
2. That an average rent increase of 4.10% on shared ownership properties, be endorsed.
3. That an increase of 4.10% for garage rents to £12.70 per week for tenants and £15.24 for non-tenants (being £12.70 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 South Essex Homes core management fee at £6,648,000 for 2022/23, be endorsed.
5. That South Essex Homes proposals for average increases of 10.88% in service charges, be endorsed.
6. That South Essex Homes proposals for an average 16.95% reduction in heating charges for sheltered housing tenants and an average 4.42% increase in heating charges for hostel tenants to reflect the actual costs incurred, be endorsed.
7. That the following appropriations be endorsed:
 - £60,000 to the Repairs Contract Pensions Reserve;
 - £2,978,000 to the Capital Investment Reserve and
 - £8,309,000 from the Capital Investment Reserve

8. That subject to resolutions 1 to 7 above, the HRA budget for 2022/23, as set out in Appendix 1 to the submitted report, be approved.

9. That the value of the Council's capital allowance for 2022/23 be declared as £76,915,000, 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 15th February 2022 is a Council Function
Referred direct to Policy and Resources Scrutiny Committee
Cabinet Members: Cllr Gilbert and Cllr Jones

605 Draft Prioritising Resources to Deliver Better Outcomes - 2022/23 to 2026/27

The Cabinet considered a report of the Executive Director (Finance and Resources) presenting the draft General Fund Revenue Budget for 2022/23.

Resolved:

1. That it be noted that the final version of the updated Financial Sustainability Strategy 2022-2032 will be available for consideration in February 2022 (Appendix 1 to the submitted report).

2. That it be noted that a Medium Term Financial Strategy for 2022/23 – 2026/27 will be available for consideration in February 2022 and the draft Medium Term Financial Forecast and estimated Earmarked Reserves Balances up to 2026/27 (Annexes 1 and 2 to Appendix 2 to the submitted report), be endorsed.

3. 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 3 to the report), be noted.

4. That the appropriation of the sums to earmarked reserves totalling £2.675M (Appendix 4 to the report), be endorsed.

5. That the appropriation of the sums from earmarked reserves totalling £4.494M, which includes £2.500M that was previously approved to support the budget in 2021/22 and is now requested to be used to support the estimated budget gap for 2022/23 instead. (Appendix 4 to the report), be endorsed.

6. That a General Fund Budget Requirement for 2022/23 of £140.288M and Council Tax Requirement of £91.844M (Appendix 5) and any required commencement of consultation, statutory or otherwise, be endorsed.

7. That it be noted that the 2022/23 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.

8. That a Council Tax increase of 3.99% for the Southend-on-Sea element of the Council Tax for 2022/23, being 1.99% for general use and 2.0% for Adult Social Care, be endorsed.

9. 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 Band D precept increase of 0.53%;

10. That no Special Expenses be charged other than the Leigh-on-Sea Town Council precept for 2022/23, be endorsed.

11. That the proposed General Fund revenue budget investment of £13.672M (Appendix 6 to the report), be endorsed.

12. That the proposed General Fund revenue budget savings and income generation initiatives for 2022/23 of £5.087M (Appendix 7 to the report), be endorsed.

13. That the proposed future outline Budget Transformation Programme 2023/24 – 2026/27 (Appendix 8 to the report), be noted.

14. That the proposed range of fees and charges for 2022/23 (Appendix 9 to the report), be endorsed.

15. That the Dedicated Schools Grant budget and its relevant distribution as recommended by the Education Board (Appendix 10 to the report), be endorsed.

16. That the Capital Investment Strategy for 2022/23 to 2026/27 (Appendix 11 to the report) and the Capital Investment Policy (Annex 1 to Appendix 11 to the report), be endorsed.

17. That the new schemes and additions to the Capital Investment Programme for the period 2022/23 to 2026/27 totalling £12.6M for the General Fund (Appendix 12 to the report) and new schemes subject to viable business cases totalling £33.9M (£15.5M for the General Fund and £18.4M for the Housing Revenue Account) (Appendix 12 to the report), be endorsed.

18. 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 13 to the report), be noted.

19. That the proposed Capital Investment Programme for 2022/23 to 2026/27 of £119.8M to be delivered by the Council and £51.3M to be delivered by Subsidiary Companies, Partners and Joint Ventures (Appendix 14 to the report) of which £51.1M is supported by external funding, be endorsed.

20. That the Minimum Revenue Provision (MRP) Policy for 2022/23 (Appendix 15 to the report) and the prudential indicators (Appendix 16 to the report), be endorsed.

21. That the operational boundary and authorised limits for borrowing for 2022/23 are set at £385M and £395M respectively (Appendix 16 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 15th February 2020 is a Council Function

Referred direct to all three scrutiny committees

Cabinet Members: Cllr Gilbert and Cllr Collins

606 SEND Peer Review

The Cabinet considered a report of the Executive Director (Children and Public Health) presenting the findings and recommendations from the Local Government Association (LGA) Independent Peer Review Report into the SEND and Children with Disability (CWD) services and set out the proposed actions to be taken by the local authority to drive the necessary changes in order to improve services to residents and families.

Resolved:

1. That the Local Government Association Independent Peer Review Report, be noted.

2. That the recommendations made by the LGA Peer Review Team, as set out in Appendix 1 to the submitted report, be accepted.

3. That the Implementation Plan in response to the recommendations in the LGA Peer Review, as set out at Appendix two to the report, be approved.

4. That the matter be referred to the People Scrutiny Committee for consideration.

Reasons for decision:

To consider the findings from the Independent Review and endorse the proposed actions in response to the recommendations from the LGA Peer Review Report.

Other options:

None.

Note: This is an Executive Function
Referred direct to: People Scrutiny Committee
Cabinet Member: Cllr Burton

607 Ten Year Contract - Southend Care Limited

The Cabinet considered a report of the Executive Director (Adults and Communities) setting out the proposed ten-year contract with Southend Care Limited to deliver adult care.

Resolved:

That the Council enter into a 10-year agreement with Southend Care Limited, as set out in the submitted report.

Reasons for decision:

The services provided (support at home, daytime support, residential care and provider of last resort support) are necessary for the residents of Southend. The partnership with Southend Care Limited and the development plans in place offer substantial value to the Council and to the residents of Southend.

Other options:

To bring the services back into direct local authority control or offering the services to the private, independent and voluntary sector market. Both options are not recommended.

Note: This is an Executive Function
Eligible for call-in to: People Scrutiny Committee
Cabinet Member: Cllr Nevin

608 Southend Leisure Provision Future

The Cabinet considered a report of the Executive Director (Adults and Communities) requesting confirmation of the in-year arrangements for the operation of the Council's leisure centres and set out the proposed steps in respect of the centres beyond April 2022.

Resolved:

1. That the ongoing waiver of Fusion's management fee until 31 March 2022, be approved.
2. That the remaining three year's management fee be repaid by Fusion over a reprofiled duration meeting the Council's financial expectations from the contract.
3. That it be noted that the Council's officers will continue to manage the existing contract performance of Fusion.
4. That Fusion's current proposals regarding the extension of the contract beyond 2025 be rejected and market testing take place.
5. That it be noted that a further report will be provided during 2022/23 to consider the long-term future and options for leisure services.

Reasons for decision:

To address the immediate position with respect to the leisure contract.

Other options:

The Council could consider alternative operators and Trusts. These are not recommended in the short term due to the additional financial risk to the Council of an early termination.

Note: This is an Executive Function

Called-in to: Place Scrutiny Committee

Cabinet Member: Cllr Mulroney

609 DfT Active Travel Fund - Tranche 2 Grant Award

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) concerning the schemes that had been awarded funding by the Department of Transport (DfT) following the Council's Tranche 2 bid. The consultation/survey results in relation to the schemes would be submitted to the DfT.

Resolved:

1. That the bid to the Department of Transport (DfT) on 20 November 2020 for Tranche 2 funding from the Active Travel Fund for the schemes for which funding in the sum of £741,000 was awarded, be endorsed.

2. That, following discussion at design review stage with the Transport, Capital and Inward Investment Working Party, authority be delegated to the Executive Director (Neighbourhoods and Environment), in consultation with the Cabinet Member for Transport, Asset Management and Inward Investment, to agree the final detailed design options based upon the outline designs submitted to the DfT for Tranche 2 funding.

Reasons for decision:

To provide active travel improvements that further encourage increased walking and cycling activity in the Borough.

Other options:

None.

Note: This is an Executive Function

Called-in to: Place Scrutiny Committee

Cabinet Member: Cllr Woodley

610 Conservation Area Appraisals

The Cabinet considered a report of the Executive Director (Growth and Housing) presenting the Conservation Area Appraisals for Clifftown, Leigh, Leigh Cliff, Milton, The Leas and Shoebury Garrison, following a recent period of public consultation.

Resolved:

That the Conservation Area Appraisal documents, set out at Appendices 1 to 6 of the submitted report, for Clifftown, Leigh, Leigh Cliff, Milton, The Leas and Shoebury Garrison, be adopted.

Reason for decision:

Six Conservation Areas have been appraised as part of this work and the Conservation Area Appraisals produced for them provide up to date evidence on each Conservation Area and any issues affecting them. They also provide a new management plan to help guide appropriate and sympathetic change within the area and highlight opportunities to enhance the character and appearance of these important heritage areas.

Other options:

Not to adopt the Conservation Area Appraisals for Clifftown, Leigh, Leigh Cliff, Milton, The Leas and Shoebury Garrison. However, this would mean that each of these Conservation Areas does not have an up-to-date Appraisal and Management Plan in place.

Note: This is an Executive Function

Called-in to: Place Scrutiny Committee

Cabinet Member: Cllr Mulroney

611 20 MPH Neighbourhoods

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) seeking approval for the adoption of 20MPH Neighbourhoods pilot scheme in the following locations:

- Leigh West and Leigh Ward: Area bounded by Hadleigh Road, Rectory Grove, Lymington Avenue, London Road and Salisbury Road;
- Thorpe Ward: (i) Area bounded by Thorpe Hall Avenue, Thorpe Bay Gardens, Maplin Way and Station Road; (ii) On Burges Road, Colbert Avenue and Wyatts Drive; (iii) On Shaftesbury Avenue, Kensington Avenue and Northumberland Crescent.

Resolved:

1. That the proposed scheme for each of the areas detailed above, be taken forward to construction.
2. That authority be delegated to the Executive Director (Neighbourhoods and Environment), in consultation with the Cabinet Member for Transport, Asset Management and Inward Investment, to approve the advertisement of any necessary traffic regulation orders.
3. That the £500,000 grant funded expenditure to implement the 20MPH Neighbourhoods Scheme, be approved.

Reasons for decision:

To support the Council's 2050 Shared 'Safe and Well' Ambition to ensure people in Southend-on-Sea feel safe in all aspects of their lives.

Other options:

Not to implement the 20MPH Neighbourhoods pilot scheme in the areas detailed above.

Note: This is an Executive Function

Called-in to: Place Scrutiny Committee

Cabinet Member: Cllr Woodley

612 Street Prostitution Strategy

The Cabinet considered a report of the Executive Director (Adult and Communities) presenting the Street Prostitution Strategy and Charter of Agreement for consideration.

Resolved:

1. That the Street Prostitution Strategy and the Charter of Agreement, set out at Appendices 1 and 2 to the submitted report, be approved.
2. That the work undertaken in the Strategy and through the Charter of Agreement be overseen by the Violence and Vulnerability Board.

Reasons for decision:

To adopt the Street Prostitution Strategy and Charter of Agreement to support this socially excluded and vulnerable group and to ensure that the Strategy has overall Senior Leadership support via the Violence and Vulnerability Board.

Other options:

Not to adopt the Street Prostitution Strategy and Charter of Agreement in its present form and work continues with the current outreach service and drop-in provision currently being provided by the Voluntary Sector partners to support this vulnerable group.

Note: This is an Executive Function

Eligible for call-in to: People Scrutiny Committee

Cabinet Member: Cllr Jones

613 Southend Adult Community College

The Cabinet considered a report of the Executive Director (Growth and Housing) presenting the annual performance report for Southend Adult Community College (“the College”) and an update on the progress made aligning the College with the Council’s governance, accountability and Southend 2050 Ambition outcome delivery.

Resolved:

That the annual performance report for Southend Adult Community College 2020/21, set out in Appendix A to the submitted report, be noted.

Reasons for decision:

To note the College’s annual performance report reflecting the changed governance arrangements now in place. It is important that the positive contributions of the College to the skills, employment and well-being of residents is presented as part of the Council’s economic recovery and community resilience activity.

Other options:

None.

Note: This is an Executive Function

Eligible for call-in to: Place Scrutiny Committee

Cabinet Member: Cllr Gilbert

614 School Admissions Arrangements for Community Schools

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 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 2023/24 was published on 31 December 2021.

Reasons for decision:

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

Other options:

None.

Note: this is an Executive Function
Eligible for call-in to: People Scrutiny Committee
Cabinet Member: Cllr Burton

615 Maintained School Term Dates 2022/23

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 2023/2024, 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
Eligible for call-in to: People Scrutiny Committee
Cabinet Member: Cllr Burton

616 Annual Fostering & Adoption Report

The Cabinet considered a report of the Executive Director (Children and Public Health) presenting the updated statements of purpose for the Fostering and Adoption Service.

Resolved:

That the Fostering Service statement of purpose and Adoption Service statement of purpose, set out at Appendices 1 and 2 of the submitted report, be approved.

Reasons for decision:

To approve the Fostering Service and Adoption Service statements of purpose.

Other options:

None. It is a statutory requirement to approve the statements of purpose.

Note: This is an Executive Function

Eligible for call-in to: People Scrutiny Committee

Cabinet Member: Cllr Burton

617 Debt Management Position to 30 November 2021

The Cabinet considered a report of the Deputy Chief Executive and Executive Director (Finance and Resources) providing an update on the current position of outstanding debt to the Council, as at 30th November 2021.

Resolved:

1. That the current outstanding debt position as at 30 November 2021 and the position of debts written off to 30 November 2021, as set out in Appendices A and B to the submitted report, be noted.

2. That the two write offs for debts that exceed £25,000, as set out in Appendix B to the report, be approved.

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

Eligible for call-in to: Policy and Resources Scrutiny Committee

Cabinet Member: Cllr Gilbert

618 SO46 Report

Resolved:

That the submitted report be noted.

Note: This is an Executive Function

Eligible for call-in to: Place Scrutiny Committee / Policy and Resources Scrutiny Committee as appropriate

Cabinet Member: As appropriate to the item

619 Minutes of the meeting of Environment, Culture, Tourism and Planning Working Party held 6 January 2022

The Cabinet considered the recommendations of the Environment, Culture, Tourism and Planning Working Party held on 6 January 2022 concerning the Notices of Motion referred to the Working Party by Council.

Resolved:

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

a) Climate and Ecological Emergency (CEE) Bill

1. That the Notice of Motion be noted and that the Climate and Ecological Emergency Bill be formally and publicly supported and that officers inform the local media of this decision, in conjunction with the decision to join UK100.

2. That officers liaise with Southend's key stakeholders requesting their public support for the CEE Bill.

3. That officers write to the CEE Bill Alliance to formally confirm that the Council fully supports the Bill.

b) Going Green

That the Notice of Motion be noted and the creation of a Southend Going Green Grant Scheme to enable the Council to work with local organisations on local green initiatives and the allocation of £85,000 to the scheme, be approved in principle, subject to a further report to be considered by the Working Party setting out the final scope, application criteria and resources.

c) Personal Water Craft / Jet Ski's

1. That the Notice of Motion, be noted.

2. That officers write to Hywel Williams MP for Arfon and the two local MPS (Southend West and Rochford and Southend East) setting out the Council's support for the proposed parliamentary bill calling for greater controls of Personal Water Craft.

3. That, in the event that the current Bill is not being pursued, the local MPs be requested to promote such legislation in consultation with other coastal MPs.

d) Use of Glyphosate in Parks and Open Spaces

1. That the Notice of Motion be noted.
2. That it be noted that alternative methods for the control of unwanted vegetation were being investigated by officers and that further recommendations will be presented once the proposals were fully developed. Any changes will need to be considered as part of future budget setting.

e) Net Zero and UK100

1. That the Notice of Motion be noted.
2. That the Council joins UK100 and reaffirms its pledge towards Net Zero emissions by 2030. The link to the UK100 website to be provided to all Councillors.

f) Bee Bus Stops and Green Roofs

1. That the Notice of Motion be noted.
2. That it be noted that a further report will be presented to the Working Party covering the wider aspects of the proposals set out in the Notice of Motion.

Reasons for decision:

To respond to the Notices of Motion.

Other options:

None.

Note: This is an Executive Function
Eligible for call-in to: Place Scrutiny Committee
Cabinet Member: Cllr Mulroney

620 Exclusion of the Public

Resolved:

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

621 Southend Leisure Future - Confidential Appendix 1

Resolved:

That the confidential appendix, be noted.

Note: This is an Executive Function
Eligible for call-in to: Place Scrutiny Committee
Cabinet Member: Cllr Mulronev

Chair: _____

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SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of Place Scrutiny Committee

Date: Monday, 7th February, 2022
Place: Council Chamber - Civic Suite

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- Present:** Councillor N Folkard (Vice-Chair, in the Chair)
Councillors C Walker, K Buck, D Cowan, T Cox*, M Dent, F Evans, K Evans, S George, D Jarvis, K Mitchell, K Robinson, S Wakefield, J Warren and P Wexham
(*Substitute in accordance with Council Procedure Rule 31.)
- In Attendance:** Councillors I Gilbert, P Collins, C Mulroney, M Terry and R Woodley (Cabinet Members)
A Eastgate, T Forster, G Gilbert, P Bates, J Burr, S Dolling, S Harrington, N Hoskins, G Perry-Ambrose, A Roberts, T Row and S Wheeler
- Start/End Time:** 6.35 pm - 11.35 pm

655 Apologies for Absence

Apologies for absence were received from the Chair, Councillor Moring (substitute: Councillor Cox) and Councillor Ward (no substitute).

656 Declarations of Interest

The following interests were declared at the meeting:

- (i) Councillors Gilbert, Collins, Mulroney, Terry and 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;
- (ii) Councillor Buck – Minute 662 (Agenda Item No. 8 – Department for Transport (DfT) Tranche 2 – Active Travel Fund) – Non-pecuniary interest: Son attends Eastwood Academy which is mentioned in the report;
- (iii) Councillor Buck – Minute 664 (Agenda Item No. 10 – 20mph Neighbourhoods) – Non-pecuniary interest: Contacted by residents in respect of this matter;
- (iv) Councillor Cowan – Minute 662 (Agenda Item No. 8 – Department for Transport (DfT) Tranche 2 – Active Travel Fund) – Non-pecuniary interest: Appointed Governor at Prince Avenue School, which was mentioned in the report.
- (v) Councillor Cowan – Minute 664 (Agenda Item No. 10 – 20mph Neighbourhoods) – Non-pecuniary interest: Knows some of the public questioners;
- (vi) Councillor Dent – Minute 663 (Agenda Item No. 9 – Conservation Area Appraisals) Non-pecuniary interest: Lives in a conservation area;

- (vii) Councillor Dent – Minute 664 (Agenda Item No. 10 – 20mph Neighbourhoods) – Non-pecuniary interest: Contacted by residents in respect of this matter;
- (viii) Councillor K Evans – Minute 660 (Agenda Item No. 6 - Draft Prioritising Resources to Deliver Better Outcomes – 2022/23 to 2026/27) – Non-pecuniary interest: Member of Leigh Town Council;
- (ix) Councillor K Evans – Minute 664 (Agenda Item No. 10 – 20mph Neighbourhoods) – Non-pecuniary interest: Family live in one of the roads affected by the proposals;
- (x) Councillor Folkard – Minute 661 (Agenda Item No. 7 - Leisure Contract – Short-Term Options Review) – Non-pecuniary interest: Regular user of Council’s leisure facilities;
- (xi) Councillor Jarvis – Minute 663 (Agenda Item No. 9 – Conservation Area Appraisals) – Non-pecuniary interest: Lives in Shoebury Conservation Area but spoke on the item as Shadow Cabinet Member;
- (xii) Councillor Mulroney – Minute 661 (Agenda Item No. 6 - Draft Prioritising Resources to Deliver Better Outcomes – 2022/23 to 2026/27) – Non-pecuniary interest: Member of Leigh Town Council;
- (xiii) Councillor Mulroney – Minute 663 (Agenda Item No. 9 – Conservation Area Appraisals) – Non-pecuniary interest: Executive Director of Leigh Society and Chair of Trustees of the Leigh Heritage Centre
- (xiv) Councillor Mulroney – Minute 664 (Agenda Item No. 10 – 20mph Neighbourhoods) – Disqualifying non-pecuniary interest: Lives in one of the roads affected by the proposals (withdrew);
- (xv) Councillor Warren – Minute 664 (Agenda Item No. 10 – 20mph Neighbourhoods) – Non-pecuniary interest: Office is located in one of the roads affected by the proposals; and
- (xvi) Councillor Woodley – Minute 664 (Agenda Item No. 10 – 20mph Neighbourhoods) – Non-pecuniary interest: Councillor for Thorpe Ward, Chair of Burges Estate Residents’ Association, and lives in one of the roads affected by the proposals. Councillor Woodley stated he was satisfied that his non-pecuniary interest was not a disqualifying interest (under paragraph 10.3 of the Members’ Code of Conduct) and so he did not withdraw.

657 Questions from Members of the Public

The Cabinet Member for Transport, Asset Management & Inward Investment responded to questions from Mr David Webb and Ms Lydia Hyde. A copy of the response will be sent to Mr Webb as he was not present at the meeting.

The Cabinet Member for Transport, Asset Management & Inward Investment also gave a generic response to a number of questions relating to the 20mph Neighbourhood proposals in Thorpe Ward. The number of persons able to put their questions in person was limited to the following residents due the length of time permitted for public questions:

Mrs S Carr
Mr M Ford
Mrs L Ford
Ms H Tomkinson
Mr S Tomkinson
Ms D Jansen
Mr F Smith
Ms L Walton
Mrs Gotch
Mr A Hall

A copy of the response was handed to each of the questioners present and will be circulated to all those who were unable to attend the meeting or able to put their questions in person.

658 Minutes of the Meeting held on Monday, 29th November 2021

Resolved:-

That the Minutes of the meeting held on Monday 29th November 2021 be received, confirmed as a correct record and signed.

659 Minutes of the Meeting held on Monday 6th December 2021

Resolved:-

That the Minutes of the meeting held on Monday 6th December 2021 be received, confirmed as a correct record and signed.

660 Draft Prioritising Resources to Deliver Better Outcomes – 2022/23 to 2026/27

The Committee considered Minute 605 of the meeting of the Cabinet held on January 2022, which had been referred directly to each of the scrutiny committees, together with a report of the Executive Director (Finance and Resources) presenting the draft prioritising resources to deliver better outcomes for 2022/23 to 2026/27.

Resolved:

That the following decision of Cabinet be noted:

“1. That it be noted that the final version of the updated Financial Sustainability Strategy 2022-2032 will be available for consideration in February 2022 (Appendix 1 to the submitted report).

2. That it be noted that a Medium-Term Financial Strategy for 2022/23 – 2026/27 will be available for consideration in February 2022 and the draft Medium Term Financial Forecast and estimated Earmarked Reserves Balances up to 2026/27 (Annexes 1 and 2 to Appendix 2 to the submitted report), be endorsed.

3. 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 3 to the report), be noted.
4. That the appropriation of the sums to earmarked reserves totalling £2.675M (Appendix 4 to the report), be endorsed.
5. That the appropriation of the sums from earmarked reserves totalling £4.494M, which includes £2.500M that was previously approved to support the budget in 2021/22 and is now requested to be used to support the estimated budget gap for 2022/23 instead. (Appendix 4 to the report), be endorsed.
6. That a General Fund Budget Requirement for 2022/23 of £140.288M and Council Tax Requirement of £91.844M (Appendix 5) and any required commencement of consultation, statutory or otherwise, be endorsed.
7. That it be noted that the 2022/23 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.
8. That a Council Tax increase of 3.99% for the Southend-on-Sea element of the Council Tax for 2022/23, being 1.99% for general use and 2.0% for Adult Social Care, be endorsed.
9. 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 Band D precept increase of 0.53%;
10. That no Special Expenses be charged other than the Leigh-on-Sea Town Council precept for 2022/23, be endorsed.
11. That the proposed General Fund revenue budget investment of £13.672M (Appendix 6 to the report), be endorsed.
12. That the proposed General Fund revenue budget savings and income generation initiatives for 2022/23 of £5.087M (Appendix 7 to the report), be endorsed.
13. That the proposed future outline Budget Transformation Programme 2023/24 – 2026/27 (Appendix 8 to the report), be noted.
14. That the proposed range of fees and charges for 2022/23 (Appendix 9 to the report), be endorsed.
15. That the Dedicated Schools Grant budget and its relevant distribution as recommended by the Education Board (Appendix 10 to the report), be endorsed.

16. That the Capital Investment Strategy for 2022/23 to 2026/27 (Appendix 11 to the report) and the Capital Investment Policy (Annex 1 to Appendix 11 to the report), be endorsed.

17. That the new schemes and additions to the Capital Investment Programme for the period 2022/23 to 2026/27 totalling £12.6M for the General Fund (Appendix 12 to the report) and new schemes subject to viable business cases totalling £33.9M (£15.5M for the General Fund and £18.4M for the Housing Revenue Account) (Appendix 12 to the report), be endorsed.

18. 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 13 to the report), be noted.

19. That the proposed Capital Investment Programme for 2022/23 to 2026/27 of £119.8M to be delivered by the Council and £51.3M to be delivered by Subsidiary Companies, Partners and Joint Ventures (Appendix 14 to the report) of which £51.1M is supported by external funding, be endorsed.

20. That the Minimum Revenue Provision (MRP) Policy for 2022/23 (Appendix 15 to the report) and the prudential indicators (Appendix 16 to the report), be endorsed.

21. That the operational boundary and authorised limits for borrowing for 2022/23 are set at £385M and £395M respectively (Appendix 16 to the report), be endorsed.”

Note: This is an Executive Function save that approval of the final budget following Cabinet on 15th February 2020 is a Council Function
Referred direct to all three scrutiny committees
Cabinet Members: Cllr Gilbert and Cllr Collins

661 Leisure Contract – Short-Term Options Review

The Committee considered Minute 608 of Cabinet held on 13th January 2022, which had been called-in for scrutiny, together with the report of the Executive Director (Adults and Communities) requesting confirmation of the in-year arrangements for the operation of the Council’s leisure centres and set out the proposed steps in respect of the centres beyond April 2022.

Resolved:-

That the following decisions of Cabinet be noted:

“1. That the ongoing waiver of Fusion’s management fee until 31 March 2022, be approved.

2. That the remaining three year’s management fee be repaid by Fusion over a reprofiled duration meeting the Council’s financial expectations from the contract.

3. That it be noted that the Council’s officers will continue to manage the existing contract performance of Fusion.

4. That Fusion's current proposals regarding the extension of the contract beyond 2025 be rejected and market testing take place.

5. That it be noted that a further report will be provided during 2022/23 to consider the long-term future and options for leisure services."

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

662 Department for Transport (DfT) Tranche 2 - Active Travel Fund

The Committee considered Minute 609 of Cabinet held on 13th January 2022, which had been called-in for scrutiny, together with the report of the Executive Director (Neighbourhoods and Environment) concerning the schemes that had been awarded funding by the Department of Transport (DfT) following the Council's Tranche 2 bid. The consultation/survey results in relation to the schemes would be submitted to the DfT.

In response to questions regarding schools included in the School Streets scheme, the Council's Head of Civil Engineering undertook to investigate further and provide a written response to the following matters:

- (i) the number of schools on busy/main roads with high volumes of traffic and congestion and poor air quality that did not apply to be included in the scheme or would have expected to apply;
- (ii) whether there would be a further opportunity for other school to be involved or how the Council might encourage them to be involved;

In response to questions regarding the possibility of installing CCTV along the Prittlebrook Greenway should the proposed lighting not adequately address community safety or anti-social behaviour, the Head of Civil Engineering undertook to provide a written response after the meeting.

Resolved:-

That the following decisions of Cabinet be noted:

"1. That the bid to the Department of Transport (DfT) on 20 November 2020 for Tranche 2 funding from the Active Travel Fund for the schemes for which funding in the sum of £741,000 was awarded, be endorsed.

2. That, following discussion at design review stage with the Transport, Capital and Inward Investment Working Party, authority be delegated to the Executive Director (Neighbourhoods and Environment), in consultation with the Cabinet Member for Transport, Asset Management and Inward Investment, to agree the final detailed design options based upon the outline designs submitted to the DfT for Tranche 2 funding."

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

663 Conservation Area Appraisals

The Committee considered Minute 610 of Cabinet held on 13th January 2022, which had been called-in for scrutiny, together with the report of the Executive Director (Growth and Housing) presenting the Conservation Area Appraisals for Clifftown, Leigh, Leigh Cliff, Milton, The Leas and Shoebury Garrison, following a recent period of public consultation.

Resolved:-

That the following decision of Cabinet be noted:

“That the Conservation Area Appraisal documents, set out at Appendices 1 to 6 of the submitted report, for Clifftown, Leigh, Leigh Cliff, Milton, The Leas and Shoebury Garrison, be adopted.”

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

664 20 mph Neighbourhoods

The Committee considered Minute 610 of Cabinet held on 13th January 2022, which had been called-in for scrutiny, together with the report of the Executive Director seeking approval for the adoption of 20MPH Neighbourhoods pilot scheme in the following locations:

- West Leigh and Leigh Wards: Area bounded by Hadleigh Road, Rectory Grove, Lymington Avenue, London Road and Salisbury Road;
- Thorpe Ward: (i) Area bounded by Thorpe Hall Avenue, Thorpe Bay Gardens, Maplin Way and Station Road; (ii) on Burges Road, Colbert Avenue and Wyatts Drive; (iii) On Shaftesbury Avenue, Kensington Avenue and Northumberland Crescent.

The Committee discussed the matter in detail and asked a number of questions which were responded to by the Cabinet Member for Transport, Asset Management and Inward Investment and the Council’s Head of Civil Engineering.

Resolved:-

That the matter be referred back to Cabinet for reconsideration with the following recommendations:

1. That the proposals for the 20mph Neighbourhood in the area within West Leigh and Leigh Wards be progressed as proposed.
2. That the proposals for the 20mph Neighbourhood in the areas within Thorpe Ward be subject to full consultation with residents before considering whether the scheme should progress in these areas.

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

665 Joint In-depth Scrutiny Project

The Committee noted an oral update on the progress that had been made in respect of the joint in-depth Scrutiny study, entitled 'Enabling Councillors to be Effective'.

Resolved:-

That the report be noted.

Note: This is a Scrutiny function

666 Exclusion of the Public

Resolved:-

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

667 Southend Leisure Future - Confidential Appendix 1

The Committee considered the confidential appendix to the report of the Executive Director (Adults and Communities) the Leisure Contract – Short Term Options Review which was dealt with under Minute 661 above.

Resolved:-

That the confidential appendix, be noted.

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

668 Council procedure Rule 44.2

During consideration of Agenda Item No. 6 and the time having reached 10.00 p.m. the Committee agreed that the remaining items of business on the Agenda be dealt with at this meeting.

Chairman: _____

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SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of People Scrutiny Committee

Date: Tuesday, 8th February, 2022

Place: Council Chamber - Civic Suite

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Present: Councillor L Salter (Chair)
Councillors H Boyd (Vice-Chair), B Beggs, M Berry, J Courtenay, T Cowdrey, T Cox*, K Evans, D Garne, B Hooper, A Line, K Mitchell, J Moyies*, I Shead, M Stafford and P Wexham*

*Substitute in accordance with Council Procedure Rule 31.

In Attendance: Councillors L Burton, A Jones, C Nevin (Cabinet Members), T Watts (Southend Carers Forum), O Richards (Healthwatch Southend) (Co-opted Members), S Kebbell (Southend Youth Council (Observer)), T D'orsi, H Farmer (NHS Southend Clinical Commissioning Group), P Johnson, S Delve (Southend SEND Independent Forum), J Chesterton, T Forster, P Grout, E Helm, A Kubeyinje, B Leigh, M Marks, S Tautz and J Williams

Start/End Time: 6.30 pm - 9.50 pm

669 Apologies for Absence

Apologies for absence were received from Councillor A Dear (Substitute: Councillor T Cox), Councillor J Lamb (Substitute: Councillor J Moyies) and Councillor A Thompson (Substitute: Councillor P Wexham).

670 Declarations of Interest

The following interests were declared at the meeting:

- (a) Councillors L Burton, A Jones and C Nevin (Cabinet Members) - Interest in the called-in items; attended pursuant to the dispensation agreed at Council on 19 July 2012, under S.33 of the Localism Act 2011.
- (b) Councillors L Burton, A Jones and C Nevin (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.
- (c) Councillor L Salter - Agenda Item 7 (Community Children's Services – South-East Essex) - 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 interest.
- (d) Councillor B Beggs - Agenda Item 6 (SEND Peer Review) - Family member has special educational needs and disabilities - non-pecuniary interest.
- (e) Councillor T Cox - Agenda Item 6 (SEND Peer Review) - Family member has special educational needs and disabilities and is in receipt of an Education, Health and Care Plan - non-pecuniary interest.

(f) Councillor T Cowdrey - Agenda Item 4 (Draft Prioritising Resources to Deliver Better Outcomes 2022/23- 2026/27) - Primary carer for service user and involved in negotiating service complaints - non-pecuniary interests.

(g) Councillor B Hooper - Agenda Item 6 (SEND Peer Review) - Director of Blade Education, a not-for-profit company that works with local SEND children - non-pecuniary interest.

(h) Councillor L Burton - Agenda Item 6 (SEND Peer Review) - Employed as a teacher at a school outside the Borough - non-pecuniary interest.

(i) Councillor C Nevin - Agenda Item 7 (Community Children's Services – South-East Essex)- Employed at external National Health Service Trust; Family members employed at Mid and South-Essex Trust hospitals - non-pecuniary interests.

671 Questions from Members of the Public

The Committee noted the responses of the Cabinet Member for Children and Learning and the Cabinet Member for Communities and Housing, to questions submitted by Mr David Webb, which would be sent to Mr Webb as he was not present at the meeting.

672 Minutes of the Meeting held on 30 November 2021

Resolved:

That the minutes of the meeting of the Committee held on 30 November 2021 be confirmed as a correct record and signed.

673 Draft Prioritising Resources to Deliver Better Outcomes – 2022/23 to 2026/27

The Committee considered Minute 605 of the meeting of the Cabinet held on January 2022, which had been referred directly to each of the scrutiny committees, together with a report of the Executive Director (Finance and Resources) presenting the draft prioritising resources to deliver better outcomes for 2022/23 to 2026/27.

Resolved:

That the following decisions of the Cabinet be noted:

“1. That it be noted that the final version of the updated Financial Sustainability Strategy 2022-2032 will be available for consideration in February 2022 (Appendix 1 to the submitted report).

2. That it be noted that a Medium Term Financial Strategy for 2022/23 – 2026/27 will be available for consideration in February 2022 and the draft Medium Term Financial Forecast and estimated Earmarked Reserves Balances up to 2026/27 (Annexes 1 and 2 to Appendix 2 to the submitted report), be endorsed.

3. 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 3 to the report), be noted.

[
4. That the appropriation of the sums to earmarked reserves totalling £2.675M (Appendix 4 to the report), be endorsed.

5. That the appropriation of the sums from earmarked reserves totalling £4.494M, which includes £2.500M that was previously approved to support the budget in 2021/22 and is now requested to be used to support the estimated budget gap for 2022/23 instead. (Appendix 4 to the report), be endorsed.
6. That a General Fund Budget Requirement for 2022/23 of £140.288M and Council Tax Requirement of £91.844M (Appendix 5) and any required commencement of consultation, statutory or otherwise, be endorsed.
7. That it be noted that the 2022/23 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.
8. That a Council Tax increase of 3.99% for the Southend-on-Sea element of the Council Tax for 2022/23, being 1.99% for general use and 2.0% for Adult Social Care, be endorsed.
9. 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 Band D precept increase of 0.53%;
10. That no Special Expenses be charged other than the Leigh-on-Sea Town Council precept for 2022/23, be endorsed.
11. That the proposed General Fund revenue budget investment of £13.672M (Appendix 6 to the report), be endorsed.
12. That the proposed General Fund revenue budget savings and income generation initiatives for 2022/23 of £5.087M (Appendix 7 to the report), be endorsed.
13. That the proposed future outline Budget Transformation Programme 2023/24 – 2026/27 (Appendix 8 to the report), be noted.
14. That the proposed range of fees and charges for 2022/23 (Appendix 9 to the report), be endorsed.
15. That the Dedicated Schools Grant budget and its relevant distribution as recommended by the Education Board (Appendix 10 to the report), be endorsed.
16. That the Capital Investment Strategy for 2022/23 to 2026/27 (Appendix 11 to the report) and the Capital Investment Policy (Annex 1 to Appendix 11 to the report), be endorsed.
17. That the new schemes and additions to the Capital Investment Programme for the period 2022/23 to 2026/27 totalling £12.6M for the General Fund (Appendix 12 to the report) and new schemes subject to viable business cases totalling £33.9M (£15.5M for the General Fund and £18.4M for the Housing Revenue Account) (Appendix 12 to the report), be endorsed.
18. 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 13 to the report), be noted.
19. That the proposed Capital Investment Programme for 2022/23 to 2026/27 of £119.8M to be delivered by the Council and £51.3M to be delivered by Subsidiary

Companies, Partners and Joint Ventures (Appendix 14 to the report) of which £51.1M is supported by external funding, be endorsed.

20. That the Minimum Revenue Provision (MRP) Policy for 2022/23 (Appendix 15 to the report) and the prudential indicators (Appendix 16 to the report), be endorsed.

21. That the operational boundary and authorised limits for borrowing for 2022/23 are set at £385M and £395M respectively (Appendix 16 to the report), be endorsed.”

Note: This is an Executive Function, save that approval of the final budget following Cabinet on 15 February 2020 is a Council Function

Cabinet Members: Councillors I Gilbert and P Collins

674 SEND Peer Review

The Committee considered Minute 606 of the meeting of the Cabinet held on 13 January 2022, which had been referred directly to the Committee for scrutiny, together with a report of the report of the Executive Director (Children and Public Health) presenting the findings and recommendations from the Local Government Association (LGA) Independent Peer Review into Special Educational Needs and Disabilities and Children with Disability services, which also set out the proposed actions to be taken by the Council to drive necessary change in order to improve services to residents and families.

The Executive Director (Children and Public Health) undertook to provide a written response to questions raised by members of the Committee, with regard to the current level of completion of training by members of the Council in respect of the challenges of working with residents with SEND issues and awareness of the Education, Health and Care Plan (EHCP) process.

Resolved:

1. That the following decisions of the Cabinet be noted:

“1. That the Local Government Association Independent Peer Review Report, be noted.

2. That the recommendations made by the LGA Peer Review Team, as set out in Appendix 1 to the submitted report, be accepted.

3. That the Implementation Plan in response to the recommendations in the LGA Peer Review, as set out at Appendix two to the report, be approved.

4. That the matter be referred to the People Scrutiny Committee for consideration.”

2. That a report be made to the next meeting of the Committee setting out progress on the delivery of the Implementation Plan, on the basis of the RAG (Red, Amber, Green) status of each action.

3. That the Cabinet Member for Children and Learning consider how the reference in the Peer Review report, that the route to the Children with Disabilities Team through a safeguarding ‘lens’ is not always appropriate, could be addressed within Recommendation 7 (Threshold of Need Document) of the Implementation Plan.

4. That the Committee review options for the possible establishment of a Working Group to support the delivery of the Implementation Plan, at its next meeting.

Note: This is an Executive Function

Cabinet Member: Councillor L Burton

675 Community Children's Services - South-East Essex

The Committee considered a report of the NHS Alliance Director and Interim Director for Children and Young People and Learning Disabilities, with regard to the current position and proposed arrangements for the transfer of Southeast Essex Community Children's services currently provided by Mid and South Essex NHS Foundation Trust within the Lighthouse Child Development Centre, to Essex Partnership University NHS Foundation Trust.

Resolved:

1. That the planned transfer of service provision for Southeast Essex Community Children's Services to Essex Partnership University NHS Foundation Trust during March 2022, be noted.
2. That the plans to commence on a co-design programme to further transform Community Children's Services across Mid and South Essex Health Care Partnership Integrated Care System, be noted.
3. That it be noted that the System Leadership Executive Group have identified Children and Young People as one of the top three priority areas for the Mid and South Essex Integrated Care System.
4. That an update on the transfer of service provision for Southeast Essex Community Children's Services be made to the Committee in July 2022.

Note: This is a Scrutiny Function

676 Children's Services Improvement Board

The Committee received a presentation by the Executive Director (Children and Public Health), that provided a six-monthly update on the work of the Children's Services Improvement Board.

The Executive Director (Children and Public Health) undertook to provide a written response to questions raised by members of the Committee, with regard to the current number of Looked-After Children that have special educational needs and disabilities.

Resolved:

1. That the current work programme and progress of the Children's Services Improvement Board, be noted.
2. That the presentation made by the Executive Director (Children and Public Health) on the work of the Children's Services Improvement Board be circulated to all members of the Committee.
3. That future updates on the work of the Children's Services Improvement Board be made to the Committee on the basis of a presentation by the Executive Director (Children and Public Health).

Note: This is an Executive Function
Cabinet Member: Councillor L Burton

677 Joint In-Depth Scrutiny Project 2021/22

The Committee was advised of current progress with regard to the joint in-depth scrutiny project for 2021/22.

Councillors noted that the project had recently been delayed and that, as a result, the Project Team had requested that the work programme activity around Officer/Councillor Engagement, be reviewed to reflect that such aspects of the project could be aligned with the separate work taking place to implement the actions arising from the review of the Member/Officer Protocol. The Committee was informed that the Project Team had recently received a presentation on the current performance of the 'Councillor Queries' portal and plans for its development and had also asked to receive a presentation in respect of appropriate member casework management systems that could be considered by the Council.

Resolved:

That the report be noted.

Note: This is a Scrutiny function

Chair: _____

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SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of Policy and Resources Scrutiny Committee

Date: Thursday, 10th February, 2022

Place: Council Chamber - Civic Suite

10

Present: Councillor S Habermel (Vice-Chair (in the chair))
Councillors B Beggs*, K Buck*, S Buckley, D Cowan, T Cox, T Cowdrey,
M Davidson, M Dent, S George, B Hooper*, D McGlone, J Moyies, I Shead,
S Wakefield and P Wexham

*Substitute in accordance with Council Procedure Rule 31.

In Attendance: Councillors I Gilbert, P Collins, A Jones and M Terry (Cabinet Members),
J Chesterton, S Meah-Sims and S Tautz

Start/End Time: 6.30 pm - 6.50 pm

689 Apologies for Absence

Apologies for absence were received from Councillor D Garston (Chair) (Substitute: Councillor B Beggs), Councillor M Kelly (no substitute), Councillor D Nelson (Substitute: Councillor K Buck) and Councillor A Thompson (Substitute: Councillor B Hooper).

690 Declarations of Interest

The following interests were declared at the meeting:

(a) Councillors I Gilbert, P Collins, A Jones and M Terry (Cabinet Members) - Interest in the called-in items; Attended pursuant to the dispensation agreed at Council on 19 July 2012, under S.33 of the Localism Act 2011.

(b) Councillors I Gilbert, P Collins, A Jones and M Terry (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.

(c) Councillor M Davidson - Agenda Item 6 (Draft Housing Revenue Account Budget and Rent Setting 2022/23) - Non-Executive Director of South Essex Homes - Non-pecuniary interest.

(d) Councillor M Dent - Agenda Item 7 (Draft Prioritising Resources to Deliver Better Outcomes 2022/23-2026/27) - Appointed as the Council's representative on the Board of the Essex Pension Fund - Non-pecuniary interest.

691 Questions from Members of the Public

The Committee noted the responses of the Leader of the Council (Cabinet Member for Economic Recovery and Regeneration) and the Cabinet Member for Public Protection to questions submitted by Mr David Webb, which would be sent to Mr Webb as he was not present at the meeting.

692 Minutes of the Meeting held on 1 December 2021

Resolved:

That the minutes of the meeting of the Committee held on 1 December 2021 be confirmed

as a correct record and signed.

693 Resourcing Better Outcomes - Financial Performance Report for November (Period 8)

The Committee considered Minute 602 of the meeting of the Cabinet held on 13 January 2022, which had been called-in to the Committee for scrutiny, together with a report of the Executive Director (Finance and Resources) reviewing the Council's financial performance.

Resolved:

That the following recommendations of the Cabinet be noted:

"That, in respect of the 2021/22 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 2021 and the intention to defer the previously approved use of £2.5M from Reserves to support the 2021/22 budget, be noted.

That, in respect of the 2021/22 Capital Budget Performance, as set out in Appendix 2 to the report:

2. That the expenditure to date and the forecast outturn as at November 2021 and its financing, be noted.

3. That the requested changes to the capital investment programme for 2021/22 and future years, as set out in Section 4 of Appendix 2 to the report, be approved."

Note: This is a Council Function

Cabinet Members: Councillors I Gilbert and P Collins

694 Draft Housing Revenue Account (HRA) Budget and Rent Setting Report 2022/23

The Committee considered Minute 604 of the meeting of the Cabinet held on 13 January 2022, which had been referred directly to the Committee for scrutiny, together with a joint report of the Executive Director (Finance and Resources) and Executive Director (Housing and Growth), setting out the Housing Revenue Account (HRA) budget for 2022/23, together with the information necessary to set a balanced HRA budget.

Resolved:

That the following decisions of the Cabinet be noted:

"1. That an average rent increase of 4.10% on all tenancies, be endorsed.

2. That an average rent increase of 4.10% on shared ownership properties, be endorsed.

3. That an increase of 4.10% for garage rents to £12.70 per week for tenants and £15.24 for non-tenants (being £12.70 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 South Essex Homes core management fee at £6,648,000 for 2022/23, be endorsed.

5. That South Essex Homes proposals for average increases of 10.88% in service charges, be endorsed.

6, That South Essex Homes proposals for an average 16.95% reduction in heating charges for sheltered housing tenants and an average 4.42% increase in heating charges for hostel tenants to reflect the actual costs incurred, be endorsed.

7. That the following appropriations be endorsed:

- £60,000 to the Repairs Contract Pensions Reserve;
- £2,978,000 to the Capital Investment Reserve and
- £8,309,000 from the Capital Investment Reserve

8. That subject to resolutions 1 to 7 above, the HRA budget for 2022/23, as set out in Appendix 1 to the submitted report, be approved.

Note: This is an Executive Function, save that approval of the final budget following Cabinet on 15 February 2022 is a Council Function
Cabinet Members: Councillors I Gilbert and A Jones

695 Draft Prioritising Resources to Deliver Better Outcomes – 2022/23 to 2026/27

The Committee considered Minute 605 of the meeting of the Cabinet held on January 2022, which had been referred directly to each of the scrutiny committees, together with a report of the Executive Director (Finance and Resources) presenting the draft prioritising resources to deliver better outcomes for 2022/23 to 2026/27.

Resolved:

That the following decisions of the Cabinet be noted:

“1. That it be noted that the final version of the updated Financial Sustainability Strategy 2022-2032 will be available for consideration in February 2022 (Appendix 1 to the submitted report).

2. That it be noted that a Medium-Term Financial Strategy for 2022/23 – 2026/27 will be available for consideration in February 2022 and the draft Medium Term Financial Forecast and estimated Earmarked Reserves Balances up to 2026/27 (Annexes 1 and 2 to Appendix 2 to the submitted report), be endorsed.

3. 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 3 to the report), be noted.

4. That the appropriation of the sums to earmarked reserves totalling £2.675M (Appendix 4 to the report), be endorsed.

5. That the appropriation of the sums from earmarked reserves totalling £4.494M, which includes £2.500M that was previously approved to support the budget in 2021/22 and is now requested to be used to support the estimated budget gap for 2022/23 instead. (Appendix 4 to the report), be endorsed.

6. That a General Fund Budget Requirement for 2022/23 of £140.288M and Council Tax Requirement of £91.844M (Appendix 5) and any required commencement of consultation, statutory or otherwise, be endorsed.

7. That it be noted that the 2022/23 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.

8. That a Council Tax increase of 3.99% for the Southend-on-Sea element of the Council Tax for 2022/23, being 1.99% for general use and 2.0% for Adult Social Care, be endorsed.
9. 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 Band D precept increase of 0.53%;
10. That no Special Expenses be charged other than the Leigh-on-Sea Town Council precept for 2022/23, be endorsed.
11. That the proposed General Fund revenue budget investment of £13.672M (Appendix 6 to the report), be endorsed.
12. That the proposed General Fund revenue budget savings and income generation initiatives for 2022/23 of £5.087M (Appendix 7 to the report), be endorsed.
13. That the proposed future outline Budget Transformation Programme 2023/24 – 2026/27 (Appendix 8 to the report), be noted.
14. That the proposed range of fees and charges for 2022/23 (Appendix 9 to the report), be endorsed.
15. That the Dedicated Schools Grant budget and its relevant distribution as recommended by the Education Board (Appendix 10 to the report), be endorsed.
16. That the Capital Investment Strategy for 2022/23 to 2026/27 (Appendix 11 to the report) and the Capital Investment Policy (Annex 1 to Appendix 11 to the report), be endorsed.
17. That the new schemes and additions to the Capital Investment Programme for the period 2022/23 to 2026/27 totalling £12.6M for the General Fund (Appendix 12 to the report) and new schemes subject to viable business cases totalling £33.9M (£15.5M for the General Fund and £18.4M for the Housing Revenue Account) (Appendix 12 to the report), be endorsed.
18. 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 13 to the report), be noted.
19. That the proposed Capital Investment Programme for 2022/23 to 2026/27 of £119.8M to be delivered by the Council and £51.3M to be delivered by Subsidiary Companies, Partners and Joint Ventures (Appendix 14 to the report) of which £51.1M is supported by external funding, be endorsed.
20. That the Minimum Revenue Provision (MRP) Policy for 2022/23 (Appendix 15 to the report) and the prudential indicators (Appendix 16 to the report), be endorsed.
21. That the operational boundary and authorised limits for borrowing for 2022/23 are set at £385M and £395M respectively (Appendix 16 to the report), be endorsed.”
- Note: This is an Executive Function, save that approval of the final budget following Cabinet on 15 February 2020 is a Council Function
Cabinet Members: Councillors I Gilbert and P Collins

The Committee was advised of current progress with regard to the joint in-depth scrutiny project for 2021/22.

Councillors noted that the project had recently been delayed and that, as a result, the Project Team had requested that the work programme activity around Officer/Councillor Engagement, be reviewed to reflect that such aspects of the project could be aligned with the separate work taking place to implement the actions arising from the review of the Member/Officer Protocol. The Committee was informed that the Project Team had recently received a presentation on the current performance of the 'Councillor Queries' portal and plans for its development and had also asked to receive a presentation in respect of appropriate member casework management systems that could be considered by the Council.

Resolved:

That the report be noted.

Note: This is a Scrutiny function

Chair: _____

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SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of Cabinet

Date: Tuesday, 15th February, 2022
Place: Council Chamber - Civic Suite

11

Present: Councillor I Gilbert (Chair)
Councillors R Woodley (Vice-Chair), L Burton, P Collins, A Jones,
C Mulrone, C Nevin and M Terry

In Attendance: Councillor K Evans
A Eastgate, T Forster, M Marks, J Williams, A Lewis, J Chesterton,
C Gamble, J Burr and A Richards

Start/End Time: 2.00 pm - 2.35 pm

701 Apologies for Absence

There were no apologies for absence at this meeting.

702 Declarations of Interest

The following declarations of interest were made:

(a) Cllr Gilbert – Minute 704 (HRA and Rent Setting) and Minute 705 (Prioritising Resources 2022/23 to 2026/27) – non-pecuniary interest: GMB union member.

(b) Cllr Mulrone – Minute 705 (Prioritising Resources 2022/23 to 2026/27) – Non-pecuniary interest: Member of Leigh Town Council.

703 Treasury Management Policy 2022/23

The Cabinet considered a report of the 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 2022/23, set out at Appendix 1 to the submitted report, be approved.
2. That the Treasury Management Strategy 2022/23, set out at Appendix 2 to the report, be approved.
3. That the Annual Treasury Management Investment Strategy 2022/23, 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 Collins

704 Housing Revenue Account (HRA) Budget and Rent Setting Report 2022/23

The Cabinet considered a report of the Executive Director (Finance and Resources) and Executive Director (Housing & Growth) setting out the Housing Revenue Account (HRA) budget and Rent Setting for 2022/23, 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 4.10% on all tenancies, be approved.
2. That an average rent increase of 4.10% on shared ownership properties, be approved.
3. That an increase of 4.10% for garage rents to £12.70 per week for tenants and £15.24 for non-tenants (being £12.70 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 South Essex Homes core management fee at £6,648,000 for 2022/23, be approved.
5. That the South Essex Homes proposals for average increases of 10.88% in service charges, be approved.
6. That the South Essex Homes proposals for an average 16.95% reduction in heating charges for sheltered housing tenants and an average 4.42% increase in heating charges for hostel tenants to reflect the actual costs incurred, be approved.
7. That the following appropriations, be approved:
 - £60,000 to the Repairs Contract Pensions Reserve.
 - £2,978,000 to the Capital Investment Reserve.
 - £8,309,000 from the Capital Investment Reserve.
8. That, subject to resolutions 1 through to 7 above, the HRA budget for 2022/23, as set out in Appendix 1 to the submitted report, be approved.

9. That the value of the Council's capital allowance for 2022/23 be declared as £76,915,000 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 and Cllr Jones

705 Prioritising Resources to Deliver Better Outcomes - 2022/23 to 2026/27

The Cabinet considered a report of the Executive Director (Finance and Resources) presenting the General Fund Revenue Budget for 2022/23. This item was considered by all three Scrutiny Committees.

Recommended:

1. That the Financial Sustainability Strategy 2022 – 2032, set out at Appendix 1 to the submitted report, be approved.
2. That the the Medium Term Financial Strategy for 2022/23 – 2026/27, set out at Appendix 2 to the report, and the resulting Medium Term Financial Forecast and estimated Earmarked Reserves Balances up to 2026/27 (Annexes 1 and 2 to Appendix 2 to the report), be approved and that any final minor changes/updates of this Strategy as required, be delegated to the Executive Director (Finance & Resources).
3. 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 3 to the report), be noted.
- 4.. That the appropriation of the sums to earmarked reserves totalling £2.675M (Appendix 4 to the report), be approved.
5. That the appropriation of the sums from earmarked reserves totalling £4.988M, which includes £2.500M that was previously approved to support the budget in 2021/22 and is now requested to be used to support the estimated budget gap for 2022/23 instead (Appendix 4 to the report), be approved.
6. That a General Fund Budget Requirement for 2022/23 of £140.288M

and Council Tax Requirement of £91.844M (Appendix 5 to the report), be approved.

7. That it be noted that the 2022/23 revenue budget has been prepared based on using £1.500 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.

8. That a Council Tax increase of 3.99% for the Southend-on-Sea element of the Council Tax for 2022/23, being 1.99% for general use and 2.00% for Adult Social Care, be approved.

9. That it be noted that the position of the Council's preceptors has been determined as follows:

- Essex Police – proposed Council Tax increase of 4.79%
- Essex Fire & Rescue Services – proposed Council Tax increase of 1.95%
- Leigh-on-Sea Town Council – proposed Council Tax increase of 0.71%

10. That no Special Expenses be charged other than Leigh-on-Sea Town Council precept for 2022/23.

11. That the proposed General Fund revenue budget investment of £13.422M (Appendix 6 to the report), be approved.

12. That the proposed General Fund revenue budget savings and income generation initiatives for 2022/23 of £4.837M (Appendix 7 to the report), be approved.

13. That the proposed future outline Budget Transformation Programme 2023/24 – 2026/27 (Appendix 8 to the report), be approved.

14. That the proposed range of fees and charges for 2022/23 (Appendix 9 to the report), be approved.

15. That the Dedicated Schools Grant budget and its relevant distribution as recommended by the Education Board (Appendix 10 to the report), be approved.

16. That the Capital Investment Strategy for 2022/23 to 2026/27 (Appendix 11 to the report) and the Capital Investment Policy (Annex 1 to Appendix 11), be approved.

17. That the proposed new schemes and additions to the Capital Investment Programme for the period 2022/23 to 2026/27 totalling £12.6M for the General Fund (Appendix 12 to the report), be approved.

18. That the new schemes subject to viable business cases totalling £33.9M (£15.5M for the General Fund and £18.4M for the Housing Revenue Account) (Appendix 12 to the report), be approved.

19. That the proposed changes to the current Capital Investment Programme (Appendix 13 to the report), be approved.

20. That the proposed Capital Investment Programme for 2022/23 to 2026/27 of £124.4M to be delivered by the Council and £52.4M to be delivered by Subsidiary Companies, Partners and Joint Ventures (Appendix 14 to the report) of which £55.2M is supported by external funding, be approved.

21. That the Minimum Revenue Provision (MRP) Policy for 2022/23 (Appendix 15 to the report) and the prudential indicators (Appendix 16 to the report), be approved.

22. That the operational boundary and authorised limits for borrowing for 2022/23 which are set at £385M and £395M respectively (Appendix 16 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 11th March immediately prior to the start of the financial year on 1st 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: _____

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Southend-on-Sea Borough Council

Report of Executive Director (Transformation)

To
Council

On
24 February 2022

Agenda
Item No.

12

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

Pay Policy Statement

Executive Councillor: Councillor Ian Gilbert

A Part 1 Agenda Item

1. Purpose of Report

- 1.1 To consider the Pay Policy Statement 2022/23 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 2022/23 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.

It should be noted that the nationally negotiated Pay Award for 2021/22 has not been agreed at the time of this review and therefore the salaries are as at April 2020. The pay award will be applied and backdated in line with the Policy once it has been agreed nationally.

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 2022/23

Appendix B: Reward Policy

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PAY POLICY STATEMENT 2022/23**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.

Due to the pandemic there are further pressures on recruitment and retention as staff expect to be able to work in a more flexible environment and do not necessarily have to live in the area in which they wish to work.

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 2022:

Chief Executive x1
Deputy Chief Executive x 1
Executive Directors x 5
Directors x 12
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 senior management grades, as follows:

SMG1 (Chief Executive)	£163,496
SMG2 (Deputy Chief Executive)	£138,971
Executive Directors	£108,997
SMG3 (Directors)	£94,884
Director of Public Health	£100,476

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 and or Appointments & Disciplinary Committee on an individual basis.

In 2022/23, Southend will be paying the following market supplements to Chief Officers although this may be reviewed during the year if required and 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 £13,920

Director of Commissioning £7,655

Director of Public Health £7,213

Director of Digital and ICT £5,000

Director of Adult Social Care Operations £12,116

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 11 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 5.7:1 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 5.3:1 i.e. the Chief Executive (top earner) earns 5.2 times more than the Council's mean earner (£30,934).

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. Performance reviews. 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 2021)

Staff Numbers	Pay Grade
16	RLW
11	Level 1
0	Level 2
0	Level 3
87	Level 4
156	Level 5
297	Level 6
350	Level 7
352	Level 8
207	Level 9
146	Level 10
47	Level 11
26	Level 12
31	Level 13
8	SMG3
7	SMG3a
0	SMG2
1	SMG1
15	G1FA Family Action
13	G2FA Family Action
3	G3FA Family Action
4	G4FA Family Action
6	HV02 (Health Visitor)
1	HV03 (Health Visitor)
9	HV04 (Health Visitor)
17	HV06 (Health Visitor)
7	HV07 (Health Visitor)
0	HV08A (Health Visitor)
5	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
8	Teacher Grades
1841	TOTAL

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Reward Policy
for all Southend Borough Council Employees

January 2022

Version no	1
Date	4 January 2012
Drafting Officer	Joanna Ruffle
Lead Officer	Joanna Ruffle
Equality Impact Assessment	25 April 2006
Revised Policy	January 2012
Policy Reviewed	Annual review undertaken since 2012. Latest review January 2022

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

a1) 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.

a2) Kickstart Scheme

This scheme is for 16 – 24 year olds and provides 6 months of employment 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 paid in line with the Real living wage.

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 (Appendix B2). These staff are employed on JNC terms and conditions for chief officers expect 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) The Kick Start Scheme salary will be reviewed annually in line with the Real Living wage. There are no increments for staff on this scheme.
- c) 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 (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) will be paid in line with national agreement.
- 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
- January 2022

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Appendix B1

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)	£163,496 Rate for the Job £147,146 Development rate up to 12 months
SMG2 (Deputy Chief Executive)	£138,971 Rate for the job £125,074 Development rate for up to 12 months
Executive Directors SMG 3A	£108,997 Rate for the job £98,097 Development rate up to 12 months
SMG3 (Directors)	£94,884 Rate for the job £85,396 Development rate for up to 12 months
Director of Public Health	£100,476

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Senior Managers Pay & Performance

Terms of the Scheme

Updated January 2022

1. This scheme applies to the Chief Executive, Deputy Chief Executive, Executive Directors and Directors.
2. The pay review year will run from 1st April to 31st March.
3. Objectives agreed targets and leadership behaviours and values will need to be in place at the start of each review year on 1st 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.

Scope:	The scheme will apply to the Chief Executive, Deputy Chief Executive, Executive Directors and Directors.
Delegations:	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.
Amendments in this Issue:	New Policy : September 2006 Amended November 2009 Amended annually since November 2009 Latest amendment January 2022

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><u>Chief Executive</u> Appraisal meeting with Group Leaders to agree final year assessment and new year's objectives, behaviours and values</p> <p><u>CMT Members</u> Appraisal meeting with Chief Executive to agree final year assessment and new year's objectives, behaviours and values</p> <p><u>Directors</u> 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><u>CMT Members</u> 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><u>Directors</u> 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

SCP	From 01/09/2020
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

SCP	From 01/09/2020
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.	EVAULATION BY LINE MANAGER
<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

Youth and Community Support Worker Range		Professional Range	
Pay Points	From	Pay Points	From
		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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