

Public Document Pack

Southend-on-Sea City Council

Civic Centre
Southend-on-Sea

15 February 2023



I hereby summon you to attend the meeting of the Southend-on-Sea City Council to be held in the Council Chamber, Civic Centre, Southend-on-Sea on, **Thursday, 23rd February, 2023 at 6.30pm** for the transaction of the following business.

R Polkinghorne
Chief Executive

A G E N D A

- 1 Apologies for Absence**
- 2 Declarations of Interest**
- 3 Communications**
- 4 Questions from the Public**
- 5 Questions from Councillors**
- 6 Minutes of the Meeting held on Thursday, 15 December 2022
(Pages 3 - 14)**
Minutes attached
- 7 Prioritising Resources to Deliver Better Outcomes 2023/24 to 2027/28
(Pages 15 - 118)**
Report of Executive Director (Finance and Resources) attached
- 8 Minutes of the meeting of Cabinet held Thursday, 12 January 2023
(Pages 119 - 140)**
Minutes attached
- 9 Minutes of the meeting of Policy and Resources Scrutiny Committee
held Thursday, 2 February 2023 (Pages 141 - 148)**
Minutes attached
- 10 Minutes of the meeting of Cabinet held Tuesday, 14 February 2023
(Pages 149 - 154)**
Minutes attached
- 11 Pay Policy Statement 2023/24 (Pages 155 - 208)**
Report of Executive Director (Strategy, Change and Governance) attached

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SOUTHEND-ON-SEA CITY COUNCIL

Meeting of The Council

Date: Thursday, 15th December, 2022

Place: Council Chamber - Civic Suite

6

Present: Councillor K Robinson (Chair)
Councillors B Beggs, M Borton, H Boyd, K Buck, L Burton, P Collins, J Courtenay, D Cowan, T Cowdrey, T Cox, M Davidson, M Dent, F Evans, K Evans, N Folkard, D Garston, S George, I Gilbert, S Habermel, J Harland, B Hooper, L Hyde, D Jarvis, A Jones, D Jones, M Kelly, J Lamb, A Line, R McMullan, K Mitchell, J Moyies, C Mulroney, D Nelson, M O'Connor, M Sadza, L Salter, M Stafford, M Terry, S Wakefield, C Walker, N Ward, J Warren, P Wexham and R Woodley

Start/End Time: 6.30 pm - 9.30 pm

566 Apologies for Absence

Apologies for absence were received from Councillors Berry, Buckley, Dear, Murphy, Shead and Thompson.

567 Declarations of Interest

- **Councillor Beggs**

People Scrutiny Committee – 29th November 2022

Minute 515 (SEND Strategy) – Family member has special educational needs and disabilities and is in receipt of an Education, Health and Care Plan.

Minute 518 (Children's Services Improvement Board) – Member of the Southend Adoption and Fostering Service Panel.

- **Councillor Borton**

Place Scrutiny Committee – 28th November 2022

Minute 504 (Parking Strategy), Minute 507 (Annual Parking and Enforcement Report 2021/22) and Minute 508 (Highways Update Report) – Husband is a blue badge holder.

Development Control Committee – 30th November 2022

Application Ref. No. 22/00611/FULM – Has spoke about possible development with residents of Sutton Road/Glenhurst Road.

- **Councillor Buck**

Development Control Committee – 2nd November 2022

Application Ref. No. 21/02305/FUL (The Trinity, 3 Trinity Avenue, Westcliff-on-Sea) – Regular benefactor to Off the Streets Charity (withdrew)

- **Councillor Burton**

Cabinet – 8th November 2022

Minute 458 (SEND Strategy) – works at a local school.

People Scrutiny Committee – 29th November 2022

Minute 519 (Passenger Transport Services – Performance Monitoring) – Employed as a teacher at a school outside Southend-on-Sea that has pupils that are resident within the City.

- **Councillor Cox**

Cabinet Committee – 7th November 2022

Minute 445 (Annual Parking and Enforcement Report 2021/22) – Daughter attends Richmond Primary School which was mentioned in the report.

Place Scrutiny Committee – 28th November 2022

Minute 507 (Annual Parking and Enforcement Report 2021/22) – Daughter attends Richmond Primary School which was mentioned in the report.

People Scrutiny Committee – 29th November 2022

Minute 515 (SEND Strategy) – Family member has special educational needs and disabilities and is in receipt of an Education, Health and Care Plan and family member is a pupil of Shoeburyness High School.

- **Councillor Cowdrey**

Development Control Committee – 12th October 2022

Application Ref No. 22/00507/FULH (36 Sutton Road, Southend-on-Sea) – Spoke on behalf of objectors to the application (withdrew from the meeting for this item after making a statement on the grounds of predetermination).

People Scrutiny Committee – 29th November 2022

Minutes 515 (SEND Strategy), 517 (Mid and South Essex Integrated Care System – Service Harmonisation Consultation) and Minute 519 (Passenger Transport Services – Performance Monitoring) – Employed as a social worker and practice educator at SEND school within Southend-on-Sea.
Minute 518 (Children's Services Improvement Board) – Appointed member of the Council's Fostering Panel.

- **Councillor Davidson**

Audit Committee – 23rd November 2022

All minutes in so far as they relate to South Essex Homes – Non-Executive Director on South Essex Homes.

- **Councillor Dear**

Development Control Committee – 30th November 2022

Application Ref. No.- 22/01808/AMDT – Has been contacted by one of the objectors to the application and has visited the site to view the bedroom room windows of the application site.

- **Councillor Dent**

Development Control Committee – 12th October 2022

Application Ref No. 22/00507/FULH (36 Sutton Road, Southend-on-Sea) – Has had correspondence with objectors to the application.

Development Control Committee – 2nd November 2022

TPO Reference No. TPO 5/2022 (Southchurch Hall Gardens, Southchurch Hall Close) – Has had conversations with neighbours regarding the matter.

Development Control Committee – 30th November 2022

TPO 05/2022 – Communications with residents.

- **Councillor Keith Evans**

People Scrutiny Committee – 29th November 2022

Minute 515 (SEND Strategy) – Family member is mentally handicapped.

- **Councillor Folkard**

People Scrutiny Committee – 29th November 2022

Minute 517 (Mid and South Essex Integrated Care System – Service Harmonisation Consultation) – Relative employed at Broomfield Hospital.

- **Councillor D Garston**

Development Control Committee – 12th October 2022

Application Ref. No. 22/00601/FULM (Memory House, 6-9 Marine Parade, Leigh-on-Sea) – Applicant is known to him.

- **Councillor George**

Cabinet – 8th November 2022

Minutes 468 and 469 (Minutes of the Shareholder Board held 12th October and 8th November relating to Porters Place LLP) – brother-in-law serves on the Board of Sanctuary Housing Association.

- **Councillor Hyde**

People Scrutiny Committee – 29th November 2022

Minute 518 (Children's Services Improvement Board) – Appointed member of the Council's Adoption Panel.

- **Councillor Hooper**

People Scrutiny Committee – 29th November 2022

Minute 515 (SEND Strategy) – Director of Blade Education, a not-for-profit company that works with local SEND children and MENCAP.

- **Councillor Jarvis**

Development Control Committee – 12th October 2022

Enforcement of Planning Control Ref. No. 20/00026/UNAU_B (79 The Drakes, Shoeburyness) – Has been a radio amateur for 66 years and a member of the Radio Society of Great Britain (withdrew from the meeting for this item after making a statement).

Development Control Committee – 2nd November 2022

Enforcement of Planning Control Reference No. 20/00156/UNAU_B (9 Gunnery House, 2 Chapel Road, Shoeburyness) – Owner/Occupier of Flat 1 at this address (withdrew).

- **Councillor A Jones**

Development Control Committee – 12th October 2022

Application Ref. No. 22/01214/BC3 (land adjacent to 85 Lundy Close, Eastwood) – Was a Cabinet Member when the decision to develop the site was approved (withdrew).

Application Ref. No. 22/01332/FUL (29A Ceylon Road, Westcliff-on-Sea) – Friend lives in the same road as the application site.

Development Control Committee – 2nd November 2022

Application Ref. No. 21/02305/FUL (The Trinity, 3 Trinity Avenue, Westcliff-on-Sea) – lives next door to a homeless facility.

Place Scrutiny Committee – 28th November 2022

Minute 504 (Parking Strategy), Minute 507 (Annual Parking and Enforcement Report 2021/22) and Minute 508 (Highways Update Report) – One of her sons works in Passenger Transport.

Development Control Committee – 30th November 2022

Application Ref. No. 22/01602/RES – Family work in river transport and railway which were both mentioned in the debate.

Policy and Resources Scrutiny Committee – 1st December 2022

Minute 535 (Resourcing Better Outcomes – Finance and Corporate Performance Report 2022/23 (Period 6)) – Family member employed by the Council (withdrew during the discussion of all matters related to officer pay).

- **Councillor Mitchell**

Cabinet – 8th November 2022

Minute 456 (Options for the procurement of the voluntary sector infrastructure contract) – Chair of Hamlet Court Road in Harmony which is in receipt of community investment board funds.

People Scrutiny Committee – 29th November 2022

Minute 516 (Annual Safeguarding Report) – Council's representative on the Board of Southend Association of Voluntary Services.

Minute 517 (Mid and South Essex Integrated Care System – Service Harmonisation Consultation) and Minute 519 (Passenger Transport Services – Performance Monitoring) – Close family member has SEN and learning difficulties.

- **Councillor Mulroney**

Development Control Committee – 12th October 2022

Application Ref. No. 22/01214/BC3 (land adjacent to 85 Lundy Close, Eastwood) – Cabinet Member (withdrew).

Development Control Committee – 30th November 2022

Application Ref. No. 22/01976/BC3 – Artist is known to her.

- **Councillor Nelson**

Cabinet Committee – 7th November 2022

Minute 445 (Annual Parking and Enforcement Report 2021/22) – Family are members of the Thorpe Bay Tennis Club in Thorpe Bay Gardens.

- **Councillor Sadza**

Development Control Committee – 12th October 2022

Application Ref. No. 22/01332/FUL (29A Ceylon Road, Westcliff-on-Sea) – Has been in correspondence with the neighbour to the application site.

Development Control Committee – 2nd November 2022

Application Ref. No. 22/01707/FUL (The Trinity, 3 Trinity Avenue, Westcliff-on-Sea) – Correspondence from residents.

- **Councillor Salter**

People Scrutiny Committee – 29th November 2022

Minute 517 (Mid and South Essex Integrated Care System – Service Harmonisation Consultation) – Husband is a consultant surgeon at Southend Hospital.

- **Councillor Shead**

People Scrutiny Committee – 29th November 2022

Minute 516 (Annual Safeguarding Report) – Family member has special needs and receives services from Essex County Council.

- **Councillor Wakefield**

Cabinet Committee – 7th November 2022

Minute 445 (Annual Parking and Enforcement Report 2021/22) – Some customers of his business are from Thorpe Bay Gardens.

Cabinet – 8th November 2022

Minutes 468 and 469 (Minutes of the Shareholder Board held 12th October and 8th November 2022 relating to Porters Place LLP and South Essex Homes) – Sanctuary Housing is one of his customers and a sub-contractor for South Essex Homes).

- **Councillor Ward**

Development Control Committee – 30th November 2022

Application Ref. No. 22/01976/BC3 – lives along Eastern Esplanade.

Officer Interests

Cabinet – 8th November 2022

A Richards – Minutes 468 and 469 (Minutes of the Shareholder Board held on 12th October and 8th November 2022 relating to Porters Place LLP) – Council appointed representative on the Porters Place LLP Board.

568 Communications

(a) Minutes Silence

– The Council remained silent for one minute as a mark of respect to Josephine Melville who died suddenly on 20th October 2022.

(b) Youth Mayor and Deputy Youth Mayor

– The Worshipful the Mayor presented the badge of office to the new Youth Mayor, Aila Chaudry and the new Deputy Youth Mayor, Thomas Cauchi.

569 Questions from Members of the Public

The relevant Executive Councillors responded to written questions received from the public.

570 Questions from Members of the Council

The relevant Executive Councillors responded to written and supplementary questions received from Councillors.

571 Minutes of the Meeting held Thursday, 20 October 2022

Resolved:-

That the Minutes of the Meeting held on Thursday, 20 October 2022, be confirmed as a correct record and signed.

572 Minutes of the meeting of Development Control Committee held Wednesday, 12 October 2022

Resolved:

That the minutes of this meeting, be noted.

573 Minutes of the meeting of Appointments and Disciplinary Committee held Thursday, 27 October 2022

Resolved:

That the minutes of this meeting, be noted.

574 Minutes of the meeting of Development Control Committee held Wednesday, 2 November 2022

Resolved:

That the minutes of this meeting, be noted.

575 Minutes of the meeting of Appeals Committee A held Monday, 7 November 2022

Resolved:

That the minutes of this meeting, be noted.

576 Minutes of the meeting of Cabinet Committee held Monday, 7 November 2022

Resolved:

That the minutes of this meeting, be noted.

577 Minutes of the meeting of Cabinet held Tuesday, 8 November 2022

Resolved:

That the minutes of this meeting, be noted and the recommendations contained in Minute 453 (Resourcing Better Outcomes – Finance and Corporate Performance Report 2022/23 Period 6) and Minute 465 (Proposal to increase the allowances and fees for Southend in-house foster carers), be approved.

578 Minutes of the meeting of Special Place Scrutiny Committee held Thursday, 10 November 2022

Resolved:

That the minutes of this meeting, be noted.

579 Minutes of the meeting of Appointments and Disciplinary Committee held Thursday, 10 November 2022

Resolved:

That the minutes of this meeting, be noted.

580 Minutes of the meeting of Special Policy and Resources Scrutiny Committee held Tuesday, 15 November 2022

Resolved:

That the minutes of this meeting, be noted.

581 Minutes of the meeting of Audit Committee held Wednesday, 23 November 2022

Resolved:

That the minutes of this meeting, be noted.

582 Minutes of the meeting of Licensing Sub-Committee A held Monday, 28 November 2022

Resolved:

That the minutes of this meeting, be noted.

583 Minutes of the meeting of Place Scrutiny Committee held Monday, 28 November 2022

Resolved:

That the minutes of this meeting, be noted.

584 Minutes of the meeting of People Scrutiny Committee held Tuesday, 29 November 2022

On consideration of Minute 515 (SEND Strategy) the Cabinet Member for Children and Learning agreed to uphold the decision of the Scrutiny Committee to refer the matter back to Cabinet for reconsideration.

Resolved:

That the minutes of this meeting, be noted and that Minute 515 (SEND Strategy) be referred back to Cabinet.

585 Minutes of the meeting of Development Control Committee held Wednesday, 30 November 2022

Resolved:

That the minutes of this meeting, be noted.

586 Minutes of the meeting of Policy and Resources Scrutiny Committee held Thursday, 1 December 2022

Resolved:

That the minutes of this meeting, be noted and that the recommendations contained in Minute 535 (Resourcing Better Outcomes – Cabinet Minute 453 refers), be approved.

587 Changes to the Constitution

The Council considered a report of the Executive Director (Strategy, Change and Governance) setting out a minor amendment to the terms of reference of the Licensing Committee.

Resolved:

That a minor amendment be made to the terms of reference of the Licensing Committee, as set out in Appendix 1 to the submitted report and that the Constitution be amended accordingly.

588 Local Council Tax Support Scheme 2023/24

The Council considered a report of the Executive Director (Finance and Resources) presenting the Local Council Tax Support Scheme for 2023/24.

Resolved:

That the current Local Council Tax Support Scheme be re-adopted for 2023/24.

589 Appointments to Committees, etc

There were no changes to the appointments to Committees, etc.

590 Opposition Business - Use of Section 106 Contributions

In accordance with Standing Order 19 the Conservative Group requested that the use of Section 106 contributions be debated.

During consideration of the matter one amendment was proposed and seconded as follows:

Amendment:

The Council continues to support the provision of public art through the established, policy and legal framework and the development control process. The policy framework for securing contributions- to public art will be considered as part of preparing the new Local Plan when all members and residents will be able to have input.

Upon being put to the vote, the amendment was not carried.

The Opposition Business proposals were then put to the vote and were carried.

Accordingly, it was resolved:

That the Opposition Business proposals set out below be referred to the Cabinet:

1. Never seek to use Development and Control as a means of implementing Council policy.

2. As the applicant of the planning applications relating to junction of Lynton Road and Thorpe Esplanade, Junction of Thorpe Hall Avenue and Burgess Road and land at Southchurch Park East in Lifstan Way, withdraw these planning applications.

3. Consult with members of this Council to reprovise spending on these art commissions to vital infrastructure projects.

Chair: _____

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Southend-on-Sea City Council

Report of the Executive Director
(Finance and Resources)

To
Council

On
23 February 2023

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

Agenda
Item No.

7

Prioritising Resources to Deliver Better Outcomes 2023/24 to 2027/28
Cabinet Members: Councillor Stephen George 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 2023/24 and a Capital Investment Programme for 2022/23 to 2027/28 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 2023/24.
- 1.3 For Council to consider the comprehensive reports that were presented to Cabinet on 12 January 2023 and 14 February 2023 which set out the issues affecting the Council's budgetary position for 2023/24 and provided an assessment over the medium term to 2027/28. This included the details of the provisional Local Government Finance Settlement, which has since been confirmed as final and is in line with the expectations of the provisional information, with no material financial changes for Southend-on-Sea City Council.
- 1.4 For Council to consider the recommendations agreed by Cabinet at its meeting on 14 February 2023. 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 2023/24, the proposed approach for the development and implementation of a new transformation blueprint for the Council, 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 12 January 2023 and 14 February 2023 to agree:

- 2.1 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 1).**
- 2.2 A 2023/24 revenue budget (Appendices 2 and 3 (i) to (iv)) and**
 - a Council Tax increase of 4.99% for the Southend-on-Sea element of the Council Tax for 2023/24, being 2.99% for general use and 2.0% for Adult Social Care.**
 - the use of £1 million from General Fund balances in 2023/24 to support the balancing of the budget and note the planned replenishment of those balances over the life of the Medium-Term Financial Plan.**
 - the use of £2 million of the collection fund surplus for the 2023/24 budget.**
 - to note the increase in the Council Tax level of 6.57% for the precepting authority the Essex Fire & Rescue Services.**
 - to note the increase in the Council Tax level of 6.84% for the precepting authority the Essex Police.**
 - to note the decrease in the Council Tax level of 0.71% for Leigh-on-Sea Town Council.**
- 2.3 The final levy position for 2023/24.**
- 2.4 A Capital Investment Programme for 2022/23 to 2027/28 (Appendices 4 (i) and (ii)).**
- 2.5 The recommendations from Cabinet 14 February 2023 for the HRA and associated rent levels, service charges & heating charges, Treasury Management, and Prudential Indicators.**
- 2.6 The Statutory Budget Determinations and amount of Council Tax for Southend-on-Sea City Council (Appendix 5).**
- 2.7 The Council's five-year financial forecast (Appendix 6) and associated Medium Term Financial Strategy.**
- 2.8 The direction of travel for 2024/25 and beyond and noting the approach proposed for the development and implementation of a new transformation blueprint for the Council (Section 9).**

3. Background Information

- 3.1 The current cost of living crisis is the latest in a decade-long series of events, including austerity, Brexit, a global pandemic and war in Ukraine that continue to erode the financial sustainability of local public services. In this context the various fiscal and operational challenges, budget development plans, business uncertainty concerns and associated matters of Southend-on-Sea City Council have been considered at the Cabinet meetings of 12 January 2023 and 14 February 2023.
- 3.2 The overall package of budget proposals was launched for consultation with local residents, businesses and relevant stakeholders on 5 January 2023. The relevant reports were also presented and considered at the Council's Policy and Resources Scrutiny Committee on 2 February 2023 and discussed at the Business and Voluntary Sector consultation meeting on 12 January 2023, as outlined below:
- *Prioritising Resources to Deliver Better Outcomes 2023/24 to 2027/28*
 - *Housing Revenue Account Budget and Rent Levels 2023/24*
 - *Treasury Management Policy 2023/24 (Treasury Management scrutinised at Audit Committee on 11 January 2023 and not at Policy & Resources Scrutiny Committee)*
- 3.3 Based on feedback during the consultation and updated financial performance information, some changes to the original package of budget proposals presented on 12 January were included in the Cabinet report on 14 February. The Cabinet listened to the feedback that was received from the budget engagement and consultation exercise and the final overall budget package proposed has been assessed as robust and deliverable, despite the current challenging fiscal and 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 2 & 3** and approves the Capital Investment Programme as set out at **Appendix 4**. Other recommendations requesting approval include the HRA Budget and associated rent levels and service & heating charges for 2023/24, 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 14 February 2023.
- 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 23 February 2023, 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 City Council for all valuation bands from A to H is shown in **Appendix 5**.

4. Adequacy of the Council's reserves and robustness of the proposed budget

- 4.1 The Chief Finance 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 is addressed within the S151 Officer Statement as set out in **Appendix 1**. In addition, further detail was also contained in the updated Medium Term Financial Strategy 2023/24 – 2027/28, which was presented to Cabinet on 14 February 2023 (Appendix 1 of the Prioritising Resources to Deliver Better Outcomes 2023/24 to 2027/28 report).
- 4.3 The Chief Finance Officer is under a statutory duty to issue a formal report if they believe that the council is unable to set or maintain a balanced budget. This is often known as a 'section 114 notice' as it refers to section 114 of the Local Government Act 1988. The Local Government Act requires billing authorities to complete and approve their budgets and set a council tax before 11 March immediately prior to the start of the financial year on 1 April. If the Council cannot agree a balanced budget before that date, the Chief Finance Officer would be under a statutory duty to issue a section 114 notice.
- 4.4 This would be significant as, after a section 114 notice is issued, a local authority may not incur new expenditure commitments, and the full Council must meet within 21 days to discuss the Chief Finance Officer's report. It would significantly increase the Council's risk of potential Government inspection and direct intervention and cause major reputational damage.

5. Corporate Issues

- 5.1 For 2023/24, the overall level of contingency within the proposed budget is £1.1 million. This has reduced significantly from previous years due to the prevailing financial challenges, including the speed of widespread inflationary pressures, increased energy prices and a major increase in the scale and complexity of local service demand. It is still considered adequate to deal with any unforeseen/emergency issues that may arise during the year. If this is major and/or extensive then the Council is also able to utilise its earmarked reserves position to protect the Council's budget.
- 5.2 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 the Band D council tax level (subject to certain adjustments) from one year to the next.

- 5.3 A Council Tax referendum will only be required to be held in relation to an authority's council tax increase in 2023/24 if the amount set by the authority exceeds the council tax excessiveness principles applying to that year. For 2023/24 the position is as follows:
- The Secretary of State has set the council tax referendum principles for 2023/24 as part of the Local Government Finance settlement. As a minimum, local authorities can increase their relevant basic amount of council tax by up to 3% without having to hold a referendum. In addition, Councils with responsibility for Adult Social Care can increase their council tax by an additional 2% Adult Social Care Precept.
 - This means that a referendum will be required if an authority sets an increase of 5% (comprising 2% for Adult Social Care Precept and 3% for other expenditure) or more than 5%.
- 5.4 In agreeing a proposed increase of 4.99% for the Southend-on-Sea element of the Council Tax for 2023/24, being 2.99% for general use and 2.0% for the Adult Social Care precept, the Council is in line with the requirements from the Secretary of State and therefore no referendum is triggered.
- 5.5 Therefore, in my view as the Council's Chief Financial Officer, I can confirm that the budget for 2023/24, as reported in the suite of Cabinet reports in January and February 2023 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. My opinion on the Council's future financial sustainability is predicated on the Council's commitment and intention to implement a new Transformation Blueprint which will be designed to ensure that the Council remains financially resilient over the medium term. I am also able to advise the Council that the current and future predicted level of Reserves are adequate and to recommend a Reserves Strategy which is achievable in 2023/24 and over the medium term in line with the factors set out in my S151 Officer Statement (set out in **Appendix 1**).

6. Council Tax and Collection Fund 2023/24

- 6.1 The Council Tax Base for 2023/24 was approved by Cabinet on 12 January 2023 at **59,746.14** (equivalent Band D properties).
- 6.2 The estimated accumulated surplus on the Collection Fund at the end of 2022/23 is sufficient to allow £2 million to be attributed to the Council and which has been used in calculating the Council Tax, as statutorily required.
- 6.3 The proposed budget assumes a Council Tax increase of 2.99% 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 2023/24.

- 6.4 Council may wish to bear in mind that a **1% change** in Southend-on-Sea City Council's element of the Council Tax is **£14.16** per annum for a Band D property. This equates to an amount of circa **£0.846 million** in the revenue budget for each 1% change.
- 6.5 The proposed Council Tax **increase of 2.99%** will mean a Band D level of **£1,416.39** per annum on the Southend-on-Sea element of the Council Tax. This equates to an annual increase of **£46.42** and a weekly increase of **89p**.
- 6.6 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 **£31.07** (from £184.42 to £215.49) equivalent to a weekly **increase of 60p** at the Band D Council Tax level.
- 6.7 The total Council Tax payable by taxpayers consists of the Southend-on-Sea City 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.
- 6.8 The Statutory Budget Determinations and amount of Council Tax for Southend-on-Sea City Council is shown in **Appendix 5**.

Precepts

- 6.9 For Essex Police an increase in its Council Tax has been approved by the Police, Fire & Crime Commissioner. This represents a Council Tax of **£233.46** (2022/23 = £218.52) per Band D property, which equates to an increase on the respective 2022/23 level of **6.84%**.
- 6.10 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 **£80.28** (2022/23 = £75.33) per Band D property which equates to an increase on the respective 2022/23 level of **6.57%**.
- 6.11 Leigh-on-Sea Town Council has declared its precept for 2023/24 at £462,056 (2022/23 = £452,880). Based on their council tax base of 9,135.15, there will be a **decrease of 0.71%** in the Town Council element of the total Council Tax bill from £50.94 to **£50.58** at Band D. This only applies to the area covered by the Town Council.

Levies

- 6.12 The Council is required to pay relevant levying bodies, who have all now provided their required levy for 2023/24 and the position for 2023/24 compared to 2022/23 is identified in the table on the next page:

	2022/23 Probable Actual £000	2023/24 Estimate £000	Percentage increase %
Kent and Essex Inshore Fisheries and Conservation Authority	23.1	23.8	3.0
Flood Defence – Environment Agency	213.2	215.0	0.8
Coroners Court	472.0	476.5	1.0
Total	708.3	715.3	

The 2023/24 budget proposed at Cabinet on 14 February 2023 included a total sum for levies of £715,300. The final approved levies and year-end adjustments for 2023/24 total £715,300. Therefore, no amendment is required to the levies budget for 2023/24. However, if there are any final adjustments to the above levies for 2023/24 this will be funded through contingency.

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

- 6.13 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.
- 6.14 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.
- 6.15 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.
- 6.16 At its meeting on 14 February 2023, the Cabinet considered the special expenses to apply in 2023/24 and recommended that there were no special expenses in addition to the Leigh-on-Sea Town Council's precept.
- 6.17 The proposed Band D Council Tax excluding and including Leigh-on-Sea Town Council is set out at **Appendix 2**.

7. Capital Investment Programme

- 7.1 The Cabinet also considered proposals for the Capital Investment Programme for 2022/23 to 2027/28 and referred the proposals set out at **Appendix 4 (i) and (ii)** to this report.
- 7.2 The Cabinet also agreed to refer to Council the approval of the Capital Investment Strategy and Prudential Indicators.
- 7.3 The full impact of the borrowing costs required to fund the proposed programme have been included in the Council's current financial planning for 2022/23 to 2027/28. The 2023/24 revenue budget incorporates the required borrowing costs as part of the budget requirement for 2023/24. In summary, it is my view, as the Council's Chief Financial Officer, that the 2022/23 to 2027/28 Capital Investment Programme is proportionate, prudent, affordable and sustainable.
- 7.4 To demonstrate compliance with these objectives a set of prudential indicators, as required by statute, is also recommended for approval.

8. Medium Term Financial Strategy (MTFS)

- 8.1 Given the constantly changing events in 2022/23, together with the late publication by the Government of the provisional finance settlement on 19 December 2022, the updated MTFS to 2027/28 still requires some further development and confirmation of some outstanding elements. However, a comprehensive draft was included within the Prioritising Resources to Deliver Better Outcomes 2023/24 to 2027/28 report to Cabinet on 14 February 2023 at Appendix 1. This updated strategy builds on what was approved in February 2022 and looks to provide an integrated view of the whole of the Council's finances and outlook over the medium term and tries to illustrate some medium-term financial planning parameters using the best information and the most likely set of scenarios/assumptions that are currently available.
- 8.2 Any final cosmetic and background changes not impacting on the overall strategy and recommendations in the MTFS will be undertaken by the Executive Director (Finance & Resources) before final publication. This strategy will be kept under regular review and a formal annual refresh will be presented to the Cabinet as part of the Council Tax setting proposals for 2024/25.
- 8.3 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.
- 8.4 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.

- 8.5 The MTFS currently shows a projected further budget gap for the Council of £29.8 million for the following four financial years. This is set out in detail in **Appendix 6** and in summary as follows:

2024/25	£9.3 Million
2025/26	£9.5 Million
2026/27	£6.0 Million
2027/28	£5.0 Million
Total	£29.8 Million

- 8.6 The estimated calculation of the future gap of £29.8 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.
- 8.7 Uncertainty remains over what the UK Government may do in response to the ongoing impact of the inflation and the cost-of-living crisis on the country's public finances and the local impact of any future 'funding reform'. We will continue to monitor developments and update our forecasts as more clarity over national policy choices becomes available. Other national and international events may also have a major impact on the Council's future operating environment and financial resilience challenge.

9. 2024/25 and Beyond

- 9.1 It continues to be important to reassess, understand and take responsibility for determining our financial future. We must remain proactive in the delivery of our agreed Southend 2050 ambition, Corporate Plan 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 City's economic potential, growing our local tax bases and by increasing our income generating and commercial capabilities.
- 9.2 Our future financial sustainability will be reliant on a comprehensive programme of service redesign and transformation. A new transformational blueprint will guide the development of a clear roadmap and framework which will be created to try and achieve the ambitions for the Council and enable us to measure all service arrangements to ensure that they meet local resident needs but will have to be predicated on the Council remaining financially sustainable in the medium term. These core principles are summarised in the following figure:

Digitally Enabled	<ul style="list-style-type: none"> • Digital by default • Self-service through effective online tools and support • Reduction of manual tasks and processes
Prevention & Resilience	<ul style="list-style-type: none"> • Early intervention is prioritised • Failure demand is minimised through taking a customer-centric approach
Resource optimisation	<ul style="list-style-type: none"> • Services are what we deliver, not where, by who or how • Assets locations align with local need and we co-locate where appropriate • Our workforce is productive, scaled and structured appropriately to deliver
Prioritisation	<ul style="list-style-type: none"> • Opportunities to 'stop' and 'resize' non-essential activities are taken • Resources are focused on those that need it most
Collaboration	<ul style="list-style-type: none"> • Work together to drive efficiency and outcomes • The Council values and works closely with health and the third sector
Commercialism	<ul style="list-style-type: none"> • The Council ensures best value for customers • Fees and charges are aligned to the market and support wider Council delivery

9.3 The development of an appropriate and significant programme of transformation will be key to the Council meeting its ambitions and maintaining financial sustainability. Its implementation will require a systematic and sequential programme of service redesign. Progress and performance will be reported via the regular financial monitoring reports that go to Cabinet, to ensure transparency and Member oversight on the work being undertaken and to evaluate the impact of the programme at each stage.

9.4 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 discretionary services have been delivered on a universal basis and free or subsidised. These arrangements and service levels may need to be reviewed as greater pressure is being placed upon the core statutory services provided by the Council.

- 9.5 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.
- 9.6 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 and within a supported environment.
- 9.7 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.

10. Corporate Implications and Conclusion

- 10.1 The corporate implications of the proposed Council Budget have been set out in the relevant reports to the Cabinet meetings of 12 January 2023 and 14 February 2023.
- 10.2 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.
- 10.3 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 12 January 2023 and 14 February 2023 represent part of the decision-making process. All that detailed report information needs to be fully considered and recognised alongside this Council report.

11. Background Papers

- 11.1 All background papers are listed in the reports detailed at paragraph 3.2 in this report.
- 11.2 In addition, Background Papers include:
- (i) Minutes of the Cabinet meeting 12 January 2023.
 - (ii) Minutes of the Cabinet meeting 14 February 2023.
 - (iii) Minutes of the Policy and Resources Scrutiny Committee on 2 February 2023 and feedback from the Business Sector and Voluntary Sector consultation meeting on 12 January 2023.

12. Appendices

Appendix 1	Section 151 Officer's Statement on the Adequacy of Balances and the Robustness of the Budget
Appendix 2	Revenue Budget and Council Tax 2023/24
Appendix 3 (i)	General Fund Budget Investment 2023/24
Appendix 3 (ii)	General Fund Budget Savings and Income Generation 2023/24 to 2025/26
Appendix 3 (iii)	General Fund Cost Avoidance and Overspend Reductions 2023/24 to 2025/26
Appendix 3 (iv)	New or Amended Fees and Charges 2023/24
Appendix 4 (i)	Capital Investment Programme 2022/23 to 2027/28
Appendix 4 (ii)	Proposed Capital Investment 2023/24 to 2027/28
Appendix 5	Council Tax Resolution 2023/24
Appendix 6	Medium Term Financial Forecast 2023/24 to 2027/28

COUNCIL BUDGET 2023/24 TO 2027/28

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

1. Introduction

1.1. The Chief Financial Officer is required to make a statement on the adequacy of reserves and the robustness of the budget. This is a statutory duty under Section 25 of the 2003 Local Government Act which states the following:

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

This includes reporting and considering:

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

- 1.3. This statement must be considered and approved by full Council as part of the budget approval and Council Tax setting process.
- 1.4. This document concentrates on the General Fund budget, the Housing Revenue Account and Capital Investment Programme, but in addition it also considers key medium-term issues faced by the Council.
- 1.5. The importance of this overall approach and need for prudent and realistic levels of reserves and provisions was brought sharply into focus by the impact of COVID-19 on both the finances and operations of the Local Government Sector throughout 2020/21 and 2021/22. The importance has continued into 2022/23 with the Council, like most local authorities, who are experiencing major increases in service demand post the pandemic combined with unavoidable rapid inflationary increases in operating costs across almost every aspect of its organisation. This has had a huge impact on the Council's financial plans for 2022/23.

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

- 2.1. The following are the summary assurances and recommendations of the Council's Section 151 Officer (currently the Deputy Chief Executive and Executive Director of Finance and Resources). They must be read in conjunction with the supporting statement in this Appendix, which together make up the Section 151 Officer's statutory duty to report under Section 25 of the Local Government Act 2003.
 - 2.1.1. In relation to the 2023/24 General Fund Revenue budget, I have examined the budget proposals and I believe that, whilst the spending and service delivery proposals are challenging, they are nevertheless achievable given the political and management desire to implement the changes. Good management and the sound monitoring of performance and budgets will be essential. I am satisfied that sufficient management processes exist within the Council to deliver this budget and to identify and deal with any problems which may arise unexpectedly during the year.
 - 2.1.2. The key process risks in making the above statement are the level of resources within the Council dedicated to providing financial support, constructive challenge, insight and advice to service managers, to enable a clear focus to be placed on key high risk budget areas.
 - 2.1.3. My recommendations are also conditional upon:
 - a) The Council continuing to assess, learn, report, and respond appropriately to the impact of the prevailing inflationary pressures and cost of living crisis across all aspects of its operations.
 - b) The Council approving the updated Medium Term Financial Strategy for 2023/24 to 2027/28

- c) A recognition in the medium-term planning approach that the level of reserves and corporate risk assessment need to be regularly reviewed in the light of changing circumstances and that it may not be possible to match the two at any single point in time. The Council needs to show a commitment to maintain reserves at a level which provides adequate cover for most identified risks during the planning period. This approach is pragmatic and shows a clear commitment to prudent contingency planning.
- d) It must be noted, however, that the recommended levels of reserves could still leave the Council exposed to the very exceptional risks identified in this review and, if all those risks crystallised at the same time, then the total level of reserves could be inadequate.
- e) Cabinet Members, the Chief Executive, Executive Directors and service managers should not exceed their cash limits for 2023/24 (and future years covered by the Medium Term Financial Strategy).
- f) Taking every opportunity to meet the Reserves Strategy as a first call on any windfall underspends.
- g) Not considering further calls on reserves other than for those risks that have been identified, those that could not have been reasonably foreseen and that cannot be dealt with through management or policy actions. The exception to this is where the Reserves Strategy (reviewed annually) is met. Even in those circumstances, it is not prudent to finance ongoing spending from one-off reserves. Any excess reserves should be targeted towards business transformation via the Council's developing blueprint for change (including any redundancies and invest to save initiatives), key services particularly Childrens and Adults, contributions to support capital investment, Local Government funding changes and the impacts of significant changes in national policy.
- h) Where there is a draw-down on reserves, which causes the approved Reserves Strategy to be temporarily off target, that this is replenished as part of a revised Medium Term Financial Strategy. This approach was continued in setting the 2022/23 Budget, where £2.5M was used and it was approved to replenish this amount over 2023/24 – 2026/27. The first repayment instalment of £625,000 will be made to reserves in 2023/24.
- i) That the Council has arrangements and resources in place to consider and assess value for money across the delivery of all its services and operations in preparation for future years' budgets.

2.1.4. In relation to the adequacy of reserves, I recommend the following Reserves Strategy based on an approach to evidence the requisite level of reserves by internal financial risk assessment. The Reserves Strategy will need to be reviewed annually and adjusted in the light of the prevailing circumstances.

- a) An absolute **minimum level** of unallocated General Fund reserves of **£8 million** is maintained throughout the period between 2023/24 to 2027/28.
- b) An **optimal level** of unallocated General Fund reserves of between **£10 million and £11 million** over the period 2023/24 to 2027/28 to cover the absolute minimum level of reserves, in-year risks, cash flow needs and unforeseen circumstances.
- c) A **maximum level** of unallocated General Fund reserves of **£12 million** for the period 2023/24 to 2027/28 to provide additional resilience to implement the Medium Term Financial Strategy.
- d) A Reserves Strategy to remain within the recommended level of reserves over the relevant period of 2023/24 to 2027/28.

2.1.5. The estimated level of unallocated General Fund reserves as at 31 March 2023, based on current projections is **£11 million** depending on the final outturn position. Therefore:

- a) The absolute minimum level of reserves of £8 million is currently being achieved.
- b) The optimal level of reserves of between £10 million and £11 million will be met including the proposed use of £1 million to support the 2023/24 budget which will be replenished over the life of the Medium Term Financial Plan reverting back to £11 million.
- c) The maximum level of reserves of £12 million is not being exceeded.
- d) Reserves should remain within the recommended range of reserves during 2023/24. This is subject to the cash limited budget for 2023/24 being met.

2.1.6. These recommendations are made based on:

- a) The risks identified by the Chief Executive and Executive Directors reviews of their budgets.
- b) My own enquiries during the development of the current budget proposals.
- c) The resilience and sustainability required to deliver the Medium Term Financial Strategy.
- d) One-off unallocated reserves not being used to fund new on-going commitments.
- e) That the reserves in 2023/24 and the foreseeable future are used only if risks materialise and cannot be contained by management or policy actions.
- f) That where reserves are drawn down, the level of reserves is maintained in line with the latest Medium Term Financial Strategy.

2.1.7. There are also serious exceptional risks which, if they crystallise, could significantly impact the Council's reserves, and leave its financial standing seriously in question. These include:

- a) For the first time in many years there are huge concerns over current inflationary pressures, particularly around energy. Sustained high levels of inflation will have a major impact across the Council's financial plans.
- b) The continuing major increasing cost and demand pressure trends for adult and children social care is of particular concern and it is important in both areas that the relevant management teams ensure these budgets are managed effectively to ensure the Council's future financial sustainability.
- c) The potential for cliff slips, pier remediation works and any other unforeseen Council owned infrastructure issues.
- d) The Waste Collection and Street Cleansing contract is the largest single contract for the Council, a break clause has been activated for October 2023 and there is currently a market engagement exercise underway to assess potential options. There is a lot of volatility, new legislative and environmental requirements, which will potentially add extra risks and significant costs nationally across the market. Careful consideration and evaluation of both the costs and service offer will be undertaken on receiving the market's response to the new contract opportunity. The Council must choose the most relevant waste collection arrangements providing the best value for money. This decision is critical to maintain the Council's future financial viability.
- e) The financial implications from the Care Act, adult social care and other welfare reform changes or other associated Housing legislation have been delayed but there is no clarity on when or if further national policy changes in these areas will be introduced in the future. If they are implemented without appropriate levels of additional government funding, then this could have a major impact on the Council's future financial sustainability.
- f) The high risk surrounding the non-delivery of savings and exceeding investment proposals within the budget package for 2023/24.
- g) The risk of not comprehensively developing and robustly implementing and actioning the new Transformation Blueprint.
- h) The financial uncertainty for the public sector arising from the prevailing and continuing global, national and local conditions.
- i) The risk of further significant reductions in income and Government grant funding, particularly in relation to:
 - Growth and decline in the Council's Tax base and Business Rates base.
 - Academies funding.

- Future Government changes in policy and funding for Local Government, particularly the unknown impact of when the next Comprehensive Spending Round will happen.
 - The need to address the Country's ongoing Public Sector Borrowing Requirement (PSBR) and the structural financial deficit.
- j) Insurance Claims.
- k) Any impact on Council services and Budget in 2023/24 and later years arising from the withdrawal from the European Union on 01/01/2021.

2.1.8. In relation to the Housing Revenue Account (HRA) in 2023/24 and the medium to long term:

- a) Given the current status of housing management provision the recommendation is that general reserves be maintained at the target figure of £3m.
- b) A 2023/24 budget has been agreed with South Essex Homes Ltd. to maintain a balanced HRA.
- c) Forward projections for the HRA beyond 2023/24 are being remodelled. In addition, this is linked to the HRA's own Medium Term Financial Strategy for the period 2023/24 to 2027/28.

The current position demonstrates that it is possible to:

- Maintain a balanced HRA throughout that period.
- Meet current level of capital investment, and
- Repayment of required debt.

2.1.9. In relation to the General Fund and HRA Capital Investment Programme 2022/23 to 2027/28 (including commitments from previous years and new starts):

- a) The HRA Capital Programme will need to be contained within the total programme cost.
- b) The General Fund Capital Budget is substantial and is based on the best information available in terms of project costs. What is less certain is the actual phasing of expenditure, which urgently needs consideration and also the prioritisation of any new projects particularly those still subject to a viable business case.
- c) The key strategic schemes identified in the Capital Investment Programme will be closely monitored in-year.

- d) That the funding identified for the approved Capital Investment Programme is delivered and is proportionate, prudent, affordable, and sustainable.

2.1.10. In relation to the medium to long term Capital Investment Programme:

- a) The delivery of the agreed Capital Strategy and Asset Management Plan is a critical priority to enable the matching of resources to needs and priorities.

2.2. **Assurance**

Given all these factors, I, as the Council's Section 151 Officer, consider the estimates for 2023/24 to be sufficiently robust and recommend for approval by the Council. I am also able to advise the Council that the level of General Fund Reserves is adequate and to recommend a Reserves Strategy which is achievable for 2023/24 – 2027/28.

3. Supporting Statement

3.1. Processes

3.1.1. Budget estimates are exactly that – estimates of spending and income made at a point in time and which will change as circumstances change. This statement about the robustness of estimates cannot give a 100% guarantee about the budget but gives Members reasonable assurance that the budget has been based on the best information and assumptions available at the time.

3.1.2. To meet the requirement on the robustness of estimates several key processes have been put in place, including:

- a) The issuing of clear guidance to Services on preparing budgets.
- b) The development of a Council wide risk assessment.
- c) The use of extensive budget monitoring and its escalation process to identify risks.
- d) The Council's S151 Officer providing advice throughout the process of budget preparation and budget monitoring.
- e) The Chief Executive and Executive Directors review of their budgets and appropriate sensitivity analysis.
- f) A review of all budget proposals and implications by CMT from April 2022 to January 2023.
- g) A review of budget proposals and implications by Cabinet Members from July 2022 to January 2023.
- h) Enquiries made directly by the Section 151 Officer and Finance Officers.

3.1.3. Notwithstanding these arrangements, which are designed to rigorously test the budget throughout its various stages of development, considerable reliance is placed on the Chief Executive, Executive Directors and Directors having proper arrangements in place to identify issues, project costs, service demands, income levels, to consider value for money and efficiency, and to implement changes in their service plans. These arrangements are supported by appropriately qualified financial staff. Going forwards the “Knowing your Business” programme is vital to this process and all budget managers need to be fully engaged in this programme and be held accountable for both operational and financial performance.

3.1.4. A summary of the key budget assumptions considered by all service managers and professional finance staff in terms of assessing the robustness of their budgets are shown below:

- a) The treatment of inflation and interest rates.
- b) The treatment of demand led pressures.

- c) The treatment of efficiency savings/productivity gains.
- d) The financial risks inherent in any significant new funding partnerships, major outsourcing deals, or major capital developments.
- e) The availability of other funds to deal with major contingencies.
- f) The Service's track record in budget and financial management.
- g) The Service's capacity to manage in-year budget pressures.

3.1.5. The full key budget assumptions and comments by the Chief Executive and Executive Directors have been used in constructing all budget proposals.

3.1.6. Corporate and service processes are under continuous review and improvement. Over the last few years there has been a sustained emphasis on a robust scheme of budget and performance monitoring with an improved reporting format to Cabinet and Members in 2020/21, which was further improved in 2021/22 and 2022/23.

3.1.7. There are also clear plans in place for the continuous improvement and development of the ERP system (Business World) covering both Financial and HR systems. This will strengthen the authority's capacity and ability to monitor more effectively the overall budget. Continual improvement in these processes will also assist in the prevention or at least the earlier identification of issues to be dealt with in the budget and Medium Term Financial Strategy and allow for any in-year rebalancing to be undertaken as soon as possible if required. Nevertheless, in preparing a comprehensive budget for such a complex Organisation, unforeseen issues will undoubtedly still arise throughout the year and in the future.

3.2. **Robustness of Estimates - General Fund Revenue Budget**

3.2.1. The 2023/24 budget and Southend 2050 ambition, new Corporate Plan priorities and five-year roadmap continues the need and our commitment to target our financial resources to delivering better outcomes and effectively manage risks. These arrangements will be enhanced further by the development and introduction of detailed service plans for 2023/24. In addition to improving efficiency, there are clearly choices for the Council in this respect:

- a) To increase financial resources to meet demand and reduce risk, and/or
- b) To reduce (where possible) service levels and standards, frequency of service delivery, and eligibility for services.

- 3.2.2. As part of developing the budget, Members of the administration have considered these options and the outcome of these deliberations are reflected in the proposed overall budget package.
- 3.2.3. Most notably the Council has had to address major cost increases and pressures as well as corporate priorities including:
- a) Employee costs.
 - b) Significant inflationary pressures.
 - c) Increasing demand and cost pressures for Adult and Children Social Care.
 - d) The cost of prudential borrowing within the capital investment programme.
 - e) Some shortfalls in income and grant income.
- 3.2.4. The factors and risks considered in developing the proposed budget and recommendations on reserves are contained in each of the Executive Director's proposals surrounding their Service budget.
- 3.2.5. These assumptions will require the forecasts for future years to be reviewed early in each financial year leading to more detailed budgets during the autumn of each financial year.
- 3.3. **Financial Sustainability Strategy**
- 3.3.1. The Council has previously developed and updated a high level long-term strategy that is designed to frame its financial future and intentions. This strategy helps set the context for the Medium Term Financial Strategy, guide the Council's approach to maximising resources, prioritising investment and the effective targeting of resources to deliver the ambitions and outcomes contained within the Southend 2050 programme, Corporate Plan and roadmap phases.
- 3.3.2. Its primary purpose is to outline the Council's approach, desire, and commitment to achieving financial sustainability by embracing the area's economic potential, growing our local tax base and increase sustainable income capabilities.
- 3.3.3. Given the exceptional operating environment caused by the significant inflationary increases and service demand pressures in 2022/23 and that these issues will continue into 2023/24, the Council will not review this strategy as part of the budget process for 2023/24. A refresh of the Financial Sustainability Strategy will be considered as part of the implementation of the Council's new Transformation Blueprint and budget considerations for 2024/25.

3.4. **Medium Term Financial Strategy**

- 3.4.1. The Council needs to deliver its Medium Term Financial Strategy reflecting the continuing impact of the proposed budget and only planned growth in relation to issues that are statutory and unavoidable. Within the current uncertain financial climate, it is very likely that service standards for discretionary services will need to be reviewed and Council Tax increases will need to be implemented to the referendum limit. This is an expectation of Central Government as part of their local Spending Power calculations. The Council also requires a clear commitment to improving efficiency and productivity whilst adopting a new more commercial approach to income generation will be required.
- 3.4.2. An updated Medium Term Financial Strategy (2023/24 – 2027/28) will be developed and considered for approval in February 2023, as part of the budget setting process for 2023/24.

3.5. **Adequacy of Reserves – General Fund Revenue Budget**

- 3.5.1. Under the Local Government 2003 Act the Secretary of State has powers to set a minimum level of reserves. The most likely use of this power is where an authority is running down its reserves against the advice of their S151 Officer.
- 3.5.2. Determining the appropriate levels of reserves is not a precise science or a formula e.g. a simple percentage of the Council's budget. It is the Council's safety net for risks, unforeseen or other circumstances. The reserves must last the lifetime of the Council unless contributions are made from future years' revenue budgets. The minimum level of balances cannot be judged merely against the current risks facing the council as these can and will change over time.
- 3.5.3. Determining the appropriate levels of reserves is a professional judgement based on local circumstances including the overall budget size, risks, robustness of budget preparation, major initiatives being undertaken, budget assumptions, other earmarked reserves and provisions, and the Council's track record in budget management. It is also a professional judgement on the external factors that influence the Council's current and future funding position.
- 3.5.4. The consequences of not keeping a minimum prudent level of reserves can be serious. In the event of a major problem or a series of events, the Council would run the serious risk of a deficit or of being forced to cut spending during the year in a damaging and arbitrary way.
- 3.5.5. The recommendation on the prudent level of reserves has been based on the robustness of estimate information and the Corporate Risk Register. In addition, the other strategic operational and financial risks

considered when recommending the minimum level of unallocated General Fund reserves include:

- a) There is always some degree of uncertainty over whether the full effects of any economising measures and/or service reductions will be achieved. The Executive Directors have been requested to be prudent in their assumptions and that those assumptions, particularly about demand led budgets, will hold true in changing circumstances.
- b) The Bellwin Scheme Emergency Financial Assistance to Local Authorities provides assistance in the event of an emergency. The Local Authority can claim assistance with the cost of dealing with an emergency over and above a threshold set by the Government.
- c) The risk of major litigation, both current and in the future.
- d) Risks in the inter-relationship between the NHS and Social Service authorities coupled with the responsibilities of Public Health.
- e) The Local Council Tax Support Scheme with less Government funding and increases in caseload at the Council's own risk
- f) Issues arising from the final Housing Benefit Subsidy Claim.
- g) The localisation of Business Rates including the impact of businesses declining in the city boundaries.
- h) New and impending legislation.
- i) Unplanned volume increases in major demand led budgets, particularly in adult and children's services, learning disabilities, physical and sensory impairment, and housing benefits.
- j) The potential for income generated from fees and charges reducing
- k) The need to retain a general contingency to provide for some measure of unforeseen circumstances which may arise. This part of the reserves is not provided for directly but indirectly on the assumption that the financial risks identified will not all crystallise.
- l) The need to retain reserves for general day-to-day cash flow needs. This is minimal given the level of cash the Council holds at any given time.
- m) The potential impact nationally, regionally, and locally of new climate change initiatives and commitment to our green agenda.
- n) The longer-term impact of the inflationary pressure and cost of living crisis on the finances and operational arrangements of the Council.
- o) There remains some ongoing uncertainty over the impact of Brexit.

3.5.6. Further exceptional risks identified may have a potential and serious call on reserves. The Council is advised to be cautious about these risks and

commit to restoring any drawn down reserves in line with the Medium Term Financial Strategy.

3.5.7. In these circumstances, I will require the Council, Cabinet, Chief Executive, Executive Directors and Directors:

- a) To remain within their service budget for 2023/24 and within agreed medium term financial strategy parameters for future years (2024/25 to 2027/28) with a strict adherence to recovering overspends within future years' financial plan targets.
- b) Repayment to reserves in line with the Medium Term Financial Strategy should these risks materialise.
- c) Direct any windfall revenue savings/underspends to reserves should the General Fund Revenue Reserves Strategy require it.
- d) To make appropriate evidenced based value for money decisions.

3.6. Estimated Earmarked General Fund Revenue Reserves

3.6.1. I have reviewed the Council's General Fund earmarked revenue reserves which are estimated to amount to circa. £71.0 million as at 1st April 2023. This will be compiled of key reserves for Capital at £20.8 million, Corporate at £21.3 million, Grants at £16.9 million, Insurance at £6.0 million and Service Reserves at £6.0 million. Further consideration and potential reassessment of all earmarked reserves will be undertaken considering budget decisions taken in February 2023.

3.7. Estimated Earmarked Housing Revenue Account Revenue Reserves

3.7.1. I have reviewed the Council's Housing Revenue Account earmarked revenue reserves which are estimated to amount to £32.3 million as at 1st April 2023. This is compiled of a Capital Investment reserve of £24.5 million and Major Repairs reserves of £7.8million.

3.8. Schools' Balances

3.8.1. Schools' balances, while consolidated into the Council's overall accounts, are a matter for Governing Bodies. Nevertheless, under the Council's Scheme for Financing Schools the Council has a duty to scrutinise whether any school holds surplus balances. In Section 5.1 of the Council's Scheme is "The right to carry forward surplus balances" identifies that Schools may carry forward from one financial year to the next any surplus/deficit in net expenditure relative to the school's budget share for the year plus/minus any balance brought forward from the previous year.

3.8.2. Any revisions to the Council's Scheme for Financing Schools in respect of balances will be amended in line with the requirements of the

Secretary of State for Education with minor amendments agreed by the Schools' Forum.

3.8.3. I am satisfied that the arrangements in place are adequate.

3.9. Capital Investment Programme – 2023/24 to 2027/28

The Capital Budget

3.9.1. Projects, included in the capital investment programme, were prepared by Directors and managers in line with financial regulations and guidance. All projects were agreed by the relevant member of CMT and Cabinet Member and are fully funded for their estimated capital and revenue cost.

3.9.2. Projects have been costed at outturn prices with many subject to tender after inclusion in the programme. This may lead to variance in the final costs.

3.9.3. Services are required to work within the given cash envelope so any under or over provision must be found within these limits.

Capital Investment Programme Risks

3.9.4. The risk of the Council being unable to fund variations in the programme is minimal mainly due to phasing of projects. The Council can freeze parts of the programme throughout the year to ensure spend is within the agreed financial envelope, although this may have service implications.

3.9.5. A further key risk to the capital investment programme is the ability of the Council to fully deliver it within the agreed timescales.

3.9.6. In relation to the General Fund and HRA Capital Investment Programme specifically for 2023/24 (including commitments from previous years and new starts):

- a) The HRA Capital Investment Programme will need to be contained within total programme cost by delaying or stopping specified schemes.
- b) The General Fund Capital Budget is substantial but is based on the best information available in terms of project costs. What is less certain is the actual phasing of expenditure, which urgently needs consideration and also the prioritisation of any new projects particularly those still subject to a viable business case.
- c) The strategic schemes identified in the Capital Investment Programme will be closely monitored in-year.
- d) That the funding identified for the approved Capital Investment Programme is delivered and is proportionate, prudent, affordable, and sustainable.

SOUTHEND-ON-SEA - REVENUE BUDGET AND COUNCIL TAX 2023/24

	£000	
Base Budget 2023/24	129,617	
Budget Investment	23,473	See Appendix 3(i)
Budget Savings and Income Generation	(9,215)	See Appendix 3(ii)
Total Budget Requirement 2023/24	143,875	
Less:		
Revenue Support Grant	(7,118)	
Business Rates Retained	(36,258)	
Collection Fund Surplus	(2,000)	
General Reserves	(1,000)	
	(46,376)	
Council Tax Requirement (Council Tax and Adult Social Care Precept)	97,499	
Council Tax Base	59,746.14	
Council Tax Band D (Southend-on-Sea element)	1,631.88	

Overall Council Tax - Band D equivalent

	Band D Council Tax £	Increase %	Band D Council Tax £	Increase %
	Leigh on Sea		Unparished Area	
Southend-on-Sea City Council *	1,631.88	4.99%	1,631.88	4.99%
Essex Police	233.46	6.84%	233.46	6.84%
Essex Fire & Rescue Services	80.28	6.57%	80.28	6.57%
Leigh on Sea Town Council	50.58	-0.71%	-	-
	1,996.20	5.11%	1,945.62	5.27%

* including Adult Social Care Precept

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General Fund Revenue Investment

Appendix 3 (i)

Reference	Reason for Investment	2023/24 Total £000
Cross-Organisational Pressures		
01-COP	Staffing Establishment Costs 2022/23 An extra £1.15 million is required to update the 2023/24 base budget for the final pay award that was agreed for 2022/23.	1,150
02-COP	Staffing Establishment Costs 2023/24 £4.43 million has been provided for a pay award of up to 5% and the impact of officers moving through their contractual scale point increments. The actual pay award is not yet known and could result in either a budget surplus or pressure, this estimate is based on the best information currently available.	4,425
03-COP	Contractual Inflation (Not Energy Related) This amount will be allocated to our Corporate Contingency budget and initially drawn upon by services throughout 2023/24 to fund increases in contractual costs as a result of inflation clauses. Services will be expected to try to manage their 3rd Party contracts as cash limited budgets at 2022/23 levels wherever possible.	600
04-COP	Energy Inflation Costs 2022/23 £2.10 million is required to correct the 2023/24 base budget permanently for the impact of inflation on energy prices during 2022/23.	2,100
05-COP	Energy Inflation Costs 2023/24 Based on forecast market prices and initial negotiations with providers £2.350 million is estimated to be required for further increases in energy costs for the Council in 2023/24.	2,350
06-COP	Levies An extra £35,000 has been provided to cover the inflationary increases in the levies that the Council is required to pay.	35

Reference	Reason for Investment	2023/24 Total £000
07-COP	Investment, income & financing alignment This £802,000 increase is required to cover the increase in General Fund financing costs as a result of the forecast capital financing activities in 2022/23.	802
Cross-Organisational Pressures Total		11,462

Investments Specific to Portfolio Services		
Leader: Corporate Matters and Performance Delivery		
01-L	Technology Transition and Systems Modernisation The Council is committed to reducing its significant and traditional ICT 'on-premise server and infrastructure' associated costs and moving the arrangements to a modern 'software as a service' offering based on a more secure and updated 'cloud based provider'. The programme will also deliver a circa £6.00 million capital cost avoidance benefit and provide improved agile performance and latest technology to drive our desire to improve our customers experience. This first phase will help to provide the technological platform to deliver our transformational blueprint. This initiative forms part of the Capital Investment Programme for 2023/24 and will be funded by a combination of revenue (£1.00 million), earmarked reserves and capital resources.	1,000
Leader: Corporate Matters and Performance Delivery Total		1,000

Reference	Reason for Investment	2023/24 Total £000
Deputy Leader (Nov-May): Public Protection		
01-DLPP 45	Waste Collection Contract A contract break clause has been triggered from October 2023. The Council has taken the decision to 'test' the market and assess the costs, VFM and service delivery options through a comprehensive new procurement exercise. Due to the time required to complete this complex procurement the current contract will need to be extended until such time that the new contract can commence. Negotiations are ongoing with the current contractor to finalise this arrangement. This investment is the initial estimate of the cost of the new contract for 6 months (not the extension) based on an indicative estimate provided by the incumbent some time ago. Given the volatility caused by inflation and the specific requirements requested of potential providers for this major contract it is currently not possible to estimate what the outcome of the tendering process will be. Careful evaluation of the market response will be required and appropriate further budget considerations will need to be made when this information is available.	800
Deputy Leader (Nov-May): Public Protection Total		800
Adult Social Care and Health Integration		
01-ASCHI	Provider Inflationary Uplift: National Living Wage 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 commitments and other costs increases faced by providers. 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.	4,950

Reference	Reason for Investment	2023/24 Total £000
02-ASCHI	ASC Demographic Demand: Transitions, Older People & Working Age Adults 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 (transitions), 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.	1,336
Portfolio for Adult Social Care and Health Integration Total		6,286
Asset Management and Inward Investment		
01-AMII	LHCS and Southend Travel Partnership Ltd (T/A Vecteo) Due to the impact and delays caused initially by COVID-19 to the original business plan (Approved by Cabinet March 2019) for this Joint Venture, together with the financial and operational performance issues that have been previously reported, this £1.40 million investment is required to 'reset' the financial parameters and reflect the new operating environment. Major improvements in service quality and financial grip have been delivered over the last 6 months and these need to continue in the face of significant inflationary cost pressures for this service.	1,400
Asset Management and Inward Investment Total		1,400

Reference	Reason for Investment	2023/24 Total £000
Children and Learning and Inclusion		
01-CLI 47	Children's Social Care: Independent Placements Throughout 2022/23 the Council has seen significant increases in the costs across the residential care market and unfortunately has been forced to increase its reliance on placements with independent providers. A key medium term priority is to reduce the number of children in care and for those that are our responsibility then increase the number that are supported by local inhouse foster carers to reduce reliance on independent placements. This strategy is demonstrated by the new inhouse foster care improved remuneration package approved by Cabinet from April 2023. This initiative should also help to deliver better outcomes for children at lower cost to the local taxpayer. The safety and welfare of each child will remain of paramount importance. The cost of independent placements is currently estimated to be overspending by around £5.90 million in 2022/23. This investment, will help to alleviate some of that financial pressure. The service will endeavour to reduce the cost and number of independent placements and facilitate the expansion of the Council's inhouse foster care offer. The Council is also working collaboratively across the region to influence a reduction in the level of costs charged by the independent sector where possible.	2,500
Children and Learning and Inclusion Total		2,500
Highways, Transport and Parking		
01-HTP	Street Lighting Dimming In response to consultation the cost avoidance/overspend reduction option SOC-17 (Appendix 6b) has been removed. To prevent the service starting the year with insufficient budget this investment has been added to the budget package.	25
Highways, Transport and Parking Total		25
Total Investments Specific to Portfolio Services		12,011

Reference	Reason for Investment	2023/24 Total £000
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	Cross-Organisational Pressures	11,462
	Leader: Corporate Matters and Performance Delivery	1,000
	Deputy Leader (May-Oct): Environment, Culture and Tourism	-
	Deputy Leader (Nov-May): Public Protection	800
	Adult Social Care & Health Integration	6,286
	Asset Management and Inward Investment	1,400
	Children and Learning and Inclusion	2,500
	Economic Recovery, Regeneration and Housing	-
	Highways, Transport and Parking	25
48	Revenue Investment Total	23,473

General Fund Budget Savings and Income Generation 2023/24 to 2025/26

Appendix 3 (ii)

Reference	Detail of Proposal	Budget 2022/23 £000	FTE Staffing Implications	Financial Impact		
				2023/24 £000	2024/25 £000	2025/26 £000
Corporate Initiatives						
COI-01 49	Employer Pension contribution levels - actuarial review The Council took proactive action in 2019 to increase contributions and together with strong investment performance from Essex Pension Fund, we are now in the position to reduce contributions for the next 3 years. Primary rate for 2023/24 to 2025/26 will be 21.3%, with a secondary rate for 2023/24 and 2024/25 of -1.3% and -0.7%, respectively.	11,777	n/a	(1,500)	(1,250)	(1,000)
COI-02	Reduction in Corporate Contingency Given the unprecedented financial and service demand pressure faced by the Council, this proposal is to reduce the Corporate Contingency Budget held in the revenue base by £1.50 million in 2023/24. This has been permanently released to help to fund the unavoidable statutory pressures experienced for indepedent placements in Children's Social Care.	3,500	n/a	(1,500)	(1,500)	(1,500)
Corporate Initiatives Total			-	(3,000)	(2,750)	(2,500)

Reference	Detail of Proposal	Budget 2022/23 £000	FTE Staffing Implications	Financial Impact		
				2023/24 £000	2024/25 £000	2025/26 £000
Efficiency and Productivity						
EAP-01	Disabled Facilities Grant (DFG) There is potential to offset some of the costs of providing assisted technology services against the DFG. In many authorities the costs of Occupational Therapy and small items of equipment are considered eligible for capitalisation, and that the DFG capital budget is currently under committed. A review of the current eligibility criteria will offer opportunities to capitalise services that are currently funded through the Adult Social Care revenue budget.	1,721	n/a	(250)	(250)	(250)
EAP-02 og	Bid Town Centre Grant underspend into base budget The Town Centre Grant of £33,000 is currently under committed by £10,000 and has been for a few years. There is no immediate pressure on its use so it is proposed to not commit the funding any further and this will be carried on in future financial years.	33	n/a	(10)	(10)	(10)

Reference	Detail of Proposal	Budget 2022/23 £000	FTE Staffing Implications	Financial Impact		
				2023/24 £000	2024/25 £000	2025/26 £000
EAP-03	Integration of Public Health Grant into Planning Utilising Public Health funding for the Local Plan, including leadership in informing and enabling the removal of barriers to improve health and wellbeing and promoting healthy development. The impact of this integration with Public Health funding will be under assessment for 2023/24 prior to considering an ongoing commitment.	1,564	n/a	(25)	-	-
EAP-04	End lease of office space at The Lighthouse Child Development Centre To end the lease for the rent of office space at the Lighthouse Child Development Centre. The Children with Disabilities Team are currently located there. They can work in a hybrid way (either in office, home or out in the community) and can do this with a base in Civic One.	20	n/a	(20)	(20)	(20)
EAP-05	Integration of Public Health Grant into Regulatory Services Use of public health funding in Regulatory Services to support the development of the healthier Food Environment policy and the delivery of healthier eating through engagement with eateries and restaurants to support a reduction in obesity.	2,978	n/a	(30)	(30)	(30)
EAP-06	System for management of sickness absence Change the sickness absence management system from Goodshape to Business World. The current contract for Service Expires on 30th November 2023. After conducting a market appraisal, it was felt we should record absence directly into Business World. This is dependent on establishment control being introduced and other Business World pathways being completed. Estimated transition date of 1st January 2024.	85	n/a	(25)	(85)	(85)
Efficiency and Productivity Total			-	(360)	(395)	(395)

Reference	Detail of Proposal	Budget 2022/23 £000	FTE Staffing Implications	Financial Impact		
				2023/24 £000	2024/25 £000	2025/26 £000
Organisational Redesign						
ORE-01	Staffing Reduction – Procurement Deletion of one full time post and some vacant hours. The team has been operating without these resources during 2022/23.	986	- 1.00	(40)	(40)	(40)
ORE-02	Staffing Reduction – Strategic Housing Project Officer The proposal is for the removal of the vacant Strategic Housing Officer post from the Strategic Housing structure. The post is currently vacant following a secondment being made permanent. The role and associated workload is subsumed into the residual team capacity (as has been the case for several months).	503	- 1.00	(50)	(50)	(50)
ORE-03	Staffing Reduction – Corporate Strategy Resize the Corporate Strategy Group, with around 15% reduction in total staff costs. Reductions will be targeted on currently vacant posts and the use of agency where possible.	1,399	- 4.00	(210)	(210)	(210)

Reference	Detail of Proposal	Budget 2022/23 £000	FTE Staffing Implications	Financial Impact		
				2023/24 £000	2024/25 £000	2025/26 £000
ORE-04	Staffing Reduction – Revenues Service Deletion of the vacant Group Manager and Manager post in the Revenues Service. The service has been operating without these posts for a period with no direct impact on performance. A revised leadership and team structure will be developed as part of the 'deep dive' review of Customer Services, Revenues and Benefits operations.	1,193	- 2.00	(145)	(145)	(145)
ORE-05	Customer Services/ Revenues and Benefits Structure Review Initial savings target for the 'deep dive' review of the Customer Services, Revenues and Benefits. The intention is for the review to be finalised mid-year and will result in a minimum deletion of around 6 FTE vacant posts and/or corresponding reduction in agency staff.	6,563	- 6.00	(125)	(250)	(250)
ORE-06	Staffing Reduction – Asset Management The post of Workplace and Commercial Lead has been vacant since June with the work being adequately covered by other members of the Asset Management team. The proposal is to delete the vacant post and subsume responsibilities into other roles.	627	- 1.00	(70)	(70)	(70)
ORE-07	Staffing Review – Senior Leadership Group A comprehensive review of senior leadership across the Organisation has commenced. A phased approach to organisational redesign throughout 2023 will be undertaken. This proposal currently represents a saving by the deletion of an Executive Director role and changing the current arrangements for the Deputy Chief Executive role.	1,217	- 1.00	(165)	(165)	(165)

Reference	Detail of Proposal	Budget 2022/23 £000	FTE Staffing Implications	Financial Impact		
				2023/24 £000	2024/25 £000	2025/26 £000
ORE-08	Staffing Reduction – Education, Inclusion and Early Years' Team Review the Education, Inclusion and Early Years' Service leadership team and alignment of roles.	426	- 0.54	(46)	(46)	(46)
ORE-09	Staffing Reduction – Digital & ICT Deletion of a management post given the change in requirements and targeted focus of ICT projects and programmes over the medium term.	3,631	- 1.00	(85)	(85)	(85)
ORE-11	Staffing Operational Review – Library Services Saving will be delivered by removing currently vacant or underutilised budgeted posts/hours, e.g. where a post is funded to 37 hrs but the post holder currently only works 30 hrs. Current operating hours and staffing levels across all libraries will be unaffected.	1,066	- 2.12	(30)	(30)	(30)
54						
Organisational Redesign Total			-19.66	(966)	(1,091)	(1,091)

Reference	Detail of Proposal	Budget 2022/23 £000	FTE Staffing Implications	Financial Impact		
				2023/24 £000	2024/25 £000	2025/26 £000
Service Offer Changes						
SOC-01	Review of the operation of fountains in the City's public spaces There are several fountains in public spaces throughout the city, e.g. Prittlewell Square and Civic Campus. These fountains cost around £600 a week to operate (excluding City Beach). Proposal to deliver this saving is to either reduce the daily hours they are operational or turn them off entirely for the winter months.	322	n/a	(15)	(15)	(15)
SOC-02	Review of operation of City Beach Fountains The City Beach fountains are a high-profile element of the City's central seafront visitor offer. They currently operate all year round (except during periods of extreme cold due to risk of ice) on a 10-hour daily cycle at a cost of around £50,000 a year. The proposal is to reduce their hours of operation or turn off completely out of season.	50	n/a	(5)	(5)	(5)

Reference	Detail of Proposal	Budget 2022/23 £000	FTE Staffing Implications	Financial Impact		
				2023/24 £000	2024/25 £000	2025/26 £000
SOC-03	Review Travel Centre Operation / Closure (Updated Narrative) This saving will be achieved through either leasing the travel centre to a 3rd party operator or closing it and replacing the asset with a series of bus shelters and exploring options for alternative toilet provision (total cost saving of £200,000 from 24/25 split between £120,000 reduction of existing overspend and £80,000 budget). Investment in shelters provision will be weatherproof and would be eligible for funding from within the Local Transport Plan (LTP). Any Public Convenience requirements could be funded from within the existing Public Toilet provision capital budget of £699,000.	80	n/a	(40)	(80)	(80)
SOC-04	Review of public toilet offer with focus on securing external operator (Updated Narrative) It is proposed to explore the opportunity to secure an external operator to manage and maintain our local public toilet provision. Interested parties will be provided with the opportunity for charging to be included to support their investment and operation. A full economic appraisal and options analysis will be undertaken. A range of tactical changes may be required as a part of a phased programme of change to deliver a better offer for local residents and visitors. The work with any potential external operator could be to look at potentially different arrangements for Seafront public toilets and public toilets located elsewhere.	532	n/a	(150)	(500)	(500)

Reference	Detail of Proposal	Budget 2022/23 £000	FTE Staffing Implications	Financial Impact		
				2023/24 £000	2024/25 £000	2025/26 £000
SOC-05	Reduce Corporate Training (L&D) Budget Current commitments under 2022/23 will run but all other planned activity will be paused. Statutory continuing professional development will not be affected, and essential training and will continue.	501	n/a	(100)	(100)	(100)
SOC-06	Printed materials and courier dispatch for Councillors (Updated Narrative and Saving) The intention is to move all Committee meeting agendas/papers to digital, significantly reducing print materials and phasing out of the courier service. To support this approach there will be a need to ensure access and equalities requirements for councillors are provided and training to help with new ways of digital working are introduced.	20	n/a	(15)	(15)	(15)
SOC-07	Culture service savings Museum staff to take on cleaning responsibilities from contractors, reducing costs of our concert series, METAL contract and bandstand programme.	20	n/a	(12)	(12)	(12)
SOC-08	Library service savings The library service has held a vacancy for a full-time officer role and have managed to rota staff around the vacancy successfully. There is also a £5,000 reduction due to no longer supporting the Essex Book festival and reading events activity will be delivered without paying into this programme from 2023/24.	1,066	- 1.00	(35)	(35)	(35)

Reference	Detail of Proposal	Budget 2022/23 £000	FTE Staffing Implications	Financial Impact		
				2023/24 £000	2024/25 £000	2025/26 £000
SOC-09	Bowling Greens Review Proposal is to review and consolidate underused bowling greens and relocate clubs elsewhere. The remaining greens will transition to self-management within 3 years, so no subsidy is provided for this discretionary service.	60	-	-	(60)	(60)
SOC-10	Belfairs Golf Course Explore alternative options for the management of Belfairs Golf Course with an external operator. Currently the Council is subsidising the operation by around £40,000 net per year for this discretionary service.	40	- 4.00	-	(40)	(40)
Service Offer ChangesTotal			- 5.00	(372)	(862)	(862)

Reference	Detail of Proposal	Budget 2022/23 £000	FTE Staffing Implications	Financial Impact		
				2023/24 £000	2024/25 £000	2025/26 £000
Third Party Payments / Contractual Arrangements						
TPP-01	Essex County Council transferred debt - reduction in repayment Each year we are required to reimburse ECC for the debt costs (interest and provision for repayment) on the remaining balance of the transferred debt (reducing since it was transferred when SCC became a Unitary Council). To maintain our right to repay the full balance (if we could afford to) and to reduce future years' costs, each year the Council pays the minimum statutory provision for repayment plus an amount of voluntary repayment. The amount of voluntary repayment varies each year but is typically just over £100,000. This proposed permanent budget saving is to reduce the voluntary repayment to just a small amount.	521	n/a	(100)	(100)	(100)
TPP-02	Use of free minor repair gang for ad-hoc highways maintenance A further reduction of £95,000 in the patching budget can be achieved by the continued utilisation of the free minor repair gang for this financial year and the next two years. This is in addition to the £300,000 invest to save reduction approved in the 2022/23 budget. The £776,000 DfT allocation is unaffected pending confirmation of 2023/24 allocations.	792	n/a	(95)	(95)	(95)
TPP-03	Recruitment Contract (Hays Commercial) This cost avoidance initiative is based on a renegotiation of commission/placement rates for agency/interim/consultants via the Hays contract. This is the estimated cost reduction for this contract from 1st April 2023 across all future engagements.	104	n/a	(104)	(104)	(104)

Reference	Detail of Proposal	Budget 2022/23 £000	FTE Staffing Implications	Financial Impact		
				2023/24 £000	2024/25 £000	2025/26 £000
TPP-04	Employee Assistance contract for service The current contract for the service expires on 31st March 2023. After conducting a market appraisal there is an option to add this Service to the VIVUP contract for the next two financial years on a 'pay as you go' basis.	10	n/a	(10)	(10)	(10)
TPP-05	Occupational Health contract for service The current contract for Service Expires on 31st March 2023. After conducting a market appraisal there is an option to call off Occupational Health services from several providers via a framework. This can be done on an 'as and when' basis.	75	n/a	(75)	(75)	(75)
TPP-06 g	Reduction of concessionary fares support to match usage Our concessionary fares payments are currently transitioning from pre-covid levels to actual user numbers in line with DfT guidance. Data suggests that user numbers are not returning to pre-covid levels and so our payments will reduce. However, if ridership returns to at, or near previous numbers, then the concessionary fare payments will increase.	2,940	n/a	(100)	(100)	(100)
Third Party Payments / Contractual Arrangements Total			-	(484)	(484)	(484)

Reference	Detail of Proposal	Budget 2022/23 £000	FTE Staffing Implications	Financial Impact		
				2023/24 £000	2024/25 £000	2025/26 £000
Income Generation Capability						
IGC-01	Pier charges The pier attracts a high number of tourists per annum. The proposal is to increase the fees across all types of admission, with the maximum being a 50% increase, where the cash increase would be 50p, and adjust the budget to reflect the increased visitor numbers. Proposed changes to fees are outside delegated authority, a detailed schedule of Sales, Fees & Charges will be part of the budget report.	884	n/a	(250)	(250)	(250)
IGC-02	Planning Performance Agreement Income Entering into Planning Performance Agreements (PPAs) with parties looking to engage with the planning system at various stages involves them paying additional sums, beyond the usual planning fees and charges, for specified levels of service provision. This can result in additional costs being incurred through delivery, but the net position is anticipated to continue to be positive. This proposal extends current arrangements.	797	n/a	(5)	(5)	(5)

Reference	Detail of Proposal	Budget 2022/23 £000	FTE Staffing Implications	Financial Impact		
				2023/24 £000	2024/25 £000	2025/26 £000
IGC-03	Cremation and burial costs for non-residents Proposal to increase the burial and cremation costs for non-residents. Burial costs are currently twice as much for non-residents, and cremation costs are the same for residents and non-residents. It is proposed that burial costs are now charged at three times that of residents and cremations are charged 10% more for non-residents. Proposed changes to fees are outside delegated authority, a detailed schedule of Sales, Fees & Charges will be part of the budget report. This proposed package of revised charges will bring the service more in-line with comparative fees across the region for non-residents of those local areas.	2,625	n/a	(100)	(100)	(100)
IGC-04	Parking charges (pay & display) Review of 'pay and display' parking tariffs. Calculations will vary per tariff, but the average increase will be circa 10%, in line with CPI at September 2022. Proposed changes to fees are outside delegated authority, a detailed schedule of Sales, Fees & Charges will be part of the budget report.	(7,227)	n/a	(600)	(600)	(600)

Reference	Detail of Proposal	Budget 2022/23 £000	FTE Staffing Implications	Financial Impact		
				2023/24 £000	2024/25 £000	2025/26 £000
IGC-05	Parking permit charges Review of parking permit charges. Calculations will vary per permit, but the average increase will be circa 10%, in line with CPI at September 2022. Proposal to increase the cost of the Southend Pass from £8.50 to £10.00 per month. These changes to fees are outside delegated authority, a detailed schedule of Sales, Fees & Charges will be part of the budget report.	(1,049)	n/a	(50)	(50)	(50)
IGC-06 8	Parking charging times and associated enforcement Re-introduce extended charging hours for pay and display parking in Zone 1a and the associated enforcement to review compliance. Proposed changes to fees are outside delegated authority, a detailed schedule of Sales, Fees & Charges will be part of the budget report.	(7,227)	n/a	(250)	(250)	(250)
IGC-07	Vehicle crossover applications – application fee & implementation costs Review and benchmark the charges for application fees and implementation costs for all vehicle crossovers to achieve full cost recovery. Proposed changes to fees are outside delegated authority, a detailed schedule of Sales, Fees & Charges will be part of the budget report.	127	n/a	(20)	(20)	(20)
IGC-08	Remove free parking for elected members Members currently receive a parking permit free of charge. This proposal is to charge for those parking permits. Proposed changes to fees are outside delegated authority, a detailed schedule of Sales, Fees & Charges will be part of the budget report.	-	n/a	(15)	(15)	(15)

Reference	Detail of Proposal	Budget 2022/23 £000	FTE Staffing Implications	Financial Impact		
				2023/24 £000	2024/25 £000	2025/26 £000
IGC-09	Sales, Fees & Charges Annual increase of Sales, Fees & Charges in line with September Consumer Price Index (CPI) of 10.1%, within delegated authority.	(19,993)	n/a	(840)	(840)	(840)
IGC-10	CCTV Control Room commercial activity The proposal is to create a CCTV partnership that can bring income to the Council whilst also growing the already successful service. This could be delivered by utilising the improved CCTV control room to deliver CCTV monitoring services for other public and private organisations remotely.	489	n/a	(25)	(25)	(25)
IGC-11 64	Street Lighting Advertising Banners (Updated Narrative) The Highways Service will explore the introduction of lightweight advertising banners to lamp columns in shopping areas and locations of high footfall. These banners can advertise local businesses, educational establishments or serve as a messaging service by the council to the residents and visitors to the city. The advertising banners will be fixed but have the flexibility to be renewed so that new advertising styles can be promoted and income generated.	-	n/a	(40)	(40)	(40)

Reference	Detail of Proposal	Budget 2022/23 £000	FTE Staffing Implications	Financial Impact												
				2023/24 £000	2024/25 £000	2025/26 £000										
IGC-12	<p>Charging for car parks that are currently free (Updated Narrative)</p> <p>The proposal is to introduce charging at the following car parks to encourage appropriate use and turnover of spaces. The applicable tariffs will be consistent with the level of charging for each location and car park type but with the exception that the first hour in each of these car parks will be designated as free parking.</p> <table><thead><tr><th>Car Parks</th><th>No. of spaces</th></tr></thead><tbody><tr><td>Jones Memorial CP</td><td>48</td></tr><tr><td>Big Gunners</td><td>98</td></tr><tr><td>Little Gunners</td><td>21</td></tr><tr><td>Rayleigh Rd CP</td><td>59</td></tr></tbody></table> <p>Proposed changes to fees are outside delegated authority, a detailed schedule of Sales, Fees & Charges will be part of the budget report.</p>	Car Parks	No. of spaces	Jones Memorial CP	48	Big Gunners	98	Little Gunners	21	Rayleigh Rd CP	59	(7,227)	n/a	(25)	(25)	(25)
Car Parks	No. of spaces															
Jones Memorial CP	48															
Big Gunners	98															
Little Gunners	21															
Rayleigh Rd CP	59															
IGC-13	<p>Council Tax: Empty Property Relief (Updated Narrative)</p> <p>The Council currently provide a 100% discount for newly empty properties for 1 month to cover the period in between tenants. This currently comes at a cost to the Council of around £600,000 a year. The proposal is based on moving to a 100% award for 2 weeks. The reduction in discount will be applied consistently across both council and private sector properties to ensure equality of approach and that there are no subsidy control issues for the Council.</p>	(600)	n/a	(330)	(350)	(360)										

Reference	Detail of Proposal	Budget 2022/23 £000	FTE Staffing Implications	Financial Impact		
				2023/24 £000	2024/25 £000	2025/26 £000
IGC-14	Registration Service This proposal encompasses a combination of income generating opportunities and some cost saving measures which will put the service on a more commercial footing. Proposed changes to fees are outside delegated authority, a detailed schedule of Sales, Fees & Charges will be part of the budget report.	9	n/a	(33)	(33)	(48)
IGC-15	Increased investment income In response to the rapidly increasing rate of inflation the Bank of England has increased the base interest rate from 0.75% to 4.0% since the start of the 2022/23 financial year. Forecasts suggest that due to the ongoing inflationary pressures the bank base rate could increase further over the next few months, before gradually reducing over time. This increased bank base rate leads to higher returns on many of the Council's treasury management investments. The increased levels of investment income for later years are forecast to be less than in 2023/24 as it is assumed that the bank base rate will start to decrease again in the future. This will be kept under review.	-	n/a	(1,400)	(740)	(490)

Reference	Detail of Proposal	Budget 2022/23 £000	FTE Staffing Implications	Financial Impact		
				2023/24 £000	2024/25 £000	2025/26 £000
IGC-15a	Further investment income The saving identified in IGC-15 made assumptions about the direction of travel of the economic data that was available at the time. The volatility of this economic data increases the risk that any forecast of investment income quickly becomes out of date. This further investment income has been identified as a result of a review of the latest data on interest rates and inflation and updated assumptions on the direction of travel of this data.	-	n/a	(50)	-	-
IGC-16	Long Term Empty Premium/Second Home Premiums Proposed legislative changes are expected to have a commencement date of 1st April 2024. On first reading of the legislation, it suggests that a premium charge in Council Tax could be applied to second homes (currently around 600 locally on our system) and the long-term empty premium charge will be allowed to apply after 1 year vacancy rather than 2 years (450 affected properties as at 1st April 2023). Legislation still requires Royal Assent; and adoption of charges locally (as current premium charges are).	-	n/a	-	(1,000)	(1,000)
IGC-17	Introduce new parking charge for stays beyond three hours at four main parks from 2024/25 (Updated Narrative) To introduce car parking charges at Chalkwell Park, Priory Park, Belfairs Park and Southchurch from 2024/25 with the first three hours free but chargeable after that. Proposed changes to fees are outside delegated authority, a detailed schedule of Sales, Fees & Charges will be part of the budget report.	(7,227)	n/a	-	(50)	(50)

Reference	Detail of Proposal	Budget 2022/23 £000	FTE Staffing Implications	Financial Impact		
				2023/24 £000	2024/25 £000	2025/26 £000
IGC-18	Review allotment rents from 2024/25 Proposal to increase fees bringing the Council in line with other authorities. There is a long waiting list now for allotments locally, this may reduce with an increase in fees, but demand is still expected to outstrip supply. This will require a 12-month consultation period and is outside delegated authority, a detailed schedule of Sales, Fees & Charges will be part of the budget report.	(27)	n/a	-	(25)	(25)
Income Generation Capability Total			-	(4,033)	(4,418)	(4,193)
Total 2023/24 Budget Saving / Income Generation Proposals			-24.66	(9,215)	(10,000)	(9,525)
89	Agreed Savings from Prior Years Total <i>Figures are as per February 2022 Council</i>		- 2.00	(2,292)	(4,536)	(6,003)
Grand Total 2023/24 Budget Savings / Income Generation plus Agreed Savings from Prior Years			-26.66	(11,507)	(14,536)	(15,528)

Ref.	Proposal	Business Implications	2022/23 Forecast Overspend £000s *	FTE Staffing Implications	Value of Cost Avoidance / Overspend Reduction			
					2023/24 £000s	2024/25 £000s	2025/26 £000s	
Efficiency and Productivity								
EAP-07	Reduce spend on Agency Social Workers in Children Services	Continual review and support for agency to become permanent staff, aim is to recruit and retain permanent staff and reduce reliance on agency arrangements. In terms of scale there is a £4.730M budget for permanent staff teams currently requiring agency cover.	6,864	0.00	(200)	(200)	(200)	
EAP-08	Civic One Restack	Civic One is designed to accommodate around 1,000 people at full capacity. Peak occupancy is currently around 250 to 300 staff so they can be accommodated across fewer floors. The saving will be delivered through taking the top 5 floors of Civic One out of general use enabling reductions in use of electricity and gas (although this will be partly offset by utility cost rises) alongside reductions in cleaning and maintenance.	689	n/a	(100)	(100)	(100)	
EAP-09	Civic One - Reduction in operating hours	Civic One currently operates on a full-service basis from Monday to Friday with out of hours access and provision running at weekends. The building could be used on a more limited footprint on Mondays and Fridays (less floors, no catering, reduced security) or closed completely on one or more days.	689	tbc	(50)	(50)	(50)	

Ref.	Proposal	Business Implications	2022/23 Forecast Overspend £000s *	FTE Staffing Implications	Value of Cost Avoidance / Overspend Reduction		
					2023/24 £000s	2024/25 £000s	2025/26 £000s
EAP-10	Seafront Lighting Totems - Reduced Operating Hours	The seafront lighting totems cost approximately £12,000 a year to run (on current operational hours) with 50% of this figure electricity charges and 50% maintenance. Reducing hours of operation would reduce electricity usage pro rata alongside some reduction in maintenance.	59	n/a	(5)	(5)	(5)
EAP-11	Civic One Data Centres - Closure of Old Server Room	At current prices the Civic Centre is using about £800,000 of electricity a year. Of this sum approximately £175,000 relates to the Data Centre and £70,000 relates to the old Server Room. ICT are prioritising cloud-based service options and the prioritisation of closing the old 'Server Room' would reduce utility costs by around £70,000 a year.	689	n/a	(70)	(70)	(70)
EAP-12	Optimise use of technology and systems for communication and automation of processes within Revenues and Benefits	Promotion of online billing for Council Tax and Citizens Access for Housing Benefit/Council Tax Reduction customers. Automate workload through the existing Northgate system and utilisation of additional modules. Enable direct entry for service areas raising invoices using Business World. Shift all communications to email where possible, including paperless direct debits, reminders, renewals, etc. Where paper must be used for communication use double-sided printing and second-class post.	120	n/a	(110)	(110)	(110)
Efficiency and Productivity Total				0.00	(535)	(535)	(535)

Ref.	Proposal	Business Implications	2022/23 Forecast Overspend £000s *	FTE Staffing Implications	Value of Cost Avoidance / Overspend Reduction		
					2023/24 £000s	2024/25 £000s	2025/26 £000s
Organisation Redesign							
ORE-10	Review of agency and interim arrangements	Comprehensive organisational wide review of all agency, interim and consultancy contracts with the ambition to reduce reliance and cost of external staffing, advice and support. All arrangements are currently under review and total spending is currently circa £11 million per year.	6,639	0.00	(500)	(500)	(500)
Organisation Redesign Total				0.00	(500)	(500)	(500)
Service Offer Changes							
SOC-02	Review of operation of City Beach Fountains	The City Beach fountains are a high-profile element of the City's central seafront visitor offer. They currently operate all year round (except during periods of extreme cold due to risk of ice) on a 10-hour daily cycle at a cost of around £50,000 a year. The proposal is to reduce their hours of operation or turn off completely out of season.	59	n/a	(20)	(20)	(20)

Ref.	Proposal	Business Implications	2022/23 Forecast Overspend £000s *	FTE Staffing Implications	Value of Cost Avoidance / Overspend Reduction		
					2023/24 £000s	2024/25 £000s	2025/26 £000s
SOC-03	Review Travel Centre Operation / Closure	This saving will be achieved through either leasing the travel centre to a 3rd party operator or closing it and replacing the asset with a series of bus shelters and exploring options for alternative toilet provision (total cost saving of £200,000 from 24/25 split between £120,000 reduction of existing overspend and £80,000 budget). Investment in shelters provision will be weatherproof and would be eligible for funding from within the Local Transport Plan (LTP). Any Public Convenience requirements could be funded from within the existing Public Toilet provision capital budget of £699,000.	120	n/a	(60)	(120)	(120)
SOC-07	Culture Service Savings	Museum staff to take on cleaning responsibilities from contractors, reducing costs of our concert series, METAL contract and bandstand programme.	549	n/a	(8)	(8)	(8)
SOC-11	SIMS Management Information System to Schools	The Council currently offers a data traded service for schools providing support for the SIMS Management Information System via the operational, performance and information team which is currently subsidised and resulting in a cost pressure. The proposal is to remove this service in consultation with the schools using this service and support them in sourcing an alternative provision. This service is currently run by an agency worker partly offset by contributions from schools, and this proposal will reduce an existing cost pressure.	40	n/a	(40)	(40)	(40)

Ref.	Proposal	Business Implications	2022/23 Forecast Overspend £000s *	FTE Staffing Implications	Value of Cost Avoidance / Overspend Reduction		
					2023/24 £000s	2024/25 £000s	2025/26 £000s
SOC-12	New In-house Foster Care Offer (APPROVED)	Supports the implementation of a fair, competitive and transparent funding offer for our local foster carers, including a council tax exemption for inhouse foster carers up to band D from the 1 April 2023. In addition to supporting the outcome of our local children in care, by being able to place more of our children in care locally and closer to appropriate networks, it is also targeted to reduce spend provision in external care placements both Residential Care and Independent Fostering agencies which are significantly more expensive. The revised offer will also offer a support framework for any foster carers with training and supervision who can support some of our more complex children in care.	6,864	+1.00	0	(925)	(1,810)
SOC-13	Use of standard litter bins for disposal of dog waste	Waste from dog bins must be disposed of as contaminated waste, whereas waste from a litter bin is treated as residual waste. Dog waste can be included in residual waste much like it is by households and the same applies to public litter bins. This proposed change would result in both a reduction in waste collection costs and waste disposal costs. All dog waste bins across the city will be replaced by a new litter bin if one is not already installed near that location.	887	n/a	(50)	(50)	(50)

Ref.	Proposal	Business Implications	2022/23 Forecast Overspend £000s *	FTE Staffing Implications	Value of Cost Avoidance / Overspend Reduction		
					2023/24 £000s	2024/25 £000s	2025/26 £000s
SOC-14	Councillor Support Office plans	It was originally intended to provide additional investment for extra administrative and clerical support for Councillors. Given the scale of the financial challenges, it is proposed to not proceed with this investment at this time. Arrangements will continue though for a new casework management tool to support Councillors enquires. This is now close to being launched and it is hoped that this will be able supplemented by some additional capacity created following the conclusion of the recent Business Support review.	0	n/a	(120)	(120)	(120)
SOC-15	Review programme for cutting grass in non-residential areas	Increase naturalisation of grassed areas by reducing grass cutting to once a year on main roads, verges along busier highways and central boulevards with appropriate bee friendly signage. Traffic Safety Management will be prioritised. Residential areas will continue to be maintained at current levels. Proposed savings will be delivered by a combination of improved efficiency, equipment rationalisation, vacancy management and agency reduction. There would also be environmental benefits in allowing the grass to naturalise in certain areas.	311	n/a	(100)	(100)	(100)
SOC-16	Greater use of perennial bedding areas in parks	Proposal is to expand the use of perennials in some bedding areas as opposed to annual planting.	311	n/a	0	(10)	(10)

Ref.	Proposal	Business Implications	2022/23 Forecast Overspend £000s *	FTE Staffing Implications	Value of Cost Avoidance / Overspend Reduction		
					2023/24 £000s	2024/25 £000s	2025/26 £000s
SOC-17	Street Light Dimming	It is proposed to dim streetlights in non-essential areas (90% of the total lighting columns) on a phased basis from 10pm. 10pm – 75% 11pm – 50% 1am – 30% 5am – 50% 6am – 100%	673	n/a	(25)	(25)	(25)
Service Offer Changes Total				1.00	(318)	(1,313)	(2,198)

75

Contractual Arrangements / Third Party Payments							
TPP-07	Councillor related behaviour - Legal costs for Complaints/Issues	In reviewing the constitution, we will seek to provide additional powers to Standards Committee to oversee the complaints handling process, decide on outcomes and oversee reconciliation action plans. The intention is that this will improve governance and reduce the legal costs associated with dealing with complaints.	346	n/a	(200)	(200)	(200)
Contractual Arrangements / Third Party Payments Total				0.00	(200)	(200)	(200)

Ref.	Proposal	Business Implications	2022/23 Forecast Overspend £000s *	FTE Staffing Implications	Value of Cost Avoidance / Overspend Reduction		
					2023/24 £000s	2024/25 £000s	2025/26 £000s
Income Generation Capability							
IGC-19	Include convenience fee for car park pay by phone transactions	Payments made via the ‘pay by phone’ application include a card transaction convenience fee currently at 2p compared to the industry average of 10p. This local fee is likely to increase to around 10p when the new contract is let from April 2023. To reduce unnecessary repeat bookings and additional costs to the Council it is proposed to pass the application transaction convenience fee on to the client. This practice is commonplace in many other areas around the country and will offset the increasing cost of the use application to the Council. Proposed changes to fees are outside delegated authority, a detailed schedule of Sales, Fees & Charges are part of this budget report and shown at Appendix 8.	454	n/a	(50)	(50)	(50)
Income Generation Capability Total				0.00	(50)	(50)	(50)
Total Cost Avoidance / Overspend Reduction Initiatives				+1.00	(1,603)	(2,598)	(3,483)

* These are individual service area overspends or cross organisational overspends which have been reported in Resourcing Better Outcomes – Financial Performance Report – Period 8.

Description of Service	Basis of Charge	Net Charge 2022/23	VAT (20%)	Gross 2022/23 Charge	Indicative Net Charge 2023/24	VAT (20%)	Indicative Gross 2023/24 Charge	Indicative Increase Gross Charge	
		£	£	£	£	£	£	£	%

Pier Charges

Advantage Card discounts apply. Details are available at point of sale.

Pier Entry (Walking Only)

1	Winter (no concessions)	Discretionary	0.83	0.17	1.00	0.83	0.17	1.00	0.00	0.00%
2	Summer	Discretionary	1.67	0.33	2.00	2.08	0.42	2.50	0.50	25.00%
3	Summer Child / Concessions	Discretionary	0.83	0.17	1.00	1.25	0.25	1.50	0.50	50.00%

Pier Train Single (includes Pier Entry)

4	Adult	Discretionary	4.97	0.33	5.30	5.28	0.42	5.70	0.40	7.55%
5	Child / concession	Discretionary	2.53	0.17	2.70	2.65	0.25	2.90	0.20	7.41%
6	Family (5 people min two children)	Discretionary	12.28	0.82	13.10	14.45	1.05	15.50	2.40	18.30%

Pier train return

7	Adult	Discretionary	5.80	-	5.80	6.20	-	6.20	0.40	6.90%
8	Child / concession	Discretionary	2.90	-	2.90	3.10	-	3.10	0.20	6.90%
9	Family (5 people min two children)	Discretionary	14.70	-	14.70	16.00	-	16.00	1.30	8.84%

Description of Service	Basis of Charge	Net Charge 2022/23	VAT (20%)	Gross 2022/23 Charge	Indicative Net Charge 2023/24	VAT (20%)	Indicative Gross 2023/24 Charge	Indicative Increase Gross Charge	
		£	£	£	£	£	£	£	%

Cemeteries and Crematorium**Burial fees****Private Grave Space - Traditional Grave 50 years**

1	Exclusive Rights of Burial, Including Registration in traditional Grave - Resident	Discretionary	2,650.00		2,650.00	2,900.00		2,900.00	250.00	9.43%
2	Exclusive Rights of Burial including Registration in traditional Grave - Non Resident	Discretionary	5,300.00		5,300.00	8,700.00		8,700.00	3,400.00	64.15%

Private Grave Space- Lawn including 75 and 50 years grave spaces

3	Exclusive Right of Burial including Registration - Resident	Discretionary	1,200.00		1,200.00	1,300.00		1,300.00	100.00	8.33%
4	Exclusive Right of Burial including Registration - Non Resident	Discretionary	1,840.00		1,840.00	3,900.00		3,900.00	2,060.00	111.96%

Crematorium**Cremation fees**

5	Cremation Fee incl of environmental charge and medical referee fees - resident	Discretionary	915.00		915.00	1,000.00		1,000.00	85.00	9.29%
6	Cremation Fee incl of environmental charge and medical referee fees - non resident	Discretionary				1,100.00		1,100.00	1,100.00	NEW
7	Committal Gold - Cremation only (Any age). Family attending (No service, organist or music, incl of enviromental charge) - resident	Discretionary	720.00		720.00	800.00		800.00	80.00	11.11%
8	Committal Gold - Cremation only (Any age). Family attending (No service, organist or music, incl of enviromental charge) - non resident	Discretionary				900.00		900.00	900.00	NEW

Description of Service		Basis of Charge	Net Charge 2022/23	VAT (20%)	Gross 2022/23 Charge	Indicative Net Charge 2023/24	VAT (20%)	Indicative Gross 2023/24 Charge	Indicative Increase Gross Charge	
			£	£	£	£	£	£	£	%
9	Committal Silver - Cremation only (Any Age) No Family attending (No Service, organist or Music, incl environmental charge) - resident	Discretionary	500.00		500.00	550.00		550.00	50.00	10.00%
10	Committal Silver - Cremation only (Any Age) No Family attending (No Service, organist or Music, incl environmental charge) - non resident	Discretionary				600.00		600.00	600.00	NEW

Description of Service	Net Charge 2022/23	VAT (20%)	Gross 2022/23 Charge	Indicative Net Charge 2023/24	VAT (20%)	Indicative Gross 2023/24 Charge	Indicative Increase Gross Charge	
	£	£	£	£	£	£	£	%

Allotments

The rents for allotment plots within Southend-on-Sea last increased on 1st April 2018. As set out in the current fees and charges the rent for non-concessions is £4.50 per rod. The Allotments Act and our tenancy agreement, require a years notice to be served outside the growing season on all allotment tenants advising of the changes to rents. Therefore the earliest any proposed change in fees could take effect will be 1st April 2024, subject to proper consultation taking place.

1	Per 5.5m ² (rod) (plus water recharged at current rates)	4.50	-	4.50	4.50	-	4.50	0.00	0.00%
2	Per 5.5m ² (rod) (plus water recharged at current rates) – Senior (State Pensionable Age)	2.25	-	2.25	2.25	-	2.25	0.00	0.00%
3	Per 5.5m ² (rod) (plus water recharged at current rates) – Advantage Card C	2.25	-	2.25	2.25	-	2.25	0.00	0.00%
4	Per 5.5m ² (rod) (plus water recharged at current rates) – Under 18	2.25	-	2.25	2.25	-	2.25	0.00	0.00%
5	Edwards Hall Leisure Garden (plus water recharged at current rates)– Allotments	36.00	-	36.00	36.00	-	36.00	0.00	0.00%
6	Edwards Hall Leisure Garden – Allotments (plus water recharged at current rates) - Senior (State Pensionable Age)	18.00	-	18.00	18.00	-	18.00	0.00	0.00%
7	Edwards Hall Leisure Garden - Allotments (plus water recharged at current rates) - Advantage Card C	18.00	-	18.00	18.00	-	18.00	0.00	0.00%

Description of Service		Net Charge 2022/23	VAT (20%)	Gross 2022/23 Charge	Indicative Net Charge 2023/24	VAT (20%)	Indicative Gross 2023/24 Charge	Indicative Increase Gross Charge	
		£	£	£	£	£	£	£	%
8	Edwards Hall Leisure Garden - Allotments (plus water recharged at current rates) - under 18	18.00	-	18.00	18.00	-	18.00	0.00	0.00%

Parking Charges 2023/24

Location/Description	Unit	Zone 1a 8am - 9pm	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	£2.80	£1.20	£1.10	£0.00	Average increased charge 10%
	Up to 2 hrs	£5.50	£2.40	£2.20	£2.20	
	Up to 3 hrs	£8.30	£3.60	£3.30	£3.30	
	Up to 4 hrs	£11.00	£4.80	£4.40	£3.90	
	Up to 5 hrs	£13.80	£6.10	£5.50	£5.00	
	Up to 6 hrs	£16.50	£7.30	£6.60	£6.10	
	Up to 10 hrs	£19.30	£13.20	£13.20	£11.00	
	Up to 13 hours	£20.00				
Off-Street (Car Parks) *applies to Electric vehicles & bays (VAT applicable) ∞	Up to 1 hr	£2.80	£1.20	£1.10	£0.00	Average increased charge 10%
	Up to 2 hrs	£5.50	£2.40	£2.20	£2.20	
	Up to 3 hrs	£8.30	£3.60	£3.30	£3.30	
	Up to 4 hrs	£11.00	£4.80	£4.40	£3.90	
	Up to 5 hrs	£13.80	£6.10	£5.50	£5.00	
	Up to 6 hrs	£16.50	£7.30	£6.60	£6.10	
	Up to 10 hrs	£19.30	£13.20	£13.20	£11.00	
	Up to 13 hours	£22.00				
Parks & Open Spaces - where applicable. Refer to signage in car park (specific terms and conditions apply to some car parks) (VAT applicable)	Up to 1 hr	£2.80	£1.20	£1.10	£1.10	Average increased charge 10%
	Up to 2 hrs	£5.50	£2.40	£2.20	£2.20	
	Up to 3 hrs	£8.30	£3.60	£3.30	£3.30	
	Up to 4 hrs	£11.00	£4.80	£4.40	£3.90	
	Up to 5 hrs	£13.80	£6.10	£5.50	£5.00	
	Up to 6 hrs	£16.50	£7.30	£6.60	£6.10	
	Up to 10 hrs	£19.30	£13.20	£13.20	£11.00	

Location/Description	Unit	Zone 1a 8am - 9pm	Zone 1b 8am - 6pm	Zone 2 8am - 6pm	Zone 3 8am - 6pm	Description of change
Pre-booked coach parking (VAT applicable)	Daily (until closing time)	£22.00	£11.00	£11.00		Increased charge 10%
Coach parking (pay on the day) (VAT applicable)	Daily (until closing time)	£44.00	£33.00	£33.00		
Seafront Permit	Annual	£440.00	£440.00	£220.00		
Season Ticket for a Named Car Park** (VAT applicable)	Annual	£660.00	£660.00	£550.00	£275.00	Increased charge 10%
	6 month	£341.00	£341.00	£286.00	£143.00	
	Quarterly	£176.00	£176.00	£148.50	£77.00	
	Monthly	£60.50	£60.50	£49.50	£33.00	
Season Ticket for Car Parks within a specified Zone ** (VAT applicable)	Annual	£1,210.00	£1,210.00	£990.00		
	Quarterly	£363.00	£363.00	£297.00		
	Monthly	£121.00	£121.00	£99.00		
Season Ticket - Baxter Avenue Car Park **	Annual	£1,320 per bay				

Location/Description	Unit	1 month	6 months	12 months	Description of change
Business Permit	Scheme specific	-	£148.50	£275.00	Increased charge 10%
Operational Permit (On-street) - 4 Hours max stay	All Zones	-	-	£71.50	
Operational Permit (On-street) - 6 Hours max stay	All Zones	-	-	£143.00	
Operational Permit (On-street) - Generic/Transferable - 4 hours max stay	All Zones	-	-	£220.00	
Operational Permit (On & Off Street) - 6 Hours max stay	All Zones			£550.00	
South Essex Homes Permit (Operational Permit) - 4 hours max stay	SEH locations only	-	-	£71.50	
Resident Carer Permit (1 permit per household only)	Scheme specific	-	-	£16.50	
Resident Permit - Electric Vehicle				£8.80	
Resident Permit - 1st car	Scheme specific	-	-	£16.50	
Resident Permit - 2nd car	Scheme specific	-	-	£27.50	
Resident Permit - 3rd car	Scheme specific	-	-	£55.00	
Resident Permit - 4th car	Scheme specific	-	-	£82.50	
Resident Concessionary Permit (in RPS*)	Scheme specific	-	-	£55.00	
Tradesperson Permit (On-street only)	All Zones	£33.00	£165.00	£330.00	New charge
Tradesperson Permit (On- and Off-street)	All Zones	£110.00	£660.00	£1,100.00	
Location/Description	Unit	1 month	3 months	12 months	Description of change
Southend Pass (VAT applicable)		£10.00	£30.00	£120.00	Increased charge 18%

**** Terms & Conditions Apply to all charges noted**

Location/Description	Unit	Charge	Description of change
Visitors Vouchers (Book of 20)	Daily	£10.00 for Books 1-5	
		£20.00 for Books 6-8 (at Councils discretion)	
Parking Dispensation	Daily	£13.20	Increased charge 10%
Parking Dispensation	Weekly (7 days)	£55.00	
Car Park unlock tariff	Each occasion	£82.50	
Suspension (Admin Fee)		£33.00	
Suspension (on-street)	Per day, per bay, per metre	£33.00	
	Per week	£220.00	
Suspension (off-street) (VAT applicable)	Per day, per bay, per metre	£22.00	
	Per week	£132.00	
Amendment to existing permit	Vehicle changes	£16.50	
Replacement permit	Loss	£16.50	
Replacement or Duplicate season ticket (paper permit)	Loss or duplicate request	£27.50	
Permit refund admin fee	Administrative cost	£15.00	
Voluntary Sector Permit	3 hours per day	£10.00 per month	Increased charge 18%
Cliffs Pavillion Staff (excluding Shorefield Car park)	3 hours per day Cliffs Pavillion car park only	£10.00 per month	
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	£55.00	Increased charge 10%
	Replacement key (for any purpose)	£220.00	
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	£72.60	Increased charge 10%
New Road Church Permit	Specifically for Wesleyan Methodist church (New Road) land agreement 1932.	£150.00 per annum	Previously free
Honorary Alderman or Persons Permit	Specifically for Honorary personnel only	£300.00 per annum	
Members Parking Permit	Specifically for serving Council Members	£600.00 per annum	New charge *
PCN Charges as per legislative permissions			
Zone 1a	The following car parks will charge until 6pm; Shorefield Road & Cliffs Pavillion Underground		

* Members will retain free access to the Underground Car Park at Civic Centre for meetings attendance and to support other responsibilities.

Description of Service	Basis of Charge	Net Charge 2022/23	VAT (20%)	Gross 2022/23 Charge	Indicative Net Charge 2023/24	VAT (20%)	Indicative Gross 2023/24 Charge	Indicative Increase Gross Charge	
		£	£	£	£	£	£	£	%

Highways and Traffic Management Services**Permanent Vehicular Crossing**

52	PVX; application fee – includes inspection and administration (non refundable)	Full Cost Recovery	245.00	-	245.00	300.00	-	300.00	55.00	22.45%
53	PVX; application fee – includes inspection and administration (non refundable) – cross a watercourse or ditch	Full Cost Recovery	245.00	-	245.00	300.00	-	300.00	55.00	22.45%

Description of Service	Basis of Charge	Net Charge 2022/23	VAT (20%)	Gross 2022/23 Charge	Indicative Net Charge 2023/24	VAT (20%)	Indicative Gross 2023/24 Charge	Indicative Increase Gross Charge	
		£	£	£	£	£	£	£	%

Naming Ceremonies

Non statutory fees, set by Local Authority (price includes registrar attendance, room hire, decorative flowers & ceremony pack* VAT charge applies)

Excludes Marriage/Civil Partnership Certificate at Statutory £11 fee per certificate

Jubilee Room

1	Weekdays - Monday - Thursday	Discretionary	391.67	78.33	470.00	437.50	87.50	525.00	55.00	11.70%
2	Friday - Saturday	Discretionary	516.67	103.33	620.00	575.00	115.00	690.00	70.00	11.29%

Victoria Room

3	Weekdays - Monday - Thursday	Discretionary	191.67	38.33	230.00	212.50	42.50	255.00	25.00	10.87%
4	Friday - Saturday	Discretionary	266.67	53.33	320.00	300.00	60.00	360.00	40.00	12.50%

Approved Premises Marriage/Civil Partnership Ceremonies (price includes registrar attendance & commemorative box)

Excludes Marriage/Civil Partnership Certificate at Statutory £11 fee per certificate

5	Monday - Thursday	Discretionary	490.00	-	490.00	540.00	-	540.00	50.00	10.20%
6	Friday - Saturday	Discretionary	550.00	-	550.00	605.00	-	605.00	55.00	10.00%
7	Sundays & Bank Holidays	Discretionary	605.00	-	605.00	665.00	-	665.00	60.00	9.92%
8	6pm - 9pm Monday - Thursday	Discretionary	605.00	-	605.00	665.00	-	665.00	60.00	9.92%
9	6pm - 9pm Friday - Saturday	Discretionary	715.00	-	715.00	790.00	-	790.00	75.00	10.49%
10	6pm - 9pm Sundays and Bank Holidays	Discretionary	820.00	-	820.00	905.00	-	905.00	85.00	10.37%

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Capital Investment Programme 2022/23 to 2027/28 and future years - Summary by Area of Investment

Appendix 4 (i)

Scheme to be delivered by the Council	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 and future years Budget £000	Total Budget (all years) £000
General Fund Housing	825	1,135	1,065	800	800	560	5,185
Social Care	-	263	-	-	-	-	263
Schools	1,451	4,053	3,474	-	-	-	8,978
Enterprise and Regeneration	9,201	2,195	10,250	-	-	-	21,646
Southend Pier	1,783	5,053	3,550	-	-	-	10,386
Culture and Tourism	463	152	-	-	-	-	615
Community Safety	755	29	-	-	-	-	784
Highways and Infrastructure	19,580	13,878	7,151	4,000	4,000	-	48,609
Works to Property	2,455	6,739	2,059	600	600	-	12,453
Energy Saving	516	256	-	-	-	-	772
ICT	2,942	3,109	752	39	-	-	6,842
S106/S38/CIL	528	35	166	-	-	-	729
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - GENERAL FUND	40,499	36,897	28,467	5,439	5,400	560	117,262

Total budget for 2023/24 to 2027/28:

76,763

Scheme to be delivered by the Council and Funded by the Levelling Up Fund	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 and future years Budget £000	Total Budget (all years) £000
Enterprise and Regeneration - Funded by the Levelling Up Fund	1,240	22,405	-	-	-	-	23,645
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - GENERAL FUND - FUNDED BY LEVELLING UP FUND	1,240	22,405	0	0	0	0	23,645

Total budget for 2023/24 to 2027/28:

22,405

Scheme to be delivered by the Council	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 and future years Budget £000	Total Budget (all years) £000
Council Housing New Build Programme	632	7,875	3,104	379	-	-	11,990
Council Housing Acquisitions Programme	3,512	2,846	950	-	-	-	7,308
Council Housing Refurbishment	770	770	776	109	-	-	2,425
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - HRA	4,914	11,491	4,830	488	0	0	21,723

Total budget for 2023/24 to 2027/28:

16,809

	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 and future years Budget £000	Total Budget (all years) £000
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - TO BE DELIVERED BY THE COUNCIL	46,653	70,793	33,297	5,927	5,400	560	162,630

Total budget for 2023/24 to 2027/28:

115,977

Scheme to be delivered by the Subsidiary Companies, Partners or Joint Ventures	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 and future years Budget £000	Total Budget (all years) £000
Council Housing Refurbishment	9,317	7,593	6,274	6,329	6,146	-	35,659
Enterprise and Regeneration	5,850	17,050	3,250	3,250	3,175	-	32,575
PROPOSED CAPITAL INVESTMENT PROGRAMME - TO BE DELIVERED BY SUBSIDIARY COMPANIES, PARTNERS OR JOINT VENTURES	15,167	24,643	9,524	9,579	9,321	0	68,234
Total budget for 2023/24 to 2027/28:							53,067

Capital Investment Programme 2022/23 to 2027/28 and future years - Summary by Strategic and Other Schemes

Appendix 4 (i)

Scheme to be delivered by the Council	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 and future years Budget £000	Total Budget (all years) £000
Strategic schemes							
Airport Business Park (including Local Growth Fund)	7,265	-	-	-	-	-	7,265
Better Queensway - Programme Management	681	600	-	-	-	-	1,281
Seaway Leisure	-	-	10,000	-	-	-	10,000
Victoria Centre	1,255	1,350	250	-	-	-	2,855
Schools - High Needs Provision	-	3,661	3,212	-	-	-	6,873
Southend Pier schemes	1,783	5,053	3,550	-	-	-	10,386
ICT schemes	2,942	3,109	752	39	-	-	6,842
Footways and Carriageways Schemes	11,430	4,869	4,773	4,000	4,000	-	29,072
Parking Schemes	1,467	100	-	-	-	-	1,567
Highways and Infrastructure - Local Growth Fund and Local Transport Plan Schemes	3,944	3,669	2,378	-	-	-	9,991
Total Strategic - General Fund	30,767	22,411	24,915	4,039	4,000	-	86,132
Leigh Port Detailed Design	720	14,182	-	-	-	-	14,902
Cliffs Pavillion	500	7,478	-	-	-	-	7,978
City Beach	20	745	-	-	-	-	765
Total Strategic - General Fund - funded by the Levelling Up Fund	1,240	22,405	-	-	-	-	23,645
HRA Affordable Housing Acquisitions Programme	3,009	2,000	-	-	-	-	5,009
Council Housing New Build Programme	632	7,875	3,104	379	-	-	11,990
Acquisition of tower block leaseholds - Queensway	417	673	900	-	-	-	11,990
Total Strategic - HRA	4,058	10,548	4,004	379	-	-	28,989
Total Strategic - GF and HRA	36,065	55,364	28,919	4,418	4,000	-	138,766
Other Schemes	10,588	15,429	4,378	1,509	1,400	560	23,864
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - TO BE DELIVERED BY THE COUNCIL	46,653	70,793	33,297	5,927	5,400	560	162,630

Total budget for 2023/24 to 2027/28:

115,977

Scheme to be delivered by the Subsidiary Companies, Partners or Joint Ventures	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 and future years Budget £000	Total Budget (all years) £000
Council Housing Refurbishment	9,317	7,593	6,274	6,329	6,146	-	35,659
Better Queensway - Loan to Joint Venture	450	1,550	3,250	3,250	3,175	-	11,675
Housing Infrastructure Funding	-	14,500	-	-	-	-	14,500
Better Queensway - SELEP	4,200	-	-	-	-	-	4,200
Total Strategic - Delivered by Subsidiary Companies or Joint Ventures	13,967	23,643	9,524	9,579	9,321	-	66,034
Other Schemes	1,200	1,000	-	-	-	-	2,200
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - TO BE DELIVERED BY SUBSIDIARY COMPANIES, PARTNERS OR JOINT VENTURES	15,167	24,643	9,524	9,579	9,321	-	68,234

Total budget for 2023/24 to 2027/28:

53,067

Capital Investment Programme 2022/23 to 2027/28 and future years

Appendix 4 (i)

Scheme to be delivered by the Council	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 and future years Budget £000	Total Budget (all years) £000
General Fund Housing							
Disabled Facilities Grant	800	800	800	800	800	560	4,560
Private Sector Housing Strategy - Empty Homes	-	260	265				525
Housing and Development Pipeline Feasibility - GF	25	75					100
Total General Fund Housing	825	1,135	1,065	800	800	560	5,185
Social Care							
Community Capacity	-	29					29
AHDC Short Breaks for Disabled Children	-	64					64
Mental Health Funding Stream	-	31				-	31
Transforming Care Housing	-	139					139
Total Social Care	-	263	-	-	-	-	263
Schools							
Chalkwell Junior - Lightning Protection	10						10
Earls Hall Primary heating	20						20
Eastwood kitchen works	6						6
Eastwood Primary boiler	140						140
Fairways Primary curtain walling/roofing/radiators	-	100					100
Future condition projects	340						340
Leigh Primary - Window Replacement (including radiators)	2	98					100
Devolved Formula Capital	284						284
High Needs Provision	-	3,661	3,212				6,873
Prince Avenue Extended Nursery Provision	6						6
School Improvement and Provision of School Places	68						68
Special Provision Capital Fund	575	194	262				1,031
Total Schools	1,451	4,053	3,474	-	-	-	8,978
Enterprise and Regeneration							
Airport Business Park (including Local Growth Fund)	7,265						7,265
Better Queensway - Programme Management	681	600					1,281
Infrastructure Feasibility Studies	-	245					245
Seaway Leisure			10,000				10,000
Victoria Centre	1,255	1,350	250				2,855
Total Enterprise and Regeneration	9,201	2,195	10,250	-	-	-	21,646

Capital Investment Programme 2022/23 to 2027/28 and future years

Appendix 4 (i)

Scheme to be delivered by the Council	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 and future years Budget £000	Total Budget (all years) £000
Southend Pier							
Southend Pier - Condition Works Engineers	1,254	1,250	1,250				3,754
Southend Pier - Pier Head development Phase 1	29	-					29
Southend Pier - Prince George Extension (Phase Two)	250	1,907					2,157
Southend Pier - Timber Outer Pier Head	250	1,896	2,300				4,446
Total Southend Pier	1,783	5,053	3,550	-	-	-	10,386
Culture and Tourism							
Allotments Water Supply Upgrade	46						46
Chalkwell Park and Priory Park Tennis Courts	14						14
Playground Gates	25	69					94
Shoebury Common Regeneration	33						33
Shoebury Library/Youth Centre Lift	35						35
Sidmouth Park - Replacement of Play Equipment	2						2
Southend Tree Policy Review - additional trees	29						29
Branch Library Refurbishments	3	50					53
Central Museum Works	59	33					92
Cart and Wagon Shed	50						50
Irrigation tanks	24						24
"Make Southend Sparkle" Initiative	13						13
Milton Gardens LUF project	67						67
Southend Dive Pool Flooring - Emergency Works	63						63
Total Culture and Tourism	463	152	-	-	-	-	615
Community Safety							
CCTV Equipment Renewal	498						498
Security Measures	257	29					286
Total Community Safety	755	29	-	-	-	-	784
Highways and Infrastructure							
<u>Cliff Stabilisation schemes:</u>							
- Cliff Parade Cliff Slip	145	200					345
<u>Flood Prevention and Resilience schemes:</u>							
- Shoebury Common Coastal Defence Scheme	13						13
- Coastal Defence Refurbishment Programme	75						75
- Groyne Field Refurbishment Programme	197	148					345
- Sea Wall Access Refurbishment		500					500
- East Beach Sea Wall Refurbishment		500					500
- Improving Resilience to flooding – Eastwood Brook Hydraulic Catchment	67						67
- EA Innovation Resilience Programme	496						496
<u>Footways and Carriageways schemes:</u>							
- Footways Improvements	6,434	2,500	2,500	2,500	2,500		16,434
- Carriageways Improvements	3,472	1,500	1,500	1,500	1,500		9,472
- Highways Maintenance - Potholes	773	773	773				2,319
- Junction Protection	467						467
- Zebra Crossing Surfacing Replacement	134	96					230
- Improve Footway Condition Around Highway Trees	150						150
<u>Highways Infrastructure schemes:</u>							
- Street Lighting Infills	50	75					125
- DFT - Belton Way East Cliff Slip	900	2,251					3,151

Capital Investment Programme 2022/23 to 2027/28 and future years

Appendix 4 (i)

Scheme to be delivered by the Council	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 and future years Budget £000	Total Budget (all years) £000
- Bridge Strengthening - Challenge Fund	600	347					947
- DfT Active Travel - Tranche 2	120	711					831
- Traffic Signs Upgrade	-	100					100
- Vehicle Restraint Replacement	-	23					23
<u>Parking schemes:</u>							
- Car Park Infrastructure Improvements	186	100					286
- Car Park Resurfacing	281						281
- Parking Signage Replacement	99						99
- East Beach Car Park	901						901
<u>Local Transport Plan schemes:</u>							
- LTP (Integrated Transport block) - Bridge Strengthening	250	250	250				750
- LTP (Integrated Transport block) - Better Sustainable Transport	501	670	470				1,641
- LTP (Integrated Transport block) - Better Networks	334	679	429				1,442
- LTP (Integrated Transport block) - Traffic Management Schemes	850	400	400				1,650
- LTP (Integrated Transport block) - Traffic Control Systems	127	353	113				593
- LTP - Maintenance	325	865	595				1,785
- LTP - Maintenance - Street Lighting	50	252	121				423
<u>Local Growth Fund schemes:</u>							
- A127 Growth Corridor (Bell Junction and A127 Essential Maintenance Works)	270	200					470
- Local Growth Fund - Southend Town Centre Interventions	1,237						1,237
<u>Other Transport schemes:</u>							
- HCA Progress Road	11						11
- Southend Transport Model	65	385					450
Total Highways and Infrastructure	19,580	13,878	7,151	4,000	4,000	-	48,609
Works to Property							
62 Avenue Road	2	-					2
Aviation Way Car Park	-	262	75				337
Civic Campus - Efficient Use of Space	52	180					232
Clearance and Fencing - Land off Sutton Road	2						2
East Beach Café	37	1,465					1,502
Futures Demolition	98						98
Seaways - HCA Condition Funding	57	113					170
Crematorium Refurbishment	643	2,000					2,643
Porters house heating issues	8						8
Public Toilet Provision	-	699					699
Fire Improvement Works	828	820	821				2,469
Property Refurbishment Programme	477	600	600				1,677
125 F/F Valkyrie Road void works	18						18
Priority Works	233	600	563	600	600		2,596
Total Works to Property	2,455	6,739	2,059	600	600	-	12,453

Capital Investment Programme 2022/23 to 2027/28 and future years

Appendix 4 (i)

Scheme to be delivered by the Council	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 and future years Budget £000	Total Budget (all years) £000
Energy Saving							
Energy Efficiency Projects	439	200					639
Real Time Air Quality Measurement - Feasibility	-	56					56
Electronic Vehicle Projects	77						77
Total Energy Saving	516	256	-	-	-	-	772
ICT							
Intranet development	8						8
HR Recruitment Contract Implementation	42						42
N3 Connectivity in Civic Building				39			39
ICT - Technology Device Refresh	418	220					638
ICT - Application Transformation	195	-					195
ICT - Digital Enablement	100	40					140
ICT - Security & Resiliency	147						147
ICT - Stabilise the Estate	92	12					104
ICT - Core Application and Database Migration	150	81					231
ICT - Childrens and Adults Social Care - Implementation of ContrOCC modules	76	113	52				241
ICT - Operational requirements	1,011	862					1,873
My Southend Replacement		1,000	700				1,700
Business World Bank Reconciliation Module Improvements	-	4					4
Software Licencing	703	777					1,480
Total ICT	2,942	3,109	752	39	-	-	6,842
S106/S38/CIL							
S106 23/04/2015 Hinguar and Saxon - public art contribution	8						8
S106 Ajax Works 0300130ful - landscaping maintenance	2	1	2				5
S106 Avenue Works 1401968AMDT - Public Art	4						4
S106 Bellway Prittlebrook 1400943FULM - Cycling Infrastructure	9						9
S106 Former Balmoral 1400914FULM – public art contribution	1						1
S106 Former College 1000225FUL - Tree Replacement	11						11
S106 Garrison 0000777 Depost - CCTV	1						1
S106 Garrison 0000777 Deposit - information boards	2						2
S106 Garrison 0000777 Deposit - Junior Play Area maintenance	10						10
S106 Garrison 0000777 Deposit - Sea Wall and Assoc Structure Maintenance	34						34
S106 Garrison 0000777 Deposit - Toddler Play Area maintenance	6						6
S106 Garrison Park Store	1						1
S106 Lifstan Way 0000273 Out - Open Space Maintenance	10	4	62				76
S106 North Shoebury Road 0301504out - Shoebury Park Enhancement	25						25
S106 North Shoebury Road 0301504out - Shoebury Park Maintenance	36	30	102				168
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 Univ H-Way0401561ful	2						2
S278 Aldi Stores Limited - Priory Crescent - bond	177						177
S278 Star Lane - Great Wakering	40						40

Capital Investment Programme 2022/23 to 2027/28 and future years

Appendix 4 (i)

Scheme to be delivered by the Council	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 and future years Budget £000	Total Budget (all years) £000
S38/S278 Airport 0901960 Fulm	26						26
S38 Bellway Homes 14/00943/fulm	2						2
S78 Bellway Homes 14/00943/fulm	8						8
S38 Fossetts Farm Bridleway	1						1
CIL Ward NA and S106 - Milton - Whitegate Play Space	22						22
CIL Ward NA – Blenheim Park – Blenheim Park 'Makeover'	1						1
CIL Ward NA – Milton – Milton Park improvements	2						2
CIL Ward NA – Milton – Park Street replacement bollards	1						1
CIL Ward NA – Prittlewell – Priory Park fountains restoration	17						17
CIL Ward NA – Southchurch – Southchurch Speedwatch	1						1
Total S106/S38/CIL	528	35	166	-	-	-	729
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - GENERAL FUND	40,499	36,897	28,467	5,439	5,400	560	117,262

Total budget for 2023/24 to 2027/28:

76,763

Scheme to be delivered by the Council and Funded by the Levelling Up Fund	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 and future years Budget £000	Total Budget (all years) £000
Enterprise and Regeneration - Funded by the Levelling Up Fund							
Leigh Port Detailed Design	720	14,182					14,902
Cliffs Pavillion	500	7,478	-				7,978
Marine Parade - Levelling up Funding	20	745					765
Total Enterprise and Regeneration - Funded by the Levelling Up Fund	1,240	22,405	-	-	-	-	23,645
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - GENERAL FUND FUNDED BY LEVELLING UP FUND	1,240	22,405	0	0	0	0	23,645

Total budget for 2023/24 to 2027/28:

22,405

	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 and future years Budget £000	Total Budget (all years) £000
COUNCIL'S PROPOSED CAPITAL INVESTMENT PROGRAMME - GENERAL FUND	41,739	59,302	28,467	5,439	5,400	560	140,907

Total General Fund budget for 2023/24 to 2027/28:

99,168

Capital Investment Programme 2022/23 to 2027/28 and future years

Appendix 4 (i)

Scheme to be delivered by the Council	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 and future years Budget £000	Total Budget (all years) £000
Council Housing New Build Programme							
Council Affordable Housing Development (Phase3) - Shoebury	69	4,551	2,586	379			7,585
Council Affordable Housing Development (Phase4) - St Laurence	88	2,269	518				2,875
Council Affordable Housing Development (MMC) - West Shoebury	100	765					865
Housing Construction Scheme - Phase 5/6 feasibility (S106)	29						29
Housing Construction Scheme - Land Assembly Fund (S106)	346	290					636
Total Council Housing New Build Programme	632	7,875	3,104	379	-	-	11,990
Council Housing Acquisitions Programme							
HRA Affordable Housing Acquisitions Programme	3,009	2,000					5,009
Next Steps Accommodation Programme	27	73	50				150
Housing and Development Pipeline Feasibility - HRA	59	100					159
Acquisition of tower block leaseholds - Queensway	417	673	900				1,990
Total Council Housing Acquisitions Programme	3,512	2,846	950	-	-	-	7,308
Council Housing Refurbishment							
HRA Disabled Adaptations - Major Adaptations	770	770	776	109			2,425
Total Council Housing Refurbishment - HRA	770	770	776	109	-	-	2,425
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - HRA	4,914	11,491	4,830	488	0	0	21,723

97

Total HRA budget for 2023/24 to 2027/28:

16,809

	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 and future years Budget £000	Total Budget (all years) £000
COUNCIL'S PROPOSED CAPITAL INVESTMENT PROGRAMME - GENERAL FUND AND HRA	46,653	70,793	33,297	5,927	5,400	560	162,630

Total budget for 2023/24 to 2027/28:

115,977

Capital Investment Programme 2022/23 to 2027/28 and future years

Appendix 4 (i)

Scheme to be delivered by the Subsidiary Companies, Partners or Joint Ventures	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 and future years Budget £000	Total Budget (all years) £000
Council Housing Refurbishment - delivered by South Essex Homes Limited							
Bathroom Refurbishment	191	193	210	264	183		1,041
Central Heating	652	210	246	296	210		1,614
Environmental - H&S works	1,283	1,282	2,970	2,160	2,484		10,179
Kitchen Refurbishments	401	158	184	114	114		971
Rewiring	995	1,390	443	208	275		3,311
Roofs	648	1,184	173	242	86		2,333
Windows and Doors	723	65	159	723	94		1,764
Common Areas Improvement	1,365	1,112	1,523	2,106	2,700		8,806
HRA - SCC Buybacks Refurbishment	324						324
Remodelling of Tied Accommodation	81	216	302	216			815
Sprinkler System Installation Pilot	533						533
Tower Blocks Boroughwide Annunciation System	12						12
Sheltered Housing DDA works	345						345
Balmoral Estate Improvement and Structural Works	1,659	1,783	64				3,506
Energy Efficiency Measures	105						105
Total Council Housing Refurbishment	9,317	7,593	6,274	6,329	6,146	-	35,659
Enterprise and Regeneration - delivered by Porters Place Southend-on-Sea LLP							
Better Queensway - Loan to Joint Venture	450	1,550	3,250	3,250	3,175		11,675
Housing Infrastructure Funding	-	14,500					14,500
Better Queensway - SELEP	4,200						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	1,200						1,200
Total Enterprise and Regeneration	5,850	17,050	3,250	3,250	3,175	-	32,575
PROPOSED CAPITAL INVESTMENT PROGRAMME - TO BE DELIVERED BY SUBSIDIARY COMPANIES OR JOINT VENTURES	15,167	24,643	9,524	9,579	9,321	0	68,234

Total budget for 2023/24 to 2027/28:

53,067

**Capital Investment Programme 2022/23 to 2027/28 and future years -
Schemes subject to viable business cases**

Appendix 4 (i)

General Fund Schemes Subject to Viable Business Cases	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 and future years 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		1,500
Schools - Condition Works (externally funded)			500	500	500		1,500
Playground Refurbishment		750	250				1,000
Technology Modernisation Programme			1,490	1,560			3,050
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 Right to Buy - Buybacks Refurbishment		325	325	325	325		1,300
Better Queensway - Additional Affordable Housing							10,000
Better Queensway Housing and Commerical Property acquisitions							19,925
Regeneration Pipeline Schemes							-
Strategic and Regeneration Acquisitions							10,380
Private Sector Housing Strategy							785
Cliffs Stabilisation							-
Shoebury Health Centre							-
City Centre and Seafront Security Works							-
Civic Centre Campus Masterplan							-
Seafront Illuminations							-
Re-imagination of the City Centre							-
Museums and Galleries							-
Improved Car Park Signage and Guidance Systems							44
Traffic Signs Upgrade							389
Local Growth Fund - A127 Growth Corridor							529
Southend Pier - Pier Head development Phase 1							1,130
Climate Change Provision							1,500
Greening of the High Street							-
Cycle Paths							-
TOTAL SCHEMES SUBJECT TO VIABLE BUSINESS CASES (plus investment yet to be costed):							87,032

Highways and Infrastructure schemes 2023/24

Appendix 4 (i)

Scheme	Scheme Details	LTP / Maintenance Grant Subject to DfT confirmation £000	Local Growth Fund £000	Challenge Fund/ Levelling Up Fund £000	Capital -SBC £000	Combined Totals £000
LTP3 - Better Sustainable Transport and Mobility Management (C10384) (£250k c/fwd from 22/23) [ACTION A]						
Electric charging points	To install additional points at locations to be agreed	370				370
Bus stop infrastructure upgrades	Bus Stop infrastructure improvements	200				200
Cycle Parking	Cycle infrastructure improvements	100				100
Total LTP3 Better Sustainable Transport and Mobility Management		670				670
LTP3 - Traffic Management Schemes (C10513) [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 2023/24	400				400
Total LTP3 Traffic Management Schemes		400				400
LTP3 - Better Networks (C10671) (£200k c/fwd from 22/23) [ACTION B]						
Traffic signals operational efficiency improvements	Locations to be agreed	150				150
Cycleway upgrades	Locations to be agreed	300				300
Surface Water Flooding	Highway improvements locations to be agreed	129				129
Lamp Column Replacement	Continued replactment programme of concrete lamp columns (funding TBC)	100				100
Total LTP3 Better Networks		679				679
LTP3 Better Operation of Traffic control, Information and communication Systems (C10470) (£240k c/fwd from 22/23) [ACTION D]						
AVL/RTPI systems	New and upgrades to bus real time information signage.	100				100
Bus Stop Flag / Information boards	Review and supply new bus stop flags/information boards	253				253
Total LTP3 Better Operation of Traffic Control, Information and Communication Systems		353				353
LTP CARRIAGEWAY MAINTENANCE (£270k c/fwd from 22/23)						
Highways Maintenance	Carriageway maintenance at locations to be agreed	865				865
Total LTP Carriageway Maintenance		865				865
DfT LOCAL MAINTENANCE - POTHOLE FUND						
Pothole Repairs	Various locations	773				773
Total DfT Local Maintenance Pothole Fund		773				773
STREET LIGHTS & LTP FUNDED MAINTENANCE PROGRAMME						
Street Lights Infills	Continuation of infill programme				75	75
LTP - Maintenance - Street Lighting	Street Lighting (£131k c/fwd from 22/23)	252				252
Total Street Lighting and LTP funded Maintenance Programme		252			75	327

Highways and Infrastructure schemes 2023/24

Appendix 4 (i)

Scheme	Scheme Details	LTP / Maintenance Grant Subject to DfT confirmation £000	Local Growth Fund £000	Challenge Fund/ Levelling Up Fund £000	Capital -SBC £000	Combined Totals £000
LTP BRIDGES (C10512)						
Bridges Maintenance	Various locations	250				250
Total LTP Bridges		250				250
COUNCIL CAPITAL HIGHWAY & FOOTWAY IMPROVEMENTS						
Carriageway improvements	Various sites to be agreed				1,500	1,500
Footway Improvements	Various sites to be agreed				2,500	2,500
Traffic Signs Upgrade	Upgrade of signs at various locations				100	100
Zebra Crossings	Surfacing Replacement (£96K c/fwd from 22/23)				96	96
Vehicle restraint Replacement	Barrier renewal (£23k c/fwd from 22/23)				23	23
Total Highways and Footways Improvements					4,219	4,219
FLOOD PREVENTION						
Groyne Field Refurbishment	Groyne Field Reurbishment Programme (£148k c/fwd from 22/23)				148	148
Leigh Port	Upgrade to Leigh Port			14,182		14,182
Marine Parade	Works as agreed			745		745
Sea Wall Access Refurbishment	Sea Wall Access Refurbishment				500	500
East Beach Sea Wall Refurbishment	East Beach Sea Wall Refurbishment				500	500
Total Flood Prevention				14,927	1,148	16,075
CLIFF STABILISATION						
Belton Way East	Cliff highways protection			2,251		2,251
Cliff Parade Cliff Slip	Cliff Parade Cliff Slip				200	200
Total Cliff Stabilisation				2,251	200	2,451
COUNCIL CAPITAL CAR PARK INFRASTRUCTURE IMPROVEMENTS						
Car Parks	Car Park infrastructure improvements to be agreed				100	100
Total Car Park Infrastructure Improvements					100	100
OTHER TRANSPORT SCHEMES						
Southend Transport Model	Continuing the Southend Multi Model Work (C10058) (£15k c/fwd from 22/23)				385	385
A127 Growth Corridor	A127 Major Schemes Bell/Kent Elms/Maintenance (c/fwd from 22/23)		200			200
Bridge Strengthening	Bridge Strengthening works (c/fwd from 22/23)			347		347
Active Travel	DfT Active Travel - Tranche 2 various schemes (c/fwd from 22/23)			711		711
Total Other Transport Schemes			200	1,058	385	1,643
Total Highways and Infrastructure Capital Investment Programme		4,242	200	18,236	6,127	28,805

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**ADDITIONAL CAPITAL INVESTMENT PROPOSALS, INCLUDING THOSE
SUBJECT TO VIABLE BUSINESS CASES: 2023/24 to 2027/28**

1. Summary

Corporate Plan Theme	Proposed additional investment (£000)	Proposed additional investment subject to viable business cases (£000)
A city with a good quality of life	1,000	1,000
A city rising to the climate change challenge	-	1,500
A city delivering genuinely affordable housing	12,475	
Change programmes	2,640	3,050
Total	16,115	5,550
<i>General Fund:</i>	3,640	5,550
<i>Housing Revenue Account (HRA)</i>	12,475	-



Proposed additional investment – main programme	<u>2023/24</u> <u>(£'000)</u>	<u>2024/25</u> <u>(£'000)</u>	<u>2025/26</u> <u>(£'000)</u>	<u>2026/27</u> <u>(£'000)</u>	<u>2027/28</u> <u>(£'000)</u>	<u>5 Year Total</u> <u>(£'000)</u>
Proposed investment each year	2,940	700	6,329	6,146	-	16,115
Financed by:						
Borrowing	1,000	-	-	-	-	1,000
GF Capital Receipts	1,940	700	-	-	-	2,640
HRA Reserves	-	-	6,329	6,146	-	12,475

Proposed additional investment subject to viable business cases – Rolling programmes	<u>2023/24</u> <u>(£'000)</u>	<u>2024/25</u> <u>(£'000)</u>	<u>2025/26</u> <u>(£'000)</u>	<u>2026/27</u> <u>(£'000)</u>	<u>2027/28</u> <u>(£'000)</u>	<u>5 Year Total</u> <u>(£'000)</u>
Proposed investment each year	750	1,740	1,560	-	-	4,050
Proposed investment not assigned to a year*						1,500
Financed by:						
External Funding	750	250	-	-	-	1,000
GF Capital Receipts		1,490	1,560	-	-	3,050


* Financed by borrowing unless grant funding can be secured

**ADDITIONAL CAPITAL INVESTMENT PROPOSALS, INCLUDING THOSE
SUBJECT TO VIABLE BUSINESS CASES: 2023/24 to 2027/28**

2. Proposed Additional Investment into the main Capital Investment Programme

Theme		Total (£)	Proposed Initiatives
A city with a good quality of life.	C1	500,000	Sea Wall Access Refurbishment (23/24 - £500,000) This investment is to replace four sea wall access steps in Thorpe Bay and Shoebury Common with heavy duty, non-corrosive glass reinforced polymer steps. These steps will have a greater level of durability, have a longer design life and require minimal maintenance. This investment is also to significantly refurbish four of the concrete steps and ramps at Chalkwell Esplanade. This investment is being moved up from the 'subject to viable business case' section and will also utilise £50,000 of the budget of £75,000 already in the approved capital investment programme for 22/23. In addition to this the project will also include revenue expenditure of £200,000 which is already in the sea defences revenue maintenance budget.
		<i>Funded by:</i> Corporate borrowing <i>Roadmap:</i> 	
We will assess how to best manage our coastline to protect people, residential and commercial properties, designated habitats, public open spaces and agricultural land from coastal flood and erosion risk.			
A city with a good quality of life.	C2	500,000	East Beach Sea Wall Refurbishment (23/24 - £500,000) This investment is for the replacement of failing gabion baskets with new ones with an additional facing layer at the front, which that can be replaced easily in the future without needing to replace the rest of the structure. This investment is being moved up from the 'subject to viable business case' section.
		<i>Funded by:</i> Corporate borrowing <i>Roadmap:</i> 	
We will assess how to best manage our coastline to protect people, residential and commercial properties, designated habitats, public open spaces and agricultural land from coastal flood and erosion risk.			

**ADDITIONAL CAPITAL INVESTMENT PROPOSALS, INCLUDING THOSE
SUBJECT TO VIABLE BUSINESS CASES: 2023/24 to 2027/28**

Theme		Total (£)	Proposed Initiatives
Change programme.	C3	1,700,000 <i>Funded by: Capital Receipts</i> <i>Roadmap:</i> 	My Southend Replacement (23/24 - £1,000,000, 24/25 - £700,000) This investment is to replace the existing digital solution for residents to transact online, working with services to transform their processes and enable them with technology. The investment will deliver a range of initiatives to enable productivity gains, streamlining of processes and improving end to end customer experience.
			Our connectivity, data and principles approach to digital enable us to facilitate better decision making, automated services and digital experiences for those across the city.
Change programme.	C4	940,000 <i>Funded by: Capital Receipts</i>	Technology Modernisation Programme (23/24 - £940,000) This is the 23/24 programme of works for the ICT – Smart Council project. This capital investment is to continue to provide the ICT core services to the Council (software and hardware). This project also includes a fast-track migration to the cloud which 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. 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. The Technology Modernisation Programme is fundamental to enabling the transformational blueprint. It has a total estimated cost of £14,873,000 over the years from 21/22 to 25/26. The forecast costs over the remaining years from 23/24 to 25/26 of £10,400,000 is estimated to be £3,990,000 of capital investment and £6,410,000 of revenue investment. Inclusion of the rest of the Smart Council project in the main programme is subject to approval of appropriate viable business cases.
			Southend is a leading smart city, using technology in smart ways to enable improved resident services, and ensure digital inclusion.
	Total	3,640,000	General Fund


**ADDITIONAL CAPITAL INVESTMENT PROPOSALS, INCLUDING THOSE
SUBJECT TO VIABLE BUSINESS CASES: 2023/24 to 2027/28**

Theme		Total (£)	Proposed Initiatives
A city delivering genuinely affordable housing.	C5	12,475,000 <i>Funded by: Reserves</i> <i>Delivered by South Essex Homes</i>	HRA Future Investment Programme (25/26 - £6,329,000, 26/27 - £6,146,000) The investment relates to <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. • Balmoral Estate improvement and structural works.
<div>Everyone has a good quality, sustainable home that meets their needs.</div>			These works are wholly funded through the HRA, from the Major Repairs Reserve. This investment is being moved up from the 'subject to viable business case' section and is in addition to the budget of £23,184,000 already in the approved capital investment programme for 22/23 to 24/25.
	Total	12,475,000	Housing Revenue Account
		16,115,000	TOTAL ADDITIONAL CAPITAL INVESTMENT PROPOSALS – MAIN CAPITAL INVESTMENT PROGRAMME

**ADDITIONAL CAPITAL INVESTMENT PROPOSALS, INCLUDING THOSE
SUBJECT TO VIABLE BUSINESS CASES: 2023/24 to 2027/28**

3. Proposed Additional Investment Subject to Viable Business Cases

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

Theme		Total (£)	Proposed Initiatives
A city rising to the climate change challenge.	C6	1,500,000 <i>Funded by: Corporate borrowing, unless grant funding can be secured</i>	Climate Change Provision (£1,500,000) This capital budget provision is to deliver suitable projects aimed at reducing the impact of climate change and support the Council's aspirations to achieve net-zero emissions by 2030 in line with the Climate Emergency Declaration. Inclusion in the main programme for individual projects is subject to approval of a viable business case.
	We act as a sustainable and green city embracing the challenges of the Climate Emergency Declaration made in 2019.		
A city with a good quality of life.	C7	1,000,000 <i>Funded by: Third party contributions</i>	Playground Refurbishment (23/24 - £750,000, 24/25 - £250,000) This investment is to deliver refurbishment works to the city's playground infrastructure. This is needed to support the development of the area to enable more access to safe open spaces for children. This investment is to be funded from Community Infrastructure Levy (CIL) monies. Inclusion in the main programme is subject to approval of a viable business case.
A city with a good quality of life.	C8	<i>Funded by: Third party contributions/ borrowing</i> Roadmap: 	Cycle Paths This investment is to deliver refurbishment works to the city's cycle path infrastructure. This is needed to support the development of the area to provide more people with the opportunity to live an active lifestyle and support the Council's aspirations to achieve net-zero emissions by 2030. Inclusion in the main programme is subject to approval of a viable business case.

**ADDITIONAL CAPITAL INVESTMENT PROPOSALS, INCLUDING THOSE
SUBJECT TO VIABLE BUSINESS CASES: 2023/24 to 2027/28**

Theme		Total (£)	Proposed Initiatives
<p>A city rising to the climate change challenge.</p> <div> <p>We act as a sustainable and green city embracing the challenges of the Climate Emergency Declaration made in 2019.</p> </div>	C9	<p><i>Funded by: Third party contributions/ borrowing</i></p>	<p>Greening of the High Street</p> <p>This investment is to deliver a range of options around aspirations for the greening of the High Street. These initiatives will help to absorb CO2, filter urban pollution and fine particulates, cool the air, and increase biodiversity by providing habitat, food and protection for plants and animals.</p> <p>Inclusion in the main programme is subject to approval of a viable business case.</p>
<p>Change programme.</p> <div> <p>Southend is a leading smart city, using technology in smart ways to enable improved resident services, and ensure digital inclusion.</p> </div>	C10	<p>3,050,000</p> <p><i>Funded by: Capital Receipts</i></p>	<p>Technology Modernisation Programme (24/25 - £1,490,000, 25/26 - £1,560,000)</p> <p>This is the last two years of the programme of works for the ICT – Smart Council project. See C4.</p> <p>The Technology Modernisation Programme has a total estimated cost of £14,873,000 over the years from 21/22 to 25/26. The forecast costs over the remaining years from 23/24 to 25/26 of £10,400,000 is estimated to be £3,990,000 of capital investment and £6,410,000 of revenue investment.</p> <p>Inclusion in the main programme is subject to approval of a viable business case.</p>
	Total	5,550,000	General Fund
		5,550,000	TOTAL CAPITAL INVESTMENT PROPOSALS – SUBJECT TO VIABLE BUSINESS CASES

PURPOSE

The purpose of this Appendix is to enable the Council to calculate and set the Council Tax for 2023/24.

PRECEPT LEVELS

The following precept levels have been received.

- The Cabinet of **Southend-on-Sea City Council** met on 14 February 2023 and decided to recommend a Council Tax Requirement of **£97,498,531**, which includes an Adult Social Care Precept of **£12,874,696**. Assuming this is approved by the Council on 23 February 2023, this will result in a Southend-on-Sea City Council Band D Council Tax of **£1,631.88**, an increase of £77.49 (4.99%) on the previous year.
- **Essex Police, Fire and Crime Panel** met on 7 February 2023 and approved the proposals of the Office of the Police and Crime Commissioner for a precept of **£13,948,334**. This results in a 2023/24 Police and Crime Commissioner Band D Council Tax of **£233.46**, an increase of £14.94 (6.84%) on the previous year.
- **Essex Police, Fire and Crime Panel** met on 7 February 2023 and approved the proposals of the Fire and Rescue Authority for a precept of **£4,796,420**. This results in a 2023/24 Fire Authority Band D Council Tax of **£80.28**, an increase of £4.95 (6.57%) on the previous year.
- The **Leigh Town Council** met on 24 January 2023 and set their precept at **£462,056**. This results in a Town Council Band D Council Tax of **£50.58**, a decrease of £0.36 (-0.71%) on the previous year.

The total of all precepts levied is therefore £116,705,341. This results in an average total Band D Council Tax of £1,953.35 across all areas, an increase of £97.45 (5.25%) on the previous year. For the unparished area, the total Band D Council tax will be £1,945.62, an increase of £97.38 (5.27%) on the previous year, and for the parished area the total Band D Council tax will be £1,996.20 an increase of £97.02 (5.11%) on the previous year.

Subject to the Council approving the Council Tax Resolution, the following tables summarise Council Tax bills for 2023/24.

RESOLUTION 0 – Substantive Motion

Table 1 – summary of average Band D Council Tax bill

Authority	2022/23 Band D £	2023/24 Band D £	Increase %	Increase/ year £	Increase/ week £
Southend-on-Sea City Council	1,554.39	1,631.88	4.99%	77.49	1.49
Essex Police CC	218.52	233.46	6.84%	14.94	0.29
Essex Fire Authority	75.33	80.28	6.57%	4.95	0.10
Total Band D Unparished Area	1,848.24	1,945.62	5.27%	97.38	1.87
Leigh Town Council	50.94	50.58	-0.71 %	-0.36	-0.01
Total Band D Parished Area	1,899.18	1,996.20	5.11 %	97.02	1.87
TOTAL Band D Average all areas	1,855.90	1,953.35	5.25 %	97.45	1.87

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

Band	Proportion of Band D	2022/23 Council Tax before Discounts £	2023/24 Council Tax before Discounts £	Increase over 2022/23 £	Weekly increase over 2022/23 £	Weekly increase SCC element £
A	6/9ths	1,232.16	1,297.08	64.92	1.25	0.99
B	7/9ths	1,437.52	1,513.26	75.74	1.46	1.16
C	8/9ths	1,642.88	1,729.44	86.56	1.66	1.32
D	9/9ths	1,848.24	1,945.62	97.38	1.87	1.49
E	11/9ths	2,258.96	2,377.98	119.02	2.29	1.82
F	13/9ths	2,669.68	2,810.34	140.66	2.71	2.15
G	15/9ths	3,080.40	3,242.70	162.30	3.12	2.48
H	18/9ths	3,696.48	3,891.24	194.76	3.75	2.98

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

Band	Proportion of Band D	2022/23 Council Tax before Discounts £	2023/24 Council Tax before Discounts £	Increase over 2022/23 £	Weekly increase over 2022/23 £	Weekly increase SCC element £
A	6/9ths	1,266.12	1,330.80	64.68	1.24	0.99
B	7/9ths	1,477.14	1,552.60	75.46	1.45	1.16
C	8/9ths	1,688.16	1,774.40	86.24	1.66	1.32
D	9/9ths	1,899.18	1,996.20	97.02	1.87	1.49
E	11/9ths	2,321.22	2,439.80	118.58	2.28	1.82
F	13/9ths	2,743.26	2,883.40	140.14	2.70	2.15
G	15/9ths	3,165.30	3,327.00	161.70	3.11	2.48
H	18/9ths	3,798.36	3,992.40	194.04	3.73	2.98

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 12 January 2023 the Cabinet calculated the Council Tax Base 2023/24:
 - (a) for the whole Council area as 59,746.14
 - (b) for dwellings in those parts of its area to which a Parish precept relates (Leigh Town Council) as 9,135.15.
2. To determine that the Council Tax requirement for the Council's own purposes for 2023/24 (excluding town/parish precepts) is £97,498,531.
3. That the following amounts be calculated for the year 2023/24 in accordance with Sections 31 to 36 of the Local Government Finance Act 1992, as amended (the Act):
 - (a) £406,226,056 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) -£308,265,469 Being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
 - (c) £97,960,587 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) £1,639.61 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) £462,056 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) £1,631.88 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 2023/24 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 City Council	1,087.92	1,269.24	1,450.56	1,631.88	1,994.52	2,357.16	2,719.80	3,263.76
Essex Police Authority	155.64	181.58	207.52	233.46	285.34	337.22	389.10	466.92
Essex Fire Authority	53.52	62.44	71.36	80.28	98.12	115.96	133.80	160.56
Aggregate amounts excluding town council	1,297.08	1,513.26	1,729.44	1,945.62	2,377.98	2,810.34	3,242.70	3,891.24

6. Determines that the Council's basic amount of Council Tax for 2023/24 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 2023/24: 5% (comprising 2% for the Adult Social Care Precept and 3% for other expenditure).

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

2022/23 amount	£1,554.39
2023/24 amount	£1,631.88
Percentage increase:	4.99%

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 2023/24 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.

ANNEX 1

LEIGH TOWN COUNCIL – 2023/24 TAXBASE AND PRECEPT

Taxbase	2023/24 Precept	2023/24 Band D	2022/23 Band D	Increase / (Decrease)		Amount Required by Parish 2023/24 £							
	£	£	£	%		Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
9,135.15	462,056	50.58	50.94	(0.36)		33.72	39.34	44.96	50.58	61.82	73.06	84.30	101.16

ANNEX 2

COMBINED COUNCIL TAX 2023/24

Council Tax 2023/24	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	1,297.08	1,513.26	1,729.44	1,945.62	2,377.98	2,810.34	3,242.70	3,891.24
Parished Area	1,330.80	1,552.60	1,774.40	1,996.20	2,439.80	2,883.40	3,327.00	3,992.40

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Medium Term Financial Forecast
2023/24 to 2027/28

	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
Base Budget					
From prior year	140,288	143,875	157,706	168,772	177,407
LESS					
Appropriations to / (from) reserves in prior year	(187)	1,762	9,840	(995)	2,080
Revenue Contributions to Capital	(418)	(471)	(10,015)	(39)	0
Less other one-off expenditure / (savings)	(34)	(561)	(45)	(30)	(3,000)
Adjusted Base Budget	139,649	144,605	157,486	167,708	176,487
Appropriations to / (from) reserves	(1,762)	(9,840)	995	(2,080)	1,795
Revenue Contributions to Capital	471	10,015	39	0	0
(Funded from Earmarked Reserves)					
Other one-off / time limited expenditure bids	561	45	30	3,000	(1,500)
Unavoidable Pressures	20,366	11,449	8,005	7,015	6,781
Capital Programme Costs	802	1,479	1,452	1,319	1,112
Corporate Cost Pressures	(447)	32	(43)	(17)	(19)
Directorate (Savings) / Pressures					
Ongoing Executive Directorate investment	2,140	1,900	950	1,000	1,000
Budget reductions proposed	(10,772)	(1,979)	(142)	(538)	(548)
Better Care Fund					
Funding to Support Social Care and benefit Health	(15,504)	(15,504)	(15,504)	(15,504)	(15,504)
Expenditure relating to the BCF and IBCF	15,504	15,504	15,504	15,504	15,504
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
Housing Revenue Account					
Projected Expenditure	27,940	28,610	29,220	29,804	29,804
Projected Income	(31,127)	(31,824)	(32,552)	(33,182)	(33,182)
Contributions to / (from) HRA Earmarked Reserves	3,187	3,214	3,332	3,378	3,378
Dedicated Schools Grant					
Projected Grant Income	(55,475)	(55,475)	(55,475)	(55,475)	(55,475)
Projected Expenditure	55,475	55,475	55,475	55,475	55,475
Pupil Premium received from Government (indicative)	(1,892)	(1,892)	(1,892)	(1,892)	(1,892)
Pupil Premium Expenditure	1,892	1,892	1,892	1,892	1,892
Projected General Fund Net Expenditure	151,008	157,706	168,772	177,407	185,108
Changes in General Grants	(7,133)	0	0	0	0
Budget Requirement	143,875	157,706	168,772	177,407	185,108
Funded By					
Council tax increase					
(2.99% in 23/24 & 24/25, 1.99% onwards)	(84,624)	(87,977)	(90,469)	(93,029)	(95,655)
(taxbase +1.12% 23/24 and +0.5% p.a future years)					
Social Care Precept	(12,875)	(14,895)	(14,969)	(15,044)	(15,119)
(2.0% in 23/24 & 24/25, 0% onwards)					
Business Rates	(36,258)	(37,416)	(37,416)	(37,416)	(37,416)
Revenue Support Grant	(7,118)	(7,118)	(7,118)	(7,118)	(7,118)
Collection Fund Surplus	(2,000)	(1,000)	0	0	0
General Reserve	(1,000)	0	0	0	0
Total Funding	(143,875)	(148,406)	(149,972)	(152,607)	(155,308)
Funding Gap	0	9,300	18,800	24,800	29,800
Funding Gap (Cumulative)	0	9,300	28,100	52,900	82,700
Core Precept	84,624	87,977	90,469	93,029	95,655
Social Care Precept	12,875	14,895	14,969	15,044	15,119
Band D Council Tax					
Council Tax for a Band D Property	1,631.88	1,713.24	1,747.26	1,782.00	1,817.46
% Increase in Council Tax	2.99%	2.99%	1.99%	1.99%	1.99%
Council Tax Base					
Council Tax Base	59,746	60,045	60,345	60,647	60,950
Increase in Tax Base on prior year	1.12%	0.50%	0.50%	0.50%	0.50%

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SOUTHEND-ON-SEA CITY COUNCIL

Meeting of Cabinet

Date: Thursday, 12th January, 2023
Place: Committee Room 1 - Civic Suite

8

Present: Councillor S George (Chair)
Councillors C Mulroney (Vice-Chair), L Burton, P Collins, I Gilbert,
K Mitchell, M Terry and S Wakefield

In Attendance: Councillors K Evans, M Sadza and R Woodley
R Polkinghorne, J Chesterton, M Marks, J Burr, S Meah-Sims, A
Richards, M Sheppard, G Halksworth, K Waters, E Georgeou, N
Laver, S Harrington and R Harris.

Start/End Time: 6.30 pm - 8.12 pm

608 Apologies for Absence

There were no apologies for absence at this meeting.

609 Declarations of Interest

- (a) Cllr Mulroney – Minute 612 (Council Tax Base) – Member of Leigh Town Council;
- (b) Cllr K Evans – Minute 612 (Council Tax Base) – Chair of Leigh Town Council.

610 Minutes of the Meeting held on Tuesday, 8 November 2022

Resolved:

That the Minutes of the Meeting held on Tuesday, 8 November 2022 be confirmed as a correct record and signed.

611 Resourcing Better Outcomes - Financial Performance Report for November 2022 (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 2022/23 Revenue Budget Performance, as set out in Appendix 1 to the submitted report:

1. That the forecast outturn for 2022/23 for the General Fund and the Housing Revenue Account as at 30 November 2022, be noted.
2. That the management action taken and to be continued to reduce the forecast overspend of the Council's revenue budget for 2022/23, be noted.
3. That the potential requirement to use earmarked reserves to balance the 2022/23 budget, as set out in Appendix 1 to the submitted report, be noted.

4. That the planned budget transfer (virement) of £456,000 from earmarked reserves, be approved.

That, in respect of the 2022/23 Capital Budget Performance set out in Appendix 2 of the submitted report:

5. That the expenditure to date and the forecast outturn as at 30 November 2022 and its financing, be noted.

6. That the requested changes to the capital investment programme for 2022/23 and future years, set out in Appendix 2 to the report, be approved.

7. That the Southend-on-Sea City Council (SCC) Corporate Plan Performance Report as at 30 November 2022, set out in Appendix 3 to the report, be noted.

Reasons for recommendations:

1. 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 sets out the key variances being reported by budget holders and the associated management action being implemented to address any identified issues. It also informs decision making to ensure that the Council's priorities are delivered within the approved budget provision.

2. It is important that any adverse variances are addressed in order for the Council to remain within the approved budget provision or where this cannot be achieved by individual service management action, alternative proposals are developed and solutions proposed which will address the financial impact. Councillors will have a key role in approving any actions if the alternative proposals represent significant changes to the service delivery arrangements originally approved by them.

3. The challenge of delivering a balanced financial outturn for 2022/23 is significant. Some positive improvement has been achieved from Period 4 to 6, but further urgent action is needed to try to reduce all non-essential expenditure and/or generate extra income. This priority must be achieved whilst ensuring that our most vulnerable residents are looked after appropriately, and our statutory responsibilities are effectively discharged.

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. More frequent monitoring is undertaken by officers and considered by individual service Directors and the Council's Corporate Management Team (CMT) including the implementation of any necessary remedial actions.

Note: This is a Council Function

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

Cabinet Members: Cllr George and Cllr Collins

612 Council Tax Base and Non Domestic Rating Base 2023/24

The Cabinet considered a report of the Executive Director (Finance and Resources) concerning the calculation of the Council Tax Base for 2023/24 and the submission of the National Non-Domestic Rates (NNDR1) form to the Ministry of Housing, Communities and Local Government (MHCLG) by 31st January 2023.

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

Resolved:

In respect of the Council Tax Base:

1. That the amount calculated by Southend-on-Sea City Council as its Council Tax Base for the financial year 2023/24 shall be set at 59,746.14, as set out in Appendix A to the submitted report.

2. That the amount calculated by Southend-on-Sea City Council as the Council Tax Base in respect of Leigh-on-Sea Town Council for the financial year 2023/24 shall be set at 9,135.15, as set out in Appendix B to the submitted report.

In respect of a change in the qualifying period of Council Tax discount entitlement for vacant properties:

3. That from 1 April 2023, Southend-on-Sea City Council reduces the 100% discount available for properties that are unoccupied and unfurnished from one calendar month to 14 days.

In respect that if new legislation receives royal ascent which makes changes to Council Tax for long term empty properties and introduces new second home premiums that:

4. That from 1 April 2024, Southend-on-Sea City Council applies a premium of up to a 100% charge on properties that have been classified as vacant for more than 1 year.

5. that from 1 April 2024, Southend-on-Sea City Council applies a 100% premium charge to properties that are classified as second homes (a furnished property that is not the main residence of any individual).

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

6. That the NNDR1 form for 2023/24, set out at Appendix C to the report, be submitted to DLUHC by 31 January 2023.

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 2023/24.

Other Options

None

Note: This is an Executive Function

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

Cabinet Member: Cllr George

613 Draft Prioritising Resources to Deliver Better Outcomes - 2023/24 to 2027/28

The Cabinet considered a report of the Executive Director (Finance and Resources) presenting the draft General Fund Revenue Budget and capital investment priorities for 2023/24.

Resolved:

1. That it be noted that a detailed Medium Term Financial Strategy for 2023/24 – 2027/28 will be available for consideration in February 2023 and that the draft Medium Term Financial Forecast and estimated Earmarked Reserves Balances up to 2027/28 (Annexes 1 and 2 to Appendix 1 to the submitted report), be endorsed.
2. That the draft Section 151 Officer's statement on the robustness of the proposed budget, the adequacy of the Council's reserves and the Council's Reserves Strategy (Appendix 2 to the report), be noted.
3. That the appropriation of the sums to earmarked reserves totalling £0.706M (Appendix 3 to the report), be endorsed.
4. That the appropriation of the sums from earmarked reserves totalling £1.953M (Appendix 3 to the report), be endorsed.
5. That the use of £1M from the General Fund balances to support the core 2023/24 revenue budget which will be replenished over the life of the Medium Term Financial Plan (Annex 1 to Appendix 1 to the report), be endorsed.
6. That a General Fund Budget Requirement for 2023/24 of £143.875M and Council Tax Requirement of £97.499M (Appendix 4 to the report) and any required commencement of consultation, statutory or otherwise, be endorsed.
7. That it be noted that the 2023/24 revenue budget has been prepared on the basis of using £2M from accumulated Collection Fund surpluses to support the core budget and to allow for a smoothing of the budget gap.
8. That a Council Tax increase of 4.99% for the Southend-on-Sea element of the Council Tax for 2023/24, being 2.99% for general use and 2.00% 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 decrease of 0.71%

10. That no Special Expenses be charged other than Leigh-on-Sea Town Council precept for 2023/24, be endorsed.
11. That the proposed General Fund revenue budget investment of £23.448M (Appendix 5 to the report), be endorsed.
12. That the proposed General Fund revenue budget savings and income generation initiatives for 2023/24 of £9.140M (Appendix 6a to the report), be approved.
13. That the proposed General Fund revenue cost avoidance and overspend reduction initiatives for 2023/24 of £1.628M (Appendix 6b to the report), be endorsed.
14. That the approach proposed for the development and implementation of a new transformation blueprint for the Council (Section 12) and to confirm the use of £1.5m from existing earmarked reserves over the next three years to support this programme of activity, be endorsed.
15. That the implementation of the new Adult Social Care Charging Policy from 1 April 2023 (Appendix 7 to the report), be endorsed.
16. That the proposed range of fees and charges for 2023/24 (Appendix 8 to the report), be endorsed.
17. That the Dedicated Schools Grant budget and its relevant distribution as recommended by the Education Board (Appendix 9 to the report), be endorsed.
18. That the Capital Investment Strategy for 2023/24 to 2027/28 (Appendix 10 to the report) and the Capital Investment Policy (Annex 1 to Appendix 10 to the report), be endorsed.
19. That the following be endorsed:
 - (i) new schemes and additions to the Capital Investment Programme for the period 2023/24 to 2027/28 totalling £16.1M (£3.6M for the General Fund and £12.5M for the Housing Revenue Account) (Appendix 11 to the report)
 - (ii) new schemes subject to viable business cases totalling £5.6M for the General Fund (Appendix 11 to the report).
20. 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 earlier on this agenda (Appendix 12 to the report), be noted.
21. That the proposed Capital Investment Programme for 2023/24 to 2027/28 of £116.0M to be delivered by the Council and £53.1M to be delivered by Subsidiary Companies, Partners and Joint Ventures (Appendix 13 to the report) of which £57.8M is supported by external funding, be endorsed.

22. That the Minimum Revenue Provision (MRP) Policy for 2023/24 (Appendix 14 to the report) and the prudential indicators (Appendix 15 to the report), be endorsed.

23. That the operational boundary and authorised limits for borrowing for 2023/24 which are set at £390M and £400M respectively (Appendix 15 to the report), be endorsed.

Reasons for Recommendations:

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

Other Options

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

Note: This is an Executive Function save that approval of the final budget following Cabinet on 14th February 2023 is a Council Function

Referred direct to Policy and Resources Scrutiny Committee

Cabinet Members: Cllr George/Cllr Collins

614 Draft Housing Revenue Account Budget 2023/24 and Rent Setting

The Cabinet considered a joint report of the Executive Director (Finance and Resources) and the Executive Director (Growth and Housing) setting out the Housing Revenue (HRA) budget and rent setting for 2023/24.

Resolved:

1. That an average rent increase of 7% on all tenancies, be endorsed.
2. That an average rent increase of 7% on shared ownership properties, be endorsed.
3. That an increase of 10.1% for garage rents to £13.98 per week for tenants and £16.77 for non-tenants (being £13.98 plus VAT), a rise consistent with the standard approach taken across the Council's fees and charges (all variants on a standard garage will receive a proportionate increase), be endorsed.
4. That the South Essex Homes core management fee at £7,192,000 for 2023/24, be endorsed.
5. That the South Essex Homes proposals for average increases of 44.29% in service charges to reflect the estimated costs incurred for 2023/24, be endorsed.
6. That the South Essex Homes proposals for an average 104% increase in heating charges for sheltered housing tenants and for hostel tenants to reflect the estimated costs incurred for 2023/24, be endorsed.

7. That the following appropriations be endorsed:

- £60,000 to the Repairs Contract Pensions Reserve.
- £4,047,000 to the Capital Investment Reserve.
- £6,549,000 from the Capital Investment Reserve.

8. That, subject to resolutions 1 to 7 above, the HRA budget for 2023/24, as set out in Appendix 1 to the submitted report, be endorsed.

9. That the value of the Council's capital allowance from 2023/24 be declared as £49,512,000, 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 14th February 2023 is a Council Function.

Referred direct to Policy and Resources Scrutiny Committee

Cabinet Member: Cllr Gilbert

615 Parking Strategy (referred back from Place Scrutiny Committee held Monday, 28th November 2022)

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) presenting the Southend Parking Strategy 2022-2032 and Southend Parking Implementation Plan 2022-2032 and action plan which had been referred back to the Cabinet by the Place Scrutiny Committee held on 29th November 2022.

Resolved:

1. That the recommendation to agree a programme of works where there was support for them to be considered and items that are continually raised as complaints / concerns, as set out in the submitted report, be noted.

2. That the Southend Vision for Parking, and Southend Parking Implementation Plan 2023-2033 and, Southend Parking Implementation Action Plan 2022-2032, as set out in Appendix 3 to the report, be approved.

3. That the outcomes of the scoping / comprehensive reviews be presented back to Traffic Regulations Working Party for agreement on the way forward.

4. That officers work with the Cabinet Member for Highways, Transport and Parking and Ward Councillors on any of the items to be progressed if they are ward specific.

Reasons for decision:

To adopt the finalised versions of the Southend Vision for Parking, Southend Parking Strategy 2022-2032, Southend Parking Implementation Plan 2022-2032 and Southend Parking Implementation Plan 2022-2032 and Action Plan following comments from the Transport, Asset Management and Inward Investment Working Party and the results of the public consultation.

Other options:

None.

Note: This is an Executive Function

Not eligible for call-in as the matter has previously been the subject of Scrutiny.

Cabinet Member: Cllr Wakefield

616 Use of Section 106 Contributions

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) setting out the legality and wider implications of the motion of the Opposition Councillors ("Opposition Business"), referred to Cabinet by the Council on held on 15th December 2022.

Resolved:

1. That it be acknowledged that the Council cannot become involved in relation to decisions relating to individual planning applications presented to Development Control through conflict of roles and that the Development Control Committee is a quasi-judicial function, not a political function.

2. That the provision of public art through the long established, policy and legal framework, of, where appropriate, seeking contributions to funding public art through Section 106 Agreements, continues to be supported and that where a planning application is required in relation to public art this is progressed through the Development Control process in accordance with the procedures set out in the Council's Constitution.

3. That a review of the policy framework for securing contributions to public art be considered as part of preparing the new Local Plan, when all Councillors, residents and other stakeholders can have input into any changes.

Reason for decision:

The recommendations ensure that planning applications continue to be determined in accordance with the requirements of national legislation and policy and the Council's own Constitution and adopted policy framework. It also makes certain that contributions to public art which have already been received are not returned to the developer, that new contributions continue to be sought

for public art in accordance with our adopted policy framework and that any change to that framework goes through the appropriate route, allowing all relevant stakeholders to input into the process.

Other Options

The Council could decide to no longer seek planning obligations requiring contributions to public art from developers. However, it does, through policy KP3 in the Core Strategy, have a development plan policy basis to do so in certain circumstances. This is why such sums have been collected previously.

Note: This is an Executive Function

Called-in to: Place Scrutiny Committee

Cabinet Member: Cllr Mulroney

617 Parking Strategy Adoption of Powers to Enforce Moving Traffic Offences by CCTV in Southend

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) setting out the background, benefits and issues associated with Moving Traffic Enforcement (MTE) and the new powers available to the Council as part of the Traffic Management Act 2004 allowing local authorities outside of London to enforce moving traffic contraventions.

Resolved:

1. That the submission of an application to the DfT to apply for a Designation Order for Southend City Council to enforce moving traffic offences, when the requirements noted by DfT have been met, be approved.

2. That the Council commission the resource required to undertake and ensure compliance with the tasks required prior to making an application for a Designation Order. These include but are not limited to:

- Surveys of existing road layout including road signs
- One-ways
- HGV / weight restrictions
- Parking pressures
- No right- or left-hand turns
- Schools suitable for School Streets to determine the top priority locations for Southend.

3. That authority be delegated to the Executive Director (Neighbourhoods and Environment), in consultation with the Cabinet Member for Highways, Transport and Parking, to submit the application at the appropriate time for a Designation Order to the DfT.

4. That authority be delegated to the Executive Director (Neighbourhoods and Environment) in consultation with the Cabinet Member for Highways, Transport and Parking to implement City-wide moving traffic enforcement powers under Part 6 of the Traffic Management Act 2004 at the appropriate time.

5. That authority be delegated to the Executive Director (Neighbourhoods and Environment), in consultation with with the Cabinet Member for Highways, Transport and Parking, the management of operational policy regarding camera locations and or any future camera enforcement locations.

6. That the setting of the penalty charge of moving traffic enforcement (when introduced) to be at the higher charge as outlined by DfT, be approved.

7. That it be acknowledged and noted that the required procurement process will be undertaken (where required) to ensure an appropriate provider is selected to undertake the scoping tasks associated for this project.

Reasons for decision:

To enable the Local Authority to apply for and adopt moving traffic enforcement powers for the City.

Other options:

None

Note: This is an Executive Function

Eligible for call-in to: Place Scrutiny Committee

Cabinet Member: Cllr Wakefield

618 Enhanced Partnership with Bus Operators

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) presenting the Enhanced Partnership Plan (EPP) in line with the requirements of the Department for Transport (DfT) National Bus Strategy for England, 'Bus Back Better.'

Resolved:

That the Enhanced Partnership Plan (EPP), to start on 1 April 2023, as set out in Appendix 1 to the submitted report, be approved.

Reason for decision:

To adopt the Enhanced Partnership Plan as required by Government. Having an EPP in place will be a necessary pre-requisite to accessing future discretionary funding released through the National Bus Strategy. This funding could range from transitioning to zero emissions vehicles, to supporting additional services.

Other options:

This Authority could choose not to have an EPP, however this will affect future funding from DfT on any minor and major transport highway schemes, that Southend bids for. This will also affect any funding that DfT allocate to bus operators in the City and any reduction in funding to the operators will affect bus services in Southend.

Note: This is an Executive Function

Eligible for call-in to: Place Scrutiny Committee

Cabinet Member: Cllr Wakefield

619 Climate Change Programme

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) presenting an update to Cabinet on the activities in the Council's Climate Change Programme.

Resolved:

That the update of the Council's climate positive activities as related to the five focus areas of the Green City Action Plan, be noted.

Reason for decision:

To update on the progress of the Climate Change programme.

Other Options:

None

Note: This is an Executive Function

Eligible for call-in to: Place Scrutiny Committee

Cabinet Member: Cllr Mulroney

620 Heat Stress Strategy

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) presenting the first draft of the Urban Heat Strategy, part of the Council's suite of strategy documents that provide guidance on climate adaptation and resilience for development across the city.

Resolved:

1. That the the guidance and recommendations in the strategy, be noted.
2. That public consultation on the draft Urban Heat Strategy be undertaken, as the next step towards formal adoption by the Council, as a corporate strategy.
3. That authority be delegated to the Executive Director (Neighbourhoods and Environment), in consultation with the Cabinet Member for Environment, Culture and Tourism, to adopt the Heat Stress Strategy post consultation.

Reasons for decision:

To go out to public consultation on the Urban Heat Stress Strategy as an important document for the authority, setting a strategic position for climate adaptation.

Other Options

The Urban Heat Strategy does not undergo a public consultation and the document is used as unadopted guidance.

Note: This is an Executive Function

Eligible for call-in to: Place Scrutiny Committee

Cabinet Member: Cllr Mulroney

621 Grassland Management Policy

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) presenting the Grassland Management Strategy which provides a framework for Southend-on-Sea City Council to improve the overall status and reduce losses in the diversity of pollinator species within the City.

Resolved:

1. That the Grassland Management Strategy, as set out at Appendix A to the submitted report, be approved.
2. That areas for grassland management be identified by officers in advance and engagement be undertaken with Ward Councillors, and residents' associations, with wider publicity, on these areas.
3. That greater City-wide publicity to change 'minds and hearts' and encourage a culture change be undertaken.
4. That onsite notices advising of the changes and benefits, be provided.
5. That officers continue to engage with Councillors and communities in areas proposed for grassland management regime changes.

Reasons for decision:

To allow the delivery of the Strategy and its wider action plans, with the outcome that we have a more sustainable environment in Southend-on-Sea and *"To see pollinators thrive, so they can carry out their essential service to people of pollinating flowers and crops while providing other benefits for our native plants, the wider environment, food production and all of us."*

Other options

Do nothing and retain the current management and maintenance standards – the impact would be that mowing regimes would not be conducive to enhancing local biodiversity.

Note: This is an Executive Function

Called-in to: Place Scrutiny Committee

Cabinet Member: Cllr Mulroney

622 Proposed Community Infrastructure Levy (CIL)

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) seeking agreement to spend up to £1 million from the Community Infrastructure Levy (CIL) Main Fund on enhancing Children's Play equipment in public parks within the City.

Recommended:

1. That the 'Parks Improvement Programme - Community Infrastructure Levy (CIL) Main Fund Application', as set out in Appendix 1 to the submitted report, be noted.
2. That up to £1 million from the CIL Main Fund to be spent on enhancing children's play provision in public parks within Southend City subject to sign-off of the process as set out in Resolution 3 below, be approved.
3. That authority be delegated to the Director for Planning, in consultation with the Cabinet Member for Environment, Culture and Tourism, to sign-off that the process has complied with the objectives of the CIL Governance Framework (Appendix 3 to the report) when spending the sum agreed under Resolution 2 above.

Reasons for recommendation:

1. The proposed works set out in the Parks Improvement Programme fall within the definition of infrastructure that can be CIL funded in accordance with the CIL Regulations 2010 (as amended) and the provision of children's play equipment was evidenced as an infrastructure priority within the Southend IDP.
2. At a time when the financial position is particularly challenging and funding may not be available from other sources, CIL funding that has previously been secured from new development in the City, can make a significant difference to the well-being of our residents by delivering the infrastructure needed to support development in the area.
3. If the use of CIL funding is agreed, it is the intention to commence works by May 2023. They will deliver substantial improvements to our children's play facilities across the City over a relatively short implementation period.

Other Options

Not to spend up to £1 million from the CIL Main Fund on improving and enhancing children's play provision. Whilst other funding sources may become available at some point, there is no guarantee as to if this would occur, when it would take place and the sums provided.

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

623 Car Cruise PSPO

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) highlighting that the existing car cruise injunction expires on 12th April 2023 and seeks consideration whether the Council should apply to extend this injunction or commence statutory consultation on changing this injunction to a Public Spaces Protection Order (PSPO).

Resolved:

1. That consultation be undertaken into the possibility of the Council implementing a Public Spaces Protection Order under Sections 60 & 61 of the Anti-Social Behaviour, Crime and Policing Act 2014 in respect of the area and activities detailed in Appendix 2 to the submitted report.
2. That the proposed consultation process commences as soon as practically possible.
3. That authority be delegated to the Executive Director (Neighbourhoods and Environment) and Director of Public Protection to:
 - a) Finalise the draft PSPO to form part of the Consultation.
 - b) Agree the final form of the Consultation.
 - c) Explore and report back to Cabinet following the consultation additional resource requirements to effectively enforce the PSPO.

Reasons for decision:

1. The existing car cruise injunction is against “persons unknown”, and therefore there could be no realistic way of ensuring every participant in a cruise was aware about the injunction prior to attending the City.
2. The process for recording a breach against a person’s unknown under the current car cruise injunction is time consuming and does not enable a prompt deterrent response when breaches occur. The process of serving an FPN against a breach of a PSPO is dealt with far quicker and is more expedient to serve.

Other options:

1. To apply to the High Court to extend the existing car cruise injunction for a further period.
2. Not to renew the existing car cruise injunction or engage in the consultation process for a PSPO. This would result in the car cruise injunction expiring at midnight on 11th April 2023, and this enforcement power would no longer be available to Essex Police and the Council’s authorised officers for tackling ASB in the restricted area.

Note: This is an Executive Function

Called-in to: Policy and Resources Scrutiny Committee

Cabinet Member: Cllr Terry

624 Southchurch Park Lake - Removal of Post and Rail

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) seeking approval to replace small sections of the shin rail around the eastern section of the lake in Southchurch Park based on an agreed risk assessment.

Resolved:

1. That the replacement of small sections of shin rail, with appropriate signage introduced, as identified from a risk assessment of areas of higher risk (e.g duck feeding station and end of path junctions on the eastern section), be approved.
2. That it be noted that the western section of the lake does not have a shin rail and is used by the local model boating club.

Reasons for Decision:

The shin rail fence had reached the end of its useful life and research has shown that elsewhere, in similar circumstances, such barriers are no longer deemed essential.

Other Options

1. Replace the entire eastern section with a new shin rail fence at a cost of approximately £25,000
2. Leave the entire eastern section open. This is however, not recommended, based on the attached risk assessment.
3. To use £10,000 of CIL money for the lake to be wholly fenced (as indicated by Ward Councillors).

Note: This is an Executive Function

Called-in to: Place Scrutiny Committee

Cabinet Member: Cllr Mulroney

625 The Private Rented Sector Housing Enforcement Policy 2022

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) presenting Southend on Sea City Council's Private Rented Sector Housing Enforcement Policy 2023 (PRSHEP 2023) for adoption following the public consultation.

Resolved:

1. That the consultation summary, set out at Appendix 2, to the submitted report, be noted.
2. That the Private Rented Sector Housing Enforcement Policy 2023, set out at Appendix 1 to the report, be approved.
3. That authority be delegated to the Executive Director (Neighbourhoods and Environment), in consultation with the Cabinet Members for Economic Recovery, Regeneration and Housing and Public Protection, to make minor modifications and updates to the Policy as required.

Reasons for Decision:

1. To ensure that all landlords and managing agents renting out accommodation in the private rented sector are dealt with in a fair, transparent and consistent manner.
2. To target the Council's resources to the areas of greatest demand whilst ensuring that statutory responsibilities are still met with respect to other tenure groups.
3. To strengthen the enforcement response by formally enforcing against substantial Category 2 hazards.
4. To set out how the Council intends to apply penalties under the Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020 ('the Electrical Safety Standards Regulations).
5. To publish a statement of principle, so as to apply the financial penalties under the Carbon Monoxide Alarm (England) Regulations 2015

Other Options

1. To adopt the Policy in part rather than in full. The Policy is written in such a way that it targets the Council's resources to the areas of greatest demand whilst ensuring that statutory responsibilities are still met with respect to other tenure groups. In addition, it clearly sets out how the Council will exercise its power to deal with significant Category 2 hazards, which includes threats from uncontrolled fire (and smoke), which seeks to protect tenants. There is a risk that part adoption of the Policy will dilute the full effects and have an impact on Regulatory Service's ability to deliver, and ultimately protect those in greatest need.
2. Not to adopt the Policy.

Note: This is an Executive Function

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

Cabinet Members: Cllr Gilbert and Cllr Terry

626 School 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 City.

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 2024/25 was published on 31 December 2022.

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

627 Maintained School Term Dates

The Cabinet considered a report of the Executive Director (Children and Public Health) presenting the proposed school term and holiday dates for the academic year 2023/24.

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 City.

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

628 Corporate Debt Management - Position to 30 November 2022

The Cabinet considered a report of the Executive Director (Finance and Resources) providing an update on the current position of outstanding debt to the Council, as at 30th November 2022.

Resolved:

1. That the current outstanding debt position on 30 November 2022 and the position of debts written off to 30 November 2022 (Appendices A & B to the submitted report), be noted.

2. That it be noted that there is no approval requested to write off any individual irrecoverable debts that exceed £25,000 in this report (Appendix B to the report).

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 Collins

629 Minutes of the Economic Recovery, Regeneration and Housing Working Party held Wednesday, 2 November 2022

The Cabinet considered the recommendations of the Economic Recovery, Regeneration and Housing Working Party held 2nd November 2022, concerning actions related to the cost-of-living emergency.

Resolved:

That the recommendations of the Economic Recovery, Regeneration and Housing Working Party concerning cost-of-living emergency set out below, be approved:

1. That progress against the current range of actions and activities being developed or delivered by the Council and its partners in response to the cost of living emergency, be noted.
2. That a directory of local organisations currently operating donation and/or collection schemes for clothing, goods and products etc., be developed to support vulnerable residents to help mitigate some of the personal impacts of the cost of living emergency.
3. That the publication of appropriate information on the Council's website around 'eating on a budget', to support local residents with initiatives such as smart shopping, batch cooking and generating less food waste, to help address the healthy eating impacts of the cost of living emergency.

Reasons for decision:

To respond to the recommendations of the Working Party

Other options:

None

Note: This is an Executive Function

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

Cabinet Member: Cllr Gilbert

630 Minutes of the Corporate Matters and Performance Delivery Working Party held Wednesday, 7 December 2022

The Cabinet considered the recommendations of the Corporate Matters and Performance Delivery Working Party held 7 December 2022 concerning the Notices of Motion referred to the Working Party by Council.

Resolved:

That the recommendations of the Corporate Matters and Performance Delivery Working Party concerning the Notices of Motion set out below, be approved:

(a) Notice of Motion: Protected Characteristics for Care Experienced People

1. That the Notice of Motion seeking the treatment of care experience as a protected characteristic by the Council, be noted.

2. That it be noted that the points set out in the motion are either already addressed within current working practice or that action be taken to implement additional activity.

3. That it be noted that the following matters already reflect activity addressed within current working practices:

- Recognition that care experienced people are an oppressed group who face discrimination.
- That the Council has a duty to put the needs of care experienced people at the heart of decision-making through co-production and collaboration.
- That the Council proactively seeks out and listens to the voices of care experienced people when developing new policies based on their views.

4. That the following matters be further considered for implementation:

(a) That future decisions, services and policies made and adopted by the Council be assessed through Equality Impact Assessments to determine the impact of changes on people with care experience, alongside those who formally share a protected characteristic.

(b) That in the delivery of the Public Sector Equality Duty, the Council include care experience in the publication and review of Equality Objectives and the annual publication of information relating to people who share a protected characteristic in services and employment.

(c) That the Council treat care experience as if it were a protected characteristic.

(d) That the Council formally call upon all other bodies to treat care experience as a protected characteristic until such time as this may be introduced by legislation.

(e) That the Corporate Parenting Group monitor and review the success of the Council's arrangements to help eliminate discrimination, harassment and victimisation of care experienced people.

Reasons for decision:

To respond to the Notice of Motion.

Other options:

None

Note: This is an Executive Function

Eligible for call-in to: People Scrutiny Committee

Cabinet Member: Cllr Mitchell

(b) Notice of Motion - Webcasting of Public Meetings

1. That the Notice of Motion in relation to the webcasting of public meetings held at the Civic Centre, be noted.

2. That it be noted that the Jubilee Room had already been set up to enable the webcasting of public meetings since the receipt of the Notice of Motion and before any public meetings previously held in the Council Chamber had been relocated to the Jubilee Room.

3. That no further action is therefore required in response to the Notice of Motion.

Reasons for decision:

To respond to the Notice of Motion

Other options:

None

Note: This is an Executive Function

Called-in to: Policy and Resources Scrutiny Committee

Cabinet Member: Cllr Collins

631 Minutes of the Environment, Culture and Tourism Working Party held Monday, 9 January 2023

The Cabinet considered the recommendations of the Environment, Culture and Tourism Working Party held 9 January 2023 concerning a Notice of Motion referred to the Working Party by Council.

Resolved:

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

Notice of Motion: Play better: A vision for better play facilities in Southend

1. That the Notice of Motion, be noted.
2. That the continued improvement of play areas across the city, using CIL funding (where appropriate and when available), sponsorship and volunteers, be endorsed.
3. That a new 10 year Play Strategy to replace the previous 2007 Southend Play Strategy, be developed.

Reasons for decision:

To respond to the Notice of Motion.

Other options:

None

Note: This is an Executive Function

Eligible for call-in to: Place Scrutiny Committee

Cabinet Member: Cllr Mulroney

632 Exclusion of the Public

Resolved:

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

633 Social Care Arrangements for Adult Mental Health

The Cabinet considered a confidential report of the Executive Director (Adults and Communities) setting out the arrangements for the future delivery of statutory social care support under the Care Act (2014) for adult mental health service users in Southend.

Resolved:

That the recommendations set out in the submitted confidential report, be approved.

Reasons for decision:

As set out in the submitted report.

Other options:

As set out in the submitted report.

Note: This is an Executive Function

Called-in to: People Scrutiny Committee

Cabinet Member: Cllr Mitchell

Chair: _____

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SOUTHEND-ON-SEA CITY COUNCIL

Meeting of Policy and Resources Scrutiny Committee

Date: Thursday, 2nd February, 2023

Place: Council Chamber - Civic Suite

9

Present: Councillor D Garston (Chair)
Councillors D Nelson (Vice-Chair), M Borton, D Cowan, T Cowdrey, T Cox,
J Courtenay*, M Davidson, A Jones, A Line, R McMullan, J Moyies*,
M Sadza, I Shead, C Walker and P Wexham

*Substitute in accordance with Council Procedure Rule 31.

In Attendance: T Breckels, J Chesterton, J Burr, T Dafter, S Ford, G Gilbert, G Halksworth,
E Helm, S Meah-Sims, L Minnis, G Perry-Ambrose, A Richards and
S Tautz

Start/End Time: 6.30 pm - 11.45 pm

665 Apologies for Absence

Apologies for absence were received from Councillor H Boyd (Substitute: Councillor J Courtenay) and Councillor F Evans (Substitute: Councillor J Moyies).

666 Declarations of Interest

The following interests were declared at the meeting:

(a) Councillors S George, L Burton, P Collins, I Gilbert, K Mitchell, C Mulroney, M Terry and S Wakefield (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 S George, L Burton, P Collins, I Gilbert, K Mitchell, C Mulroney, M Terry and S Wakefield (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 D Nelson (Vice-Chair) - Minute 671 (Draft Prioritising Resources to Deliver Better Outcomes - 2023/24 to 2027/28) - Wife is employed by the National Health Service and family owns businesses in Southend-on-Sea.

(d) Councillor M Borton - Minute 671 (Draft Prioritising Resources to Deliver Better Outcomes - 2023/24 to 2027/28) - Governor of Milton Hall School.

(e) Councillor M Borton - Minute 672 (Draft Housing Revenue Account Budget 2023/24 and Rent Setting) - Member of the Board of Directors of South Essex Homes.

(f) Councillor M Davidson - Minute 671 (Draft Prioritising Resources to Deliver Better Outcomes - 2023/24 to 2027/28) and Minute 672 (Draft Housing Revenue Account Budget 2023/24 and Rent Setting) - Member of the Board of Directors of South Essex Homes.

(g) Councillor M Sadza - Minute 671 (Draft Prioritising Resources to Deliver Better Outcomes - 2023/24 to 2027/28) - Member of the ACORN renters union.

(h) Councillor I Shead - Minute 671 (Draft Prioritising Resources to Deliver Better Outcomes - 2023/24 to 2027/28) - Local allotment holder.

- (i) Councillor P Wexham - Minute 671 (Draft Prioritising Resources to Deliver Better Outcomes - 2023/24 to 2027/28) and Minute 672 (Draft Housing Revenue Account Budget 2023/24 and Rent Setting) - Member of the Board of Directors of South Essex Homes.
- (j) Councillor K Mitchell (Cabinet Member) - Minute 671 (Draft Prioritising Resources to Deliver Better Outcomes - 2023/24 to 2027/28) - Member of the Board of Southend Association of Voluntary Services (SAVS).
- (k) Councillor C Mulroney (Cabinet Member) - Minute 671 (Draft Prioritising Resources to Deliver Better Outcomes - 2023/24 to 2027/28) - Member of Leigh-on-Sea Town Council.
- (l) Councillor M Terry (Cabinet Member) - Minute 670 (Car Cruise PSPO) - Resident of area covered by the proposed PSPO.
- (m) Councillor S Wakefield (Cabinet Member) - Minute 671 (Draft Prioritising Resources to Deliver Better Outcomes - 2023/24 to 2027/28) - Owner of a local business in Southend-on-Sea; Sub-contractor for the Council.
- (n) Councillor K Evans - Minute 671 (Draft Prioritising Resources to Deliver Better Outcomes - 2023/24 to 2027/28) - Member of Leigh-on-Sea Town Council; Family member is Operations Manager at the Trust Links mental health charity; Member of the Southend NetPark wellbeing project is known to the councillor.
- (o) A Richards (Officer) - Minute 671 (Draft Prioritising Resources to Deliver Better Outcomes - 2023/24 to 2027/28) – Member of the Board of Porters Place Southend-on-Sea LLP.

667 Questions from Members of the Public

The Committee noted the response of the Cabinet Member for Corporate Matters and Performance Delivery to a question presented by Mr David Webb.

668 Minutes of the Special Meeting held on 15 November 2022

Resolved:

That the minutes of the special meeting of the Committee held on 15 November 2022 be confirmed as a correct record and signed.

669 Minutes of the Meeting held on 1 December 2022

Resolved:

That the minutes of the meeting of the Committee held on 1 December 2022 be confirmed as a correct record and signed.

670 Car Cruise PSPO

The Committee considered Minute 623 of the meeting of the Cabinet held on 12 January 2023, which had been called-in for scrutiny, together with a report of the Executive Director (Neighbourhoods and Environment) highlighting that the existing car cruise injunction would expire on 12 April 2023 and seeking consideration as to whether the Council should apply to extend the injunction or commence statutory consultation on changing the injunction to a Public Spaces Protection Order (PSPO).

At the request of councillors, the Cabinet Member for Public Protection confirmed that he would be willing to circulate the draft PSPO to all members of the Committee to enable them to make comment on the draft PSPO and to hold a meeting of the Public Protection Working Party as soon as possible to consider any feedback received, to inform the consultation on the PSPO.

Resolved:

That the following decisions of the Cabinet be noted:

“1. That consultation be undertaken into the possibility of the Council implementing a Public Spaces Protection Order under Sections 60 & 61 of the Anti-Social Behaviour, Crime and Policing Act 2014 in respect of the area and activities detailed in Appendix 2 to the submitted report.

2. That the proposed consultation process commences as soon as practically possible.

3. That authority be delegated to the Executive Director (Neighbourhoods and Environment) and Director of Public Protection to:

- a) Finalise the draft PSPO to form part of the Consultation.
- b) Agree the final form of the Consultation.
- c) Explore and report back to Cabinet following the consultation additional resource requirements to effectively enforce the PSPO.”

Note: This is an Executive Function
Cabinet Member: Councillor M Terry

671 Draft Prioritising Resources to Deliver Better Outcomes - 2023/24 to 2027/28

The Committee considered Minute 613 of the meeting of the Cabinet held on 12 February 2023, which had been referred directly to the Committee for scrutiny, together with a report of the Executive Director (Finance and Resources) presenting the draft General Fund Revenue Budget and capital investment priorities for 2023/24.

The Leader of the Council confirmed that the Cabinet would consider the views of the Committee in respect of the following matters, in proposing the Council's General Fund Revenue Budget for 2023/24 for adoption by the Council at its meeting to be held on 23 February 2023:

- (a) The dimming of street lights between the hours of 10.00pm and 6.00am (SOC-17).
- (b) The application of Council Tax Empty Property Relief for South Essex Homes (IGC-13).
- (c) The application of the convenience/transaction fee for the 'Mobon' car parking application (IGC-19).
- (d) The removal of free parking for councillors and whether this proposal would also apply to Honorary Aldermen of Southend-on-Sea (IGC-08).
- (e) The application of 'free' first hour parking at the Jones Memorial, Big Gunners, Little Gunners and Rayleigh Road car parks (IGC-12).
- (f) The increase in free parking at Chalkwell Park, Priory Park, Belfairs Park and Southchurch Park from two to three hours (IGC-17).
- (g) The reduction of councillor support arrangements (SOC-14), the move away from printed agenda etc. and the removal of the member courier service (SOC-06).
- (h) The reduction of the Corporate Training (Learning and Development) Budget (SOC-05).
- (i) The provision of funding for the Southend 'NetPark'.
- (j) The reduction of the grass-cutting programme in non-residential areas (SOC-15).

The relevant Cabinet Members undertook to provide written responses to questions raised by members of the Committee with regard to:

- (a) In relation to proposed Cost Avoidance and Overspend Reduction Initiative SOC-17 (Street Light Dimming), the process undertaken in 2017 to authorise the reduction in the light output operation of street lights, where they were currently already being dimmed between the hours of 10.00pm and 6.00am.
- (b) The arrangements in respect of proposed Budget Savings and Income Generation Initiative IGC-06 (Parking Charging Times and Associated Enforcement) for ensuring that income generated from extended charging hours for pay and display parking in Zone 1(a) would be ring-fenced for the delivery of the Council's transport strategies and objectives, and the level of additional income likely to be raised from the extended charging hours.
- (c) In relation to proposed Cost Avoidance and Overspend Reduction Initiative IGC-19 (Income Generation Capability), whether the card transaction fee for car parking payments made via the 'Mobon' pay by phone application, would also apply to the use of the 'Southend Pass.'
- (d) The location of the operation of the proposed mobile food market van offering low-price food items to residents in deprived areas, the eligibility criteria for the use of the food van and arrangements for monitoring its success in the tackling of health inequalities and improving health and wellbeing outcomes for local people.
- (e) In relation to proposed Budget Savings and Income Generation Initiative IGC-08 (Remove Free Parking for Elected Members), whether the removal of the existing free of charge parking permit for councillors would also apply to Honorary Aldermen of Southend-on-Sea.

During consideration of the matter the hour of 10.00pm having been reached the Committee, in accordance with Standing Order 44.2, agreed to proceed with the remaining business on the agenda.

Resolved:

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

"1. That it be noted that a detailed Medium Term Financial Strategy for 2023/24 – 2027/28 will be available for consideration in February 2023 and that the draft Medium Term Financial Forecast and estimated Earmarked Reserves Balances up to 2027/28 (Annexes 1 and 2 to Appendix 1 to the submitted report), be endorsed.

2. That the draft Section 151 Officer's statement on the robustness of the proposed budget, the adequacy of the Council's reserves and the Council's Reserves Strategy (Appendix 2 to the report), be noted.

3. That the appropriation of the sums to earmarked reserves totalling £0.706M (Appendix 3 to the report), be endorsed.

4. That the appropriation of the sums from earmarked reserves totalling £1.953M (Appendix 3 to the report), be endorsed.

5. That the use of £1M from the General Fund balances to support the core 2023/24 revenue budget which will be replenished over the life of the Medium Term Financial Plan (Annex 1 to Appendix 1 to the report), be endorsed.

6. That a General Fund Budget Requirement for 2023/24 of £143.875M and Council Tax Requirement of £97.499M (Appendix 4 to the report) and any required commencement of consultation, statutory or otherwise, be endorsed.
7. That it be noted that the 2023/24 revenue budget has been prepared on the basis of using £2M from accumulated Collection Fund surpluses to support the core budget and to allow for a smoothing of the budget gap.
8. That a Council Tax increase of 4.99% for the Southend-on-Sea element of the Council Tax for 2023/24, being 2.99% for general use and 2.00% 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 decrease of 0.71%
10. That no Special Expenses be charged other than Leigh-on-Sea Town Council precept for 2023/24, be endorsed.
11. That the proposed General Fund revenue budget investment of £23.448M (Appendix 5 to the report), be endorsed.
12. That the proposed General Fund revenue budget savings and income generation initiatives for 2023/24 of £9.140M (Appendix 6a to the report), be approved.
13. That the proposed General Fund revenue cost avoidance and overspend reduction initiatives for 2023/24 of £1.628M (Appendix 6b to the report), be endorsed.
14. That the approach proposed for the development and implementation of a new transformation blueprint for the Council (Section 12) and to confirm the use of £1.5m from existing earmarked reserves over the next three years to support this programme of activity, be endorsed.
15. That the implementation of the new Adult Social Care Charging Policy from 1 April 2023 (Appendix 7 to the report), be endorsed.
16. That the proposed range of fees and charges for 2023/24 (Appendix 8 to the report), be endorsed.
17. That the Dedicated Schools Grant budget and its relevant distribution as recommended by the Education Board (Appendix 9 to the report), be endorsed.
18. That the Capital Investment Strategy for 2023/24 to 2027/28 (Appendix 10 to the report) and the Capital Investment Policy (Annex 1 to Appendix 10 to the report), be endorsed.
19. That the following be endorsed:
- (i) new schemes and additions to the Capital Investment Programme for the period 2023/24 to 2027/28 totalling £16.1M (£3.6M for the General Fund and £12.5M for the Housing Revenue Account) (Appendix 11 to the report)
 - (ii) new schemes subject to viable business cases totalling £5.6M for the General Fund (Appendix 11 to the report).

20. 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 earlier on this agenda (Appendix 12 to the report), be noted.

21. That the proposed Capital Investment Programme for 2023/24 to 2027/28 of £116.0M to be delivered by the Council and £53.1M to be delivered by Subsidiary Companies, Partners and Joint Ventures (Appendix 13 to the report) of which £57.8M is supported by external funding, be endorsed.

22. That the Minimum Revenue Provision (MRP) Policy for 2023/24 (Appendix 14 to the report) and the prudential indicators (Appendix 15 to the report), be endorsed.

23. That the operational boundary and authorised limits for borrowing for 2023/24 which are set at £390M and £400M respectively (Appendix 15 to the report), be endorsed.”

2. That the following recommendations be considered by the Cabinet:

(a) That in relation to proposed Cost Avoidance and Overspend Reduction Initiative SOC-17 (Street Light Dimming), all street lights be returned to full light output operation where they are currently already being dimmed between the hours of 10.00pm and 6.00am, and that appropriate budget provision be made to facilitate the return of such street lights to full operation.

(b) That in relation to proposed Budget Savings and Income Generation Initiative IGC-13 (Council Tax Empty Property Relief), properties managed by South Essex Homes (SEH) be exempted from the provision of a 100% discount for newly empty properties for two weeks to cover the period in-between tenants and that the discount period for properties managed by SEH remain at one month.

Note: This is an Executive Function, save that approval of the final budget following Cabinet on 14 February 2023 is a Council Function
Cabinet Member: Councillors S George and P Collins

672 Draft Housing Revenue Account Budget 2023/24 and Rent Setting

The Committee considered Minute 614 of the meeting of the Cabinet held on 12 January 2023, which had been referred directly to the Committee for scrutiny, together with a joint report of the Executive Director (Finance and Resources) and the Executive Director (Growth and Housing) setting out the Housing Revenue Account budget and rent setting for 2023/24.

The Cabinet Member for Economic Recovery, Regeneration and Housing undertook to provide a written response to a question raised by a member of the Committee with regard to the number of high-risk residential buildings (any building over eighteen meters or six storeys in height) within Southend-on-Sea and to request that South Essex Homes provide a briefing for all councillors in relation to current arrangements for compliance with the Building Safety Bill published in July 2020 and the Fire Safety Act 2021.

Resolved:

That the following decisions of the Cabinet be noted:

“1. That an average rent increase of 7% on all tenancies, be endorsed.

2. That an average rent increase of 7% on shared ownership properties, be endorsed.

3. That an increase of 10.1% for garage rents to £13.98 per week for tenants and £16.77 for non-tenants (being £13.98 plus VAT), a rise consistent with the standard approach taken across the Council's fees and charges (all variants on a standard garage will receive a proportionate increase), be endorsed.

4. That the South Essex Homes core management fee at £7,192,000 for 2023/24, be endorsed.

5. That the South Essex Homes proposals for average increases of 44.29% in service charges to reflect the estimated costs incurred for 2023/24, be endorsed.

6. That the South Essex Homes proposals for an average 104% increase in heating charges for sheltered housing tenants and for hostel tenants to reflect the estimated costs incurred for 2023/24, be endorsed.

7. That the following appropriations be endorsed:

- £60,000 to the Repairs Contract Pensions Reserve.
- £4,047,000 to the Capital Investment Reserve.
- £6,549,000 from the Capital Investment Reserve.

8. That, subject to resolutions 1 to 7 above, the HRA budget for 2023/24, as set out in Appendix 1 to the submitted report, be endorsed.

9. That the value of the Council's capital allowance from 2023/24 be declared as £49,512,000, as determined in accordance with regulation 16 of the Local Authorities (Capital Finance and Accounting) (England) Regulations."

Note: This is an Executive Function, save that approval of the final budget following Cabinet on 14 February 2023 is a Council Function
Cabinet Member: Councillor I Gilbert

673 Minutes of the Corporate Matters and Performance Delivery Working Party held Wednesday, 7 December 2022 - Item (b) Notice of Motion - Webcasting of Public Meetings

The Committee considered Minute 630 of the meeting of the Cabinet held on 12 January 2023, which had been called-in for scrutiny, together with the recommendations arising from the meeting of the Corporate Matters and Performance Delivery Working Party held on 7 December 2022, concerning a Notice of Motion in respect of the webcasting of public meetings that had been referred to the Working Party by the Council.

It was noted that the call-in of Minute 630 of the meeting of the Cabinet did not concern any other business arising from the meeting of the Corporate Matters and Performance Delivery Working Party on 7 December 2022.

Resolved:

That the matter (Webcasting of Public Meetings) be referred back to the Cabinet for reconsideration as the Committee was concerned that it appeared that the infrastructure installed in the Jubilee Room (Committee Room 1) at the Civic Centre was not currently providing an acceptable webcasting facility, particularly in terms of external audio volume, and that it was considered that a review of the success of the use of the Jubilee Room for recent meetings should be undertaken.

Note: This is an Executive Function
Cabinet Member: Councillor P Collins

674 Association of South Essex Local Authorities - Joint Committee

The Committee received the draft minutes of the meeting of the Joint Committee of the Association of South Essex Local Authorities (ASELA), held on 15 December 2022.

Resolved:

That the draft minutes of the meeting of the Joint Committee of the Association of South Essex Local Authorities held on 15 December 2022, be noted.

Note: This is a Scrutiny function

675 In-Depth Scrutiny Project 2022/23 - 'Developing Strong Governance & Strengthening Joint Working between all Councillors and Officers'

The Committee received an update on progress with regard to the in-depth scrutiny project for 2022/23.

Resolved:

That the report be noted.

Note: This is a Scrutiny function

Chair: _____

SOUTHEND-ON-SEA CITY COUNCIL

Meeting of Cabinet

Date: Tuesday, 14th February, 2023
Place: Committee Room 1 - Civic Suite

10

Present: Councillor S George (Chair)
Councillors C Mulroney (Vice-Chair), L Burton, P Collins, I Gilbert,
K Mitchell, M Terry and S Wakefield

In Attendance: R Polkinghorne, J Chesterton, G Gilbert, J Burr, A Richards, S Meah-Sims and R Harris.

Start/End Time: 6.30 pm - 6.55 pm

682 Apologies for Absence

There were no apologies for absence at this meeting.

Chair's Introduction

Prior to consideration of the matters set out on the agenda, the Chair outlined his expectations of the standard of conduct and behaviour to be shown at the meeting.

683 Declarations of Interest

The following declarations of interest were made:

(a) Councillor K Mitchell – Minute 685 (Prioritising Resources to Deliver Better Outcomes 2023/24 – 2027/28) – Member of staff at NetPark is known to her;

(b) Councillor C Mulroney – Minute 685 (Prioritising Resources to Deliver Better Outcomes 2023/24 – 2027/28) – Member of Leigh Town Council and a fellow Leigh Town Councillor is involved with NetPark.

684 Minutes of the Meeting held on Thursday, 12 January 2023

Resolved:

That the Minutes of the Meeting held on Thursday, 12 January 2023, be confirmed as a correct record.

685 Prioritising Resources to Deliver Better Outcomes - 2023/24 to 2027/28

The Cabinet considered a report of the Executive Director (Finance and Resources) presenting the draft General Fund Revenue Budget and capital investment priorities for 2023/24. This item was considered by the Policy and Resources Scrutiny Committee.

On consideration of the report the Cabinet noted that the figure set out at paragraph 22.6 was circa £300,000.

Recommended:

1. That the Medium-Term Financial Strategy for 2023/24 – 2027/28 (Appendix 1 to the submitted report) and the resulting Medium Term Financial Forecast and estimated Earmarked Reserves Balances up to 2027/28 (Annexes 1 and 2 to Appendix 1), and any final minor changes/updates of this strategy as required be delegated to the Executive Director (Finance & Resources), be approved.
2. That the draft Section 151 Officer's statement on the robustness of the proposed budget, the adequacy of the Council's reserves and the Council's Reserves Strategy (Appendix 2 to the report), be noted.
3. That the appropriation of the sums to earmarked reserves totalling £0.706M (Appendix 3 to the report), be approved.
4. That the appropriation of the sums from earmarked reserves totalling £2.468M (Appendix 3 to the report), be approved.
5. That the use of £1M from the General Fund balances to support the core 2023/24 revenue budget which will be replenished over the life of the Medium-Term Financial Plan (Annex 1 to Appendix 1 to the report), be approved.
6. That a General Fund Budget Requirement for 2023/24 of £143.875M and Council Tax Requirement of £97.499M (Appendix 4 to the report), be approved.
7. That it be noted that the 2023/24 revenue budget has been prepared based on using £2M from accumulated Collection Fund surpluses to support the core budget and to allow for a smoothing of the budget gap.
8. That a Council Tax increase of 4.99% for the Southend-on-Sea element of the Council Tax for 2023/24, being 2.99% for general use and 2.00% for Adult Social Care, be approved.
9. That the position of the Council's preceptors, be noted:
 - Essex Police – proposed Council Tax position increase of 6.84%
 - Essex Fire & Rescue Services – proposed Council Tax increase of 6.57%
 - Leigh-on-Sea Town Council – confirmed Band D precept decrease of 0.71%
10. That no Special Expenses be charged other than Leigh-on-Sea Town Council precept for 2023/24.
11. That the proposed General Fund revenue budget investment of £23.473M (Appendix 5 to the report), be approved.
12. That the proposed General Fund revenue budget savings and income generation initiatives for 2023/24 of £9.215M (Appendix 6a to the report), be approved.

13. That the proposed General Fund revenue cost avoidance and overspend reduction initiatives for 2023/24 of £1.603M (Appendix 6b to the report), be approved.
14. That the approach proposed for the development and implementation of a new transformation blueprint for the Council and to confirm the use of £1.5m from existing earmarked reserves over the next three years to support this programme of activity, be approved.
15. That the implementation of the new Adult Social Care Charging Policy from 1 April 2023 (Appendix 7 to the report), be approved.
16. That the the proposed range of fees and charges for 2023/24 (Appendix 8 to the report), be approved.
17. That the Dedicated Schools Grant budget and its relevant distribution, as recommended by the Education Board (Appendix 9 to the report), be approved.
18. That the Capital Investment Strategy for 2023/24 to 2027/28 (Appendix 10 to the report) and the Capital Investment Policy (Annex 1 to Appendix 10 to the report), be approved.
19. That the following be approved:
 - (i) new schemes and additions to the Capital Investment Programme for the period 2023/24 to 2027/28 totalling £16.1M (£3.6M for the General Fund and £12.5M for the Housing Revenue Account) (Appendix 11 to the report).
 - (ii) new schemes subject to viable business cases totalling £5.6M for the General Fund (Appendix 11 to the report).
20. That the proposed changes to the current Capital Investment Programme (Appendix 12 to the report), be approved.
21. That the proposed Capital Investment Programme for 2023/24 to 2027/28 of £116.0M to be delivered by the Council and £53.1M to be delivered by Subsidiary Companies, Partners and Joint Ventures (Appendix 13 to the report) of which £57.8M is supported by external funding, be approved.
22. That the Minimum Revenue Provision (MRP) Policy for 2023/24 (Appendix 14 to the report) and the prudential indicators (Appendix 15 to the report), be approved.
23. That the operational boundary and authorised limits for borrowing for 2023/24 which are set at £390M and £400M respectively (Appendix 15 to the report), be approved.
24. That the summary of changes included in this proposed Final Budget Package in response to the feedback that has been received since the draft budget was launched on 5 January 2023, be noted.
25. That the summary status of Equality Analysis supporting the budget proposals for 2023/24 to 2025/26 (Appendix 16a to the report) and the new items proposed in response to the feedback that has been received since the draft budget was launched on 5 January 2023 (Appendix 16b to the report), be noted.

Reason for recommendations:

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

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 George

686 Housing Revenue Account (HRA) Budget and Rent Setting Report 2023/24

The Cabinet considered a report of the Executive Director (Finance and Resources) and Executive Director (Growth and Housing) setting out the Housing Revenue Account (HRA) budget and Rent Setting for 2023/24, 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 7% on all tenancies, be approved.
2. That an average rent increase of 7% on shared ownership properties, be approved.
3. That an increase of 10.1% for garage rents to £13.98 per week for tenants and £16.77 for non-tenants (being £13.98 plus VAT), a rise consistent with the standard approach taken across the council's fees and charges, be approved. All variants on a standard garage will receive a proportionate increase.
4. That South Essex Homes core management fee be agreed at £7,192,000 for 2023/24.
5. That South Essex Homes proposals for average increases of 44.29% in service charges to reflect the estimated costs incurred for 2023/24, be approved.
6. That South Essex Homes proposals for an average 104% increase in heating charges for sheltered housing tenants and for hostel tenants to reflect the estimated costs incurred for 2023/24, be approved.
7. That the following appropriations be approved:
 - £60,000 to the Repairs Contract Pensions Reserve.
 - £4,047,000 to the Capital Investment Reserve.
 - £7,384,000 from the Capital Investment Reserve.
8. That, subject to the approval of resolutions 1 to 7 above, the HRA budget for 2023/24, as set out in Appendix 1 to the submitted report, be approved.

9. That the value of the Council's capital allowance from 2023/24 be declared as £49,297,000 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

687 Treasury Management Policy 2023/24

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 2023/24 (Appendix 1 to the submitted report), be approved.
2. That the Treasury Management Strategy 2023/24 (Appendix 2 to the report), be approved.
3. That the Annual Treasury Management Investment Strategy 2023/24 (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

Chair: _____

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Southend-on-Sea City Council

Report of Executive Director (Strategy, Change & Governance)

To
Council

On
23 February 2023

Agenda
Item No.

11

Report prepared by: Meryl Harry, HR Service Manager, Pay
& Reward

Pay Policy Statement

Cabinet Member: Councillor Stephen George

A Part 1 Agenda Item

1. Purpose of Report

- 1.1 To consider the Pay Policy Statement 2023/24 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 2023/24 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 Corporate Plan and 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 Corporate Plan and 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 2023/24 has not been agreed at the time of this review and therefore the salaries are as at April 2022. 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, gender reassignment, marital or civil partner status, pregnancy or maternity.

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 2023/24

Appendix B: Reward Policy

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PAY POLICY STATEMENT 2023/24**1. Introduction**

Southend City 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.

Recovering from 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 City 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 City Council this is defined as 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 2023:

Chief Executive x1
Executive Directors x 5
Directors x 13
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)	£188,237
SMG3A Executive Directors	£125,152
SMG3 (Directors)	£96,544
Director of Public Health	£102,234

The grade SMG2 (Deputy Chief Executive) was removed from the structure in February 2023.

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 reviewed market supplements paid to Chief Officers. As a result, the Senior Managers Pay Panel agreed to the Chief Executive salary being uplifted, and, the market supplements paid to Executive Directors being integrated into the substantive salary of the role.

In 2023/2024 the following market supplements will be paid to Directors:-

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
Director of Public Protection:	£10,116
Director Children's Social Work, Early Help and Youth Support:	£10,116
Director of Financial Services (Deputy S151 Officer):	£15,000

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 their duties as an employee of the Borough Council. As Returning Officer, they are paid a separate allowance for each election for which they are 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 £20,812. The Council currently employs 6 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 5.9:1 i.e. the Chief Executive (top earner) earns 5.9 times more than the Council's median earner (£32,020).

The Government has also recommended publishing the ratio in respect of the mean earner. Southend Council's current ratio in this respect is 5.5:1 i.e. the Chief Executive (top earner) earns 5.5 times more than the Council's mean earner £33,650).

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 CITY COUNCIL
STAFF NUMBERS (HEADCOUNT) BY PAY GRADE (EXCLUDING TEACHERS)
(APRIL 2022)

Staff Numbers	Pay Grade
1	RLW
6	Level 1
1	Level 2
1	Level 3
71	Level 4
154	Level 5
312	Level 6
370	Level 7
336	Level 8
262	Level 9
148	Level 10
53	Level 11
27	Level 12
25	Level 13
9	SMG3
4	SMG3a
0	SMG2
1	SMG1
2	G1FA Family Action
0	G2FA Family Action
0	G3FA Family Action
0	G4FA Family Action
2	HV02 (Health Visitor)
1	HV03 (Health Visitor)
1	HV04 (Health Visitor)
0	HV06 (Health Visitor)
0	HV07 (Health Visitor)
0	HV08A (Health Visitor)
1	Soulbury A (Educational Psychologists)
3	Soulbury B (Senior Educational Psychologists)
0	Soulbury C (Educational Improvement Specialists)
4	Youth & Community – Support Workers – Range 1
1	Youth & Community – Professional Range
1	NHS pay grades
9	Teacher Grades
1806	TOTAL

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APPENDIX B

Reward Policy for all Southend City Council Employees

January 2023

Version no	1
Date	4 January 2012
Drafting Officer	Joanna Ruffle
Lead Officer	Meryl Harry
Equality Impact Assessment	25 April 2006
Revised Policy	January 2012
Policy Reviewed	Annual review undertaken since 2012. Latest review January 2023

Appendices

Appendix B1	Salary Levels 1 – 13
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 Corporate Plan and 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.

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.

c) Staff on senior management grades (Appendix B2). These staff are employed on JNC terms and conditions for chief officers except for pay which is determined by a local scheme (Appendix B3)

d) Staff on Soulbury salary levels (Appendix B4)

These staff are employed on NJC terms and conditions (Green Book) except for pay which is determined in accordance with the recommendations of the Soulbury Committee as detailed in Southend Council's Soulbury Agreement (Appendix B5).

e) Staff on Youth and Community Workers Salary levels (Appendix B6)

These staff are employed on JNC terms and conditions for youth and community workers.

f) Teachers

Where teachers are employed directly by the Council, these staff are paid in accordance with the current Teachers Pay and Conditions document.

5. Delegated Authority

The Constitution of the Council Part 3, Schedule 3, details the delegations in respect of pay and grading. In summary:

- a) For posts below chief officer level – salary grades will be determined by the relevant chief officer in consultation with the Executive Director of Strategy, Change & Governance who will be responsible for ensuring that the relevant Job Evaluation scheme and processes have been applied. Actual salary within the evaluated grade will be determined by the relevant chief officer in accordance with this policy, the relevant terms and conditions of employment and any local agreements that are operating at that time. Advice will be sought from HR Services before any final decision on actual salary is made.
- b) For posts at chief officer level – salary grades will be determined in accordance with the relevant Job Evaluation scheme and agreed by Full Council.

Actual salary (including any pay awards) will be determined by the Council's Senior Managers Pay Panel (Appendix 7). This panel will also review the salary ranges on an annual basis to ensure that these are competitive within the market.

6. Confidentiality

The application of this Reward Policy will be undertaken in an open and transparent way but the salary details of individual members of staff shall remain confidential as appropriate in accordance with relevant legislation, other than where the Council is required to make these details public.

7. Process for Grading Posts

- a) The Council has adopted the NJC and the Hay Job Evaluation schemes. All posts with the Authority, with the exception of Teachers, Youth Workers, Soulbury and staff transferred from other bodies under TUPE have been reviewed under the appropriate scheme and graded accordingly.
- b) All new posts and any posts whose duties and level of responsibility change significantly on a permanent basis will be reviewed under these schemes. Details of the job evaluation process are available on the Intranet.
- c) HR Services are responsible for administering the job evaluation process within the Authority.

8. Pay Structure and Progression

The pay structure and progression arrangements for the relevant staff group is as follows:

- a) The Apprenticeship salary will be reviewed annually taking into consideration the National Apprenticeship wage and the National Minimum wage. There are no increments for apprenticeships.

- b) Staff on salary levels 1-13 (Appendix B1)

- (i) Increments will be paid on 1 April each year until the maximum of the level is reached subject to the following:

Increments may be accelerated within an officer's scale at the discretion of the authority on the grounds of special merit or ability, subject to the maximum of the level not being exceeded in accordance with Chief Officer delegation. It is anticipated that this will only occur in exceptional circumstances, after careful consideration of equal pay requirements and consultation with HR.

- (ii) An increment may be withheld due to poor performance but will only apply where correct capability procedures have been followed. Any increment withheld may be paid subsequently if the officer's performance improves.
 - (iii) Employees with less than six month's service in the grade by 1 April shall be granted their first increment six months from the actual date of their appointment, promotion or re-grading. All future increments will then be paid on 1 April.

N.B. Any action under (i) or (ii) shall not interrupt the payment of subsequent increments on 1 April.

- c) Staff on Senior Management grades (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 City Council who is appointed under the Representation of the People Act 1983. Whilst appointed by the City 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 City 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 relevant statutory regulations governing exit payments in force at the time.

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 (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 City 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

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Appendix B1

Pay structure – with effect from 1 April 2022

Level 1	Level 2	Level 3
SCP 3 £20,812	SCP 4 £21,189	SCP 5 £21,575

Level 4	Level 5	Level 6
SCP 6 £21,968 7 £22,369	SCP 8 £22,777 9 £23,194 10 £23,620 11 £24,054 12 £24,496	SCP 13 £24,948 14 £25,409 15 £25,878 16 £26,357 17 £26,845 18 £27,344 19 £27,852 20 £28,371

Level 7	Level 8	Level 9
SCP 21 £28,900 22 £29,439 23 £30,151 24 £31,099 25 £32,020 26 £32,909 27 £33,820	SCP 28 £34,723 29 £35,411 30 £36,298 31 £37,261 32 £38,296 33 £39,493 34 £40,478	SCP 35 £41,496 36 £42,503 37 £43,516 38 £44,539 39 £45,495 40 £46,549 41 £47,573

Level 10	Level 11	Level 12
SCP 42 £48,587 43 £49,590 44 £50,627 45 £51,643 46 £52,684 47 £53,655	SCP 48 £54,688 49 £55,729 50 £56,809 51 £57,911 52 £59,030 53 £60,166 54 £61,339	SCP 55 £62,522 56 £63,735 57 £64,972
		Level 13
		Spot salary of £72,627 with a development rate of 90% (£65,364) for the first 12 months

Appendix B2

Southend City Council Senior Management Grades

Chief Executive (SMG1)	£188,237 Rate for the Job £169,413 Development rate up to 12 months
Executive Directors (SMG 3A)	£125,152 rate for the job £112,639 Development rate up to 12 months
Directors (SMG3)	£96,544Rate for the job £86,890 Development rate for up to 12 months
Director of Public Health	£102,234

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Appendix B3

Senior Managers Pay & Performance Terms of the Scheme

Updated January 2023

1. This scheme applies to the 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, 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 2023

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 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 / /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 (Southend Pay Range)**wef September 2021***[NB. The 2022/23 Soulbury Pay Award has yet to be agreed]***Educational Improvement Professionals**

SCP	
1	37056
2	38383
3	39637
4	40907
5	42168
6	43431
7	44758
8	46035 *
9	47522
10	48849
11	50158
12	51425
13	52860 **
14	54140
15	55553
16	56831
17	58113
18	59371
19	60668
20	61338 ***

Notes to Educational Improvement Professionals above

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 01/09/2021
1	38865
2	40838
3	42811
4	44782
5	46755
6	48727
7	50584
8	52440
9	54179 *
10	55921 *
11	57544 *

Notes to Educational Psychologists - Scale A above

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 01/09/2021
1	48727
2	50584
3	52440*
4	54179
5	55921
6	57544
7	58210
8	59456
9	60690
10	61945
11	63177
12	64431
13	65707
14	66941**
15	68235**
16	69514**
17	70803**
18	72090**

Notes to Senior and Principal Educational Psychologists above

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 principal educational psychologist undertaking the full range of duties at this level.

**Extension to range to accommodate discretionary scale points and structured professional assessments

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Southend on Sea City 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 CITY 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
<p>Please summarise your personal, and recognised, contribution to the policy, planning and meeting of performance targets for the LEA.</p> <p>(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).</p>	

Please summarise evidence of your personal contribution to the improvement and evaluation of service delivery across all appropriate aspects of the authority's functions over the past 4 years.

4.

MANAGEMENT AND ADMINISTRATION

Please summarise evidence of your management and assessment of resources over the past 4 years, in order to provide efficient delivery of services.

Please summarise evidence of your contribution, over the past 4 years to the authority's policies in improving access to our services and in raising achievement levels for the local community.

6. EVALUATION BY LINE MANAGER

Line managers are required to carry out an initial assessment of the application, as endorsed on the cover sheet.

In addition, please explain below what evidence additional to this form which you have taken into account. Set the officer's performance in the overall context of the authority's role in raising standards in schools, improving involvement of young people in community activities and the promotion of child development and learning. Indicate to the best of your knowledge whether the information provided by the applicant is correct, that it derives from the applicant's own practice and is representative of their overall performance.

SOULBURY ASSESSMENT

LEVEL 2

NAME: _____

SERVICE: _____

JOB TITLE: _____

SPECIALISM: _____

CURRENT SPINE POINT: _____

DATE PROGRESSED TO LEVEL 1: _____

SIGNATURE OF APPLICANT: _____ DATE: _____

This application is/is not* supported by the line manager.

The application has/has not* made a sustained contribution to the efficiency and effectiveness of the service.

LINE MANAGER: _____ SIGNATURE: _____

DATE: _____

HEAD OF SERVICE: _____ SIGNATURE: _____

DATE: _____

* Delete as appropriate.

REF SASS2

PLEASE SUMMARISE AGAINST
EACH STANDARD EVIDENCE OF YOUR SUSTAINED
CONTRIBUTION TO THE EFFICIENCY AND EFFECTIVENESS OF THE
SERVICE SINCE PROGRESSION TO LEVEL 1

(You may choose to use direct extracts from you annual appraisal where these match
the criteria below).

1.	DEVELOPMENT
2.	DEVELOPING THE SERVICES
3.	IMPROVING STANDARDS

4.	MANAGEMENT AND ADMINISTRATION
5.	EQUAL OPPORTUNITIES
6.	<p>EVAULATION BY LINE MANAGER</p> <p>Please endorse the cover sheet and explain below any additional evidence you have taken into account to assess the officer's sustained contribution to the effectiveness of the service. Indicate to the best of your knowledge whether the information provided by the applicant is correct, that it derives from the applicant's own practice and is representative of their overall performance.</p>

SIGNED: _____ LINE MANAGER: _____

SOULBURY ASSESSMENT LEVEL 3

NAME: _____

SERVICE: _____

JOB TITLE: _____

SPECIALISM: _____

DATE PROGRESSED TO LEVEL 2: _____

SIGNATURE OF APPLICANT: _____ DATE _____

This application is/is not* supported by the line manager.

The application has/has not* made a sustained contribution to the efficiency and effectiveness of the service.

LINE MANAGER: _____ SIGNATURE: _____

DATE: _____

HEAD OF SERVICE: _____ SIGNATURE: _____

DATE: _____

* Delete as appropriate

REF SASS3

PLEASE SUMMARISE BELOW EVIDENCE AND EXAMPLES WHICH SUPPORT AN EXCEPTIONAL CONTRIBUTION TO THE DEVELOPMENT OF CHILDREN'S SERVICES IN SOUTHEND
(YOU MAY USE APPRAISAL STATEMENTS).

1. CONTRIBUTION TO SOUTHEND'S CHILDREN'S SERVICE

PLEASE IDENTIFY YOUR INVOLVEMENT AND CPD, SINCE THE AWARD OF SPA2, WHICH SUPPORTS BOTH SERVICE DEVELOPMENT AND YOUR OWN ASPIRATIONS.

2. CPD

Youth & Community Workers Salary Levels
from 1 September 2022

Youth and Community Support Worker Range

Pay Points

5.	21,571
6.	21,900
7.	22,196
8.	22,874
9.	23,739
10.	24,416
11.	25,509
12.	26,576
13.	27,681
14.	28,825
15.	29,603
16.	30,416
17.	31,216

Professional Range

Pay Points

13.	27,681
14.	28,825
15.	29,603
16.	30,416
17.	31,216
18.	32,021
19.	32,820
20.	33,622
21.	34,522
22.	35,542
23.	36,536
24.	37,534
25.	38,540
26.	39,545
27.	40,550
28.	41,568
29.	42,577
30.	43,588
31.	44,270*
32.	45,391*

* Discretionary Points

SLEEPING IN DUTY ALLOWANCE

Sleeping in Allowance	39.00
Disturbance Element	22.00

Support Worker Range (1)

Points 5 – 6 JNC 369 – 370

Advanced Practitioner

Points 22-25 JNC 394 – 397

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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

(
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, 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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