

Public Document Pack
SOUTHEND-ON-SEA CITY COUNCIL

Cabinet

Date: Tuesday, 13th February, 2024

Time: 6.30 pm

Place: Committee Room 1 - Civic Suite

Contact: Colin Gamble

Email: committeesection@southend.gov.uk

A G E N D A

- 1 Apologies for Absence**
- 2 Declarations of Interest**
- 3 Minutes of the meeting held Thursday, 9 November 2023 (Pages 3 - 6)**
- 4 Minutes of the meeting held Thursday, 11 January 2024 (Pages 7 - 18)**
- 5 Budget Proposals - 2024/25 to 2028/29 (Pages 19 - 312)**
Report of Executive Director (Finance and Resources)
- 6 Housing Revenue Account Budget 2024/25 and Rent Setting 2024/25**
(Pages 313 - 368)
Report of Executive Director (Finance and Resources)
- 7 Treasury Management Policy 2024/25 (Pages 369 - 402)**
Report of Executive Director (Finance and Resources)

Chair & Members:

Cllr T Cox (Chair), Cllr M Davidson (Vice-Chair), Cllr H Boyd, Cllr K Buck, Cllr J Courtenay, Cllr D Garston, Cllr D Jarvis, Cllr J Lamb, Cllr J Moyies and Cllr D Nelson

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SOUTHEND-ON-SEA CITY COUNCIL

Meeting of Cabinet

Date: Thursday, 9th November, 2023
Place: Committee Room 1 - Civic Suite

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Present: Councillor T Cox (Chair)
Councillors M Davidson (Vice-Chair), J Courtenay, J Moyies and D Nelson

In Attendance: Councillors B Beggs and D Cowan
K Sawyer, M Harvey, C Gamble, A Richards and N Laver

Start/End Time: 6.30 - 6.40 pm

52 Apologies for Absence

Apologies for absence were received from Councillors Boyd, Buck, Garston, Jarvis and Lamb.

53 Declarations of Interest

The following declaration of interest was made:

(a) Councillor Cox – Minute 54 (Update on SUFC – Land Transactions) – Season ticket holder at SUFC.

54 Update on Southend United Football Club - Land Transactions

The Cabinet considered a joint report of the Executive Director (Environment and Place) and Executive Director (Finance and Resources) requesting that consideration be given to land transaction issues associated with Southend United Football Club.

The Chair agreed that this matter be taken as an urgent matter as the consortium was seeking a decision by Cabinet in advance of the proposed sale and purchase of the Southend United Football Club, proposed for completion on 17th November 2023.

Resolved:

1. That it be noted that a future report detailing changes to the current contractual position will be required to facilitate the proposed sale and purchase of Southend United Football Club (SUFC) by the consortium.

2. That it be noted that the proposal is for the element of the development which would be subject to annuity leases to the Council to be consolidated at Fossetts Farm (with no element at Roots Hall) and that it is likely to comprise up to 911 apartments and up to 400 family homes (semi-detached, terraced and town-housing, not apartments). As part of the land transaction, Cabinet will require 30% affordable housing to be achieved across the development (revised unit mix to be agreed).

3. That the development be designed specifically as a high quality build-to-rent community with ancillary and associated commercial and amenity provision with sizes and specifications of all accommodation aligned to the target rents.

4. That it be noted that the transaction will need to be structured in a way that viability can be tested at the time of funding, this is due to the relationship between construction cost, gilt rates (and therefore funding rates), market dynamics and rental levels.

5. That it be noted that new planning applications will need to be considered by the Council as Local Planning Authority in due course.

6. That, as part of the planning application, the Council requires the developer to achieve Passivhaus or equivalent sustainability credentials for any new housing which is to be leased by the Council.

7. That it be noted that the Council's land holding at 291-297 Victoria Avenue, adjacent to Roots Hall is surplus to Council's requirements and will no longer be required in connection with the linked transactions and may assist with the redevelopment and viability of Roots Hall. Therefore, the Executive Director (Finance and Resources) be instructed to carry out the relevant due diligence on the land and title to prepare the land for sale.

8. That in relation to resolution 7 above, the agreement of the method and terms of sale be delegated to the Cabinet Member for Regulatory Services, in consultation with Executive Director (Finance and Resources).

9. That it be noted that the transfer of the Council's interest in the land on which the SUFC Shop is situated at 299-301 Victoria Avenue will be dealt with, if required, under delegated authority.

10. That officers be requested to work with retained advisers to negotiate changes to the transactions with the aim of meeting the requirements of the council, the consortium, the developer and the funder and having regard to the needs of the future community. A further report will be presented to Cabinet if and when terms satisfactory to all parties are agreed in principle and all relevant due diligence completed.

Reasons for decision:

Changes to the transactions will be required if the Council is to play its part in facilitating the sale and purchase of the club – but only on the basis that the changes to the transaction are also in the best interest of the Council and subject to all relevant due diligence.

Other options:

1. The Cabinet could decide not to vary the terms of the transaction with the club on the understanding that this would not facilitate the redevelopment of the sites under the proposed new arrangements and may put the sale of the club at risk.

2. The Cabinet could decide that the financial risks involved are beyond a level which it is prepared to consider and request that officers do not pursue changes to the agreements. This may have the effect of further stalling the developments and the sale of the club.

Note: This is an Executive Function
Not eligible for call-in as the matter is an urgent item.
Cabinet Members: Cllr Cox and Cllr Garston.

Chair: _____

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Public Document Pack
SOUTHEND-ON-SEA CITY COUNCIL

Meeting of Cabinet

Date: Thursday, 11th January, 2024
Place: Committee Room 1 - Civic Suite

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Present: Councillor T Cox (Chair)
Councillors M Davidson (Vice-Chair), H Boyd, K Buck, J Courtenay,
D Jarvis, J Lamb, J Moyies and D Nelson

In Attendance: Councillors D Cowan, G Leroy and R Woodley
M Marks, J Chesterton, C Gamble, M Harvey, A Richards, C Shuter
and K Sawyer

Start/End Time: 6.30 - 7.50 pm

70 Apologies for Absence

Apologies for absence were received from Councillor D Garston.

71 Declarations of Interest

The following Declarations of Interest were made:

(a) Cllr Buck – Minute 12 (Toilet Cleaning and Light Maintenance) – Councillor appointed member to South Essex Homes Board.

72 Minutes of the Meeting held on Monday, 20 November 2023

Resolved:-

That the Minutes of the Meeting held on Monday, 20 November 2023, be confirmed as a correct record and signed.

73 Minutes of the special meeting held on Tuesday, 12 December 2023

Resolved:

That the minutes of the special meeting held on Tuesday, 12 December 2023 be confirmed and signed as a correct record.

**74 Finance Performance Report 2023/24 - to end of November 2023
(Period 8)**

The Cabinet considered a report of the Executive Director (Finance & Resources) summarising the latest forecast position to end of November 2023 of the financial year and highlighting the need to make some difficult budget choices both now and across the medium term.

Resolved:

1. That the local government sector's reaction to the Government's Provisional Financial Settlement (issued 18 December 2023), as set out in Appendix 1 to the submitted report, be noted.

In respect of the 2023/24 Revenue Budget Performance, as set out in appendix 2 to the report:

2. That the forecast outturn for 2023/24 for the General Fund and the Housing Revenue Account as at 30 November 2023, be noted.

3. That the plans and intentions to try to further reduce the forecast overspend of the Council's revenue budget for 2023/24, be noted and that the Chief Executive and Executive Director (Finance & Resources) continue to explore all opportunities within their delegated powers and authority to improve the financial position by the year-end.

4. That the potential requirement to use earmarked reserves to balance the 2023/24 budget, as set out in Appendix 2 to the report, be noted.

5. That the planned budget transfers (virements) of £658,000 from earmarked reserves, as set out in the report, be approved.

In respect of the 2023/24 Capital Budget Performance as set out in appendix 3 of the report:

6. That the expenditure to date and the forecast outturn as at 30 November 2023 and its financing, be noted.

7. That the requested changes to the capital investment programme for 2023/24 and future years, as set out in appendix 3 of the report, be approved.

Reasons for decision:

To provide detailed financial information on the financial performance of the Council. The report set out the key variances by budget holders and associated management action being implemented to address the identified issues.

Other Options

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

Note: This is an Executive Function.

Referred direct to Policy and Resources Scrutiny Committee.

Cabinet Member: Cllr Cox

**75 Council Tax Base and National Non-Domestic Rates Base Setting
2024/25**

The Cabinet considered a report of the Executive Director (Finance and Resources) concerning the calculation of the Council Tax Base for 2024/25.

Resolved:

1. That the amount calculated by Southend-on-Sea City Council as its Council Tax Base for the financial year 2024/35 shall be set at 60,409.19, 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 2024/25 shall be set at 9,017.50, as set out in Appendix B to the submitted report.
3. That the continuation of the locally defined discounts for the 2024/25 financial year commencing 1 April 2024, as set in the report, be approved.
4. That, following the guidance issued by the secretary of state, the implementation of a 100% premium charge, payable from 1 April 2024 for properties that have been vacant (unoccupied and unfurnished) for a continuous period of one year, be approved.
5. That the implementation of a 0% discount for vacant dwellings (properties that are unoccupied and substantially unfurnished) for the billing year commencing 1 April 2024, be approved.
6. That, following the guidance issued by the secretary of state, the implementation of a 100% premium charge, payable from 1 April 2025 for properties that are classified as second homes (furnished but not the main residence of any individual), be approved.
7. That National Non-Domestic Rates Base for 2024/25 be submitted to the Department of Levelling Up, Housing and Communities (The NNDR1 form to be approved by the Executive Director (Finance and Resources), in consultation with the Leader of the Council, for submission to DLUHC in accordance with the Council delegations, to meet the statutory deadline of 31st January 2024).
8. That the updated Non-Domestic Rates Discretionary Rate Relief Policy, set out at Appendix D to the report, be approved.

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 2024/25.

Other Options:

None

Note: This is an Executive Function
Not eligible for call-in
Cabinet Member: Cllr Cox

76 **Draft Budget Proposals - 2024/25 to 2028/29**

The Cabinet considered a report of the Executive Director (Finance and Resources) presenting the draft General Fund Revenue Budget and capital investment priorities for 2024/25.

Resolved:

1. That it be noted that a detailed Medium Term Financial Strategy for 2024/25 – 2028/29 will be available for consideration in February 2024 and the draft Medium Term Financial Forecast and estimated Earmarked Reserves Balances up to 2028/29 (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 £7.161M (Appendix 3 to the report), be endorsed.
4. That the appropriation of the sums from earmarked reserves totalling £1.863M (Appendix 3 to the report), be endorsed.
5. That a General Fund Budget Requirement for 2024/25 of £150.074M and Council Tax Requirement of £103.495M (Appendix 4 to the report) and any required commencement of consultation, statutory or otherwise, be endorsed.
6. That it be noted that the 2024/25 revenue budget has been prepared based on using £1.000M from accumulated Collection Fund surpluses to support the core budget and to allow for a smoothing of the budget gap.
7. That a Council Tax increase of 4.99% for the Southend-on-Sea element of the Council Tax for 2024/25, being 2.99% for general use and 2.00% for Adult Social Care, be endorsed.
8. That it be noted that the position of the Council's preceptors is to be determined:
 - Essex Police – no indication of Council Tax position
 - Essex Fire & Rescue Services – no indication of Council Tax position
 - Leigh-on-Sea Town Council – no indication of Council Tax position
9. That no Special Expenses be charged other than Leigh-on-Sea Town Council precept for 2024/25, be endorsed.
10. That the proposed General Fund revenue budget growth due to unavoidable cost pressures of £19.035M (Appendix 5 to the report), be endorsed.

11. That the proposed General Fund revenue budget savings and income generation initiatives for 2024/25 of £14.315M (Appendix 6 to the report), be endorsed.

12. That the proposed General Fund revenue overspend reduction initiatives for 2024/25 of £2.795M (Appendix 7 to the report), be endorsed.

13. That the proposed General Fund revenue cost avoidance initiatives for 2024/25 of £1.990M (Appendix 8 to the report), be endorsed.

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

15. That the Capital Investment Strategy for 2024/25 to 2028/29 (Appendix 10 to the report) and the Capital Investment Policy (Annex 1 to Appendix 10), be endorsed.

16. That the following be endorsed:

(i) new schemes and additions to the Capital Investment Programme for the period 2024/25 to 2028/29 totalling £6.6M for the General Fund (Appendix 11 to the report).

(ii) schemes subject to viable business cases that have been identified as a priority, totalling £13.9M for the General Fund and £5.5M for the Housing Revenue Account (Appendix 11 to the report).

17. That it be noted that the proposed changes to the current Capital Investment Programme were considered for approval as part of the Financial Performance Report – Period 8 above (Appendix 12 to the report).

18. That the proposed Capital Investment Programme for 2024/25 to 2028/29 of £96.8M to be delivered by the Council and £20.1M to be delivered by Subsidiary Companies and Partners (Appendix 13 to the report) of which £45.3M is supported by external funding, be endorsed.

19. That the revised Minimum Revenue Provision (MRP) Policy for 2023/24 and Minimum Revenue Provision (MRP) Policy for 2024/25 (Appendices 14a and 14b to the report) and the prudential indicators (Appendix 15 to the report), be endorsed.

20. That the operational boundary and authorised limits for borrowing for 2024/25 which are set at £385M and £395M respectively (Appendix 15 to the report), be endorsed.

Reasons for Recommendations:

To comply with statutory requirements and relevant Local Authority codes of practice and to ensure the draft budget proposals align to and enable the delivery of the Councils ambition, corporate priorities and desired outcomes or to enhance the Council's infrastructure.

Other Options:

The Local Government Act requires billing authorities to complete and approve their budgets and set a council tax before 11 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 13th February 2024 is a Council Function
Referred direct to Policy and Resources Scrutiny Committee
Cabinet Member: Cllr Cox

77 Draft Housing Revenue Account (HRA) Budget and Rent Setting Report 2024/25

The Cabinet considered a joint report of the Executive Director (Finance and Resources) and Executive Director (Environment and Place) setting out the Housing Revenue (HRA) budget and rent setting for 2024/25.

Resolved:

1. That an average rent increase of 7.7% on all tenancies, be endorsed.
2. That an average rent increase of 7.7% on shared ownership properties, be endorsed.
3. That an increase of 10% for garage rents to £15.38 per week for tenants and £18.46 for non-tenants (being £15.38 plus VAT), a rise consistent with the standard approach taken across the range of City Council's fees and charges for 2024/25, be endorsed. All variants on a standard garage will receive a proportionate increase.
4. That South Essex Homes core management fee be endorsed at £7,678,000 for 2024/25.
5. That the South Essex Homes proposals for average decreases of 3.1% in service charges to reflect the estimated costs incurred be endorsed for 2024/25.
6. That the South Essex Homes proposals for an average 7.4% decrease in heating charges for sheltered housing tenants and for hostel tenants to reflect the estimated costs incurred be endorsed for 2024/25.
7. The following appropriations be endorsed:
 - £60,000 to the Repairs Contract Pensions Reserve.
 - £4,761,000 to the Capital Investment Reserve.
 - £8,015,000 from the Capital Investment Reserve.
8. That, subject to the approval of resolutions 1 through to 7 above, the HRA budget for 2024/25 as set out in Appendix 1 to the submitted report, be endorsed.

9. That the value of the Council's capital allowance from 2024/25 be declared as £57,098,000 as determined in accordance with regulation 16 of the Local Authorities (Capital Finance and Accounting) (England) Regulations.

10. That the developing draft 30-year Housing Revenue Account Business Plan (structure and text only), as set out in Appendix 4 to the report, be noted and any minor amendments be completed by the Executive Director (Environment and Place), in consultation with the Cabinet Member for Housing and Planning. The final version of the Business Plan will be submitted to Cabinet for approval in February 2024.

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 13th February 2024 is a Council Function.

Referred direct to Policy and Resources Scrutiny Committee

Cabinet Member: Cllr Garston

78 Corporate Performance Report - November 2023 (period 8)

The Cabinet considered a report of the Executive Director (Strategy and Change) summarising the corporate performance to the end of November 2023.

Resolved:

That the Corporate Performance Report as at 30 November 2023, as set out in Appendix 1 to the submitted report, be noted.

Reasons for decision:

1. The Corporate Performance Report informs decision making to ensure that the Council's priorities are on track to be achieved and aligns with the Financial Performance Report to ensure that they are delivered within the approved budget provision.

2. Improving efficiency and productivity is essential but the scale of the unprecedented financial pressures will inevitably lead to a reduction in the range, quality, cost and responsiveness of other discretionary Council services, as well as challenging our approach to statutory services.

Other options:

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

Note: This is an Executive Function
Not eligible for call-in.
Cabinet Member: Cllr Cox

79 Microsoft Enterprise Agreement

The Cabinet considered a report of the Executive Director (Strategy and Change) concerning the renewal of the Microsoft Enterprise Agreement (EA).

Resolved:

That the award of a Microsoft Enterprise Agreement (EA) for 3 years, be approved. This will be aligned with the new Government DTA (Digital Transformation Agreement), to ensure uninterrupted access to critical software solutions whilst optimising costs and technology capabilities.

Reasons for decision:

By leveraging volume licensing, consolidating software purchases under a single agreement, and aligning to the DTA collective buying power agreement, the Council can achieve significant cost avoidance.

Other options:

None.

Note: This is an Executive Function
Eligible for call-in to Policy and Resources Scrutiny Committee
Cabinet Member: Cllr Moyies

80 School Admission Arrangements

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

Resolved:

1. That the Admissions Arrangements for Community Schools for the academic year 2025/26, as set out in Appendix 1 to the submitted report, be approved.
2. That the Coordinated Admissions Scheme for 2025/26, as set out in Appendix 2 to the report, be approved.

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 Boyd

81 Toilet Cleaning and Light Maintenance

The Cabinet considered a report of the Executive Director (Environment and Place) on the award of a contract for Toilet Cleaning and Light Maintenance Services.

During consideration of the matter, the Cabinet resolved to exclude the press and public from the meeting (confidential session) to enable questions and comments to be made on the commercial aspects of the matter.

Resolved:

That the award of the contract to South Essex Property Services Limited for the provision of the 'Toilet Cleaning and Light Maintenance Services' for public toilets and portaloos and toilets within Parks and some other named locations in Southend-on-Sea City from April 2025 to April 2030, with an option to extend the contract for up to a further 5 years, be approved.

Reasons for decision:

To make a direct award to South Essex Property Services Limited using Regulation 12 of the Public Contracts Regulations 2015 for the provision of Toilet Cleaning and Light Maintenance Services, providing best value for money.

Other options:

To continue to provide the provision of Toilet Cleaning and Light Maintenance Services under the Waste Collection and Street Cleansing Services. However, better value for money can be obtained by awarding the contract for toilet services to South Essex Property Services Limited and removing the services from the Waste Collection and Street Cleansing Contract tender process.

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

82 Corporate Debt Management - Position to 30 November 2023

The Cabinet considered a report of the Executive Director (Finance and Resources) on the position as at 30 November 2023 of outstanding debt to the Council.

Resolved:

1. That the outstanding debt position and the position of debts written off under delegation to 30 November 2023, as set out in Appendices A and B of the submitted report, be noted.
2. That the two write-offs exceeding £25,000, as set out in Appendix B to the report, be approved.
3. That the updated Debt Collection and Recovery Policy, set out at Appendix C to the report, be approved.

Reasons for decision:

Each write-off is considered on an individual basis to assess the viability of collection and via the Council's Corporate Debt Management Policy to ensure a standard consistent approach.

Other Options:

None

Note: This is an Executive Function
Referred direct to Policy and Resources Scrutiny Committee
Cabinet Member: Cllr Cox

83 School Term and Holiday Dates

The Cabinet considered a report of the Executive Director (Children and Public Health) presenting the School term and holiday dates for Community and Maintained Schools for the academic year 2025/26.

Resolved:

That the school term and holiday dates for 2025/26, as set out in Appendix 1 to the submitted report, for LA maintained community schools and as a guide to all schools in the city, be approved.

Reasons for decision:

To approve the school term and holiday dates for Community and Maintained schools and provide consistency with neighbouring authorities, whilst remaining compliant with legislation.

Other Options:

None.

Note: This is an Executive Function
Not eligible for call-in
Cabinet Member: Cllr Boyd

84 Exclusion of the Public

Resolved:

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

85 Confidential Appendix - Toilet Cleaning and Light Maintenance

This matter was considered in conjunction with Agenda Item 12 above.

Chair: _____

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Title: Final Budget Proposals – 2024/25 to 2028/29

Meeting: Cabinet

Date: 13 February 2024

Classification: Part 1

Policy Context: All Corporate Priorities

Key Decision: Yes

Executive Director: Joe Chesterton, Finance and Resources

Report Authors: Pete Bates, Director of Financial Services,
Caroline Fozzard, Senior Finance Lead (Strategy,
Sustainability and Governance),

Executive Councillors: Councillor Cox, Leader and Cabinet Member for Special
Educational Needs & Disability
Councillor Moyies, Public Health, Adult Social Care &
Constitutional Affairs

1. Executive Summary

- 1.1. To illustrate over the medium term how the Council's limited revenue and capital resources are prioritised to respond to increasing demand and unavoidable cost pressures for the delivery of key local statutory services, ensuring targeted support for the most vulnerable, whilst striving to deliver better value for money outcomes for all residents aligned to our new corporate plan priorities.
- 1.2. To highlight the Council's approach and commitment to securing long term financial sustainability and more effective medium-term business and financial planning. This report builds on the draft budget report presented to Cabinet on 4 January with updated information, refinement of proposals where appropriate and recognition of the many further contributions and feedback provided by Members throughout the consultation and scrutiny process.
- 1.3. To agree a final fully funded integrated set of revenue budget initiatives and capital investment priorities for onward submission to Council for consideration and approval.

2. Recommendations

The proposed overall budget package contained in the integrated revenue and capital budget report to January Cabinet was launched for consultation with all relevant stakeholders on 4 January 2024. This report has considered and included, where Cabinet thought appropriate, the range of ideas generated from Members that was presented at the 12 December Cabinet meeting. Correspondence has also been sent to Central Government as agreed to explore some of the suggestions that were outside the control of the Council. These combined efforts have helped to begin to address the financial challenges the Council is facing for 2024/25 and the medium term.

Since then, this final budget has been subject to further refinement, challenge and development, information has been updated and many further contributions from Members across all political parties have been received. This report summaries the feedback that has been received so far and at **Section 19** highlights the changes that are now proposed to be included in the final budget package to be considered by Council on 22 February 2024.

The following series of recommendations will ensure that a compliant, balanced, and sustainable budget is agreed that responds sensibly and pragmatically to the major financial challenges that have been experienced locally and replicated right across the local government sector.

The proposed final budget continues to invest in key priorities to deliver better targeted outcomes for residents of Southend-on-Sea but recognises that the Council must also find ways to redesign its service range and offer over the short to medium term. In line with the approach under consideration for most local authorities a comprehensive review of the scope, service level and delivery arrangements remain essential to reduce costs and improve productivity. This will help to ensure that the Council can continue to be financially viable and sustainable for the future.

This overall budget package is recommended for approval.

That Cabinet recommend to Council that it:

- 2.1. **Approve the Medium Term Financial Strategy for 2024/25 – 2028/29 (Appendix 1) and the resulting Medium Term Financial Forecast and estimated Earmarked Reserves Balances up to 2028/29 (Annexes 1 and 2 to Appendix 1). Delegate final minor changes/updates of this strategy as required to the Executive Director (Finance and Resources).**
- 2.2. **Consider and acknowledge the Section 151 Officer's statement on the robustness of the proposed budget, the adequacy of the Council's reserves and the Council's Reserves Strategy (Appendix 2).**
- 2.3. **Approve the appropriation of the sums to earmarked reserves totalling £8.778M (Appendix 3).**

- 2.4. **Approve the appropriation of the sums from earmarked reserves totalling £1.863M (Appendix 3).**
- 2.5. **Approve a General Fund Budget Requirement for 2024/25 of £150.075M and Council Tax Requirement of £103.495M (Appendix 4) (Paragraph 13.10, Table 5).**
- 2.6. **Note that the 2024/25 revenue budget has been prepared based on using £1M from accumulated Collection Fund surpluses to support the core budget and to allow for a smoothing of the budget gap (Paragraph 13.13).**
- 2.7. **Approve a Council Tax increase of 4.99% for the Southend-on-Sea element of the Council Tax for 2024/25, being 2.99% for general use and 2.00% for Adult Social Care (Paragraph 13.14).**
- 2.8. **Note the position of the Council's preceptors:**
 - **Essex Police – Council Tax increase of 5.55%**
 - **Essex Fire & Rescue Services – Council Tax increase of 2.91%**
 - **Leigh-on-Sea Town Council – Council Tax increase of 2.31%**
- 2.9. **Approve that no Special Expenses be charged other than Leigh-on-Sea Town Council precept for 2024/25.**
- 2.10. **Consider and approve the proposed General Fund revenue budget growth due to unavoidable cost pressures of £18.810M (Paragraph 10.2, Table 3 and Appendix 5).**
- 2.11. **Consider and approve the proposed General Fund revenue budget savings and income generation initiatives for 2024/25 of £14.595M (Paragraph 10.3, Table 4 and Appendix 6a).**
- 2.12. **Consider and approve the proposed General Fund revenue overspend reduction initiatives for 2024/25 of £2.795M (Paragraph 10.4 and Appendix 7).**
- 2.13. **Consider and approve the proposed General Fund revenue cost avoidance initiatives for 2024/25 of £1.840M (Paragraph 10.4 and Appendix 8).**
- 2.14. **Consider and approve the use of £100,000 for the Dementia Carer Support (Paragraph 19.3 and Appendix 5: 04-AHCA), with the remaining balance of £1.617M of the additional one-off Social Care funding for 2024/25 received in the Final Local Government Finance Settlement to be appropriated into the Social Care Grant Reserve (Paragraph 19.2 and Appendix 3, Item 8).**
- 2.15. **Approve the Dedicated Schools Grant budget and its relevant distribution as recommended by the Education Board (Appendix 9a and 9b).**

- 2.16. **Consider and approve the Capital Investment Strategy for 2024/25 to 2028/29 (Appendix 10) and the Capital Investment Policy (Annex 1 to Appendix 10).**
- 2.17. **Consider and approve the proposed:**
- (i) **new schemes and additions to the Capital Investment Programme for the period 2024/25 to 2028/29 totalling £6.6M for the General Fund (Appendix 11)**
 - (ii) **schemes subject to viable business cases that have been identified as a priority, totalling £42.1M for the General Fund and £5.5M for the Housing Revenue Account (Appendix 11).**
- 2.18. **Consider and approve the proposed changes to the current Capital Investment Programme (Appendix 12).**
- 2.19. **Approve the proposed Capital Investment Programme for 2024/25 to 2028/29 of £96.3M to be delivered by the Council and £20.1M to be delivered by Subsidiary Companies and Partners (Appendix 13) of which £44.8M is supported by external funding.**
- 2.20. **Approve the revised Minimum Revenue Provision (MRP) Policy for 2023/24 and Minimum Revenue Provision (MRP) Policy for 2024/25 (Paragraphs 18.12 to 18.17 and Appendices 14a and 14b) and the prudential indicators (Appendix 15).**
- 2.21. **Approve the operational boundary and authorised limits for borrowing for 2024/25 which are set at £385M and £395M respectively (Appendix 15).**
- 2.22. **Note the summary of changes included in this proposed Final Budget Package (Section 19) in response to the feedback that has been received since the draft budget was launched on 4 January 2024.**
- 2.23. **Note the summary status of Equality Analysis supporting the budget proposals for 2024/25 to 2026/27 (Appendix 16).**

3. A Sector Under Increasing Pressure

- 3.1. The cost-of-living crisis which was widely reported throughout 2023 was the latest in a decade-long series of events, including austerity, a global pandemic and war in Ukraine that have all contributed to erode the financial sustainability of local public services. The current national operating environment, particularly for upper tier local authorities continues to be financially challenging with numerous Councils announcing or giving warnings of financial distress. National coverage of these concerns and worrying headline announcements from individual local authorities have been summarised and reported to Cabinet in each of Southend-on-Sea's financial performance reports for the periods to the end of July 2023 and September 2023. The latest position as at November 2023 was considered by Cabinet at its meeting on 11 January 2024.
- 3.2. There remains widespread concern and risk to the continued delivery and level of public services in many local authority areas. The unprecedented levels of demand and huge increases in costs of maintaining statutory service provision, particularly for support and intervention for vulnerable children and adults has been at such a pace that discretionary universal services are continually being squeezed and are being forced to be significantly reduced to ensure some local authorities remain financially viable. The operating environment, unavoidable cost pressures and complexity of local service demand for local government has never been more challenging.
- 3.3. Within this context, local authorities continue to be faced with some very tough choices and have needed to embrace and implement significant further changes to their local service offer including digitalisation and automation to capitalise on the efficiencies and savings that can be generated. There remains huge pressure on local authorities to try to continue to meet the essential needs of local residents whilst balancing major affordability and future sustainability concerns.
- 3.4. The sector has never witnessed so many s114 notices (effectively a declaration that a local authority is no longer a going concern) being issued or being considered. There is no longer any 'low hanging fruit' to reduce costs in local government, therefore across the country, local authorities are having to think seriously about a comprehensive programme of change to get to a financially sustainable operating cost base whilst at the same time managing increasing and ever-changing complexity of local demand for Council services.

4. Local Government Provisional Finance Settlement 2024/25

- 4.1. The Chancellor of the Exchequer shared some headlines of the Government's 'borrowing, tax and departmental spending' plans that would feature within the Provisional Local Government Finance Settlement during a key Statement to the House of Commons on 22 November 2023. The Provisional Local Government Finance Settlement itself was **published on 18 December 2023**, and it confirmed that the settlement would be for one year only and that it is based on the Spending Review 2021 (SR21) funding levels. All the detail contained within the provisional settlement is essentially just confirmation of previously announced national Government Departmental spending totals and grants that have already been factored into the Council's financial planning for 2024/25.
- 4.2. Following a detailed analysis of the content contained within the provisional settlement it has, if anything, increased the tension and genuine financial concerns for many local authorities right across the sector.

The main national headlines were:

Council Tax – As previously announced, the council tax referendum limit will be 2.99% for local authorities, with social care authorities allowed an additional 2% social care precept. The provisional settlement confirmed that districts will be allowed to apply the higher of the referendum limit or £5.

Settlement Funding Assessment – The September CPI figure of 6.7% has been applied to increase the local government funding amount within the business rates retention scheme and Revenue Support Grant.

Local Government Funding Reform – No announcements were made regarding funding reform.

Specific Grants Summary

- **Increased Funding: Social Care Grant** – The grant has increased in line with December 2023 Policy Statement by **£692m to £4,544m**.
- **No Change: Improved Better Care Fund** – The funding remains at **£2,140m**.
- **Increased: ASC Market Sustainability and Improvement Fund** – Confirmation of a previously announced funding **increase of £283m (from £562m to £845m)**. However, this has been partially offset by a reduction between years of a grant rolled in. **The MSIF Workforce Fund** was worth **£365m in 2023/24**, but only **£205m for 2024/25 (£160m reduction)**. This gives a **net increase overall of £123m**.
- **Increased: ASC Discharge Fund** – The grant has increased in line with previous announcements by **£200m to £500m**.

- **No change: New Homes Bonus** - The 2024/25 allocations have been announced at **£291m** (£291m in 2023/24 also – coincidence only).
- **Increased: Funding Guarantee** – The cost of the 3% funding guarantee has **increased by £64m from £133m to £197m for 2024/25**.
- **Reduced: Services Grant** – This grant has reduced from **£483m to £77m, a reduction of £406m**. The funding has been reduced after “*factoring in the costs of using some of the remaining Services Grant to fund increases to other settlement grants and equalisation of the adult social care precept*”. A small proportion has also been held back as a contingency.
- **No Change: Rural Services Delivery Grant** – There has been no change to the national grant (£95m) or local allocations for 2024/25.

5. Additional funding - Final Local Government Finance Settlement 2024/25

5.1. The Local Government sector was invited to respond to the detail contained in the provisional finance settlement, this feedback combined with significant lobbying from numerous stakeholders contributed to the Secretary of State for Levelling Up, Housing and Communities **publishing on 24 January 2024**, a [written statement, announcing an increase in funding that will be reflected in the final 2024/25 local government finance settlement](#). This additional funding package included the following headlines.

- **£500M for social care authorities**, aimed at children’s social care and distributed through the social care grant.
- A **£15M increase** to the rural services delivery grant.
- An increase in the minimum funding guarantee threshold **from 3% to 4%**.
- **£3M in support for local authorities experiencing significant difficulties** due to internal drainage board levies, to be delivered outside the of the settlement.
- A specific funding uplift for the Isles of Scilly and the Isle of Wight (amount not specified).

Overall, the Government estimates that this package will amount to about **£600 million in additional funding**, with additional services grant funding making up the balance. This national increase in additional funding has been confirmed **for 2024/25 only**.

- 5.2. The '**Core Spending Power**' of a local authority is a phrase that is now often used by Central Government. It is a measure that brings together the totality of **ALL** revenue funding and resources available to deliver local authority services. This includes all grants, share of business rates and council tax generated at a local level. The final finance settlement indicates that the average national increase in '**Core Spending Power**' would be 7.5% for local government **BUT** this assumed that **ALL** local authorities would increase their council tax levels by the maximum amount allowed without the need for a local referendum. For upper tier authorities like Southend-on-Sea this equates to an increase in council tax of **4.99%**.
- 5.3. The Department for Levelling Up, Housing and Communities (DLUHC) have calculated **Southend-on-Sea City Council's Core Spending Power for 2024/25 to be £187m**, an increase of **7.3%** compared to 2023/24, which is below the national average increase that has been published. This announcement of the levels of 'resource increase' contained within the local government final financial settlement for 2024/25 is considerably less than what is required just to keep up with the impact of the combined levels and impact of inflation experienced over the last 12 months.
- 5.4. The written statement by the Secretary of State for Levelling Up, Housing and Communities also announced that all local authorities will have to produce productivity plans, setting out how they will 'improve service performance and reduce wasteful expenditure to ensure every area is making best use of taxpayers' money'. The Government is aiming to require local authorities to produce these plans by the Parliamentary summer recess (late July) and will design a process for local authorities to follow. The Government will provide more information on these requirements for local authorities as part of the detailed final finance settlement. The Department for Levelling Up, Housing and Communities will be establishing an expert panel to advise the Government on financial sustainability in the sector which will include the Office for Local Government and the Local Government Association. The panel will review local authority productivity plans and advise the Government on best practice in this area.
- 5.5. Confirmation of the details of the final Local Government Finance Settlement was released on the day this report was finalised for publication on 5 February 2024 (Section 7.1).
- 5.6. The Council ended the last financial year 2022/23 with the highest level of reported service overspend, since it became a Unitary Authority on 1 April 1998. Inflationary pressures, additional costs and added complexity of local statutory service demand post the pandemic have persisted throughout 2023/24 and this continues to have a major impact on the financial resilience of Southend-on-Sea City Council. This situation has been replicated for many upper tier local authorities right across the country.

- 5.7. Regular financial performance reports have been presented to Cabinet throughout the year, illustrating the scale of the challenge and summarising what actions the Council have had to take to try and mitigate the threat to the Council's financial sustainability. An updated report, containing the latest position as at 30 November 2023 (Period 8) was considered by Cabinet at its meeting on 11 January 2024.
- 5.8. Within this context it remains vital to reassess, understand and take responsibility for our financial future. We must remain proactive in the delivery of our agreed corporate plan priorities, evaluate the local economic situation, and strive to provide the best possible value for money services to our local residents, businesses and visitors. Our financial sustainability can only be enhanced by embracing the City's economic potential, growing our local tax bases and by increasing our income generating and commercial capabilities.
- 5.9. Given the challenging circumstances experienced over the last couple of years, the late release of the provisional finance settlement for 2024/25 and the late confirmation of the additional 'one-off' funding announcement on 24 January 2024, our Medium Term Financial Strategy 2024/25 – 2028/29 is not yet fully finalised. A substantive draft is represented at **Appendix 1** and Cabinet are requested to delegate any final minor changes/updates of this strategy as required to the Executive Director (Finance and Resources). This strategy provides an integrated view of the whole of the Council's finances and priority investment plans over the medium term. This report outlines how scarce revenue and capital resources are prioritised and deployed to respond to increasing demand for key local services and to deliver better value for money outcomes for local residents aligned to our range of corporate plan priorities and commitments.
- 5.10. The Council's '**Getting to Know Your Business**' programme helped to establish a baseline for all services in terms of their costs, income generation potential, value for money and performance. This data highlighted key lines of enquiry where benchmarking suggested that either our costs or income levels are above or below average. This assessment, together with a comprehensive 'strategic-fit' review against our new corporate plan, administration priorities, economic recovery aspirations and delivering better outcomes and value for money for our local residents has influenced the development of the investments, savings and income generation proposals contained within this budget report.
- 5.11. It really has been an unprecedented period in recent history which will require some tough national and local choices and difficult decisions to be continued to be made on priorities, particularly around non-statutory service levels over the medium-term. The combination of recent economic and fiscal considerations will directly impact all public services, local businesses, and residents, putting more pressure on local authority budgets and household incomes. From a national perspective a General Election will have to be called at some point in 2024 (the actual last date to call the General Election would be 17 December 2024).

6. Southend-on-Sea City Council's Corporate Plan 2023 to 2027

6.1. The council's Corporate Plan 2023 to 2027 provides a high-level, strategic view of the council's priorities and articulates what it wants to achieve for the city and the council from 2023 to 2027. Good strategic planning allows us to align financial and service planning effectively. The priorities identified in the corporate plan set the context for the allocation of resources within the council's budget and medium-term financial strategy.

The four-year plan has been shaped by:

- the administration's priorities
- our statutory responsibilities
- responses to inspections and audits, including feedback from the Local Government Association Peer Challenge in October 2022, the same corporate team returned to review our progress in December 2023
- national policy changes

6.2. Our corporate plan will help with the prioritisation of the organisation's activities and has been used to shape the development of the budget. It covers the full range of the council's responsibilities and priorities and is an important tool to help focus our effort and resources on the right things. This is even more important in the context of ever-increasing financial pressures and service demand in a challenging operating environment.

6.3. The corporate plan has three overarching city-focused priorities, with a fourth priority focused on our organisation. Our four corporate priorities are as follows:

- **a growing city with a strong and prosperous community**
- **a safe city with a good quality of life for all**
- **a clean city with a resilient environment**
- **a transforming council delivering efficient, cost-effective services.**

6.4. Under each priority there are several related outcomes. These are outlined within the corporate plan with the details of what we are planning to do to achieve them. It summarises the outcomes we wish to achieve, the specific actions we will take to deliver them and how we will resource the necessary activity. Progress against our corporate plan will be evaluated regularly and reported to Cabinet throughout 2024/25.

6.5. To reflect these aspirations and to support delivery of the early phases of activities to achieve better outcomes for Southend's residents, the Council for 2024/25 is continuing to try and develop a longer-term view of the use of its resources and financial planning arrangements.

- 6.6. Our approach enhances the profiling of investment and supports effective prioritisation of activities. It will also enable improved consideration of major regeneration plans that span more than one financial year from both a revenue and capital perspective. These new set of arrangements were introduced in 2020/21 and became the key driver behind integrating both revenue and capital investment plans into a single report with greater emphasis on the medium term.
- 6.7. Local Government still faces huge challenges in terms of uncertainty over future funding levels and continuing increases in demand and local expectations – Southend-on-Sea is no exception, but the Council is determined to do everything it can to plan effectively for the future and invest in priorities that make a real positive difference to Southend’s residents, businesses, and visitors.
- 6.8. The overall proposed final budget package contained in this report has been developed in what has been unprecedented times for the Local Government Sector and indeed the UK generally. The intention has been to target scarce resources to the agreed priorities within the Council’s new corporate plan, provide support for our most vulnerable residents, manage the impact of inflation as carefully as possible whilst coping with unprecedented levels of local demand pressures across social care. It is a very difficult combination of challenges to navigate and respond too, whilst also ensuring that the Council lives within its means and remains a financially sustainable organisation.

7. Local funding impact

- 7.1. The key headline national announcements set out in paragraph 4.2 and confirmed in the final Local Government settlement published on 5 February 2024 provides the following final allocations for Southend-on-Sea City Council:
- Compensation for under-indexing the business rates multiplier will be £7.635M for 2024/25, an **increase of £1.398M** on 2023/24.
 - Social Care Grant for 2024/25 is £15.616M, confirming the **£2.419M increase**, that was announced as part of the 2023/24 settlement.
 - Additional ‘one-off’ **Social Care Grant of £1.717M** for 2024/25
 - Improved Better Care Fund (iBCF - including the former Winter Pressures Grant) **remains unchanged** from 2023/24 at £7.797M for 2024/25.
 - The Revenue Support Grant has increased to £7.590M for 2024/25 (an **increase of £0.471M** on the £7.118M received in 2023/24).
 - Market Sustainability and Fair Cost of Care Fund will be £3.605M for 2024/25, confirming the **£1.675M increase** that was announced as part of the 2023/24 settlement.
 - Public Health Ring-Fenced Grant has increased to £10.538M for 2024/25 (an **increase of £0.137M** on the £10.401M in 2023/24).
 - The Adult Social Care Discharge Fund will be £1.822M in 2024/25 confirming the **£0.729M increase**, that was announced as part of the 2023/24 settlement.

- The reduction of the Services Grant (by £1.203M) and other grants now fully rolled in (by £1.253M), **decreases total funding by £2.456M** in 2024/25, confirming what was announced as part of the 2023/24 settlement.
- New Homes Bonus to be £0.026M in 2024/25, a **decrease of £0.055M** from 2023/24.

Dedicated School Grant Budget and Schools Revenue funding

- 7.2. The Dedicated School Grant (DSG) budget consists of delegated funding to schools, early years providers and providers for pupils with special educational needs and alternative provision. It is the main source of revenue funding for these settings. There is also an element of this funding that is used to support the Council's educational related services.
- 7.3. The current total DSG for 2024/25 is **£206.463M** (latest allocation for 2023/24 is £189.300M). In practice, although the Education Board and Council remain responsible for allocating the entirety of DSG the final actual DSG awarded to the Council will exclude funding for Academies, High Needs place funding for further education providers and free schools, and national non-domestic rates for all mainstream schools, known as recoupment adjustments. These recoupment adjustments are paid directly to those applicable settings from the Education and Skills Funding Agency. Therefore, the final estimated allocation expected to be awarded to the Council for 2024/25 is **£66.012M** after considering all recoupment deductions of **£140.451M**.

- 7.4. The Department for Education (DfE) announced on the 19 December 2023 the opening funding details for 2024/25 which are summarised as below (**Table 1**). Note there are 4 blocks of funding allocations within the DSG.

Table 1 Dedicated Schools Grant Funding Allocations

Block	Amount £M's	Detail
Schools Block	154.739	Mainstream School allocations allowing for 14,812 primary and 12,292 secondary pupils plus growth and premises factors.
Early Years Block	16.408	Funding to provide childcare for the 3- & 4-year-old universal entitlement offer, extended 3 & 4 year old entitlement for eligible working parents, eligible disadvantaged 2 year olds and early years pupil premium (EYPP) and disability access fund (DAF). New from 2024/25 the government have expanded the funded childcare offer for eligible working parents of 9mth year olds up to and including 2-year-olds.
High Needs Block	33.971	Includes funding for special schools, Education and Health Care Plan (EHCP) top up funding up to the age of 25. EHCP Independent provider funding, alternative provision funding, hospital education funding, and support for wider SEND services.
Central Schools Services Block	1.345	Council education related support functions.
Total DSG 2024/25	206.463	

Key 2024/25 Dedicated Schools Grant DfE Headline Announcements

- 7.5. The DfE announced in October 2023 the following key headlines in relation to DSG Individual School Funding for 2024/25 (schools block). The minimum per pupil levels have been set at **£4,610 per pupil for primary schools** (£4,405 in 2023/24) and **£5,995 per pupil for secondary schools** (£5,715 in 2023/24). The minimum funding floor uplift will be set at 0.5% from 2023/24 at a per pupil led funding basis, and all schools attracting their core National Funding Formula (NFF) allocations will receive an increase of circa 1.4% from the 2024/23 Pupil led funding factors: basic entitlement, additional needs factors and lump sum, and a 1.6% increase specifically to the free schools' meals factor. The DSG funding rates for 2024/25 also include the previous mainstream school supplementary grant paid outside of the DSG in 2023/24 now built into the DSG for 2024/25. The DSG 2024/25 uplifted % rates shown are therefore adjusted for this and reflect the new funding arrangements for mainstream schools only in 2024/25 so what is awarded is in addition to this previous supplementary grant.

- 7.6. In relation to Early Years funding announced by the DfE on the 19 December 2023, the DfE confirmed an increase of 27p per hour in 2024/25 to help fund childcare places and support for 3- & 4-year-olds (an equivalent 5.1% uplift from 2023/24), an increase of 41p per hour to help fund childcare places and support for eligible disadvantaged 2-year-olds (an equivalent 5.4% uplift from 2023/24). EYPP rates have also been uplifted by 3.0% from 2023/24 and DAF rates are uplifted by 6.0% from 2023/24. The uplift %'s quoted are in addition to the 2023/24 Early Years supplementary grant that was paid outside of the DSG from September 2023 and now included in the DSG from 2024/25. There are also new 2024/25 rates for eligible working parents of 9-month year olds and up to and including 2-year-olds.
- 7.7. In relation to high needs block funding allocations for 2024/25 the DfE announced in July 2023 that the funding floor (within the NFF) is set at a 3.0% uplift with a maximum gains cap of 5%. For Southend-on-Sea, this has meant an additional uplift of 4.8% from 2023/24 and an additional allocation of **£1.749M**.
- 7.8. In relation to central block funding included within the July 2023 announcements, the DfE stated in 2024/25 that there will be a further 20% reduction to the element of funding that some authorities receive for historic commitments. This is in line with the previous DfE intentions as part of the NFF to unwind this funding element. The implication for Southend's allocation is a further **annual loss of circa £74,000** from 2023/24.

DSG Education Board Decisions

- 7.9. Although the total quantum of DSG is calculated by a national formula that indicates the amount of funding that will be received, it remains a local decision as to how each block of funding is allocated. The Education Board (covering School Forum matters) met on the 12 December 2023 to determine and agree the principal decisions for the allocation of the 2024/25 individual school block allocations, de-delegated services and central block services. Although within Mainstream Schools the minimum amounts per pupil are now a mandatory requirement, the Board confirmed its approval for the remaining mainstream school allocations to continue with the implementation of the national funding formula locally.
- 7.10. The final 2024/25 Individual School Block allocation were noted and shared with the Education Board on the 23 January 2024 (**Appendix 9A**), alongside the final funding allocations for de-delegated services and central block. The Education Board on the 23 January 2024 also approved the recommended approach for the distribution of the 2024/25 Early Years funding (**Appendix 9B**), which is a major expansion following the Government's Spring 2023 budget now including both the new "9 month to 2 year old" and "2 year old" child care funding entitlements for eligible working parents.

Pupil Premium

- 7.11. In addition to funding from the DSG, schools will continue to receive a 2024/25 Pupil Premium grant which provides amounts of £1,480 / £1,050 of funding per annum per eligible primary / secondary pupil in 2024/25, an equivalent 1.72% and 1.45% respectively from 2023/24. Councils will also continue to receive the looked after child pupil premium grant paid at £2,570 per annum per eligible child an equivalent uplift of 1.58% from 2023/24. Based on initial estimates the total Pupil Premium grant will provide an allocation of **£10.217M** in 2024/25.

8. Financial Sustainability Strategy

- 8.1. This was first introduced and approved by Council in February 2020 to frame the financial future and intentions for Southend-on-Sea. It helped to set the context for the Medium Term Financial Strategy at that time, guide our approach to maximising resources, prioritising investment and the effective targeting of resources to deliver the outcomes contained within the Corporate Plan.
- 8.2. Its primary purpose remains to outline our approach, desire, and commitment to achieving financial sustainability by embracing the area's economic potential, growing our local tax base and increase sustainable income capabilities. The updated Financial Sustainability Strategy for 2022-2032 was published in 2022.
- 8.3. The Council will **not** be reviewing this strategy as part of the budget process for 2024/25 due to the following factors:
- the exceptionally challenging operating environment caused by the significant inflationary increases and service demand pressures in 2023/24.
 - that these issues will continue into 2024/25.
 - the funding settlement was for one year only, with no Comprehensive Spending Review announced.
 - the likelihood of Government departmental spending plans being affected by the impending general election.

9. Medium Term Financial Strategy (MTFS) 2024/25 – 2028/29

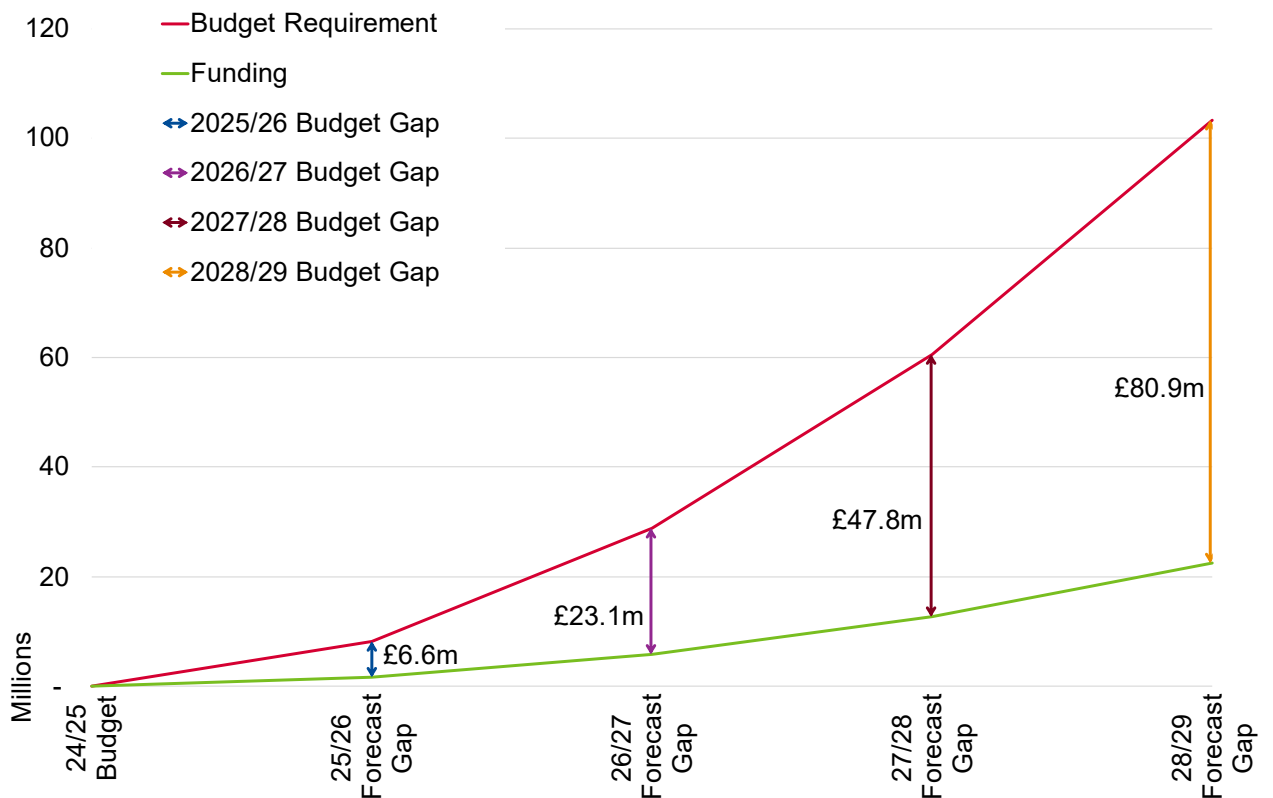
- 9.1. A substantive draft of this updated strategy is shown at **Appendix 1** and builds on what was approved in February 2023. It provides an integrated view of the whole of the Council's finances and outlook over the medium term, i.e., over the next five years. It continues to show how the Council intends to align its limited financial resources to deliver the priorities contained in the new corporate plan but also recognising the need to redesign and change the Council's service delivery arrangements to ensure viability and future sustainability.

- 9.2. This strategy is the Council’s key financial planning document which informs business and resource planning and shows how spending needs to be balanced with the amount of available funding. It will identify budget gaps in the medium term to enable the Council sufficient time to address them in a considered, measured, and planned way. Clearly this assessment will be based on a comprehensive range of economic assumptions and professional judgements.
- 9.3. A major assumption is that the level of Government funding support we are expecting to receive in 2024/25 remains at exactly that same level in future years through to 2028/29, except for the Adult Social Care Discharge Fund (£1.822M) and the additional Social Care Grant (£1.717M). It is also expected that any fundamental changes to national policies delivered locally will be fully funded by Government. The strategy will undoubtedly have to be updated again following the conclusion of the next General Election, which will hopefully see a return to 3-year Comprehensive Spending Reviews for the sector from 2025/26.
- 9.4. A Medium Term Financial Forecast for the years 2024/25 to 2028/29 is shown in **Annex 1 to Appendix 1. Table 2** is a summary showing the forecast budget gap for the next five years and **Figure 1** provides an indication of the potential cumulative impact over the next five years if all current assumptions materialise, and no further action is taken. Clearly our planned service redesign programme and improving efficiency and productivity work will continue to be developed to mitigate the impact and reduce the budget gap forecast in each individual year. Successful implementation will have a major positive financial benefit in reducing the overall cumulative forecast gap illustrated in **Figure 1**.
- 9.5. The Budget Gap for 2024/25 is forecast to be zero, if the proposals contained within this report are supported and approved. It must be noted though that there is a significant risk that some of the overspend reported in 2023/24, particularly for the well documented pressures in Children’s Social Care (Independent Placements) will continue into 2024/25. This national concern was the main driver and contributory factor behind the Government providing additional Social Care Grant that was confirmed in the final Local Government Settlement received on 5 February 2024. Within Southend-on-Sea City Council, the S151 Officer has also earmarked a further £5 million in Social Care Reserves for both Adults (£2.5M) and Childrens (£2.5M) to help to mitigate these concerns in 2024/25.

Table 2 Forecast Budget Gap 2024/25 to 2028/29

Year	2024/25	2025/26	2026/27	2027/28	2028/29	Total
Budget gap	£0M	£6.6M	£9.9M	£8.2M	£8.4M	£33.1M

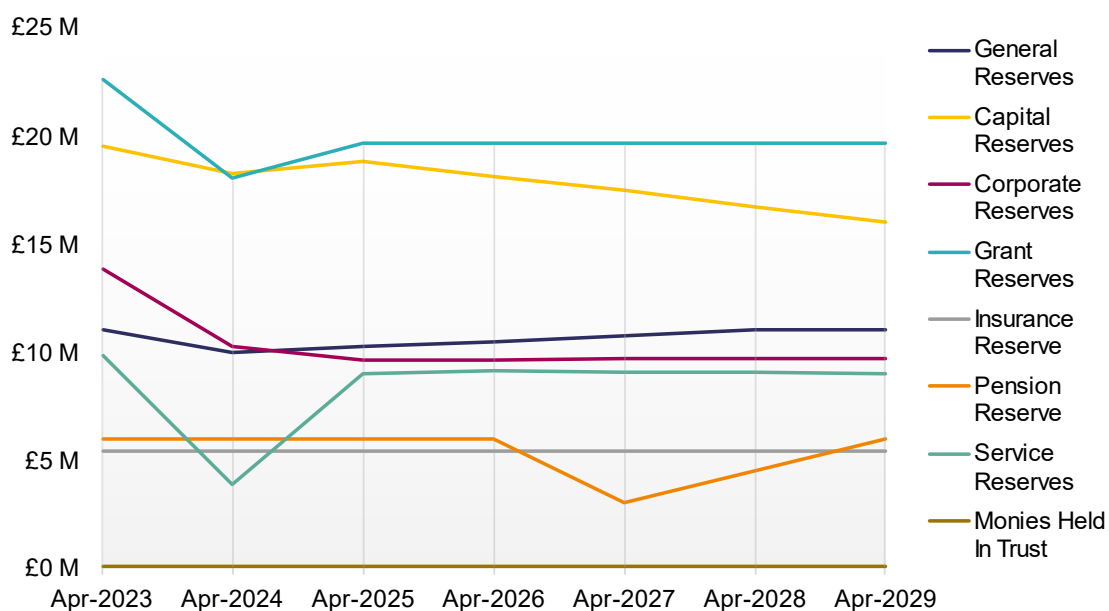
Figure 1 Forecast Cumulative Budget Gap 2024/25 to 2028/29



- 9.6. The Section 151 Officer’s Statement on the Adequacy of Balances and the Robustness of the Budget is attached as **Appendix 2**. This includes the recommended Reserves Strategy based on an approach to evidence the requisite level of reserves by internal financial risk assessment.
- 9.7. The proposed Earmarked Reserves balances (2023/24 – 2028/29) is shown in **Annex 2 to Appendix 1** and it illustrates not only the appropriations to and from Earmarked Reserves but also the transfers between them. The reduction in service reserves at 1 April 2024 reflects the forecast use of these reserves to balance the outturn position for 2023/24, as set out in **paragraph 13.4**. The increase in service reserves at 1 April 2025 reflects the replenishment of these reserves as set out in **Appendix 3**. Action is and will continually be taken to further mitigate the potential overspend throughout the rest of this financial year.

A summary of the forecast reserve balances from 2023/24 to 2028/29 is illustrated in the following graph (**Figure 2**).

Figure 2 Forecast Reserve Levels 2023/24 to 2028/29



- 9.8. The level of resources available for revenue and capital investment considerations were subject to extensive challenge and prioritisation to ensure that any investment proposed is designed to have a positive impact and is aligned to deliver the priorities within our new corporate plan. Balancing the demands and desire for increased investment and funding unavoidable cost pressures with the scale of financial challenges and inflationary impact experienced in 2022/23 and 2023/24 to date has been incredibly challenging.
- 9.9. For revenue prioritisation of proposed investment, careful assessment was given to increasing service demands and unavoidable cost pressures associated with delivering existing statutory requirements. Reviewing potential future demands to continue to respond positively to the needs of our most vulnerable residents whilst ensuring that the Council remains financially sustainable in the most challenging of operating environments has been of paramount importance. Analysis of the feedback from the range of extensive consultation and engagement exercises undertaken throughout 2023/24 has also directly influenced the overall proposed budget package (see **paragraph 24.6**).
- 9.10. For capital, prioritisation of proposed investment is achieved through application of the Capital Investment Strategy, which represents the conclusion of a rigorous challenge to priorities and requirements. This is a key document which forms part of the authority’s integrated revenue, capital, and balance sheet planning. It provides a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the delivery of the Council’s priorities. It includes an overview of the governance processes for consideration, prioritisation, and approval of capital investment. The Capital Investment Strategy for 2024/25 to 2028/29 is attached as **Appendix 10**.

10. Proposals to Deliver a Balanced Budget for 2024/25

- 10.1. Successful and timely implementation of the proposed revenue budget package and capital investment programme are essential requirements in ensuring the future financial sustainability of the Council and to respond positively and pragmatically to achieving the priorities set within the new corporate plan.
- 10.2. A summary of the revenue unavoidable cost pressures proposals that form part of this overall budget package is shown in **Table 3**. The detail of each proposal for 2024/25 is shown at **Appendix 5**. All proposals are planned to be a permanent increase in the revenue base budget of the Council.

Table 3 Revenue Unavoidable Cost Pressures Proposals

Ref	Description	2024/25 £000s
01-COP	Staffing Establishment Costs 2024/25	3,625
02-COP	Investment, income & financing alignment	1,615
03-COP	Contractual Inflation (Not Energy Related)	1,000
04-COP	Energy Inflation Costs 2024/25	-
05-COP	Debt Position Review	330
06-COP	Base Budget Adjustments	300
07-COP	Business Rates Liabilities	220
08-COP	Levies	125
Cross-Organisational Total		7,215
01-L	Audit Fees	265
02-L	Legal Services Contract Specialist	90
01-DLENV	Waste Collection Contract	1,300
01-AHCA	Provider Inflationary Uplift: National Living Wage etc	4,900
02-AHCA	ASC Demographic Demand: Transitions, Older People and Working Age Adults	1,300
03-AHCA	NetPark	50
04-AHCA	Dementia Carer Support	100
01-CSEL	Children's Social Care: Placements Pressure Existing	2,580
02-CSEL	Children's Social Care: Placements New	420
03-CSEL	School Improvement Support	150
01-EGI	Economic Recovery	100
01-HTP	Car Parking Charging Changes	200
01-HP	Local Plan Staffing	140
Specific to Portfolio Services Total		11,595
Total unavoidable cost pressures		18,810

- 10.3. A summary of the proposed savings and income generation proposals for 2024/25 that form part of this overall budget package is shown in **Table 4**. The detail of each proposal for 2024/25 – 2026/27 is shown at **Appendix 6a**.

Table 4 Savings and Income Generation Proposals

Ref	Description	2024/25 £000s
COI-01	Comprehensive Reserves and Capital Financing Requirement Review	(3,500)
COI-02	Vacancy Factor	(775)
COI-03	Energy inflation 2023/24 unapplied	(500)
COI-04	Family Centres – Review	(350)
COI-05	Redesign the ‘Front Door’ to the Council	(300)
COI-06	Utilisation of Education Grants	(100)
COI-07	Utilisation of Education Grants – High Needs (Dedicated Schools Grant)	(70)
COI-08	Museums Rateable Value Reductions	(60)
COI-09	Discretionary Rate Relief Policy Review	(60)
Corporate Initiatives Total		(5,715)
EAP-01	Equipment Assistive Technology Pilots	(250)
EAP-02	Operation Estate Efficiencies	(170)
Efficiency and Productivity Total		(420)
ORE-01	Restructure Adult Social Care Operations and Commissioning	(530)
ORE-02	Director Roles and Vacancies	(400)
ORE-03	ICT Restructure	(395)
ORE-04	Pause Graduate Programme	(200)
ORE-05	Restructure the Senior Leadership Team of the Education, Inclusion and Early Years Service	(120)
ORE-06	Centralisation of Project Managers	(100)
ORE-07	Corporate Strategy Staffing Restructure	(100)
ORE-08	Service Restructures Excluding Library Restructure	(100)
ORE-09	Environment and Place Leadership Team Restructure	(85)
ORE-10	Post Reduction: Workforce Practice Management	(80)
ORE-11	Post Reduction: Operational Performance and Intelligence	(70)
ORE-12	Post Reduction: Procurement	(70)
ORE-13	Reception Staffing Reduction	(55)
ORE-14	Post Reduction: People and Organisation	(35)
Organisation Redesign Total		(2,340)
SOC-01	Parks Service Review	(250)
SOC-02	Micro Enterprise Work	(100)
SOC-03	Telecare Responder Service	(100)

Ref	Description	2024/25 £000s
SOC-04	Cultural and Pier Services Review	(20)
SOC-05	Concert Series	(15)
Service Offer Changes Total		(485)
TPP-01	Concessionary Fares Scheme	(400)
TPP-02	Transitional Supported Housing	(300)
TPP-03	Decommission Dementia Community Support Team	(250)
TPP-04	Utilisation of Education Grants – Early Years (DSG)	(100)
TPP-05	Printing Resources	(50)
TPP-06	Southend Business Improvement District (BID) Service Level Agreement (SLA)	(50)
TPP-07	Essex County Council (ECC) Transferred Debt	(50)
TPP-08	Internal Audit Resourcing	(40)
TPP-09	Connectivity Savings	(40)
TPP-10	Remove the ATM from Civic One	(20)
TPP-11	Consolidation of Low Value Third Party Payment Items	(15)
Third Party Payments / Contractual Arrangements Total		(1,315)
IGC-01	Reversal of Reduction in Investment Income	(710)
IGC-02	Investment Income Growth	(1,835)
IGC-03	Full Cost Recovery for Council Services Provided Externally	(95)
IGC-04	Fees and Charges Increase	(260)
IGC-05	Increase Planning Charges	(150)
IGC-06	South Essex Property Services (SEPS) Dividend	(150)
IGC-07	Increased Cremation Charges	(120)
IGC-08	Pier Charging	(100)
IGC-09	Beach Hut Terms	(100)
IGC-10	Electric Vehicle (EV) Charging Opportunities	(50)
IGC-11	Increased Burial Charges	(40)
IGC-12	Review Environment Protection Enforcement Model	(30)
IGC-13	Private Sector Leasing	(25)
IGC-14	Introduce Penalties for Council Tax Reduction Scheme	(20)
IGC-15	Consolidation of Low Value Income Generation Items	(30)
Income Generation Capability Total		(3,715)
2024/25 Budget Saving / Income Generation Total[#]		(13,990)

[#] This total is for the new proposals put forward as part of the 2024/25 budget round. There are also £0.605M of agreed savings from prior years giving a total of £14.595M (**Appendix 6a**).

10.4. In addition to the proposed budget savings and income generation initiatives summarised in **Table 4** for 2024/25, there are also a range of overspend reductions and cost avoidance proposals totalling **£2.795M** and **£1.840M**, respectively. These are detailed in **Appendix 7 and 8** and are listed separately as they do not directly impact on the revenue budget allocations for 2024/25. This is because there is no (or insufficient) approved budget provision for these pressures in 2023/24. Most of these issues have been caused by the unprecedented inflationary cost pressures that continue to be experienced and which are outside the direct control of the City Council.

11. Ongoing Support and Commitment to our Most Vulnerable Residents

- 11.1. The Council has committed to a review of the Council's operational estate and front-line services to deliver localities-based service provision. As part of this assessment the services provided by Libraries and Family centres will also be reviewed for their future operation and service delivery arrangements for our residents. The opening of the new Launchpad and further development of the Airport Business Park will continue to support new and micro businesses and is also a major development to help the local economy and encourage entrepreneurial activity.
- 11.2. As highlighted in **Table 3** significant additional investment is proposed for a range of critical social care services in 2024/25. Southend-on-Sea City Council will also continue to support families and vulnerable people during the cost-of-living crisis with the Essential Living Fund and any other associated Government funding.
- 11.3. The amount of information on available support is sometimes overwhelming and to make life easier for residents and to help accessing trusted and safe information, the council have collated key information and guidance at www.southend.gov.uk/costofliving and onesouthend.com/cost-of-living/
- 11.4. These websites include videos, articles, links to local and national schemes to help people deal with rising costs, an interactive map displaying locations where you can find support with food, clothes, toiletries, health items, and spaces where you can retreat to or work from to keep warm.
- 11.5. For anyone who can't get online, the council produced a booklet – 14,000 were printed with 4,000 copies going out directly to vulnerable residents. Copies are still available from the Civic Centre and public libraries and charities will be handing out the booklets to their beneficiaries. In addition to the cost-of-living resources, the council has also been taking advantage of the various government funding and grant schemes available over 2023/24 to ensure as many Southend residents as possible can receive support during the cost-of-living crisis.
- 11.6. The **Essential Living Fund** will continue to support vulnerable residents into 2024/25 by helping vulnerable people live as independent a life as possible in the community on a case-by-case basis.

- 11.7. The **Discretionary Housing Payment (DHP)** scheme is available for people who are unable to cover the top up in their rent after applying for Housing Benefit or Universal Credit Housing Costs. The fund total is **£409,532 a year**. As a limited and discretionary scheme consideration will be given to the applicant's circumstances in making an award, and they will be on a short-term basis. Other than assistance with rent top up, a DHP can also be claimed for a rent deposit if they can demonstrate that a property that is being considered to move in to will be financially cheaper for them.
- 11.8. The council has also allocated £1.5m over three years to the Community Investment Fund, hosted by Southend Association of Voluntary Services (SAVS), to support the board's key themes which include reducing poverty and boosting the voluntary sector. Despite the huge financial challenges, the Council has remained committed to this investment in 2024/25 but will need to review the position for 2025/26 onwards.
- 11.9. Following the Autumn Statement in November 2023, the Government were posed questions around the future of the **Household Support Fund** and their official response was that **no new decision has been taken about the future of the Fund**. The Government's response continued by stating that... *'further steps were being taken to support the most vulnerable whilst inflation continues to fall past April 2024. The Government will raise Local Housing Allowance rates in Great Britain to the 30th percentile of local market rents in April 2024. 1.6 million families will be better off, gaining £800 on average in 2024/25. This comes on top of all working age benefits being uprated in full by September 2023 CPI of 6.7%, for 2024/25. We continue to keep options under review as we take tough decisions to drive down debt and halve inflation.'*
- 11.10. The **Household Support Fund** has been used to support eligible residents throughout 2023/24. Guidance on how this has been allocated can be found here [Household support fund – Southend-on-Sea City Council](#). This includes vouchers to people entitled to Free School Meals, distribution through the Citizens Advice who will identify vulnerable people accessing their services that would fit the remit of the scheme, targeted distribution was also undertaken through our local **Southend Emergency Fund** who gave grants to organisations working with pensioners, people with disabilities and caring responsibilities. So far in 2023/24 the Southend Emergency Fund has provided grants to local charities and support groups of £110,000 in total helping 4700 residents. Citizens Advice have been providing food and fuel vouchers to over 500 local residents.
- 11.11. The council was also awarded £331,000 for the government's **Council Tax Support Fund** to deliver additional support to the 12,500 households already receiving council tax support. The monies were used to reduce bills for current working age and pension age Local Council Tax Support claimants by up to £25. In real terms this means that around 3,200 of these households that are of pensionable age continued to receive a 100% council tax reduction for 2023/24 and have no liability to pay. **Unfortunately, the Government has discontinued this funding for 2024/25.**

- 11.12. In very extreme cases the Council also has a limited **Exceptional Hardship Fund**. A payment made via this route is allocated direct to the Council Tax account and provides residents additional financial help if they have a shortfall between the amount of Local Council Tax Support paid and the amount of Council Tax they are liable to pay. To qualify for this support residents would need to demonstrate that their financial circumstances are exceptional and would suffer severe financial hardship if the extra support was not received.

12. **Medium Term Financial Sustainability Challenge**

Building a City Council Fit for the Future

- 12.1. The overall level of net cost reduction required by Southend-on-Sea Council to bridge a medium to long term deficit by 2028/29 requires a programme of work that not only supports the development of net cost reduction and transformation opportunities at a service level, but that also considers how these opportunities can be integrated into a renewed, sustainable, operating model.
- 12.2. Previous work undertaken by Grant Thornton identified key observations about the operating model of the Council:
- As a twenty-first-century Council with an ever-tightening fiscal environment, Southend has no option but to modernise its operating model and find new, more cost-effective ways of meeting the needs of its communities in the context of a changing public sector landscape.
 - Overall, the Council is relatively 'traditional' in its mode of service delivery, and there is significant opportunity to innovate, considering not just 'how' services are delivered but also 'what' services are delivered.
 - The Council has a history of being all things to all people - a key objective of the Corporate Plan and Service Plans should be to define more clearly what the Council prioritises and delivers and therefore give officers the authority to stop/reduce non-essential activities.
- 12.3. A transformation partner, Ernst and Young (EY), was then appointed in August 2023 to undertake a fourteen-week period of review to advance thinking around transformation and help develop strategy. This, in part, built on some of the work delivered by Grant Thornton. However due to the imminent financial challenges, the Council requested that this work be 'pivoted' to develop cost-saving ideas to reduce the overspend for 2023/24 and for the 2024/25 budget setting but also to focus on 5 key cross cutting workstreams as follows:
- Estate Optimisation
 - Demand Management in Adults & Children
 - Front Door Redesign
 - Procurement / Commissioning / Contract Management
 - Shared Services

12.4. Building on the initial work undertaken by Grant Thornton five design principles for transformation were developed by the Council's Senior Leadership Network with support from Ernst and Young. The principles guide activity to ensure any change initiatives across services align to the following:

- **Resident Centric:** We will be resident centric, putting residents at the heart of everything we do and focusing on the experience of residents across all services. This is to ensure the best possible services for Southend-on-Sea residents, making sure their needs are met.
- **Efficient & Effective:** Working in ways that are streamlined, preventative, optimise resources, and prioritise the right things at the right times, providing the right results. This is to ensure staff are enabled to work in a proactive and productive manner, and that residents receive smooth and streamlined services.
- **Inclusive:** Promoting a positive culture within the Council and outside of it, accommodating the needs of all and creating a sense of true acceptance. This is to ensure there are no unspoken boundaries, and that everyone has equal opportunity and sense of belonging, regardless of who they are.
- **Evidence-Based Decisions:** We will make decisions based on reliable data and evidence to ensure the best possible outcome for residents and the Council. This is to ensure residents receive the best services, and staff are empowered by decisions backed by good and reliable evidence.
- **Digitally Enabled:** Digital by default, we will reduce our manual tasks and processes to optimise how we work and deliver services. This is to enable each service to utilise resources optimally and effectively to meet residents and staff needs.

12.5. Whilst the immediate focus of transformation is to balance the near-term budget challenge, a far more extensive and challenging approach, based on experience in other local authorities, is required to ensure a financially sustainable organisation in the longer term. This approach will need to question current ways of working which are embedded in the culture, exploring different ways to achieve the same goals while forming clear 'As-Is' and 'To-Be' views and outlining efficiency and effectiveness to be gained. Service re-design is a necessity to support this process.

Governance, Reporting and Delivery Arrangements

- 12.6. The level and intensity of the transformation programme requires strong governance and support and a new officer Transformation Board was created in the spring of 2023 to oversee the programme and delivery of activity. The Board's composition has been reviewed and a new Transformation Board, now led by the Corporate Leadership Team (CLT) with support from key Directors was established in November 2023. Its terms of reference include oversight of a newly developed Transformation Programme, identification, prioritisation, and approval of transformation initiatives that align to the Corporate Strategy, and remediation of initiatives considered to be at risk. It will also oversee the delivery of savings and income generation set for 2023/24 and for 2024/25 onwards.
- 12.7. To support the Council's transformation journey a new role of Transformation Director has been appointed to in September 2023. CLT have recently agreed the recruitment of a Lead PMO, Programme Manager and Project Support Officer to support the development of the programme.
- 12.8. In addition to the Transformation Board there has recently been the creation of a cross party Members Finance Panel, which will have regular oversight on the work of the Transformation Board but also be used as a cross party panel actively challenging progress, delivery, generate new ideas and do some in depth analysis and mitigation around key risk areas of the budget.
- 12.9. There was approval in the 2023/24 budget setting process for additional one-off 'change' resources of £1.5m from the transformation implementation reserve. This was earmarked to facilitate the delivery of the transformation programme with both internal and specialist external expertise and to provide the capacity to implement the programme and cultural change required at pace. Without this major redesign the Council will be exposed to the increasing pressure and risk of financial unsustainability. A threat that many local authorities are already declaring. The operating landscape and financial pressures are getting even more challenging each year and the Council needs to be proactive and continue its major change journey. The alternative could lead to an even greater reactive impact on our service range, quality and operational viability.
- 12.10. The financial position for the Council has been challenging over a number of years and particularly over the last couple of financial years and the pressure continues to build for the future. At each budget setting cycle a balanced budget is approved, based upon all the known factors at the time of setting that year's budget. Estimates are exactly that and officers use all known information available during the preparation of the budget considering levels of costs, inflation, income generation potential, demand management, correct in year overspend positions, new government requirements etc. This approach to budget development is set out in the S151 officers S25 statement attached at **Appendix 2.**

- 12.11. This final budget report for the forthcoming financial year realistically is based upon all known information during January. The first public budget monitoring report for the new financial year is for the position as at the 31 July of that year and then reported to Cabinet in September.
- 12.12. Therefore, a period of some six months will have elapsed between the preparation of the budget and the first public reporting of performance against that new budget. Several local factors may have changed in that time period e.g. significant increases in demand and complexity for Adult and Childrens social care that were not anticipated when setting the budget but also external factors such as the significant increase in inflation not foreseen in 2022/23 and continued into 2023/24.
- 12.13. Every attempt is made to produce a balanced and sound budget which is developed with assumptions and professional judgements for all local and external factors. The volatility of the economic and local operating environment will always require continuing review and assessment as more up to date information becomes available during the financial year. The Council has effective financial management and reporting arrangements in place and the financial position for 2024/25 will be closely monitored and a balanced financial position for the Council could change in the year.
- 12.14. With this recognition in place the newly established cross-party Members finance panel, will review and scrutinise any financial recovery plans that may be required for the organisation over the medium-term period but initially concentrate on 2024/25 and 2025/26 to ensure a balanced and sustainable organisational position is delivered. The work of this Panel will be supported by the CLT Transformation Board and will feed into the budget monitoring and budget setting for the organisation to ensure Member oversight and strong and robust governance of our financial position.

13. General Fund Revenue Budgets 2024/25 – 2028/29

Forecast revenue outturn 2023/24

- 13.1. In February 2023, the Council approved a General Fund Revenue Budget requirement for 2023/24 of **£143.875M**.
- 13.2. Members have been supplied with regular financial performance information throughout the year. The latest forecast outturn and supporting narrative for 2023/24 is summarised in the Finance Performance Report 2023/24 - to end of November 2023 (Period 8), which was presented to Cabinet on 11 January 2024. The year has continued to be dominated by the financial challenges caused by huge increases in service demand post the pandemic combined with unavoidable rapid inflationary increases in operating costs across almost every aspect of the organisation. Nearly all the financial pressures that the Council has continued to experience have been down to external factors where the Council has had no direct influence or control and they have happened at great pace, since the Council's 2023/24 budget was approved in February 2023.

- 13.3. In headline terms the Council's Corporate Budgets and Service Portfolios are currently forecasting a net overspend by the year-end of **£6.284M** for 2023/24, this is an improvement of **£4.483M** on the position reported at September 2023 (period 6) (£10.767M).
- 13.4. A range of mitigation plans remain in place to try and improve the overall financial position further by the end of the financial year. The situation will continue to be closely monitored. Given the significant financial situation and current forecast outturn position for 2023/24, the Council will have no choice but to use its earmarked reserves, which have been prudently developed over previous years, to cover any overspend that remains at the end of this financial year. The actual year-end final position for 2023/24 will be considered as part of the outturn report, which will be presented to Cabinet in June 2024.

Fees and Charges Proposals

- 13.5. Cabinet at its meeting on 18 September 2018 approved the introduction of a fees and charges policy to cover all fees and charges reviews except car parking charges. This approved policy enabled Chief Officers to set fees and charges annually where the expected yield for a service or category is in line with the budget parameters as set out in the Medium Term Financial Strategy. Outside of these budget parameters any changes will need to be agreed by Cabinet.
- 13.6. Given the scale of financial challenge a Special Cabinet was arranged on 31 October 2023 where it was agreed that the target yield would be set at 10% for all services in 2024/25, with the exception of car parking charges (which will remain in line with the MTFs assumption of a 7% increase in total income generated but not specific increases in individual car parking tariffs), and burial fees increasing by 20% to help manage burial demand as land supply is limited. It was subsequently agreed at a further Special Cabinet on 12 December 2023 that cremation charges would increase by 15% and all increases in charges would be implemented as early as practically possible from 1st January 2024. All charges for 2024/25 will be set by Chief Officers under delegations within this guideline with a few exceptions.
- 13.7. The proposed overall balanced revenue budget package assumes several new fees and increased charging options for the Southend Pass, pier and foreshore attractions, bereavement services, highways, CCTV and registration services. These are either included as a savings proposal where relevant or are additional income streams to deliver on the current budgeted level of income.
- 13.8. Any statutory fees will be updated in the year as soon as the new charges are released for areas such as licensing and planning. It is already known that planning fees will be increased nationally and there is a savings proposal to reflect this.
- 13.9. A full schedule of all fees and charges and their implementation dates can be found at **Appendix 6b**.

Overall General Fund Budget

- 13.10. The overall proposed final balanced General Fund Revenue Budget package for 2024/25 is summarised in the following table (**Table 5**).

Table 5 Summary of General Fund Revenue Budget

	2023/24 £M	2024/25 £M
Net Base Budget	139.649	144.605
Proposed Budget Changes (net)	4.226	5.470
Revenue Budget	143.875	150.075
<i>Less Available Funding</i>		
Revenue Support Grant	(7.118)	(7.590)
Business Rates Income	(36.258)	(37.990)
Collection Fund Surplus	(2.000)	(1.000)
To be funded from General Council Tax and ASC Precept	98.499	103.495
General Council Tax	84.624	88.506
ASC Precept Income	12.875	14.989
Remaining Budget Gap	1.000	0
Use of General Reserves	(1.000)	0
Use of Reserves to Balance Budget	(1.000)	0
Balanced Budget	0	0

Council Tax 2024/25 and estimated collection fund balance 2023/24

- 13.11. The Council must formally determine the Council Tax Base (the number of Band D equivalent properties) for 2024/25 and any estimated Collection Fund balance at the end of 2023/24. The Council Tax base for 2024/25 was approved by Cabinet on 11 January 2024 and set at **60,409.19** (equivalent Band D properties) including Leigh-on-Sea Town Council.
- 13.12. The tax base for Leigh-on-Sea Town Council has been calculated for 2024/25 as **9,017.50** Band D equivalents.
- 13.13. The estimated balance on the Collection Fund in respect of Council Tax as at the end of 2023/24 is £6.5M (including Preceptors). It is proposed that £1.0M of the projected accumulated historical surplus will be used to support the Council's budget for 2024/25.

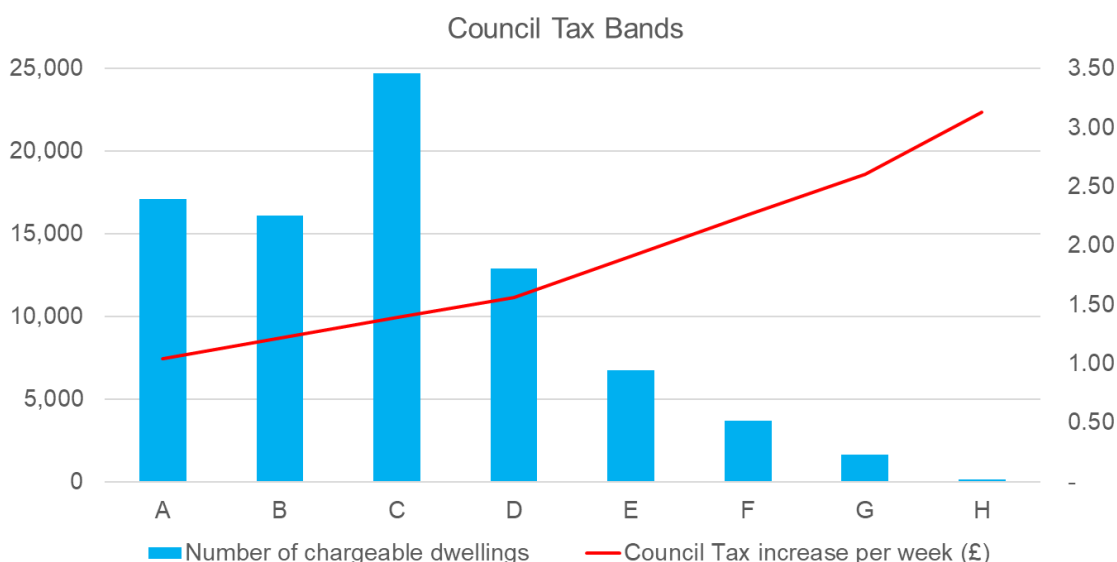
Council Tax

- 13.14. Overall, the proposed budget assumes a total increase in the Council Tax of 4.99% (that being 2.99% for general use and 2% for the Adult Social Care precept). This would result in a Band D value of £1,713.24 per annum (the Band D level for 2023/24 is £1,631.88). This equates to an annual increase of £81.36 and a weekly increase of £1.56.
- 13.15. **Table 6** and **Figure 3** provide an indicative illustration of the impact of the proposed council tax increase for 2024/25 across the range of properties in Southend-on-Sea. 70% of properties in the City are in council tax bands A to C.

Table 6 Council Tax Bands

Council Tax Band	A	B	C	D	E	F	G	H
Number of chargeable dwellings	17,126	16,135	24,713	12,891	6,773	3,703	1,628	129
23/24 Council Tax per week (£)	20.92	24.41	27.90	31.38	38.36	45.33	52.30	62.76
Increase per week (£)	1.04	1.22	1.39	1.56	1.91	2.26	2.61	3.13
24/25 Council Tax per week (£)	21.96	25.63	29.29	32.95	40.27	47.59	54.91	65.89

Figure 3 Number of Council Tax Dwellings and the associated proposed increase



- 13.16. This proposed budget for 2024/25 assumes a Council Tax increase of 2.99% for general use on the Southend-on-Sea element of the total Council Tax. It also assumes an Adult Social Care precept increase at a level of 2.0% of the main Council Tax. This has been determined based on trying to limit the local Council Tax increase to as low a level as realistically possible in these very financially challenging circumstances.
- 13.17. The ability to apply this precept was introduced by the Government as part of the 2016/17 Local Government finance settlement. It was introduced to assist with the increasing demand and demographic expenditure pressures from Adult Social Care that Local Government has been experiencing and are continuing to face.
- 13.18. The total Council Tax payable by taxpayers consists of Southend-on-Sea City Council element, the Adult Social Care element and the precepts for Essex Fire & Rescue Services Authority and Essex Police Authority. Where applicable it also includes Leigh-on-Sea Town Council precept.

Precepts

- 13.19. Leigh-on-Sea Town Council has confirmed its precept for 2024/25 of £466,656 (2023/24 = £462,056). Based on their council tax base of 9,017.50 the Town Council element of the total Council Tax bill will increase from £50.58 to £51.75 at Band D, equivalent to an increase of 2.31% from 2023/24.
- 13.20. Essex Fire & Rescue Services and Essex Police through the Police, Fire and Crime Commissioner for Essex has by law to set both precepts no later than 1 March 2024 (after consideration by the Essex Police, Fire and Crime Panel on 1 February 2024).
- 13.21. The Essex Police, Fire and Crime Panel agreed the following precept position at its meeting on 1 February 2024:
- Essex Police: Band D Council Tax **£246.42** (2023/24 = £233.46), which is an increase of **5.55%**.
 - Essex Fire and Rescue Services: Band D Council Tax **£82.62** (2023/24 = £80.28), which is an increase of **2.91%**.

Levies

- 13.22. The Council is required to pay relevant levying bodies, who have all now indicated their levy position for 2024/25. The final levies will be reported on in the Council Tax report for Council on 22 February 2024. The current position for 2024/25 is identified in Table 7.

Table 7 Levying bodies and their charges.

	2023/24 Probable Actual £000	2024/25 Estimate £000	Percentage increase %
Kent and Essex Inshore Fisheries and Conservation Authority (Provisional)	23.8	24.5	3.0
Flood Defence – Environment Agency (Provisional)	215.0	221.1	2.8
Coroners Court (Provisional)	525.7	594.7	13.1
Total	764.5	840.3	

- 13.23. The Kent and Essex Inshore Fisheries and Conservation Authority levy has been confirmed at their quarterly meeting of 30 January 2024 to be an increase of £714 from 2023/24 to 2024/25. The overall Flood defence levy was agreed at the board meeting of the Anglian Eastern Regional Flood and Coastal Committee on 27 October 2023. Southend's share of the levy has then been subject to further adjustment as the Environment Agency have calculated it using the final tax base for each relevant Local Authority. The Coroners Court levy is also provisional and is based on the amount notified by Essex County Council following continued pressure on the Coroners budget due to a combination of increases in the number of deaths as a result of an ageing population and an increase in the number of inquests being opened over the last 3 years. The provisional amount is a **24.8% increase** on the 2023/24 original budget.

Reserves Strategy and Section 151 Officer's Statement

- 13.24. The Reserves Strategy is set out in the Section 151 Officer's Statement on the Adequacy of Balances attached at **Appendix 2**. Within the boundaries of this strategy the presentation of the budget reflects proposed net appropriations to earmarked reserves totalling **£6.915M** for which separate approval is sought. This includes £5M, £2.5M to replenish each of the Adult Social Care and Children's Social Care Reserves as it is expected that the 2023/24 reserve will be required to fund the forecast in-year deficit. The total for both reserves will be fully reassessed once the outturn for 2023/24 is known and will form part of the outturn 2023/24 report to cabinet in June 2024. Full details are shown in **Appendix 3**.

Staffing Implications

- 13.25. In response to the unprecedented level of financial challenges and the need to reduce the overall operating costs of the Council to ensure it remains viable and financially sustainable, a voluntary redundancy scheme was made available to all staff for a limited period of time. From this exercise, a total of 112 applications were received from individual officers and 30 of these applications have currently been accepted. Some of these accepted applications are not specifically aligned to savings proposals but will positively contribute to reducing the future operational costs of the Council. Staff have been informed of the outcome from this process and where applications have been accepted, appropriate notice has been issued in January 2024 in accordance with each individual's contractual terms.
- 13.26. There are still potentially up to 80 FTE posts proposed to be deleted (Out of approximately 1,840 FTE across the Council) as part of the budget savings package detailed at **Appendix 6** and **Appendix 7** across 2023/24 and 2024/25. A total of 17.2 FTE vacant posts have now been deleted. Narratives within individual savings proposals have been updated for staffing implications where appropriate. All service structure considerations will continue to target vacant posts first, fixed term contracts where applicable, interim arrangements, agency cover and the accepted voluntary redundancy agreements. Every effort will be made to avoid any compulsory redundancies as part of implementing all budget proposals, including the exploration of 'bumped' VR opportunities. These arrangements will remain under review and service delivery mechanisms will be refined and concluded based on the feedback received from the range of consultation processes that are launched.
- 13.27. The Council's workforce planning process will continue to provide oversight on all proposed staffing changes and ensure that the approach will manage vacant posts (permanent and temporary), agency and interim arrangements to ensure that any staff identified at risk from the proposed staffing restructures can be redeployed where appropriate.
- 13.28. The Council's policies on managing organisational change, redeployment and redundancy will be followed accordingly. Consultations with staff and Trade Unions will continue throughout the budget development and implementation process. Comprehensive engagement and consultation will also be a key feature of each stage/phase of the implementation of the proposed service redesigns.

14. Capital Investment Programme

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

Deliverability

- 14.3. There is inevitably a gap between the capital investment programme ambition and the finite available resources to afford and deliver the programme. This limits the number and value of schemes that are affordable and deliverable.
- 14.4. We need to ensure that investment is focussed on priorities and that priority projects have viable delivery plans. An on-going review has been undertaken to re-assess and re-prioritise the capital investment programme. As the review has progressed the results have been included in the Period 4, Period 6 and Period 8 financial performance reports to September, November and January Cabinet respectively.
- 14.5. The results of the early stages of this review were included in the July 2023 (period 4) performance report to Cabinet in September. Comprehensive cross party capital challenge sessions chaired by the Leader took place in early October. This included the direction from Cabinet that if capital projects had not yet commenced this year, they would not do so. The resulting requested changes to the capital investment programme were included in the September 2023 (period 6) performance report to Cabinet in November. Follow up cross party capital challenge sessions chaired by the Leader then took place in early December. The resulting requested changes to the capital investment programme from those sessions were included in the Period 8 financial performance report to Cabinet in January.
- 14.6. The reviews of the capital investment programme have considered the following:
- the actual physical progress of each scheme (e.g. out to tender, site assembly, on site, etc.) and whether the current year's budget will be spent.
 - re-assess schemes considering the effects of the prevailing inflationary pressures and any supply chain issues.
 - ascertain more realistic budget profiles based on expected delivery timescales and to ensure resources are in place to deliver them.
 - whether projects funded by borrowing are still affordable.

- review the overall programme to achieve a more even investment profile across the years, to ensure it is realistic and affordable as a whole.
 - consider whether any schemes can be stopped or paused.
 - consider whether any schemes should be subject to a viable business case assessment.
- 14.7. This has led to some schemes being deleted from the capital investment programme whilst others have been moved to the ‘subject to viable business cases’ section below the main programme. These schemes can be brought up into the main programme at the appropriate time in line with the approach where schemes can enter the programme during the financial year and not just annually at budget setting. This approach should ensure that the programme is affordable, deliverable and focussed on the Council’s key priorities.

15. Capital Investment Programme – results of the review

- 15.1. At November Cabinet a 2023/24 budget of £45.5M was approved for schemes to be delivered by the Council and £13.8M for schemes to be delivered by subsidiary companies and partners. At November Cabinet a total budget for financial years 2024/25 to 2027/28 of £86.4M was approved for schemes to be delivered by the Council and £19.6M for schemes to be delivered by subsidiary companies and partners.
- 15.2. Since November Cabinet the capital investment programme review has continued as set out in paragraphs 14.4 to 14.6. As a result, this report includes any virements between schemes, re-profiles across years, new external funding, proposed scheme deletions and movements between the main programme and the ‘subject to’ section. These are set out in **Appendix 12**.
- 15.3. The resulting revised capital investment programme for 2023/24 to 2027/28 is shown in **Table 8** and **Table 9**.

Table 8 Programme to be delivered by the Council (GF and HRA)

	2023/24 (£000)	2024/25 (£000)	2025/26 (£000)	2026/27 (£000)	2027/28 (£000)	Total (£000)
At November Cabinet	45,502	64,376	11,169	6,681	4,172	131,900
Amendments	(2,659)	(4,393)	7,887	0	(195)	640
Revised programme	42,843	59,983	19,056	6,681	3,977	132,540

Total proposed budget for 2024/25 to 2027/28 = £89.7M

Table 9 Programme to be delivered by Subsidiary Companies and Partners

	2023/24 (£000)	2024/25 (£000)	2025/26 (£000)	2026/27 (£000)	2027/28 (£000)	Total (£000)
At November Cabinet	13,783	6,774	6,329	6,491	0	33,377
Amendments	(500)	500	0	0	0	0
Revised programme	13,283	7,274	6,329	6,491	0	33,377

Total proposed budget for 2024/25 to 2027/28 = £20.1M

- 15.4. Key areas of investment included within the main programme (excluding schemes subject to viable business cases) across the five-year period 2023/24 to 2027/28 are as follows:

A growing city with a strong and prosperous community

Enterprise and Regeneration

- 15.5. Capital investment in this area contributes to the desired outcomes of economic regeneration and business development.
- 15.6. An investment of £1.7M included in this capital investment programme is for the completion of the Airport Business Park, a major strategic employment site near London Southend Airport. It is envisaged that the new Business Park will become renowned as a leading regional centre for the science, medical and technology sectors and deliver benefits for both local businesses and local communities. The development will create thousands of job opportunities for local people, attract inward investment and it is hoped it will bring lasting prosperity to the region. The Launchpad building has now opened and there is still some outstanding expenditure to be incurred on the project.
- 15.7. Capital investment of £23.7M is included in this programme to deliver the projects for improvements to the visitor economy that are funded mainly by the Levelling Up Fund. These include £7.5M for the Cliffs Pavilion, £14.2M for the Leigh Port and £2.0M for Marine Parade.

Southend Pier

- 15.8. Capital investment in this area contributes to the desired outcome of enhanced tourism, culture and leisure.
- 15.9. Major capital investment in the pier of £8.2M is included in the current programme. This includes monies to deliver a continuing planned approach to addressing the condition works and bearing refurbishment identified within the condition survey. This will reduce the requirement for urgent and/or reactive condition works. To ensure the pier continues to be an outstanding visitor attraction other investment has been included for phase 2 of the Prince George Extension and for refurbishment works to the timber outer pier head.

Community Infrastructure Levy (CIL)

- 15.10. Capital investment of £1.2M is included in the current programme. This includes Ward allocations for 2023/24. The 2024/25 CIL ward allocations will be identified as part of the CIL 2023/24 outturn reporting to June Cabinet. The capital investment programme will subsequently be updated and Ward councillors advised accordingly.

A safe city with a good quality of life for all

Schools

- 15.11. Capital investment in this area contributes to the desired outcome that children and young people, including those in care, feel and are safe at home, school and in their communities.
- 15.12. The schools capital investment programme for 2023/24 onwards totals £8.5M. The programme will continue to include the schools condition works but it will mainly be dominated by the high needs and special provision funds. These funds are to enhance the facilities and number of places available for children with special educational needs and disabilities or requiring alternative provision.

Housing

- 15.13. Capital investment in this area contributes to the desired outcome of quality, affordable and safe homes.
- 15.14. Several sites within the housing development pipeline are currently underway and a major capital investment of £11.4M is included in this programme to deliver the agreed phases of the affordable housing development programme to provide much needed housing for those on the Homeseeker's Register. Phase 3 is to deliver circa 29 units of Council housing across six underutilised garage sites and surrounding land in Shoeburyness. Phase 4 is to deliver circa 9-12 units of Council housing at the North site within the Council owned Lundy Close housing estate. There are also Modern Methods of Construction pilots for off-site delivery methods at Archer Avenue and Saxon Gardens.

- 15.15. Capital investment of £2.9M is included until 2023/24 to continue the affordable housing acquisitions programme with a further £3.2M to provide homes under the Afghan and Ukraine resettlement scheme.
- 15.16. Capital investment of £27.7M has also been included over the four years to 2026/27 to continue the programme of works to maintain the housing stock to decency levels, to invest in environmental health and safety and common area improvement works and for improvements and structural works at the Balmoral Estate. The decency levels of the 5,940 houses, flats and bungalows needs to be maintained to sustain an environment that keeps residents safe.
- 15.17. Capital investment of £7.2M is included for Disabled Facilities Grants to provide grants to disabled people make changes to their homes. Adaptations include widening doors, installing ramps, improving access to rooms and facilities and adapting heating and lighting controls to make them easier to use.

A clean city with a resilient environment

Highways and Infrastructure

- 15.18. Capital investment in this area contributes to the desired outcome an improved transport system and an enhanced and protected street scene and environment.
- 15.19. Significant capital investment of £18.6M in the city's footways and carriageways is included in this programme. This includes £10.1M for footways improvements and £5.8M for carriageways improvements to reduce long term structural maintenance and improve public safety. It also includes £2.3M for the repair of potholes.
- 15.20. Capital investment of £2.1M included in this programme is for flood prevention and resilience schemes including coastal defence and sea wall refurbishment.
- 15.21. Capital investment of £7.0M included in this programme is for highways infrastructure schemes. This includes £2.3M of cliff stabilisation works at Belton Way East and £3.4M for Safer Roads, both funded by grant received from the Department for Transport.
- 15.22. Capital investment of £6.8M is included in this programme for the completion of schemes funded from Local Transport Plan and the Local Growth Fund monies from Government. These include essential maintenance works, bridge strengthening, transport network and management schemes and city centre interventions.

Housing

- 15.23. There is £3.2M in the programme to improve the energy efficiency of council housing as part of the Social Housing Decarbonisation Fund. The project is to retrofit 110 council homes and will focus on reducing the heating demand of some of the Council's most poorly insulated homes by using external wall insulation, loft insulation, improved glazing, energy efficient lighting, draught proofing and ventilation improvements.

Enterprise and Regeneration

- 15.24. As part of the Airport Business Park, the new Launchpad Innovation Centre has opened. Environmental sustainability is core to the design of this building. The design and construction has achieved the highest standards of environmental performance, making it the first council-owned building to achieve Building Research Establishment Environmental Assessment Method (BREEAM) Outstanding Certification.
- 15.25. The other construction works at the Airport Business Park have been delivered by contractors appointed through an Official Journal of the European Union (OJEU) compliant procurement process. As part of this, the Council and Henry Boot Developments Limited have defined the standards they expect contractors to achieve. Building Research Establishment Environmental Assessment Method (BREEAM) Very Good has been adopted as the minimum standard for buildings and BREEAM Excellent will initially be targeted for all developments (albeit this will need to be considered in the context of overall development viability).
- 15.26. Across the Airport Business Park there has been considerable investment in walking and cycling infrastructure ensuring connectivity with the wider network and through to Rochford station. An S106 contribution will ensure that the park is served by public transport. The site also benefits from sustainable drainage solutions and there has been considerable investment in planting.

Other

- 15.27. Where building refurbishments are undertaken, and particularly through projects delivered through the Property Refurbishment Programme, the Council is taking measures to upgrade the energy efficiency of its operational buildings with a specific focus on measures that reduce energy consumption and reduce energy loss.

A transforming council delivering efficient, cost effective services

Works to Property

Capital investment in this area contributes to the desired outcome of value for money and clear service standards.

- 15.28. Capital investment of £2.4M included in this programme is to continue the property refurbishment and fire improvement works programmes. The property refurbishment programme enables a proactive approach to ensure investment is made in the fabric and services within buildings before they get to a stage that capital works become urgent or have a detrimental impact on service users' use of the building or leads to urgent repairs and maintenance works which are usually more costly long term. The fire improvement programme enables the Council to proactively manage and address active and passive fire protection measures across its operational property stock. This ensures buildings remain safe whilst also progressively delivering bringing buildings up to current standards. If the project is not delivered the Council may be forced to close operational buildings following fire risk assessments or other fire inspections.
- 15.29. Capital investment of £2.3M is included in this programme for refurbishment of the crematorium to ensure the Council can continue to provide high quality crematorium services. The works include replacement of the three existing cremators, replacement of plant associated with the cremators, reconfiguring the back of house to accommodate new equipment and to facilitate better working, and reconfiguring the front of house areas including the installation viewing area to accommodate different faiths and beliefs.

ICT

Capital investment in this area contributes to the desired outcome of value for money and transformation.

- 15.30. Capital investment of £8.4M included in this programme for ICT includes the ongoing projects for digital enablement and security and resilience, the Council's enterprise agreement licences and the technology modernisation programme of works for 2023/24. It also includes £1.7M to replace the My Southend system. Later phases of the project relating to system development are expected to deliver efficiencies and improvements in productivity.

16. New capital investment proposed

- 16.1. Although the capital investment programme for 2024/25 to 2028/29, updated because of the changes set out in **Appendix 12**, represents a significant investment of nearly £110M on the part of the Council in the Southend area, the Council's ambition to improve the lives of residents is undiminished.

Technology Modernisation Programme

- 16.2. New capital investment of £0.78M is proposed for the 2024/25 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). The additional work has been broken down into projects, which, when delivered together, will achieve quantitative and qualitative benefits and mitigate risk.
- 16.3. 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.
- 16.4. The ICT Technology Modernisation Programme has a forecast estimated cost of £7,050,000 over the remaining years 24/25 to 25/26. This is estimated to be £4,940,000 of capital investment and £2,110,000 of revenue investment. £2,220,000 of this capital investment has already been included in the programme for 24/25 to 25/26 regarding software licences. A further £1,180,000 is being included as part of item below for 24/25 to 25/26 regarding software licences.
- 16.5. Inclusion of the rest of the Smart Council project in the main programme is subject to approval of appropriate viable business cases.

Software Licencing

- 16.6. New capital investment of £5.8M is proposed for software licencing, £1.175M for each of the years 2024/25 to 2025/26 and £1.15M for each of the years 2027/28 to 2028/29. This is to maintain the on-going software licences required to deliver corporate wide systems, without which the Council would not be entitled to use all proprietary applications.

17. Capital investment subject to viable business cases

- 17.1. To ensure that the programme is affordable, deliverable and focussed on the Council's key priorities several schemes have been included in the Subject to Viable Business Case section of the programme. These schemes can be brought up into the main programme at the appropriate time in line with the approach where schemes can enter the programme during the financial year and not just annually at budget setting.
- 17.2. Viable business cases will need to be produced and approved before these schemes can progress and be brought into the capital investment programme. However, priority investment schemes have been identified but will still be subject to a viable business case before they proceed into the main programme (**Table 10**):

Table 10 Priority capital schemes subject to a viable business case

Scheme
Technology Modernisation Programme
Palace Theatre (Dixon Studio) - RAAC
Southend Pier - Condition Works
Coastal Defence Refurbishment Programme
Schools – Condition Works (externally funded)
Property Refurbishment Programme
Fire Improvement Works
Footways Improvements
Carriageways Improvements
Carriageways Improvements - Potholes
New Street Lighting – Column Replacement
Climate Change Provision
Cliffs Stabilisation
Public Toilet Provision
HRA Affordable Housing Acquisitions Programme
HRA Right to Buy - Buybacks Refurbishment

- 17.3. Technology Modernisation Programme: investment of £0.755M for 2025/26 has been included in this section of the programme to enable the project to continue into future years so that the relevant risks can be mitigated and the quantitative and qualitative benefits can be realised. The proposed investment is set out in paragraphs 16.2 to 16.5.
- 17.4. Palace Theatre (Dixon Studio) – RAAC: following the increased awareness of the risks of Reinforced Autoclaved Aerated Concrete (RAAC) raised regarding educational settings, further due diligence has been undertaken in relation to the wider Council operational portfolio. This has identified the presence or RAAC within the Dixon Studio at the Palace Theatre. The main auditorium, entrance lobby and other facilities are not affected but the Dixon Studio will be closed whilst further investigatory works are undertaken. This investment is in addition to the budget of £40,000 already in the approved capital investment programme for 2023/24. This amount was transferred from the Priority Works budget to facilitate some short-term remediation works until a longer-term solution can be undertaken.
- 17.5. Southend Pier – Condition Works: a rolling programme of investment to deliver the ongoing planned approach to addressing the condition works and bearing refurbishment identified within the condition survey. This proactive approach reduces the requirement for urgent and/or reactive condition works and ensures the integrity of this landmark structure that helps drive millions of visitors to Southend-on-Sea each year. £1.25M p.a. is included in this section of the programme for the years 2025/26 to 2026/27.

- 17.6. Coastal Defence Refurbishment Programme: a rolling programme of investment is to deliver a planned approach for the essential refurbishment works to the city's coastal defences. This proactive approach reduces the requirement for urgent and/or reactive condition works. £0.4M is included in this section of the programme for 2024/25 and £0.5M is included for the years 2025/26 to 2026/27. Where possible, additional funding will be sought from Government agencies.
- 17.7. Schools – Condition Works: a rolling programme at Family Centres and emergency works at schools. These are mainly larger, urgent projects to be agreed between the Council's property team and head teachers. £0.5M p.a. is included in this section of the programme as an indicative amount for the years 2024/25 to 2026/27. However, the amount will be subject to the allocation of funding for those years from the DfE.
- 17.8. Property Refurbishment Programme: a rolling programme of investment to enable the Council's Property and Estate Management service to take a proactive approach to maintaining the buildings for which it is responsible. This will ensure investment is made in the fabric and services within building before they get to a stage that capital works become urgent or have a detrimental impact on service users' use of the building or leads to urgent repairs and maintenance works which are usually more costs long term. £0.75M p.a. is included in this section of the programme for the years 2025/26 to 2026/27.
- 17.9. Fire Improvement Works: a rolling programme for the implementation of fire safety and associated compliance works across the Council's corporate property estate arising as a result of any changes to building regulations and/or other standards or updated fire risk assessments. £0.75M p.a. is included in this section of the programme for the years 2025/26 to 2026/27.
- 17.10. Footways Improvements: this investment is to create better conditions for walking and improve public safety by reducing instances of trips and falls. £4M p.a. is included in this section of the programme for the years 2024/25 to 2028/29.
- 17.11. Carriageways Improvements: this investment is to improve the highways infrastructure, reduce long term structural maintenance and improve public safety. £1.5M p.a. is included in this section of the programme for the years 2024/25 to 2028/29.
- 17.12. Carriageways Improvements - Potholes: this investment relates to potholes and is to improve the highways infrastructure, reduce long term structural maintenance and improve public safety. £0.5M p.a. is included in this section of the programme for the years 2024/25 to 2028/29.
- 17.13. New Street Lighting – Column Replacement: this investment is to deliver replacement street light columns where they are damaged or reach the end of their useful lives. £0.05M p.a. is included in this section of the programme for the years 2024/25 to 2028/29.

- 17.14. Climate Change Provision: investment of £1.5M has been included in this section of the programme, 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.
- 17.15. Cliffs Stabilisation: it is recognised that consideration needs to be given to schemes to remedy ground movement and reduce the risk of cliff slips. Schemes will be prioritised and slopes where there is evidence of ongoing, persistent ground movement, affecting a wide area with the potential to affect adjacent buildings or infrastructure would be considered first. £0.1M is included in this section of the programme for 2024/25 and £0.4M is included for 2025/26.
- 17.16. Public Toilet Provision: This scheme is to investigate and review the public toilet provision and location and implement the construction of a new toilet facility to meet the requirement identified. This may be in the form of one large block or multiple small blocks. The main focus will be the seafront facing wards that contain the main facilities. £0.35M p.a. is included in this section of the programme for 2024/25 and 2025/26.
- 17.17. HRA – Right to Buy Buybacks Refurbishment: a rolling programme of investment to support the continuation of the programme to buy back ex-council houses and other properties to increase the stock on the housing register. This investment would be used to refurbish the properties that are purchased in order to bring them up to Decent Homes standard. £0.325M p.a. is included in this section of the programme for the years 2024/25 to 2026/27.
- 17.18. HRA Affordable Housing Acquisitions Programme: through the rolling programme of purchasing suitable private homes for council use, the acquisitions programme helps to ensure that everyone has a good quality, sustainable home that meets their needs, including those with complex needs. £1.5M p.a. is included in this section of the programme for the years 2024/25 to 2026/27.
- 17.19. The following are listed as other schemes being subject to viable business cases (**Table 11**):

Table 11 Other capital schemes subject to a viable business case

Scheme
Strategic and Regeneration Acquisitions
Local Growth Plan – A127 Growth Corridor
Acquisition of Tower Block Leaseholds - Queensway
Victoria Centre
Housing Infrastructure Funding
CIL Main Fund Allocation – Enhancing Cycle Infrastructure

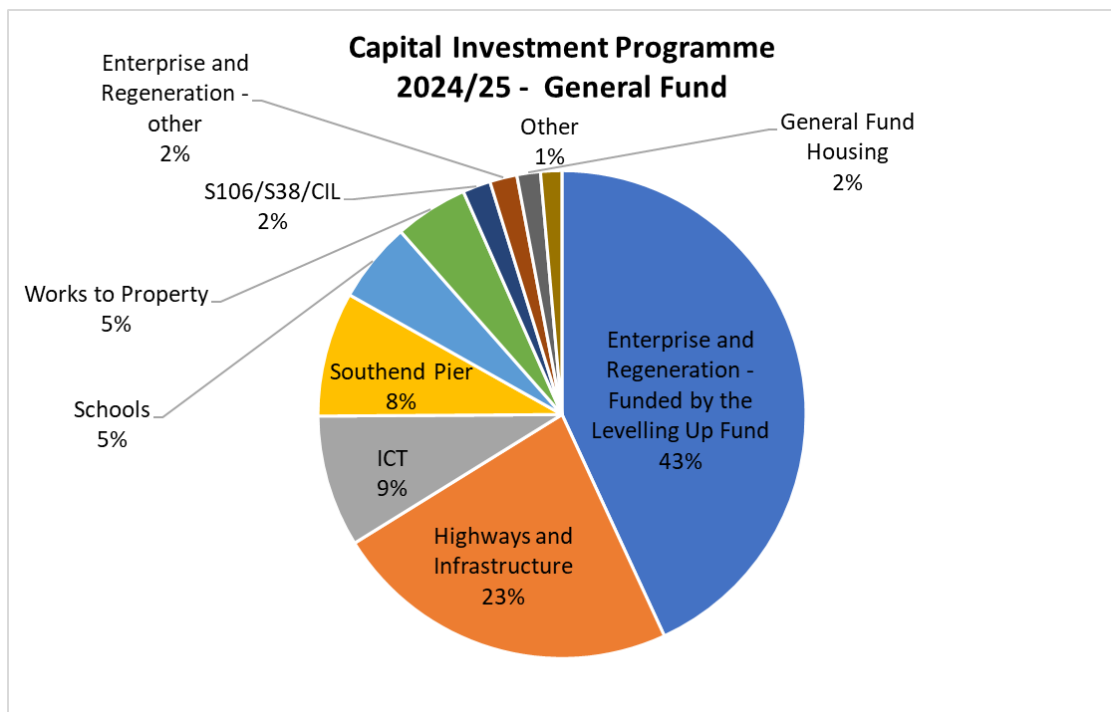
- 17.20. Strategic and Regeneration Acquisitions: £10.5M is included to enable individual properties to be purchased as part of the wider strategic, regeneration, transformation or recovery aims of the Council. Decisions will need to be made commercially and often quickly and efficiently but will be subject to undertaking due diligence of the appropriate extent and depth.
- 17.21. Local Growth Fund – A127 Growth Corridor: The grant funded works are essentially complete. £0.53M of the budget is the match funding agreed as part of the grant bid when the funds were awarded and therefore must be spent. This amount has been moved from the main programme into this section of the programme until a viable business case is submitted to set out how these funds will be spent.
- 17.22. Acquisition of Tower Block Leaseholds - Queensway: £1.535M is included in this section for the acquisition of properties to facilitate delivery of the Better Queensway regeneration project. The purchases will be subject to negotiations and sufficient budget can be brought up into the main programme at the appropriate time.
- 17.23. Victoria Centre: £1.25M is included in this section for essential landlord works.
- 17.24. Housing Infrastructure Funding: £14.5M is included in this section as monies yet to be drawn down from Homes England regarding the highway works for the Better Queensway project.
- 17.25. CIL Main Fund Allocation – Enhancing Cycle Infrastructure: investment 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 to help improve air quality, improve health and wellbeing and tackle congestion on the city’s roads.

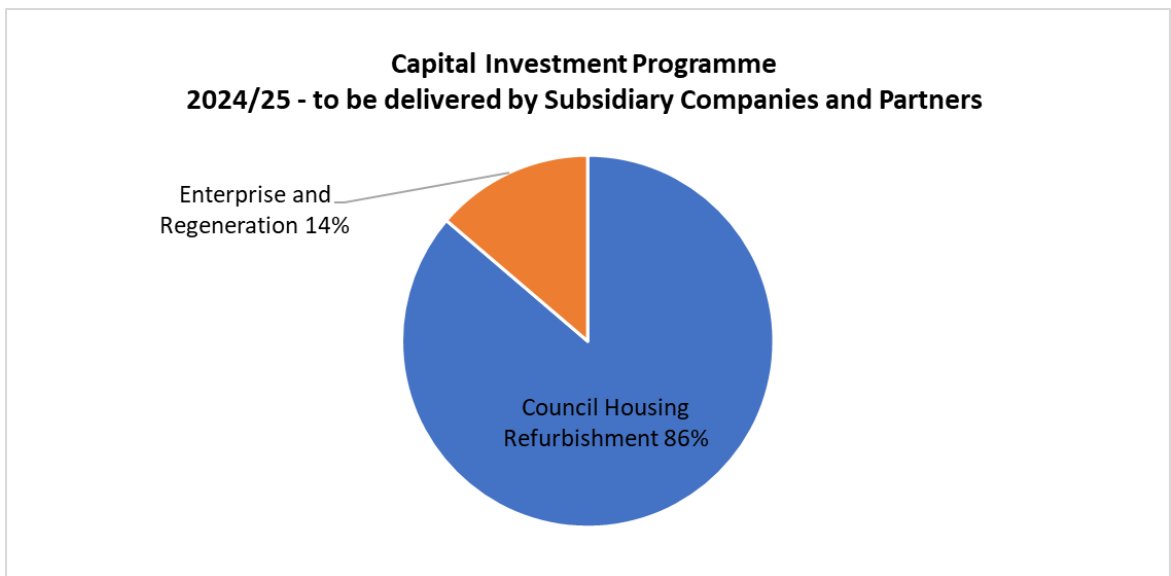
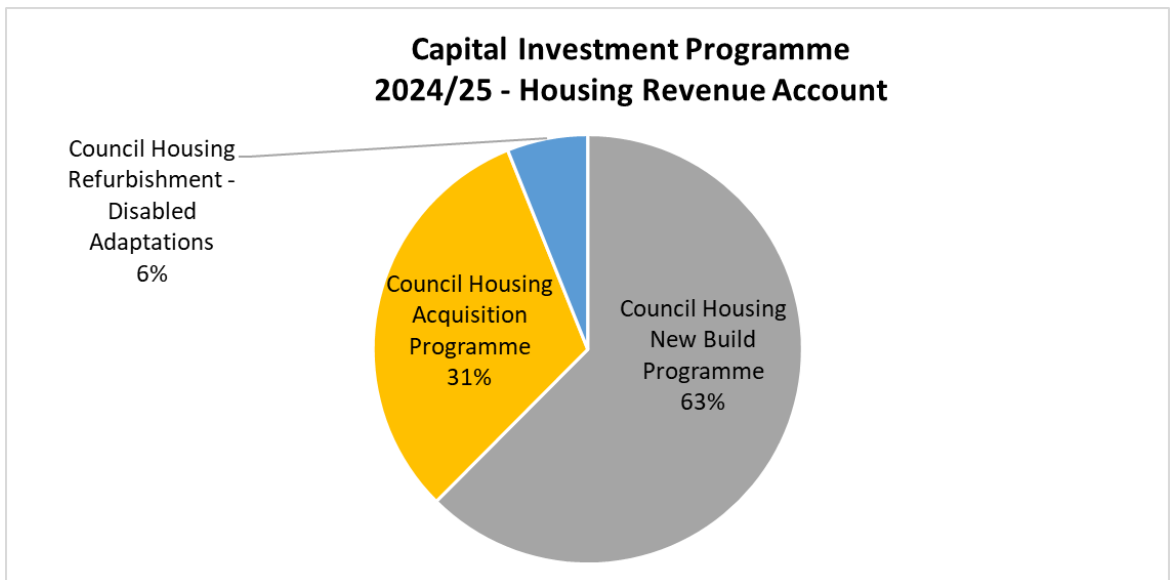
18. Proposed capital investment programme 2024/25 to 2028/29

- 18.1. Given all the above, including the new investment, the proposed main capital investment programme for 2024/25 to 2028/29 represents a significant investment of over £116M on the part of the Council in the Southend area with further schemes that could be added subject to viable business cases being approved. The projected investment in 2024/25 alone amounts to over £69M.
- 18.2. To ensure that schemes are given proper consideration before they are added to the Capital Investment Programme, very few schemes are included in this report as proposed additions for 2024/25 to 2028/29: £6.6M for the General Fund as set out in **Appendix 11**, with the details of each scheme and its funding explained. These proposals have been prepared in line with the prioritisation process set out in the capital investment strategy and consideration has been given to proportionality, prudence, affordability, and sustainability.

- 18.3. As a result of the strategy around delivery and prioritisation of schemes some new schemes and additions being proposed are subject to viable business cases being produced and approved under current governance processes before they can be brought into the capital investment programme. The schemes that have been identified as priorities are set out in **Appendix 11** and total £42.1M for the General Fund and £5.5M for the Housing Revenue Account. This approach should ensure that the programme is affordable, deliverable and focussed on the Council's key priorities.
- 18.4. **Appendix 12** sets out the proposed changes to the current Capital Investment Programme.
- 18.5. The proposed capital investment programme for 2024/25 by investment area is shown below (**Figure 4**).

Figure 4 Capital Investment Programme Budget 2024/25 by area





- 18.6. The 2024/25 capital budget is part of the wider capital investment programme spanning several years.
- 18.7. **Table 12** shows the revised programme if all the requests in **Appendices 11 and 12** are approved.

Table 12 Proposed revised capital investment programme.

Programme to be delivered by the Council (GF and HRA):

	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 and future years £000	Total £000
At November Cabinet	45,502	64,376	11,169	6,681	4,172	0	131,900
Amendments in Appendix 12	(2,659)	(4,393)	7,887	0	(3,372)	3,177	640
Sub-total	42,843	59,983	19,056	6,681	800	3,177	132,540
New investment in Appendix 11	0	1,960	1,175	1,150	1,150	1,150	6,585
Revised programme	42,843	61,943	20,231	7,831	1,950	4,327	139,125
General Fund	33,069	51,265	16,415	7,831	1,950	4,327	114,857
HRA	9,774	10,678	3,816	0	0	0	24,268

Total proposed budget for 2024/25 to 2028/29 = £96.3M

Programme to be delivered by Subsidiary Companies and Partners:

	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 and future years £000	Total £000
At November Cabinet	13,783	6,774	6,239	6,491	0	0	33,377
Amendments in Appendix 12	(500)	500	0	0	0	0	0
Sub-total	13,283	7,274	6,239	6,491	0	0	33,377
New investment in Appendix 11	0	0	0	0	0	0	0
Revised programme	13,283	7,274	6,239	6,491	0	0	33,377

Total proposed budget for 2024/25 to 2028/29 = £20.1M

- 18.8. The proposed amended Capital Investment Programme for 2023/24 to 2028/29 is detailed in **Appendix 13**. The revised budget for 2024/25 of £69.2M is higher than the level of programme normally delivered due to inclusion of priority projects which are subject to key grant funding conditions. £22.1M relates to the three Levelling Up Fund projects. Without these schemes the revised budget for 2024/25 would be £47.1M.

Funding of the capital investment programme

- 18.9. The proposed capital investment programme presented in this report is currently fully funded and has been prepared based on the level of borrowing the Council can support, notified capital grants, prudent assumptions over the level of other grants and the timing and valuation of capital receipts (from the sale of existing surplus Council assets) that will be realised.
- 18.10. The proposed estimated funding for the programme (excluding schemes Subject to Viable Business Case) is as shown in **Table 13**.

Table 13 Proposed funding for capital investment programme

Type of funding	2024/25 £M	2025/26 £M	2026/27 £M	2027/28 £M	2028/29 & future years £M	Total £M
External funding – capital grant	30.1	6.8	0.8	0.8	3.2	41.7
External funding – third party contributions	3.1	0	0	0	0	3.1
Capital Receipts	4.4	1.4	0.3	0	0	6.1
Major Repairs Reserve (Housing Revenue Account)	6.9	6.8	6.2	0	0	19.9
Earmarked reserves / Revenue Contributions	6.4	2.0	0	0	0	8.4
Borrowing – Main Schemes ⁽¹⁾	18.1	9.6	7.0	1.2	1.1	37.0
Borrowing – Invest to Save ⁽¹⁾	0.2	0	0	0	0	0.2
Total	69.2	26.6	14.3	2.0	4.3	116.4

⁽¹⁾ this relates to both internal and external borrowing

The estimated amounts of internal and external borrowing are shown in **Table 14**.

Table 14 Borrowing to fund capital schemes

	2024/25 £M	2025/26 £M	2026/27 £M	2027/28 £M	2028/29 & future years £M	Total £M
Internal borrowing	18.3	9.6	0	0	0	27.9
External borrowing	0	0	7.0	1.2	1.1	9.3
Total borrowing	18.3	9.6	7.0	1.2	1.1	37.2

Highways and Transportation Capital Grant

- 18.11. The expenditure will be delivered by fully un-ring-fenced capital grants.
- 18.1. The Department for Transport announced the allocations for the Highways Capital Maintenance and the Integrated Transport Block (ITB) for 2022/23, with indicative figures for 2023/24 and 2024/25, in late February 2022. This financial year is the last one of the government's current fiscal cycle and the funding must be spent by 31st March 2025.
- 18.2. In October 2023 the government announced additional highways maintenance funding for local highways authorities for pothole repairs for 2023/24 and 2024/25. The additional amount for Southend was £219k for each of those years.
- 18.3. The indicative amounts are shown in **Table 15** .

Table 15 Indicative allocation for 2024/25

Expected Indicative amount	2024/25 £'000
Integrated Transport Block	1,412
Highways Maintenance Block needs element	773
Highways Maintenance Block incentive element	193
Potholes Fund (including additional funding for 2024/25)	992

- 18.4. To allow the full delivery of the 2024/25 Local Transport Plan (LTP) programme, the full spend is proposed to be met 100% by capital grant.
- 18.5. Typical schemes are presented in the context of four 'Actions' as set out in the revised Local Transport Plan (LTP3) Implementation Plan. This plan will be in place until the adoption of a new one which will coincide with a new Local Transport Plan (known as LTP4), as required by central government to be in place by the end of the current parliament (January 2025). It is anticipated that LTP4 will be adopted by Autumn 2024.
- 18.6. The prioritisation process is set out in diagram 1 of the Implementation Plan. In addition, maintenance schemes will be progressed using the latest information from the Gaist Asset Management work.
- 18.7. As in previous years, there is flexibility to allocate funding between the two blocks and the LTP actions.
- 18.8. Where already announced capital grant allocations are included in the funding table (**Table 133**). The breakdown of Highways and Infrastructure schemes and their funding for 2024/25 are shown in **Appendix 13**.
- 18.9. If any updates to the capital grant allocations for highways and transportation are announced prior to the Council meeting of 22nd February, a verbal update will be provided. Otherwise, the capital investment programme will be updated for these as part of the outturn reporting to June 2024 Cabinet.

Other financing considerations

- 18.10. The schools capital funding is still being finalised, allocations for capital grants are awaited and are unlikely to be confirmed until the Spring. The capital investment programme will be updated for these as part of the outturn reporting to June 2024 Cabinet.
- 18.11. The Corporate Asset Management Strategy records a clear preference for the retention of freeholds but does recognise that in some circumstances, a disposal is the most appropriate course of action. Future decisions will be influenced by the transformation work around estate optimisation. Capital receipts will reduce the need for borrowing to support the Capital Investment Programme if they can be generated.
- 18.12. Individual authorities are responsible for deciding the level of their affordable borrowing. The Government does have powers to limit the aggregate for authorities for national economic reasons, or for an individual authority. Funding schemes by borrowing has a revenue consequence of approximately £70k p.a. for every £1M borrowed or if £10M is borrowed this would equate to an increase in Council Tax of approximately 0.68%. The full impact of borrowing costs associated with the funding of the proposed programme has been included in the Council's current financial planning for 2024/25 to 2028/29.
- 18.13. The Minimum Revenue Provision (MRP) is an amount to be set aside for the repayment of debt. The Council has a general duty to charge an amount of MRP to revenue which it considers to be prudent. The MRP Guidance sets out that such policies may be amended at any time, so long as the Council maintains a prudent and transparent approach whilst ensuring any changes are sustainable from a revenue budget perspective.
- 18.14. Following participation across the Chief Finance Officer networks and extensive consultation with our Treasury Management advisers, over the last few months opportunities have been explored to identify whether a more prudent MRP policy could be adopted. Our Treasury Management advisers undertook a review of the MRP policy which considered the Council's current method for calculating MRP and assessed the impact of adopting alternative options available that are fully compliant with the MRP guidance and regulations.
- 18.15. The Guidance and legislation do not define what is prudent. It is for each Authority to determine a prudent repayment based on its own individual circumstances, considering its medium and long-term financial plans, current budgetary pressures, future capital expenditure intentions and funding needs. The Chief Finance Officer is content that the policy to be taken forward will make an MRP charge that is both prudent and proportionate, given the severity and urgency of the Council's current financial situation.
- 18.16. The Council has responsibility for approving an annual MRP policy statement. A revised MRP policy for 2023/24 is attached as **Appendix 14a**, alongside the new MRP policy for 2024/25 attached as **Appendix 14b**.

- 18.17. DLUHC have been proposing changes to the capital framework regarding the Minimum Revenue Provision since their initial consultation in November 2021. A follow up survey was issued in July 2022 and amended regulations were expected in the summer of 2023. The MRP policy for 2024/25 has therefore been written to take account of these expected amendments. Due to the complexity of this technical area DLUHC have released the proposed final amendments and the proposed revised guidance (to outline the Government's expectations of how the requirements of the Regulations should work in practice) as a further consultation which runs until 16 February 2024. Feedback is expected by mid-March and the intention is that the changes will be effective from 1 April 2024 and will apply to MRP policies from 2024/25 onwards. Due to this timetable, it will not be possible to have the finalised MRP Regulations and guidance notes until after the budget has been approved. Once the new regulations and guidance are issued, if any changes are required to the 2024/25 MRP policy, these will be reported to Cabinet.
- 18.18. The Treasury Management Strategy covers the management of the council's cash flows, its borrowings and its investments, the management of the associated risks, and the pursuit of the optimum performance or return consistent with those risks.
- 18.19. The budget includes provision for the financing costs of the Council's Capital Investment Programme, including interest on external borrowings. Offsetting this, the Council will earn interest by temporarily investing its surplus cash, which includes unapplied and set-aside capital receipts. These budgets depend on many factors, not least the Council's level of revenue and capital budgets, use of reserves, methods of funding the budget requirement, interest rates, cash flow and the Council's view of risk.
- 18.20. Audit Committee have responsibility for the scrutiny of the Treasury Management Strategy, and it is the subject of a separate report elsewhere on this agenda, proceeding to Council for approval in advance of the forthcoming year.
- 18.21. The CIPFA Prudential Code for Capital Finance in Local Authorities has been developed to support Local Authorities in taking capital investment decisions and to ensure that these decisions are supported by a framework which ensures proportionality, prudence, affordability, and sustainability.
- 18.22. To demonstrate compliance with the objectives of the Code each authority is required to produce a set of prudential indicators. These prudential indicators for capital and treasury management are attached as **Appendix 15**. The Chief Finance Officer has established procedures to monitor performance against all forward-looking indicators on a regular basis as appropriate.
- 18.23. It is the Chief Finance Officer's view that this capital investment programme is proportionate, prudent, affordable, and sustainable and the risks associated with it are manageable.

19. Summary of changes included in this proposed Final Budget Package

- 19.1. Since the draft budget proposals were launched on 4 January 2024 various consultations have started and discussions have taken place and several responses and suggestions have been received. The Cabinet have had to balance the essential requirement for the Council to remain financially sustainable but have listened to the feedback from Members, businesses and residents and have made the following changes to the revenue budget which are now included in the final budget proposals and are recommended to Council for approval.
- 19.2. The most significant new development has been the additional funding announcement by the Secretary of State for Levelling Up, Housing and Communities **on 24 January 2024**. The final Local Government Finance Settlement received **on 5 February 2024** confirmed that Southend-on-Sea City Council’s allocation of the additional Social Care Grant for **2024/25 only** would be **£1.717M**. Careful consideration has been given to the forecast level of overspending in 2023/24, the significant risk that some of this pressure will continue into 2024/25 and the need to urgently strengthen the financial resilience of the Council. Given these circumstances, Cabinet are recommending to Council to use this one-off additional funding predominantly to supplement a Social Care Grant reserve primarily to deal with volatility, particularly for unavoidable cost pressures for independent children placements.
- 19.3. **Table 16** summarises all the additional investments/revisions to the draft revenue budget package which have been included in response to the feedback received from the budget consultation or have been identified as key areas that needed updating.

Table 16 Proposed Changes to the Final Revenue Budget Package 2024/25

Ref	Details of Change	2024/25 Change £000s
04-AHCA	<p>New Dementia Carer Support To develop dementia support groups across the 4 localities to enable carer support, information and advice and enable peer support. To fund 2 community navigators / community builders to support these groups as well as providing support and advice to social care teams and community groups and undertake carer assessments where required. To provide funding for additional carer support and advice via partners. Added to Appendix 5.</p>	100*
06-COP	<p>Base Budget Final Adjustments Updated information now available following detailed budget book work. This increases the total value to £300,000 in Appendix 5.</p>	75

Ref	Details of Change	2024/25 Change £000s
01-HTP	Car Parking Charging Changes The Southend Pass was originally proposed to increase by 50%, the increase for 2024/25 is now proposed to be 25%. It is also now proposed to reverse the charges introduced at Southchurch Park East and this car park will be free to park from 1 April 2024. These combined concessions are estimated to reduce car parking income generated by around £200K. Added to Appendix 5 .	200
SOC-06	Review of Existing Library Provision Removed from Appendix 6 as this has a nil-value in 2024/25 and any future changes to Libraries provision will be the responsibility of a future political administration.	-
TPP-12	Community Grants Removed from Appendix 6 as this has a nil-value in 2024/25 and no plans currently being considered for future years.	-
04-COP	Energy Inflation Costs 2024/25 The Council has been re-negotiating its energy tariffs and it has now been confirmed that no additional allocation for Energy Inflation will be required for 2024/25. This positive development has been tempered by the continuing rate of inflation that increased to 4% in December 2024. This could have an impact on increasing the future cost of other Council contracts. Updated in Appendix 5 .	(600)
IGC-03	Full Cost Recovery for Council Services Provided Externally Original income generation target £420K – due to confirmed reduction of ‘buy-back’ of support services received during January 2024 (both in terms of number of clients and level of service required) this target is reduced to £95K .	325
	Total	100

*Cabinet has responded to the feedback received on the proposal to decommission the Dementia Community Support Team (TPP-03 in Appendix 6). It is proposed that new investment of £100,000, for Dementia Carer Support, is funded from the one-off additional Social Care Grant announced by the Secretary of State for Levelling Up, Housing and Communities confirmed within the final Local Government Finance Settlement received on 5 February 2024.

It is proposed that a new ‘one-year’ investment of £100,000 from the Business Transformation Reserve is earmarked to fund appropriate planning to develop and implement holistic localities plans and models in 2024/25. This will support our transformation journey and co-ordinate, assimilate and target Council and partners limited resources to deliver better outcomes more efficiently and effectively to meet the needs of Southend-on-Sea residents.

It is proposed that £75,000 is earmarked for specific Tourism/Events from the Council’s Business Transformation Reserve to support initiatives across the City subject to the development and approval of appropriate business cases for investment.

Other Changes/Updates to the Revenue Budget Package include.

- **ORE-04 – Pause Graduate Development Programme (NGDP)**
Pause recruitment onto the National Graduate Development Programme (NGDP) for two years after the current cohort of 2 graduates ends in October 2024. We will also look to promote further opportunities for Graduates to gain employment within the Council and will continue to develop this to include optimising the apprenticeship levy to further enhance our apprenticeship offer. This will enable the Council to ensure professional qualified roles have a career development pathway into and within the Council. The profile of savings from the pausing of the graduate programme has been updated. The updated savings profile is now estimated to be **2024/25 £200K, 2025/26 £265K and for 2026/27 £180K.**
 - **COI-02 – Vacancy Factor**
There are no changes planned to the estimated target saving of £775K shown in Appendix 6, but the VR programme has provided an opportunity for some staff who expressed a desire to leave to have their request accepted. Some of these mutually agreed exits were not directly linked to the range of specific savings proposals but they have enabled a reduction in the staffing operating cost base of the Council. It is now confirmed that **3 additional roles** will be deleted with an annual saving of around **£150K** delivered. This saving will be held against this vacancy factor target, structures and work arrangements are being updated accordingly.
 - **CAV-03 – HR Policy Review (Previously Reduce Sickness Benefit)**
This proposal has been broadened to include the review of HR policies and employee terms and conditions that need to be modernised to align with other local authorities and organisations (i.e. absence management and redeployment). Following due diligence and full analysis of historical data, the estimated level of cost avoidance that potentially could be generated by implementing this proposal has now been reduced from **£250K to £100K** for 2024/25 within **Appendix 8.**
 - **Appendix 16** has been updated to reflect where Equality Analyses have now been completed for budget proposals where applicable and where they can only be done when the extent of the change is known in the future.
- 19.4. The supporting description of some of the final proposals have also been updated in **Appendices 5, 6a, 7 and 8** to reflect the comments received during the engagement and consultation process of the draft budget and to provide further clarity where appropriate.
- 19.5. Since the draft budget proposals were presented at the Cabinet meeting of 11 January the capital investment programme review has continued as set out in paragraph 14.6. The following changes are now included in the final budget proposals set out in this report and are recommended to Council:

Capital – Main Investment Programme Changes:

- A further accelerated delivery of £470k of budget from 2024/25 to 2023/24 for Belton Way East Cliff Slip, funded by grant monies from the Department for Transport.

Capital – Priority Schemes subject to viable business cases

- The amounts for Footways Improvements (£4M p.a. for the years 2024/25 to 2028/29) moved from the Other Schemes section to the Priority Schemes section.
- The amounts for Carriageway Improvements (£1.5M p.a. for the years 2024/25 to 2028/29) moved from the Other Schemes section to the Priority Schemes section.
- £0.7M for Public Toilet Provision moved from the Other Schemes section to the Priority Schemes section.

19.6. All of the above changes to the final revenue and capital proposals summarised in this section are assumed to be cost neutral on the revenue budget.

20. Reasons for Decisions

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

21. Other Options

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

22. Financial Implications

22.1. As set out in this report.

23. Legal Implications

23.1 The Council is under a legal duty to meet the requirements of Section 31A of the Local Government Finance Act 1992, which includes the obligation to produce a balanced budget. The purpose of these recommendations is for Cabinet to agree its medium term financial strategy, to ensure Council does not fail in its duty to produce a balanced budget and does not expose the Council to risk of external intervention.

Role of Leader and Cabinet

- 23.2 In terms of the Council's executive arrangements, the adoption of the Council's Budget is a role shared between the Cabinet and the Council. The Leader, through his Cabinet, is responsible for formulating the budget proposals.
- 23.3 Under section 25, Local Government Act 2003, when the Council is making the calculation of its budget requirement, it must have regard to the report of the Chief Finance Officer as to the robustness of the estimates and the adequacy of financial reserves. It is prudent that the financial position continues to be closely monitored. In particular, the Leader, together with his Cabinet, must satisfy themselves that sufficient mechanisms are in place to ensure both that savings are delivered, and that new expenditure is contained within the available resources. Accordingly, any proposals put forward by Cabinet must also identify realistic measures to produce those savings.

Requirement to report to Council

- 23.4 The budget sets the upper limits of how the executive (Leader, Cabinet, or officer under delegated executive authority) may decide to spend the Council's resources. The Council cannot, through the budget, overrule an executive decision as to how to spend money, but a decision that leads to excess expenditure, a virement from one budget heading to another over the amount allowed by Council, or expenditure of unexpected new money outside the budget is required to have approval of the Council before the Leader and the Cabinet can make that decision.

24. Carbon Impact

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

25. Equalities

- 25.1. Assessments have been carried out for all proposed revenue investment and reprioritisation proposals in the 2024/25 budget and for all capital investment proposals where appropriate. This is summarised in **Appendix 16**.

26. Consultation and Engagement

- 26.1. There is an expectation that local authorities will engage communities in the difficult choices and decisions that determine the range and level of services that can be delivered by the Council in a financially sustainable way.
- 26.2. The Council has continued to utilize and grow engagement on the main online platform - Your Say Southend. Inclusion was assured through a variety of ways to provide feedback in alternative formats such as printed questionnaires, phone support and direct outreach to seldom heard or affected groups via virtual or public meetings. The consultations have focused on service redesign and renewal of contracts for commissioned services to implement previously agreed savings, improve the service offer and help inform budget proposals for 2024/25.
- 26.3. There were over 50 consultations and engagements undertaken with over 12,000 visitors to the site and over 1,500 contributions from residents, service users and wider stakeholders. These included consultations on: Healthy Behaviours, JSNA Sexual and Reproductive Health Survey, Ageing Well Engagement, Living Well Engagement, SEND Annual Review Survey for Children and Young People, Autism and Neurodivergence Survey, Parent Carer Survey – Education, Southend Schools Careers Guidance Outcomes, Clean Air Hub, Southend Local Plan Conversation, Charging for Adult Social Care Telecare, Election Cycle, Family centre services, Southend-on-Sea dementia support service. The consultation and engagement results during the last year has fed into the review and refresh of the Corporate Plan 2023 to 2027 and its priorities.
- 26.4. The Council has continued efforts to increase resident and stakeholder participation by increasing co-production opportunities. The council has appointed a new co-production lead and involved those with lived experience in the Autism and Neurodivergence Survey, worked with families and professionals in regards of SEND Local Offer and worked with SAVS to support the ongoing work of the Health and Wellbeing panel. The Youth Voice team continues to support the Youth Council and other forum's where young people can be heard.
- 26.5. Our teams continued to have frequent and informal conversations with residents and stakeholders to complement formal consultation efforts as can be evidenced in the work of the Community Builders, Faith and Belief Network and "In Conversations with..." events taking place in local neighbourhoods in partnership with the South East Essex Alliance.
- 26.6. The overall results and comments from the range of consultations undertaken have continued to help inform the preparation of the 2024/25 revenue budget. Consultation has also taken place with the Chief Executive, Executive Directors, and their Directors as part of the budget preparation process who are fully committed to working within the budget proposed. Members are being consulted through Cabinet, Scrutiny Committees and Council.

- 26.7. Consultation with staff and unions will continue throughout the process. Briefings for local businesses and the voluntary sector have been undertaken to give them an opportunity to find out more about what is in the planned draft budget from the Leader, Deputy Leader and Executive Director (Finance & Resources).
- 26.8. Staff have been kept abreast of progress and opportunities for contributions through communications by the Chief Executive and Executive Director (Finance & Resources) and through media briefings.
- 26.9. The overall results, comments and feedback from the range of consultations that have been undertaken in 2023/24 have helped to inform the preparation of the 2024/25 budget and Medium-Term Financial Strategy to 2028/29.
- 26.10. The draft budget considered at Cabinet on 11 January 2024 has been presented to the Policy and Resources Scrutiny Committee and the Business and Voluntary Sector Consultation meeting. The feedback from each of these sessions is as follows:
- 26.11. Policy and Resources Scrutiny Committee on 1 February 2024 asked a vast number of questions and also sought clarification on a range of areas contained within the draft revenue budget proposals. These included:
- Decommissioning of the Dementia Community Support Team
 - The future of the Household Support Fund following Government's response that no new decision has been taken about the future of the Fund.
 - Review of library services.
 - The 2024/25 draft budget surplus for the Highways, Transport and Parking portfolio.
 - Pausing the Graduate Development Programme.
 - Elective vehicle charging opportunities.
 - Parks service review.
 - Full cost recovery for Council services provided externally.
 - Movements between the original budget for 2023/24, probable outturn for 2023/24 and the draft budget for 2024/25 for the Portfolio Net Expenditure contained within Appendix 4 of the draft budget report.
 - The level of reserves and how these impact on the Council's sustainability.
 - Private sector leasing and private landlords.
 - Reducing sickness benefit and holiday buy back.
 - Achievability and robustness of the budget proposals.
 - The total for budget savings/income generation over the next three years.
 - Learning disability and mental health service reviews.
 - Homecare electronic monitoring.
 - Waste collection contract.
 - Residential savings for children's social care.
 - Review of the environmental protection enforcement model.
 - Parking charges, resident permit charges and the Southend pass.

- Budget for the repair of potholes.
- The dimming of street lights.
- Review of family centres.
- The corporate risk register.
- The timely reporting of budget monitoring reports.
- Collection of Council Tax on empty properties.
- The recoverability of Adult Social Care debts.
- Transitional Supported Housing.
- Capital Financing Requirement Review.
- Vacancy factor.
- Operational estate efficiencies.
- Review of the parks service and decommissioning of the nursery.
- Commercial terms for beach huts.
- Reviews of the learning disability and mental health services.
- Crematorium charges.
- Review of supported accommodation for unaccompanied asylum seekers.
- Unavoidable cost pressures regarding economic recovery.
- Contingency budget for energy inflation.

In addition, the committee asked several questions and also sought clarification on a range of areas contained within the draft capital investment programme budget proposals. These included:

- Southchurch Park Pavilion.
- Community Infrastructure Levy ward allocations.
- Coastal Defences.
- The provision of public toilets.
- Footways and Carriageways.

All changes/updates to the revenue and capital budgets are summarised in Section 19.

For most of the questions responses were provided at the engagement session with no further follow-up requested. Written responses were requested regarding the following:

- 2024/25 draft budget surplus for the Highways, Transport and Parking portfolio.
- Movement between original budget and probable outturn for 2023/24 for the Highways, Transport and Parking portfolio.
- Pausing the Graduate Development Programme.
- Electric vehicle charging opportunities.
- Prior-year savings analysis
- The recoverability of Adult Social Care debts.
- Car park charging at Southchurch Park East.

The Business and Voluntary Sector consultation generated some questions and general comments on the draft revenue budget proposals. These included:

- The future of the Better Start programme.
- Whether the Government's Household Support Fund will continue in 2024/25.
- How the Council will drive financial sustainability going forwards.
- Whether businesses are engaging sufficiently with the Council.

Full responses were provided at the engagement session with no further follow-up requested.

Representation has also been received by operators within the bereavement services sector regarding the length of services at Southend-on-Sea crematorium. After significant investment and refurbishment of the cremators and the South Chapel, it is now proposed that the slots available for booking at both chapels will increase from 40 minutes to 60 minutes, allowing a further 20 minutes for services to mark the passing of loved ones. This will be in-line with our nearest neighbours and represents an enhancement and extension to the Council's current offer and user experience. It is forecast that this increase in service time will not impact on the income projections estimated within this overall budget package.

27. Background Papers

- Draft Budget Proposals – 2024/25 to 2028/29 – Cabinet Report to 11 January 2024
- The Final Local Government Finance Settlement 2024/25, DLUHC
- Budget working papers held by the Finance and Resources team
- Southend-on-Sea City Council's Corporate Plan 2023 – 2027

28. Appendices

Appendix 1 Medium Term Financial Strategy 2024/25 – 2028/29 – to follow
Annex 1 to Appendix 1 – Medium Term Financial Forecast to 2028/29

Annex 2 to Appendix 1 – Earmarked Reserves to 2028/29

Appendix 2 Section 151 Officer's Statement on the Adequacy of Balances and the Robustness of the Budget

Appendix 3 Appropriations to and from General Fund Earmarked Reserves

Appendix 4 General Fund Revenue Budget for 2024/25 (one page summary)

Appendix 5 Unavoidable Cost Pressures 2024/25

Appendix 6 6A Proposed Budget Savings and Income Generation Initiatives
6B 2024/25 Fees and Charges

- Appendix 7 Overspend Reductions Proposals
- Appendix 8 Cost Avoidance Considerations
- Appendix 9 9A Dedicated Schools Grant Budget 2024/25
9B Dedicated School Grant Early years 2024/25
- Appendix 10 Capital Investment Strategy – 2024/25 to 2028/29
Annex 1 to Appendix 10 – Capital Investment Policy
- Appendix 11 Capital Investment Proposals – 2024/25 to 2028/29
- Appendix 12 Other Requested Changes to Approved Capital Investment Programme
- Appendix 13 Amended Capital Investment Programme 2024/25 to 2028/29
(2023/24 shown for information)
- Appendix 14a Revised Minimum Revenue Provision Policy 2023/24
- Appendix 14b Minimum Revenue Provision Policy 2024/25
- Appendix 15 Prudential Indicators 2024/25 to 2028/29
- Appendix 16 Equality Analyses supporting budget proposals

Report Authorisation

This report has been approved for publication by:

This report has been approved for publication by:		
	Name:	Date:
S151 Officer	Joe Chesterton	05/02/2024
Monitoring Officer	Kim Sawyer	05/02/2024
Executive Director(s)	Joe Chesterton	05/02/2024
Relevant Cabinet Member(s)	Councillors Cox and Moyies	05/02/2024

Medium Term Financial Forecast
2024/25 to 2028/29

	2024/25	2025/26	2026/27	2027/28	2028/29
	£000s	£000s	£000s	£000s	£000s
Base Budget					
From prior year	143,875	150,075	158,258	170,807	181,726
LESS					
Appropriations to / (from) reserves in prior year	1,247	(6,915)	(292)	2,830	(1,025)
Revenue Contributions to Capital	(471)	(47)	(39)	0	0
Less other one-off expenditure / (savings)	(46)	(1,816)	(33)	(3,010)	1,500
Adjusted Base Budget	144,605	141,297	157,894	170,627	182,201
Appropriations to / (from) reserves	6,915	292	(2,830)	1,025	750
Revenue Contributions to Capital (Funded from Earmarked Reserves)	47	39	0	0	0
Other one-off / time limited expenditure bids	1,816	33	3,010	(1,500)	(1,500)
Unavoidable Pressures	13,980	11,069	7,729	7,495	7,095
Capital Programme Costs	(4,020)	(25)	540	275	940
Corporate Cost Pressures	(70)	294	(13)	(48)	39
Directorate (Savings) / Pressures					
Ongoing Executive Directorate investment	2,595	4,000	4,000	4,000	4,000
Budget reductions proposed	(9,764)	(458)	477	(148)	(618)
Better Care Fund					
Funding to Support Social Care and benefit Health	(16,233)	(16,233)	(16,233)	(16,233)	(16,233)
Expenditure relating to the BCF and IBCF	16,233	16,233	16,233	16,233	16,233
Public Health					
Projected Grant Income	(10,538)	(10,538)	(10,538)	(10,538)	(10,538)
Projected Expenditure	10,538	10,538	10,538	10,538	10,538
Housing Revenue Account					
Projected Expenditure	28,610	29,220	29,804	29,804	29,804
Projected Income	(31,824)	(32,552)	(33,182)	(33,182)	(33,182)
Contributions to / (from) HRA Earmarked Reserves	3,214	3,332	3,378	3,378	3,378
Dedicated Schools Grant					
Projected Grant Income	(65,965)	(65,965)	(65,965)	(65,965)	(65,965)
Projected Expenditure	65,965	65,965	65,965	65,965	65,965
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	156,104	156,541	170,807	181,726	192,907
Changes in General Grants	(6,029)	1,717	0	0	0
Budget Requirement	150,075	158,258	170,807	181,726	192,907
Funded By					
Council tax increase (2.99% in 23/24 & 24/25, 1.99% onwards) (taxbase +1.12% 23/24 and +0.5% p.a future years)	(88,507)	(91,015)	(93,589)	(96,232)	(98,937)
Social Care Precept (2.0% in 23/24 & 24/25, 0% onwards)	(14,989)	(15,064)	(15,139)	(15,215)	(15,291)
Business Rates	(37,989)	(37,989)	(37,989)	(37,989)	(37,989)
Revenue Support Grant	(7,590)	(7,590)	(7,590)	(7,590)	(7,590)
Collection Fund Surplus	(1,000)	0	0	0	0
Total Funding	(150,075)	(151,658)	(154,307)	(157,026)	(159,807)
Funding Gap	0	6,600	16,500	24,700	33,100
Funding Gap (Cumulative)	0	6,600	23,100	47,800	80,900
Core Precept	88,507	91,015	93,589	96,232	98,937
Social Care Precept	14,989	15,064	15,139	15,215	15,291
Band D Council Tax					
Council Tax for a Band D Property	1,713.24	1,747.26	1,782.00	1,817.46	1,853.55
% Increase in Council Tax	4.99%	1.99%	1.99%	1.99%	1.99%
Council Tax Base					
Council Tax Base	60,409	60,711	61,015	61,320	61,626
Increase in Tax Base on prior year	1.11%	0.50%	0.50%	0.50%	0.50%

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Appendix 1 - Annex 2

Earmarked Reserves	Balance 1/4/23 £000s	To Reserves £000s	From Reserves £000s	Transfers £000s	Balance 1/4/24 £000s	To Reserves £000s	From Reserves £000s	Transfers £000s	Balance 1/4/25 £000s	To Reserves £000s	From Reserves £000s	Transfers £000s	Balance 1/4/26 £000s	To Reserves £000s	From Reserves £000s	Transfers £000s	Balance 1/4/27 £000s	To Reserves £000s	From Reserves £000s	Transfers £000s	Balance 1/4/28 £000s	To Reserves £000s	From Reserves £000s	Transfers £000s	Balance 1/4/29 £000s
Capital Reserves																									
Capital Reserve	11,912	625	(471)		12,066	625	(47)		12,644	625	(664)		12,605	625	(625)		12,605	625	(625)		12,605				12,605
Interest Equalisation Reserve	3,050				3,050				3,050				3,050				3,050				3,050				3,050
MRP Equalisation Reserve	4,544		(1,400)		3,144				3,144		(645)		2,499		(685)		1,814		(715)		1,099		(740)		359
Capital Reserves	19,506	625	(1,871)	-	18,260	625	(47)	-	18,838	625	(1,309)	-	18,154	625	(1,310)	-	17,469	625	(1,340)	-	16,754	-	(740)	-	16,014
Corporate Reserves																									
Business Transformation Reserve	3,127		(763)		2,364		(205)		2,159		(33)		2,126		(10)		2,116				2,116				2,116
Business World ERP Reserve	1,828				1,828		(275)		1,553				1,553				1,553				1,553				1,553
Climate Change & Green Initiatives	380		(221)		159				159				159				159				159				159
Cost of Living	1,000		(225)		775				775				775				775				775				775
Technology Transition & Systems Modernisation	2,201		(856)		1,345		(1,180)		165				165				165				165				165
New Homes Bonus	1,825	81	(1,284)		622	26			648	26			674	26			700	26			726	26			752
Pension Reserve	6,000				6,000				6,000				6,000		(3,000)		3,000	1,500			4,500	1,500			6,000
Rental Equalisation	850				850				850				850				850				850				850
Service Redesign Reserve	2,637		(309)	(1,500)	828	1,255	(95)		1,988				1,988				1,988				1,988				1,988
Transformation Implementation Reserve	-			1,500	1,500		(145)		1,355				1,355				1,355				1,355				1,355
Corporate Reserves	19,848	81	(3,658)	-	16,271	1,281	(1,900)	-	15,652	26	(33)	-	15,645	26	(3,010)	-	12,661	1,526	-	-	14,187	1,526	-	-	15,713
Grant Reserves																									
Air Quality Reserve	175				175				175				175				175				175				175
Area Child Protection	32				32				32				32				32				32				32
Business Rates Section 31 Grant	485				485				485				485				485				485				485
COVID-19 Reserve	584		(145)		439				439				439				439				439				439
Dedicated Schools Grant	11,919	62	(2,937)		9,044				9,044				9,044				9,044				9,044				9,044
Enhanced Bus Partnership Capacity Grant 22/23-24/25	171		(73)		98				98				98				98				98				98
General Grants Carried Forward	7,077	60	(1,067)		6,070	1,617	(11)		7,676				7,676				7,676				7,676				7,676
Holiday Activity and Healthy Food Grant Reserve	5				5				5				5				5				5				5
Levelling Up Fund	168				168				168				168				168				168				168
Public Health Grant - DAAT	357				357				357				357				357				357				357
Public Health Grant - Public Health	1,671		(481)		1,190				1,190				1,190				1,190				1,190				1,190
Grant Reserves	22,644	122	(4,703)	-	18,063	1,617	(11)	-	19,669	-	-	-	19,669	-	-	-	19,669	-	-	-	19,669	-	-	-	19,669
Insurance Reserves																									
Insurance Reserve	5,422				5,422				5,422				5,422				5,422				5,422				5,422
Insurance Reserves	5,422	-	-	-	5,422	-	-	-	5,422	-	-	-	5,422	-	-	-	5,422	-	-	-	5,422	-	-	-	5,422
Service Reserves																									
Adult Social Care Reserve	2,500		(2,500)		-	2,500			2,500				2,500				2,500				2,500				2,500
Children's Social Care Reserve	2,500		(2,500)		-	2,500			2,500				2,500				2,500				2,500				2,500
Domestic Abuse Reserve	285				285				285				285				285				285				285
Elections Reserve	60		(60)		-	100			100	108			208		(36)		172		(36)		136		(36)		100
Internal Audit Reserve	393				393				393				393				393				393				393
Local Land Charges Reserve	100				100				100				100				100				100				100
Schools Improvement	150		(150)		-				-				-				-				-				-
SEND Neuro Hub Reserve	79				79				79				79				79				79				79
Shared Lives - Delayed Respite	117				117				117				117				117				117				117
Social Landlord Reserve	146				146				146				146				146				146				146
Supporting People Reserve	749				749				749				749				749				749				749
Waste Management Reserve	2,130		(609)		1,521				1,521				1,521				1,521				1,521				1,521
Welfare Reform Reserve	248				248				248				248				248				248				248
Service Reserves	9,803	-	(5,907)	-	3,896	5,100	-	-	8,996	108	-	-	9,104	-	(36)	-	9,068	-	(36)	-	9,032	-	(36)	-	8,996
Monies Held In Trust																									
Comp-3 When Children Reach 18	3				3				3				3				3				3				3
Emily Brigs Trust	17				17				17				17				17				17				17
Thorpe Smith Bequest	33				33				33				33				33				33				33
Monies Held In Trust	53	-	-	-	53	-	-	-	53	-	-	-	53	-	-	-	53	-	-	-	53	-	-	-	53
Total General Fund Earmarked Reserves	77,276	828	(16,139)	-	61,965	8,623	(1,958)	-	68,630	759	(1,342)	-	68,047	651	(4,356)	-	64,342	2,151	(1,376)	-	65,117	1,526	(776)	-	65,867

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COUNCIL BUDGET 2024/25 TO 2028/29

**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 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 and 2023/24 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 2023/24.

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

- 2.1. The following are the summary assurances and recommendations of the Council's Section 151 Officer (currently the Executive Director of Finance and Resources). They must be read in conjunction with the supporting statement in this Appendix, which together make up the Section 151 Officer's statutory duty to report under Section 25 of the Local Government Act 2003.
 - 2.1.1. In relation to the 2024/25 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 2024/25 to 2028/29
- 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 2024/25 (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 and reserves adjusted as required during the financial year) 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 transformational 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 taken in setting the 2022/23 Budget, where £2.5M of Earmarked Reserves were used and this is now planned to be replenished over 2024/25 – 2027/28. The first repayment instalment of £625,000 will be made to reserves in 2024/25. This approach was then continued in setting the 2023/24 Budget, where £1M of General Reserves were used and this is

planned to be replenished over 2024/25 – 2027/28. The first repayment instalment of £250,000 will be made to reserves in 2024/25.

- 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 2024/25 to 2028/29.
- b) An **optimal level** of unallocated General Fund reserves of between **£10 million and £11 million** over the period 2024/25 to 2028/29 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 2024/25 to 2028/29 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 2024/25 to 2028/29.

2.1.5. The estimated level of unallocated General Fund reserves as at 31 March 2024, based on current projections is **£10 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 as the approved use of £1 million to support the 2023/24 budget 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 2024/25. This is subject to the cash limited budget for 2024/25 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 2024/25 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) There are still 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 and growing concern and it is important in both areas that the relevant management teams ensure these budgets are demand 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 Recycling and Waste Collection contract is the largest single contract for the Council and is currently in live procurement and in order to deliver this procurement robustly an extension has been entered into with the current provider. The Council needs to complete the rest of the procurement process and work through the subsequent implementation. There is a lot of volatility, new legislative and environmental requirements, which will potentially add extra risks and significant costs nationally across the market. The Council has made the decision to proceed with alternate weekly recycling and waste collection, but 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 2024/25.
- g) The risk of not comprehensively developing and robustly implementing and actioning the programme of transformation.
- 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 and the impending General Election.
 - The need to address the Country's ongoing Public Sector Borrowing Requirement (PSBR) and the structural financial deficit.
- j) Insurance Claims.
- k) Any ongoing impact on Council services and Budget in 2024/25 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 2024/25 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 £3.5m.
- b) A 2024/25 budget has been agreed with South Essex Homes Ltd. to maintain a balanced HRA.
- c) Forward projections for the HRA beyond 2024/25 are being remodelled. In addition, this is linked to the HRA's own Medium Term Financial Strategy for the period 2024/25 to 2028/29.

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 2023/24 to 2028/29 (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 but is in a far better position following the Leader's and Group Leader's capital challenge sessions is the actual phasing of expenditure, which urgently needs further consideration and further 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 2024/25 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 2024/25 – 2028/29.

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 CLT from April 2023 to January 2024.
- g) A review of budget proposals and implications by Cabinet Members from July 2023 to January 2024.
- h) An introduction of Revenue budget challenge sessions to complement the current Capital budget challenge sessions undertaken – both now overseen by the Leader and all group leaders
- i) 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. 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 through to 2023/24. This will be further enhanced in 2024.25 with the new CLT Transformation Board and Cross-Party Members Finance Panel.
- 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 2024/25 budget and Corporate Plan priorities continues the need and our commitment to target our financial resources to delivering better outcomes and effectively manage risks. These arrangements have been enhanced further by the development and introduction of detailed service plans from 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. The relevant Executive Director and portfolio holder will also sign for their 2024/25 budget before the financial year commences to further enhance accountability and deliverability of the approved budget for each Department/Portfolio.

3.2.6. 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 Corporate Plan.

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. The Council will not review this strategy as part of the budget process for 2024/25 due to the following factors:

- the exceptionally challenging operating environment caused by the significant inflationary increases and service demand pressures in 2023/24.
- that these issues will continue into 2024/25.
- the funding settlement was for one year only, with no Comprehensive Spending Review announced.
- the likelihood of Government departmental spending plans being affected by the impending general election.

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 more commercial approach to income generation will be required.

3.4.2. An updated Medium Term Financial Strategy (2024/25 – 2028/29) will be developed and considered for approval by Council in February 2024, as part of the budget setting process for 2024/25.

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, homelessness 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.

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 2024/25 and within agreed medium term financial strategy parameters for future years (2025/26 to 2028/29) 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. £62.0 million as at 1st April 2024. This will be compiled of key reserves for Capital at £18.3 million, Corporate at £16.3 million, Grants at £18.1 million, Insurance at £5.4 million and Service Reserves at £3.9 million. Further consideration and potential reassessment of all earmarked reserves will be undertaken considering budget decisions taken in February 2024, which includes proposed appropriations of £5M in total to the Adult Social Care and Children's Social Care Reserves.

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 £36.0 million as at 1st April 2024. This is compiled mainly of a Capital Investment reserve of £24.7 million and Major Repairs reserve of £10.5million.

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 – 2024/25 to 2028/29**

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 CLT 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 2024/25 (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 but is in a far better position following the Leader's and Group Leader's capital challenge sessions is the actual phasing of expenditure, which urgently needs further consideration and further 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.

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Appropriations to and from General Fund Earmarked Reserves

Appropriations for 2024/25

The proposed appropriations to and from earmarked reserves included within the 2024/25 budget are:

Appropriations to Reserves

1. £26,000 to the New Homes Bonus Reserve

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

2. £625,000 to the Capital Reserve

£2,500,000 which was used to support the overall budget in 2022/23 will be repaid into the reserve over the following four years at a rate of £625,000 per annum.

3. £250,000 to the General Reserve

£1,000,000 which was used to support the overall budget in 2023/24 will be repaid into the reserve over the following four years at a rate of £250,000 per annum.

4. £100,000 to the Elections Reserve

Replenishment of the Elections Reserve which has been depleted over recent years, largely due to increased costs associated with COVID-19 measures and the impact of inflation.

5. £1,160,000 to the Service Redesign Reserve

Provision for the costs associated with multiple service redesigns that form part of the 2024/25 savings proposals.

6. £2,500,000 to the Adult Social Care Reserve

Replenishment of the Adult Social Care Reserve. It is expected that the 2023/24 reserve will be required to fund the in-year deficit. The forecast outturn at November 2023 (Period 8) for Adult Social Care is £4.551M.

Appropriations to and from General Fund Earmarked Reserves

7. £2,500,000 to the Children’s Social Care Reserve

Replenishment of the Children’s Social Care Reserve. It is expected that the 2023/24 reserve will be required to fund the in-year deficit. The forecast outturn at November 2023 (Period 8) for Children’s Social Care is £7.022M.

8. £1,617,000 to the Social Care Grant Reserve

Additional Social Care Grant was announced as part of the Final Local Government Finance Settlement, published on 5 February 2024. £100,000 of the £1,717,000 extra allocation received by Southend-on-Sea City Council will be used in 2024/25 to fund Dementia Carer Support (Appendix 5: 04-AHCA). The remaining balance £1,617,000 will be initially appropriated to this reserve, while consideration is given to ensure the most effective use is made of this ‘one-off’ funding.

Total Appropriations to Reserves £8,778,000

Appropriations from Reserves

1. £47,000 from the Capital Reserve

£47,000 to fund several capital projects proposed as part of the 2024/25 budget package.

2. £205,000 from the Business Transformation Reserve

Funding for multi-year projects agreed during 2022/23 and 2023/24.

3. £1,180,000 from the Technology Transition and Systems Modernisation Reserve

Funding to deliver year 4 of the Technology Modernisation programme.

4. £145,000 from the Transformation Implementation Reserve

Funding to help enable the delivery of the organisations proposals outlined in Appendices 6, 7 and 8.

5. £275,000 from the Business World ERP Reserve

Funding to enable the delivery of Phase 2 of the ERP project.

6. £11,000 from the Grant Reserve

One-off funding to support an existing project in Economic Inclusion.

Total Appropriations from Reserves £1,863,000

Summary of General Fund Revenue Estimates

	Revised Budget 2023/24	Probable Outturn 2023/24	Draft Budget 2024/25
	£000s	£000s	£000s
Portfolios			
Leader: SEND	18,006	18,678	16,137
Deputy Leader: Environment	20,618	21,059	21,068
Adult Social Care, Health, Public Health, and Constitutional Affairs	63,338	67,795	65,930
Arts, Culture, Heritage and Leisure	4,566	4,696	5,165
Childrens Services, Education and Learning	34,601	41,587	37,016
Community Safety and Public Protection	2,029	2,211	2,093
Economic Growth and Investment	1,263	1,224	772
Highways, Transport and Parking	290	782	(447)
Housing and Planning	4,286	4,086	4,219
Regulatory Services	2,540	2,925	1,646
Portfolio Net Expenditure	151,537	165,043	153,599
Levies	715	764	840
Contingency	1,743	393	1,957
Pensions Triennial Review	0	0	0
Financing Costs	17,927	12,805	11,897
Total Net Expenditure	171,922	179,005	168,293
Contribution to / (from) earmarked reserves	(8,622)	(8,622)	6,915
Revenue Contribution to Capital	471	471	832
Non Service Specific Grants	(19,896)	(19,896)	(25,966)
Total Budget Requirement	143,875	150,958	150,074
Met from:			
Revenue Support Grant	(7,118)	(7,118)	(7,590)
Business Rates	(36,258)	(37,058)	(37,989)
Collection Fund Surplus	(2,000)	(2,000)	(1,000)
General Reserves	(1,000)	(1,000)	0
Council Tax Requirement	97,499	103,782	103,495
Council Tax	(84,624)	(84,624)	(88,506)
Adult Social Care Precept	(12,875)	(12,875)	(14,989)
	(97,499)	(97,499)	(103,495)

The revised budget and probable outturn are as reported to Cabinet on 11th January 2024. It is anticipated that the current forecast overspend will be met by a combination of management actions to reduce expenditure and/or Council reserves.

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Unavoidable Cost Pressures

Reference	Justification	2024/25 Total £000
Non-Portfolio and Cross-Organisational Pressures		
01-COP	Staffing Establishment Costs 2024/25 £3.625 million has been provided for a pay award of up to 4% 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. [X-Council: EDFR]	3,625
02-COP	Investment, income and financing alignment This now reflects all the planned changes to the Capital Programme and accounting requirements in accordance with the range of accountancy codes. The base budget will be set at the estimated right level as part of the medium term financial planning view. [X-Council: EDFR]	1,615
03-COP	Contractual Inflation (Not Energy Related) This amount will be allocated to our Corporate Contingency budget initially and drawn upon by services throughout 2024/25 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 2023/24 levels wherever possible. [X-Council: EDFR]	1,000
04-COP	Energy Inflation Costs 2024/25 (Updated) £600,000 was originally allocated to our Corporate Contingency budget for 2024/25 to potentially fund increases in energy costs as a result of inflation clauses. Negotiation of energy tariffs have been completed during January 2024 and it has now been confirmed that no additional allocation for energy inflation will be required for 2024/25. The amount of £600,000 has now been removed and has been used to fund new proposals 04-AHCA and 01-HTP and increased the provision included in 06-COP. [X-Council: EDFR]	-
05-COP	Debt Position Review Increase for bad and doubtful debts following a review of the Council's overall debt position. [X-Council: EDFR]	330

Reference	Justification	2024/25 Total £000
06-COP	<p>Base Budget Adjustments (Updated)</p> <p>A range of low value investments across services have been made to adjust the base budget where appropriate and set services on a more robust footing for 2024/25.</p> <p>The amount has been updated since January 2024 and the increase of £75,000 has been from the amount released from 04-COP. [X-Council: EDFR]</p>	300
07-COP	<p>Business Rates Liabilities</p> <p>The Council usually compensates services for fluctuations in business rates liabilities through the Contingency budget, however given the size of the expected change in 2024/25 it is prudent to include this as a separate investment in the revenue base. [X-Council: EDFR]</p>	220
08-COP 106	<p>Levies</p> <p>Essex County Council have notified the Council that the Coroners Court Levy in 2045/25 will increase by 25%, equivalent to £118,000. Notification of Environment Agency and Kent & Essex Fisheries levies has not been received at this time but an estimate of £7,000 has been provided to cover the expected inflationary increases in these levies. [EDFR]</p>	125
Cross-Organisational Pressures Total		7,215
Pressures Specific to Portfolio Services		
Leader: SEND		
01-L	<p>Audit Fees</p> <p>Public Sector Audit Appointments Ltd (PSAA), the Local Government Association-owned company responsible for procuring local authority audit services in England, announced on 3 October 2022 the results for the next five-year appointment period, commencing with financial years ending 31 March 2024.</p> <p>PSAA has warned local authorities to anticipate a fee increase in the order of 150% between 2022/23 and 2023/24. This investment will correct the base budget for future years. [EDFR]</p>	265

Reference	Justification	2024/25 Total £000
02-L	<p>Legal Services Contract Specialist This investment will enable a permanent member of staff specialising in contract law to be recruited to the Legal Services team. Without this investment advice will need to be purchased from external suppliers on an ad hoc basis and at a far higher cost to the organisation. [EDSC]</p>	90
Leader: Corporate Matters and Performance Delivery Total		355
Deputy Leader: Environment		
01-DLENV 107	<p>Waste Collection Contract The recycling and waste collection contract is currently in live procurement and the Council has made the decision to proceed with alternate weekly recycling and waste collection (retaining weekly food waste collection). In order to deliver this procurement robustly an extension has been entered into with the current provider and this investment relates to the anticipated cost for the 2024/25 financial year. The medium term financial forecast includes an estimated investment for the new contract which is currently being procured. [EDEP]</p>	1,300
Deputy Leader: Environment Total		1,300
Adult Social Care, Health, Public Health, and Constitutional Affairs		
01-AHCA	<p>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. [EDAC]</p>	4,900

Reference	Justification	2024/25 Total £000
02-AHCA	<p>ASC Demographic Demand: Transitions, Older People and 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. [EDAC]</p>	1,300
03-AHCA	<p>NetPark Exploring ways of continuing the support of the NetPark initiative. [EDAC]</p>	50
04-AHCA 108	<p>Dementia Carer Support (New) To develop dementia support groups across the 4 localities to enable carer support, information and advice and enable peer support. To fund 2 community navigators / community builders to support these groups as well as providing support and advice to social care teams and community groups and undertake carer assessments where required. To provide funding for additional carer support and advice via partners. This will be funded from the one-off additional Social Care Grant. [EDAC]</p>	100
Adult Social Care, Health, Public Health, and Constitutional Affairs Total		6,350

Reference	Justification	2024/25 Total £000
Childrens Services, Education and Learning		
01-CSEL 109	<p>Children's Social Care: Placements Pressure</p> <p>This critical funding will be used to help offset part of the existing overspend across Children Placements. As reported through the Councils 2023/24 financial position, Children services remains with significant spend pressures and particularly within Children Care Placements for Residential Care and Independent Fostering agencies. £6.0M of the total £7.3M overspend directly attributable to Children Services (as reported at Period 8) is due to the cost pressures across care and support packages for children in care and children with disabilities supported under Section 17. Keeping safe and supporting our children in care must always remain a critical priority for the Council. This additional funding will therefore reduce opening spend pressures in 2024/25 on Children Services in relation to care placements to £3.420M (£6.0M 2023/24 overspend less this additional funding of £2.580M) prior to further and targeted cost pressure spend reductions. [EDCPH]</p>	2,580
02-CSEL	<p>Children's Social Care: Placements</p> <p>This funding will be used to help cover the costs of National Living wage increases for care and support for Children with Disabilities and allow a further uplift to support Inhouse foster care fees and allowances. This funding will also be partly used to assist with provider uplift requirements for supported accommodation placements as they are now required to be OFSTED registered under legislative changes when supporting 16 and 17 year olds. [EDCPH]</p>	420
03-CSEL	<p>School Improvement Support</p> <p>This funding will be used to continue to support the ambition of all Southend schools to achieve good or outstanding. This funding effectively allows the continuation of posts supporting this function that was previously and annually one off funded. The functions of these posts is also wider than these critical aims including supporting governance arrangements of all Southend Schools and direct oversight of our maintained schools, offering professional challenge and support and statutory intervention measures if required. The posts also support quality assurance for pupils with additional and vulnerable needs, and will coordinate safeguarding investigations. [EDCPH]</p>	150
Children and Learning and Inclusion Total		3,150

Reference	Justification	2024/25 Total £000
Economic Growth and Investment		
01-EGI	<p>Economic Recovery This funding will be used to deliver projects and initiatives supporting residents into work and advising/supporting local businesses following the Covid pandemic and current economic challenges. The funding will also enable some council match funding to attract and support wider external investment. [EDEP]</p>	100
Economic Growth and Investment Total		100
Highways, Transport and Parking		
01-HTP 110	<p>Car Parking Charging Changes (New) The Southend Pass original proposed increase was 50%, following feedback received the increase for 2024/25 is now proposed to be 25%. It is also now proposed to reverse the charges introduced at Southchurch Park East and make this car park free to park at from 1 April 2024. These combined concessions are estimated to reduce car parking income generated by around £200K. This has been funded from the amount released from 04-COP. [EDEP]</p>	200
Housing and Planning Total		200

Reference	Justification	2024/25 Total £000
Housing and Planning		
01-HP	Local Plan Staffing This investment was included as part of the Cabinet decision to progress the Local Plan in 2019 but had not been included in the base budget. The service have managed their vacancies / secured additional income in previous years to fund this but this budget now needs to be rightsized accordingly. [EDEP]	140
Housing and Planning Total		140
Total Pressures Specific to Portfolio Services		11,595

	Cross-Organisational Pressures	7,215
111	Leader: SEND	355
	Deputy Leader: Environment	1,300
	Adult Social Care, Health, Public Health, and Constitutional Affairs	6,350
	Arts, Culture, Heritage and Leisure	-
	Childrens Services, Education and Learning	3,150
	Community Safety and Public Protection	-
	Economic Growth and Investment	100
	Highways, Transport and Parking	200
	Housing and Planning	140
	Regulatory Services	-
	Unavoidable Cost Pressures Total	

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Budget Savings and Income Generation Initiatives

Reference	Detail of Proposal	FTE Staffing Implications	Financial Impact		
			2024/25 £000	2025/26 £000	2026/27 £000
Corporate Initiatives					
COI-01	Comprehensive Reserves and Capital Financing Requirement Review Implementation of a more prudent policy for the provision of repayment of debt, giving the opportunity for replenishment of reserves that have been depleted over recent years in support of the overall budget position. [X-Council: EDFR]	-	(3,500)	(3,500)	(3,500)
COI-02 113	Vacancy Factor (Updated Narrative) Introduce a departmental vacancy factor across the organisation. Some services already have a vacancy factor, but this has not been consistent. The saving will be achieved through a vacancy period before recruitment and holding vacancies open where the role can be covered in other ways (i.e. acting up and secondments). The value is an estimate based on 3% of the budget for permanent staff. This is a Head of Paid Service proposal. It is now confirmed that 3 additional roles will be deleted following the response to the VR Programme with an annual saving of around £150K delivered. This saving will be held against this vacancy factor target, structures and work arrangements are being updated accordingly. [All EDs]	-	(775)	(775)	(775)
COI-03	Energy inflation 2023/24 unapplied The 2023/24 budget included inflation contingency of £2.350m for energy. Actual rises in energy costs were lower than forecast and £0.5m of this contingency can be released as it is not required in the energy base budget for 2024/25. [EDFR]	-	(500)	(500)	(500)

Reference	Detail of Proposal	FTE Staffing Implications	Financial Impact		
			2024/25 £000	2025/26 £000	2026/27 £000
COI-04	<p>Family Centres - Review</p> <p>There are currently nine Family Centres delivering services across the city. Options being considered include retaining some existing sites and other sites focused to selected services, current service and activity offers will be reviewed.</p> <p>Any proposed changes, including which Family Centres would be affected, are subject to a six-week public consultation before a final decision is made. [EDCPH]</p>	tbc	(350)	(350)	(350)
COI-05	<p>Redesign the 'Front Door' to the Council (Updated Narrative)</p> <p>Optimise digital channels and streamline contact points to improve the response to residents and align resources to the most complex interactions. The new operating model is expected to be implemented in September 2024 so this is a part year effect in 2024/25. [X-Council: EDSC]</p>	tbc	(300)	(600)	(600)
COI-06	<p>Utilisation of Education Grants</p> <p>Part funding of Virtual School Officers from the Looked After Child Pupil Premium. [EDCPH]</p>	-	(100)	(100)	(100)
COI-07	<p>Utilisation of Education Grants - High Needs (Dedicated Schools Grant)</p> <p>Part fund the Head of Service for Access and Inclusion at an applicable 75% of time allocation through the High Needs Dedicated Schools Grant. [EDCPH]</p>	-	(70)	(70)	(70)
COI-08	<p>Museums Rateable Value Reductions</p> <p>The rateable value of Museums will now be calculated by receipts and expenditure, which considers whether the property makes a net surplus, rather than the contractor's method, which assesses the cost of rebuilding the existing museum. Updated rateable values were effective from 1 April 2023 and this is the budget which can be removed as a result. [EDFR]</p>	-	(60)	(60)	(60)
COI-09	<p>Discretionary Rate Relief Savings</p> <p>See Council Tax Base Report Appendix C, elsewhere on the Agenda. [EDFR]</p>	-	(60)	(60)	(60)
Corporate Initiatives Total		-	(5,715)	(6,015)	(6,015)

Reference	Detail of Proposal	FTE Staffing Implications	Financial Impact		
			2024/25 £000	2025/26 £000	2026/27 £000
Efficiency and Productivity					
EAP-01	Equipment and Assistive Technology Pilots Initiate projects to achieve better care and support packages with the aid of technology which in turn will reduce the reliance on paid care and prevent the rapid requirement for more care and support. [EDAC]	-	(250)	(250)	(250)
EAP-02	Operational Estate Efficiencies Better use of the Civic Campus (Civic One, Civic Two and Tickfield) with the closure of Civic Two and Tickfield. This will include changes to security, cleaning, space availability, controls, etc. [EDFR]	2.00	(170)	(170)	(170)
115	Efficiency and Productivity Total		2.00	(420)	(420)
Organisational Redesign					
ORE-01	Restructure Adult Social Care Operations and Commissioning Restructure Operations and Commissioning to deliver on new models of care and improved locality working. [EDAC]	10.00	(530)	(530)	(530)
ORE-02	Director Roles and Vacancies Remove three unfilled Director Positions from establishment. [X-Council]	3.00	(400)	(400)	(400)
ORE-03	ICT Restructure Full service restructure. [EDSC]	8.86	(395)	(395)	(395)

Reference	Detail of Proposal	FTE Staffing Implications	Financial Impact		
			2024/25 £000	2025/26 £000	2026/27 £000
ORE-04	Pause Graduate Programme (Updated) Pause recruitment onto the National Graduate Development Programme (NGDP) for two years after the current cohort of two graduates ends in October 2024. We will also look to promote further opportunities for Graduates to gain employment within the Council and will continue to develop this to include optimising the apprenticeship levy to further enhance our apprenticeship offer. This will enable the Council to ensure professional qualified roles have a career development pathway into and within the Council. [EDSC]	4.50	(200)	(265)	(180)
ORE-05	Restructure the Senior Leadership Team of the Education, Inclusion and Early Years Service Reduce the number of Heads of Service within the Directorate. [EDCPH]	1.00	(120)	(120)	(120)
ORE-06 19	Centralisation of Project Managers Centralising project management resource to optimise resource and capability. [EDSC]	2.00	(100)	(100)	(100)
ORE-07	Corporate Strategy Staffing Restructure Full service restructure of Corporate Strategy service. The saving is the estimated net impact of all the proposed changes. [EDSC]	1.00	(100)	(100)	(100)
ORE-08	Service Restructures Excluding Library Restructure Review and restructure museum, galleries and wider pier and foreshore teams. [EDAC]	tbc	(100)	(100)	(100)
ORE-09	Environment and Place Leadership Team Restructure The Environment and Place department has recently restructured its leadership team, resulting in a reduction in post numbers. The saving is the estimated net impact of all the proposed changes. [EDEP]	2.00	(85)	(85)	(85)
ORE-10	Post Reduction: Workforce Practice Management Deletion of a post which supports both Adults and Children's Services with workforce strategy and regional working initiatives. [EDCPH]	1.00	(80)	(80)	(80)

Reference	Detail of Proposal	FTE Staffing Implications	Financial Impact		
			2024/25 £000	2025/26 £000	2026/27 £000
ORE-11	Post Reduction: Operational Performance and Intelligence This post has been vacant for a few months and will be deleted and therefore its functions will continue to now be distributed across other posts within the team. [EDCPH]	1.00	(70)	(70)	(70)
ORE-12	Post Reduction: Procurement Review of the service resulting in the reduction of one post. [EDFR]	1.00	(70)	(70)	(70)
ORE-13	Reception Staffing Reduction Reduction in staffing for reception closure at Tickfield and Civic2 buildings. 2 FTE savings across both buildings. [EDSC]	2.00	(55)	(55)	(55)
ORE-14	Post Reduction: People and Organisation Restructure of Human Resources service managers. The saving is the estimated reduction in staffing costs offset by a reduction of circa £45,000 in income. [EDSC]	1.00	(35)	(35)	(35)
Organisational Redesign Total		38.36	(2,340)	(2,405)	(2,320)
Service Offer Changes					
SOC-01	Parks Service Review (Updated) Undertake a thorough review of the Park Service with a view to implementing changes during 2024/25. Implement some short-term measures in 2023/24 through return of leased vehicles, decommissioning the nursery and reducing some agency staff leading to minor reductions in maintenance. It is now confirmed that 4 roles will be deleted following the response to the VR Programme with an annual net saving of around £100K delivered. [EDEP]	tbc	(250)	(250)	(250)
SOC-02	Micro Enterprise Work Cease the project to pump prime the setting up of small enterprises to provide personalised care responses as there is not a lack of this provision in the City [EDAC]	-	(100)	(100)	(100)

Reference	Detail of Proposal	FTE Staffing Implications	Financial Impact		
			2024/25 £000	2025/26 £000	2026/27 £000
SOC-03	Telecare Responder Service Cease the Telecare Responder Service and align Telecare services and charging to those delivered by South Essex Homes. [EDAC]	-	(100)	(100)	(100)
SOC-04	Cultural and Pier Services Review Reduce costs by limiting the opening hours or days of opening for specific services across Southend to reduce running costs and/ or rationalise rotas and staff numbers within existing opening hours. [EDAC]	1.00	(20)	(20)	(20)
SOC-05	Concert Series Concert services to be delivered as cost neutral. [EDAC]	-	(15)	(15)	(15)
Service Offer Changes Total		1.00	(485)	(485)	(485)
Third Party Payments / Contractual Arrangements					
TPP-01	Concessionary Fares Scheme This is underspending in the current year by an estimated £550k. It is anticipated there may well be an increase in costs / usage in the new year however there is a savings opportunity here. [EDEP]	-	(400)	(400)	(400)
TPP-02	Transitional Supported Housing (Updated Narrative) To undertake a review of transitional housing support funding to ensure targeted assistance and 'move on' aid for those most in need but not requiring a statutory level of care. To reduce costs where there is evidence of voids, lower level support required or where need should ideally be met via the care act. [EDAC]	-	(300)	(300)	(300)

Reference	Detail of Proposal	FTE Staffing Implications	Financial Impact		
			2024/25 £000	2025/26 £000	2026/27 £000
TPP-03	Decommission Dementia Community Support Team In response to the ending of the joint commissioning arrangements with partners, decommission the Dementia Community Support team and ensure that information and advice is available through our new social care structure and ongoing arrangements with the community and voluntary sector. This represents the Council's funding contribution to the partnership that is coming to an end. [EDAC]	11.95	(250)	(250)	(250)
TPP-04	Utilisation of Education Grants - Early Years (DSG) Move 3 & 4 year old funding to the 97% passport rate (currently 98%). Timed with legislative duties of Children Care Expansion (will require Education Board approval). [EDCPH]	-	(100)	(100)	(100)
TPP-05	Printing Resources The function of the print room has evolved with the move to digital and remote working practices, the service delivery model will be reviewed alongside the print fleet contract which is due for renewal in September 2024. [EDFR]	-	(50)	(50)	(50)
TPP-06	Southend Business Improvement District (BID) Service Level Agreement (SLA) Review current SLA that has been in place since 2013 to ensure no cost burden to the Council in line with other BID areas. [EDAC]	-	(50)	(50)	(50)
TPP-07	Essex County Council (ECC) Transferred Debt Reduction in the amount we are required to reimburse ECC for the debt costs (interest and provision for repayment) on the remaining balance of the transferred debt. [EDFR]	-	(50)	(50)	(50)
TPP-08	Internal Audit Resourcing Review internal audit plan coverage to challenge whether all the assurance being sought is required, with a view to reducing expenditure with contractors in year and removal of vacant posts in the future. [EDFR]	-	(40)	(40)	(40)
TPP-09	Connectivity Savings Achieve fibre connectivity savings across the city. [EDSC]	-	(40)	(40)	(40)

Reference	Detail of Proposal	FTE Staffing Implications	Financial Impact		
			2024/25 £000	2025/26 £000	2026/27 £000
TPP-10	Remove the ATM from Civic One The ATM ('cash machine') is at the end of its life and in need of replacement. The number of transactions has been dropping and is well below that considered to be a well-used ATM. [EDFR]	-	(20)	(20)	(20)
TPP-11	Consolidation of Low Value Third Party Payment Items This item includes several proposals, each with a value of less than £10,000. Initiatives include: <ul style="list-style-type: none"> - Reduction of unused telephone lines [EDSC] - Cleaning in libraries [EDAC] - Southend Leisure and Tennis Centre (SLTC) Netball Courts [EDAC] 	-	(15)	(15)	(15)
120	Third Party Payments / Contractual Arrangements Total	11.95	(1,315)	(1,315)	(1,315)
Income Generation Capability					
IGC-01	Reversal of Reduction in Investment Income Due to an improvement in investment income, remove the reduction that was previously predicted when the 2023/24 budget was set. [EDFR]	-	(710)	(960)	(960)
IGC-02	Investment Income Growth Higher returns expected on many of the Council's treasury management investments as the bank base rate is expected to stay higher for longer, before decreasing again. [EDFR]	-	(1,835)	(195)	785

Reference	Detail of Proposal	FTE Staffing Implications	Financial Impact		
			2024/25 £000	2025/26 £000	2026/27 £000
IGC-03	<p>Full Cost Recovery for Council Services Provided Externally (Updated) The council has previously subsidised the cost of providing support services (ICT, HR, payroll) to schools, traded companies and other external bodies. Council services will now be charged out at a price that covers the full cost of providing the service (staff, systems etc.). For traded companies wholly owned by the Council full cost recovery is required to comply with subsidy control. The original income generation target of £420K has now been reviewed due to confirmation of a reduction in the level of ‘buy-back’ of support services received during January 2024 (both in terms of number of clients and level of service required). This has been funded from the amount released from 04-COP in Appendix 5. [EDSC]</p>	-	(95)	(95)	(95)
IGC-04	<p>Fees and Charges Increase An 10% increase of all the Council’s fees and charges. Currently the Medium-Term Financial Plan (MTFP) assumes a 7% increase. Exceptions are parking, burials, cremation and planning charges, which are considered separately. [X-Council]</p>	-	(260)	(260)	(260)
IGC-05	<p>Increase Planning Charges Planning charges are set nationally and are due to increase by around 25%. [EDEP]</p>	-	(150)	(150)	(150)
IGC-06	<p>South Essex Property Services (SEPS) Dividend South Essex Property Services are a profitable subsidiary within our group of companies and it is proposed that a dividend of £150k is passported through to the parent company, the Council due to their successful their commercial activities. [EDEP]</p>	-	(150)	(150)	(150)
IGC-07	<p>Increased Cremation Charges After benchmarking cremation charges against neighbouring locations, indications are that we are currently below similar authorities and an overall increase of 15% to the charges is proposed which will still keep the service competitive. [EDEP]</p>	-	(120)	(120)	(120)

Reference	Detail of Proposal	FTE Staffing Implications	Financial Impact		
			2024/25 £000	2025/26 £000	2026/27 £000
IGC-08	Pier Charging Increase Pier ticket prices by 25p above the inflationary uplift that will be applied and review other Pier charges and ticketing schemes. [EDAC]	-	(100)	(100)	(100)
IGC-09	Beach Hut Terms Revise the commercial terms for beach huts. It would involve renewing the terms for all beach huts to contain a claw back provision of 10% on non-family sales, extending the ability for all owners to offer day hire of their huts and applying a rent uplift. The 10% provision is already present in around a fifth of the huts. [EDFR]	-	(100)	(100)	(100)
IGC-10	Electric Vehicle (EV) Charging Opportunities Install EV charging points and receive commission on charging. [EDEP]	-	(50)	(150)	(150)
IGC-11 122	Increased Burial Charges Increase the cost of burials by 20% to help manage burial demand due to land availability. This will also increase the price differential between burial and cremation charges. Agreed by Cabinet 31 October 2023. [EDEP]	-	(40)	(40)	(40)
IGC-12	Review Environment Protection Enforcement Model Look at contracted, pro-active enforcement model for fly-tipping, littering, dog fouling, etc. which generates net income. [EDEP]	-	(30)	(30)	(30)

Reference	Detail of Proposal	FTE Staffing Implications	Financial Impact		
			2024/25 £000	2025/26 £000	2026/27 £000
IGC-13	<p>Private Sector Leasing Invest to save - set up leasing arrangements with a number of landlords to secure them working with us and not other councils. Would require some form of incentive over and above guarantees over our offer, liabilities and length of contract, but would speed up access to properties and be cheaper than ad hoc sourcing. Work is now underway to examine opportunities with some landlords, with an intention to pilot the approach and better understand its potential for scaling. Recent changes to Local Housing Allowance, announced as part of the autumn statement, will have some implications in the short term. [EDEP]</p>	-	(25)	(25)	(25)
IGC-14	<p>Introduce Penalties for Council Tax Reduction Scheme Where discounts are incorrectly claimed through the Council Tax Reduction (CTR) scheme the Council will impose a Government set penalty charge on the claimant. [EDFR]</p>	-	(20)	(20)	(20)
IGC-15	<p>Consolidation of Low Value Income Generation Items This item includes several proposals, each with a value of less than £15,000. Initiatives include:</p> <ul style="list-style-type: none"> - Filming Opportunities [EDAC] - HRA contribution to Procurement [EDFR] - Museum Service - Special Exhibition Fee [EDAC] - Create "Pop-Up" or permanent Southend shop [EDAC] 	-	(30)	(30)	(30)
Income Generation Capability Total		-	(3,715)	(2,425)	(1,445)
Total 2024/25 Budget Saving / Income Generation Proposals		53.31	(13,990)	(13,065)	(12,000)

Reference	Detail of Proposal	FTE Staffing Implications	Financial Impact		
			2024/25 £000	2025/26 £000	2026/27 £000
Agreed Savings from Prior Years - deferred					
EAP-06 (2324)	System for management of sickness absence This saving is dependent on enhancements being delivered by the Business World project. Delays in delivery mean the saving in 2023/24 has not been achieved, this line reprofiles the saving across the new timeline for the project.	-	5	(60)	(60)
IGC-16 (2324)	Long Term Empty Premium/Second Home Premiums This was presented in the 2023/24 budget as being achievable from 2024/25 onwards but will now not be achievable until 2025/26 so the saving has been deferred. The delay is due to the legislative process outside of the Council's control.	-	-	(1,000)	(1,000)
IGC-18 (2324) 124	Review allotment rents from 2024/25 This was presented in the 2023/24 budget as being achievable from 2024/25 onwards but will now not be achievable until 2025/26 so the saving has been deferred.	-	-	(25)	(25)
Agreed Savings from Prior Years - Deferred Total <i>Updated amounts</i>		-	5	(1,085)	(1,085)
Agreed Savings from Prior Years Total <i>Figures are as per February 2023 Council</i>		-	(610)	(1,453)	(2,791)
Grand Total 2024/25 Budget Savings / Income Generation plus Agreed Savings from Prior Years		53.31	(14,595)	(15,603)	(15,876)

Description of Service	Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £	Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
						£	%
1	Maximum charge to user per week for home care/daycare	Discretionary	Full Cost of Service	Full Cost of Service		n/a	
2	Forecast average unit cost of all home care per hour	Discretionary	20.84	20.84	22.44	22.44	1.60 7.68%
3	Maximum charge per session (day) for day service	Discretionary	Full Cost of Service	Full Cost of Service			n/a
4	Transport - Return Trip per day	Discretionary	4.90	4.90	5.40	5.40	0.50 10.20%
5	Transport - Multiple Trip per day	Discretionary	5.90	5.90	6.50	6.50	0.60 10.17%
6	Minimum client contrib for OP long stay res care per week	Statutory	172.80	172.80	172.80	172.80	0.00 0.00%
7	Minimum charge for adult long stay res care per week 18-24	Statutory	78.75	78.75	78.75	78.75	0.00 0.00%
8	Minimum charge for adult long stay res care per week 25-59	Statutory	96.30	96.30	96.30	96.30	0.00 0.00%
9	Administration Fee for Deferred Payment Scheme	Discretionary	675.00	675.00	742.50	742.50	67.50 10.00%
10	Administration Fee for full cost home care recipients	Discretionary	85.00	85.00	93.50	93.50	8.50 10.00%
11	Invoice Fee for full cost home care recipients	Discretionary	65.00	65.00	71.76	71.76	6.76 10.40%

Description of Service		Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £
Burial fees				
Private Grave Space - Traditional Grave 50 years				
1	Exclusive Rights of Burial, Including Registration in traditional Grave - Resident	Discretionary	2,900.00	2,900.00
2	Exclusive Rights of Burial including Registration in traditional Grave - Non Resident	Discretionary	8,700.00	8,700.00
Private Grave Space- Lawn including 75 and 50 years grave spaces				
3	Exclusive Right of Burial including Registration - Resident	Discretionary	1,300.00	1,300.00
4	Exclusive Right of Burial including Registration - Non Resident	Discretionary	3,900.00	3,900.00
Interment fee including excavation all depths				
5	A person whose age at time of death exceeds 18 years - Resident	Discretionary	1,046.00	1,046.00
6	A person whose age at time of death exceeds 18 - Non Resident	Discretionary	1,046.00	1,046.00
7	A person whose age at time of death does not exceed 18 years - Resident	Discretionary	715.00	715.00
8	A person whose age at time of death does not exceed 18 - Non Resident	Discretionary	715.00	715.00
9	Re-open Brick Grave or vault Interment fee	Discretionary	1,046.00	1,046.00
Mini Cremated Remains Vault				
10	Mini Cremated Remains Vault max 4 interments (Inclusive of 25 Year Exclusive Rights of Burial, and vase block with metal flower holder) - Resident	Discretionary	1,662.00	1,662.00
11	Mini Cremated Remains Vault max 4 interments (Inclusive of 25 Year Exclusive Rights of Burial, memorial plaques inscription to include 80 letters and vase block with metal flower holder) - Non Resident	Discretionary	2,070.00	2,070.00
Interment Fee in Cremated remains vault				
12	A person whose age at time of death exceeds 18 years - Resident	Discretionary	286.00	286.00
13	A person whose age at time of death exceeds 18 years - Non Resident	Discretionary	286.00	286.00
Cremated remains Vault memorial Inscription				
14	Plaque Inscription	Discretionary	134.00	160.80
15	Porcelain photo plaque (7cm x 5cm)	Discretionary	114.67	137.60
16	Line Drawing	Discretionary	71.58	85.90
17	Coloured Line Drawing	Discretionary	95.42	114.50
18	Military Badge or Crest	Discretionary	Price on Application	
Private Grave Space - Children`s (50 years)				
19	Exclusive Right of Burial Including Registration - Resident - up to 4ft 6"	Discretionary	770.00	770.00
20	Exclusive Right of Burial Including Registration - Non Resident - up to 4ft 6"	Discretionary	1,100.00	1,100.00
Cremated Ashes Grave Space inc 75yrs ERB				
21	Exclusive Right of Burial including Registration - Resident	Discretionary	700.00	700.00
22	Exclusive Right of Burial including Registration - Non Resident	Discretionary	1,195.00	1,195.00

Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
		£	%
3,480.00	3,480.00	580.00	20.00%
10,440.00	10,440.00	1,740.00	20.00%
1,560.00	1,560.00	260.00	20.00%
4,680.00	4,680.00	780.00	20.00%
1,150.60	1,150.60	104.60	10.00%
1,150.60	1,150.60	104.60	10.00%
786.50	786.50	71.50	10.00%
786.50	786.50	71.50	10.00%
1,150.60	1,150.60	104.60	10.00%
1,828.00	1,828.00	166.00	9.99%
2,277.00	2,277.00	207.00	10.00%
314.60	314.60	28.60	10.00%
314.60	314.60	28.60	10.00%
147.40	176.88	16.08	10.00%
126.13	151.36	13.76	10.00%
78.75	94.50	8.60	10.01%
104.96	125.95	11.45	10.00%
Price on Application			
847.00	847.00	77.00	10.00%
1,210.00	1,210.00	110.00	10.00%
770.00	770.00	70.00	10.00%
1,314.50	1,314.50	119.50	10.00%

Description of Service		Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £
Burial fees				
Cremated Ashes Interment fee including excavation all depths				
23	A person whose age at time of death exceeds 18 years - Resident	Discretionary	347.00	347.00
24	A person whose age at time of death exceeds 18 years - Non Resident	Discretionary	347.00	347.00
Public Graves (Rights of Burial not purchased)				
25	A person whose age at time of death exceeds 18 years	Discretionary	760.00	760.00
Monuments/Memorial Rights				
26	Headstone or similar without kerbing not exceeding 3.0' in overall height	Discretionary	243.33	292.00
27	Headstone or similar exceeding 3.0' in overall height (non lawn sections only) per additional ft or part ft	Discretionary	75.83	91.00
28	Inscribed Book, Scroll, Tablet or vase not exceeding 20" in height when erected as only memorial marking grave	Discretionary	148.33	178.00
29	Cremated Remains Grave: Tablet/Vase	Discretionary	148.33	178.00
30	Additional Inscription (unless added within 6 months of original grant of memorial rights then no charge)	Discretionary	119.17	143.00
Surcharge - except interment of cremated Remains (October to March only)				
31	Surcharge for all burials at 2.15 pm	Discretionary	110.00	110.00
32	Surcharge for all burials at 2.45 pm	Discretionary	110.00	110.00
Exhumation Charges				
33	Per coffin exhumed, including excavation	Discretionary	At Cost	
34	Plus per coffin exhumed and re-interred in same cemetery	Discretionary	At Cost	
35	Per container of cremated remains	Discretionary	341.00	341.00
Miscellaneous Charges (Cemeteries)				
36	Use of Cemetery Church or Chapel for burial or memorial service (40 minutes)	Discretionary	172.00	172.00
37	Extension of burial rights for 25 years once expired	Discretionary	660.50	660.50
38	Registration transfer of Grant of Right of Burial	Discretionary	104.00	104.00
39	Every Search (other than for identification of Grave)	Discretionary	23.75	28.50

Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
		£	%
381.70	381.70	34.70	10.00%
381.70	381.70	34.70	10.00%
836.00	836.00	76.00	10.00%
267.66	321.19	29.19	10.00%
83.42	100.10	9.10	10.00%
163.17	195.80	17.80	10.00%
163.17	195.80	17.80	10.00%
131.10	157.32	14.32	10.01%
121.00	121.00	11.00	10.00%
121.00	121.00	11.00	10.00%
At Cost			
At Cost			
375.10	375.10	34.10	10.00%
189.20	189.20	17.20	10.00%
660.50	660.50	0.00	0.00%
114.40	114.40	10.40	10.00%
26.13	31.36	2.86	10.04%

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Description of Service	Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £	Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
						£	%
Burial fees							
Memorials							
40 4' Memorial Wooden Seat and Bronze Plaque - Cemetery only	Discretionary	1,119.17	1,343.00	1,231.10	1,477.32	134.32	10.00%
41 6' Memorial Wooden Seat and Bronze Plaque - Cemetery only	Discretionary	1,490.00	1,788.00	1,639.00	1,966.80	178.80	10.00%
42 Plus 25 year lease for all memorial seats	Discretionary	858.00	858.00	943.80	943.80	85.80	10.00%
43 Replacement Bronze Plaques (6"x 4")	Discretionary	191.33	229.60	210.46	252.55	22.95	10.00%
44 Memorial Tree inc Bronze Plaque (6"x4") - Limited availability	Discretionary	272.50	327.00	299.75	359.70	32.70	10.00%
45 Memorial Tree lease period for 5 years	Discretionary	315.00	315.00	346.50	346.50	31.50	10.00%
46 Memorial Tree lease period for 10 years	Discretionary	600.00	600.00	660.00	660.00	60.00	10.00%
47 Memorial Tree lease renewal for 5 years	Discretionary	315.00	315.00	346.50	346.50	31.50	10.00%
48 Memorial Shrub and Bronze Plaque (6"x4")	Discretionary	210.00	252.00	231.00	277.20	25.20	10.00%
49 Memorial Shrub lease period for 5 years	Discretionary	315.00	315.00	346.50	346.50	31.50	10.00%
50 Memorial Shrub lease period for 10 years	Discretionary	600.00	600.00	660.00	660.00	60.00	10.00%
51 Memorial Shrub lease renewal for 5 years	Discretionary	315.00	315.00	346.50	346.50	31.50	10.00%
52 Replacement Bronze Plaques (6"x 4")	Discretionary	176.67	212.00	194.33	233.20	21.20	10.00%
53 Replacement Bronze Plaques (7"x 5")	Discretionary	238.33	286.00	262.16	314.59	28.59	10.00%
54 Replacement Bronze Plaque with Photo (8"x4")	Discretionary	316.67	380.00	348.33	418.00	38.00	10.00%

Description of Service		Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £
Crematorium				
Cremation fees				
55	Cremation Fee incl of environmental charge and medical referee fees - Resident	Discretionary	1,000.00	1,000.00
56	Cremation Fee incl of environmental charge and medical referee fees - Non Resident	Discretionary	1,100.00	1,100.00
57	Committal Gold - Cremation only (Any age). Family attending (No service, organist or music, incl of environmental charge) - Resident	Discretionary	800.00	800.00
58	Committal Gold - Cremation only (exceeds 18 years of age). Family attending (No service, organist or music, incl of environmental charge) - Non Resident	Discretionary	900.00	900.00
59	Committal Silver - Cremation only (Any Age) No Family attending (No Service, organist or Music, incl environmental charge) - resident	Discretionary	550.00	550.00
60	Committal Silver - Cremation only (exceeds 18 years of age) No Family attending (No Service, organist or Music, incl environmental charge) - Non Resident	Discretionary	600.00	600.00
61	Body Parts	Discretionary	220.00	220.00
Miscellaneous Charges				
62	Use of Chapel for Memorial Service	Discretionary	250.00	250.00
63	Metal Urn - Adult	Discretionary	63.00	63.00
64	Metal Urn or Poly Urn - Child	Discretionary	No Charge	
Web Cast Services				
64	Live webcast	Discretionary	37.50	45.00
65	Live & 28 days watch again	Discretionary	58.33	70.00
66	Physical copy (DVD/Blu-Ray/USB Stick)	Discretionary	66.67	80.00

Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
		£	%
1,150.00	1,150.00	150.00	15.00%
1,265.00	1,265.00	165.00	15.00%
920.00	920.00	120.00	15.00%
1,035.00	1,035.00	135.00	15.00%
632.50	632.50	82.50	15.00%
690.00	690.00	90.00	15.00%
253.00	253.00	33.00	15.00%
275.00	275.00	25.00	10.00%
69.30	69.30	6.30	10.00%
No Charge	No Charge		0.00%
41.25	49.50	4.50	10.00%
64.17	77.00	7.00	10.00%
73.33	88.00	8.00	10.00%

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Description of Service	Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £	Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
						£	%
Crematorium							
Visual Tribute Services							
67 Single Photo (shown throughout Service)	Discretionary	14.17	17.00	15.58	18.70	1.70	10.00%
68 Simple slide show (up to 25 photos played on a loop or once at a time of your choosing)	Discretionary	47.50	57.00	52.25	62.70	5.70	10.00%
69 Professional Photo Tribute (up to 25 photos set to music of your choice played once at a time of your choosing)	Discretionary	83.33	100.00	91.67	110.00	10.00	10.00%
70 Extra Photos (for each extra batch of 25 photos)	Discretionary	14.17	17.00	15.58	18.70	1.70	10.00%
71 Physical copy of a tribute on DVD, Blu-Ray or USB		14.17	17.00	15.58	18.70	1.70	10.00%
72 Family supplied video checking	Discretionary	19.17	23.00	21.08	25.30	2.30	10.00%
73 Storage cremated remains beyond 3 months- per month or part month	Discretionary	33.33	40.00	36.67	44.00	4.00	10.00%
74 Scatter or Interment of cremated remains in Garden of Remembrance where cremation took place at another crematorium	Discretionary	175.00	175.00	192.50	192.50	17.50	10.00%
75 Scatter or Interment of cremated remains in Garden of Remembrance where cremation took place at Southend Crematorium if returned after 1 year	Discretionary	175.00	175.00	192.50	192.50	17.50	10.00%
76 Saturday scatter or interment of cremated remains (Maximum of 4 interments PM only) in Garden of Remembrance	Discretionary	121.00	121.00	133.10	133.10	12.10	10.00%
77 Additional or replacement Certificate copy of cremation certificate	Discretionary	29.00	29.00	31.90	31.90	2.90	10.00%
78 Use of Organ	Discretionary	23.00	23.00	25.30	25.30	2.30	10.00%
79 Surcharge for Services over running up to 10 minutes	Discretionary	137.00	137.00	150.70	150.70	13.70	10.00%
80 Surcharge for Services over running 10 minutes and over	Discretionary	286.00	286.00	314.60	314.60	28.60	10.00%
81 Funeral services cancelled after 10am one working day before reserved time	Discretionary	286.00	286.00	314.60	314.60	28.60	10.00%

Description of Service	Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £	Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge		
						£	%	
Commemorative Fees (incl VAT)								
Book of Remembrance								
82	2 line inscription		115.00	138.00	126.50	151.80	13.80	10.00%
83	5 line inscription		171.67	206.00	188.83	226.60	20.60	10.00%
84	5 line inscription with Floral Motif		295.00	354.00	324.50	389.40	35.40	10.00%
85	5 line inscription with Service Badge / Crest		305.83	367.00	336.41	403.69	36.69	10.00%
86	8 line inscription		238.33	286.00	262.16	314.59	28.59	10.00%
87	8 line inscription with Floral Motif		363.33	436.00	399.66	479.59	43.59	10.00%
88	8 line inscription with Service Badge / Crest		372.50	447.00	409.75	491.70	44.70	10.00%
89	8 line inscription with Coat of Arms		411.67	494.00	452.83	543.40	49.40	10.00%
Remembrance Card								
90	2 line inscription		80.83	97.00	88.92	106.70	9.70	10.00%
91	5 line inscription		100.83	121.00	110.92	133.10	12.10	10.00%
92	5 line inscription with Floral Motif		208.33	250.00	229.16	274.99	24.99	10.00%
93	5 line inscription with Service Badge / Crest		229.17	275.00	252.08	302.50	27.50	10.00%
94	8 line inscription		128.33	154.00	141.17	169.40	15.40	10.00%
95	8 line inscription with Floral Motif		263.33	316.00	289.66	347.59	31.59	10.00%
96	8 line inscription with Service Badge / Crest		272.50	327.00	299.75	359.70	32.70	10.00%
97	8 line inscription with Coat of Arms		296.67	356.00	326.33	391.60	35.60	10.00%
Miniature Book of Remembrance								
98	2 line inscription		110.00	132.00	121.00	145.20	13.20	10.00%
99	5 line inscription		137.50	165.00	151.25	181.50	16.50	10.00%
100	5 line inscription with Floral Motif		263.33	316.00	289.66	347.59	31.59	10.00%
101	5 line inscription with Service Badge / Crest		272.50	327.00	299.75	359.70	32.70	10.00%
102	8 line inscription		158.33	190.00	174.17	209.00	19.00	10.00%
103	8 line inscription with Floral Motif		291.67	350.00	320.83	385.00	35.00	10.00%
104	8 line inscription with Service Badge / Crest		300.83	361.00	330.91	397.09	36.09	10.00%
105	8 line inscription with Coat of Arms		325.83	391.00	358.41	430.09	39.09	10.00%
106	Additional lines: per line		25.00	30.00	27.50	33.00	3.00	10.00%
Memorial panels- 2 or 3 line panel displayed								
107	Memorial panel		87.50	105.00	96.25	115.50	10.50	10.00%
108	5 year display lease		230.00	230.00	253.00	253.00	23.00	10.00%
109	10 year display lease		435.00	435.00	478.50	478.50	43.50	10.00%
110	Renewal of display for 5 year period		230.00	230.00	253.00	253.00	23.00	10.00%
111	Re Gild Letter		5.00	6.00	5.50	6.60	0.60	10.00%

Description of Service		Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £
Commemorative Fees (incl VAT)				
Mulberry Memorial Tree - Scatter Garden				
112	Plain leaf plaque	Discretionary	38.00	45.60
113	Add inscription	Discretionary	58.00	69.60
114	Add motif	Discretionary	29.00	34.80
115	5 year display lease	Discretionary	115.00	115.00
Pavilion Plaques (Children)				
116	Bronze plaque flag style	Discretionary	115.00	138.00
117	plus 10 year lease	Discretionary	115.00	115.00
118	5 year renewal	Discretionary	103.00	103.00
Memorial Trees and Shrubs - Limited availability				
119	Memorial Tree and Bronze Plaque (6"x4")	Discretionary	272.50	327.00
120	Memorial Tree lease period for 5 years	Discretionary	315.00	315.00
121	Memorial Tree lease period for 10 years	Discretionary	600.00	600.00
122	Memorial Tree lease renewal for 5 years	Discretionary	315.00	315.00
123	Memorial Shrub and Bronze Plaque (6"x4")	Discretionary	210.00	252.00
124	Memorial Shrub lease period for 5 years	Discretionary	313.00	313.00
125	Memorial Shrub lease period for 10 years	Discretionary	610.00	610.00
126	Memorial Shrub lease renewal for 5 years	Discretionary	315.00	315.00
127	Replacement Bronze Plaques (6"x 4")	Discretionary	176.00	211.20
128	Replacement Bronze Plaques (7"x 5")	Discretionary	216.67	260.00
129	Replacement Bronze Plaque with Photo (8"x4")	Discretionary	315.00	378.00
130	Standard Rose replacement Bronze Plaque (4"x 6")	Discretionary	205.00	246.00
131	4' Memorial Seat and Bronze Plaque - Limited availability	Discretionary	1,009.17	1,211.00
132	6' Memorial Seat and Bronze Plaque - Limited availability	Discretionary	1,238.33	1,486.00
133	Plus 25 year lease for all memorial seats	Discretionary	860.00	860.00
134	Replacement Bronze Plaques (6"x 4")	Discretionary	190.83	229.00
Pergola Walk and Sunken Rose Garden Memorial Scheme				
135	Balustrade cremated remains Niche (incl container and 10 year leases)	Discretionary	1,483.00	1,483.00
136	Interment fee	Discretionary	137.00	137.00
137	Inscription	Discretionary	132.67	159.20
138	Photo plaque	Discretionary	114.00	136.80
139	Line Drawing	Discretionary	71.00	85.20
140	Coloured Line Drawing	Discretionary	96.00	115.20
141	Military Badge or Crest	Discretionary	Price on Application	

Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
		£	%
41.80	50.16	4.56	10.00%
63.80	76.56	6.96	10.00%
31.90	38.28	3.48	10.00%
126.50	126.50	11.50	10.00%
126.50	151.80	13.80	10.00%
126.50	126.50	11.50	10.00%
113.30	113.30	10.30	10.00%
299.75	359.70	32.70	10.00%
346.50	346.50	31.50	10.00%
660.00	660.00	60.00	10.00%
346.50	346.50	31.50	10.00%
231.00	277.20	25.20	10.00%
344.30	344.30	31.30	10.00%
671.00	671.00	61.00	10.00%
346.50	346.50	31.50	10.00%
193.60	232.32	21.12	10.00%
238.33	286.00	26.00	10.00%
346.50	415.80	37.80	10.00%
225.50	270.60	24.60	10.00%
1,110.08	1,332.10	121.10	10.00%
1,362.16	1,634.59	148.59	10.00%
946.00	946.00	86.00	10.00%
209.91	251.89	22.89	10.00%
1,631.30	1,631.30	148.30	10.00%
150.70	150.70	13.70	10.00%
145.93	175.12	15.92	10.00%
125.40	150.48	13.68	10.00%
78.10	93.72	8.52	10.00%
105.60	126.72	11.52	10.00%
Price on Application			

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Description of Service		Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £
Commemorative Fees (incl VAT)				
Pergola Walk and Sunken Rose Garden Memorial Scheme (continued)				
142	Pillar Post	Discretionary	440.00	528.00
143	Inscription	Discretionary	132.67	159.20
144	photo plaque	Discretionary	114.00	136.80
145	Line Drawing	Discretionary	71.00	85.20
146	Coloured Line Drawing	Discretionary	96.00	115.20
147	Military Badge or Crest	Discretionary	Price on Application	
148	5 year display lease	Discretionary	114.00	114.00
149	Atlas pillar memorial plaque	Discretionary	58.00	69.60
150	Inscription	Discretionary	132.67	159.20
151	photo plaque	Discretionary	114.00	136.80
152	Line Drawing	Discretionary	71.00	85.20
153	Coloured Line Drawing	Discretionary	96.00	115.20
154	Military Badge or Crest	Discretionary	Price on Application	
155	5 year display lease	Discretionary	114.00	114.00
156	Chapel memorial plaque	Discretionary	105.00	126.00
157	Inscription	Discretionary	132.67	159.20
158	photo plaque	Discretionary	114.00	136.80
159	Line Drawing	Discretionary	71.00	85.20
160	Coloured Line Drawing	Discretionary	96.00	115.20
161	Military Badge or Crest	Discretionary	Price on Application	
162	Book Memorial Plaque	Discretionary	105.00	126.00
163	Inscription	Discretionary	132.67	159.20
164	photo plaque	Discretionary	114.00	136.80
165	Line Drawing	Discretionary	71.00	85.20
166	Coloured Line Drawing	Discretionary	96.00	115.20
167	Military Badge or Crest	Discretionary	Price on Application	
168	Rose Post inc 5 year Lease and Plaque	Discretionary	334.17	401.00
169	Inscription	Discretionary	132.67	159.20
170	photo plaque	Discretionary	114.00	136.80
171	Line Drawing	Discretionary	71.00	85.20
172	Coloured Line Drawing	Discretionary	96.00	115.20
173	Military Badge or Crest	Discretionary	Price on Application	

Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
		£	%
484.00	580.80	52.80	10.00%
145.93	175.12	15.92	10.00%
125.40	150.48	13.68	10.00%
78.10	93.72	8.52	10.00%
105.60	126.72	11.52	10.00%
Price on Application			
125.40	125.40	11.40	10.00%
63.80	76.56	6.96	10.00%
145.93	175.12	15.92	10.00%
125.40	150.48	13.68	10.00%
78.10	93.72	8.52	10.00%
105.60	126.72	11.52	10.00%
Price on Application			
125.40	125.40	11.40	10.00%
115.50	138.60	12.60	10.00%
145.93	175.12	15.92	10.00%
125.40	150.48	13.68	10.00%
78.10	93.72	8.52	10.00%
105.60	126.72	11.52	10.00%
Price on Application			
115.50	138.60	12.60	10.00%
145.93	175.12	15.92	10.00%
125.40	150.48	13.68	10.00%
78.10	93.72	8.52	10.00%
105.60	126.72	11.52	10.00%
Price on Application			
367.58	441.10	40.10	10.00%
145.93	175.12	15.92	10.00%
125.40	150.48	13.68	10.00%
78.10	93.72	8.52	10.00%
105.60	126.72	11.52	10.00%
Price on Application			

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Description of Service		Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £
Commemorative Fees (incl VAT)				
Memorial Rockery Limited availability				
174	Lease 15 years	Discretionary	1,540.00	1,540.00
175	Bronze Plaque (6" x 4")	Discretionary	170.83	205.00
176	Bronze Plaque (7" x 5")	Discretionary	237.00	284.40

Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
		£	%
1,694.00	1,694.00	154.00	10.00%
187.91	225.49	20.49	10.00%
260.70	312.84	28.44	10.00%

Description of Service	Net Charge 2023/24	Gross 2023/24 Charge	Indicative Net Charge 2024/25	Indicative Gross 2024/25 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 2025, 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%
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%

Description of Service			Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £	Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
								£	%
New Dwellings									
1	Plan Charge	Houses/Bungalows < 300sqm (1 Plot)	Full Cost Recovery	196.17	235.40	215.79	258.95	23.55	10.00%
2		Houses/Bungalows < 300sqm (2 Plots)	Full Cost Recovery	294.26	353.11	323.69	388.43	35.32	10.00%
3		Houses/Bungalows < 300sqm (3 Plots)	Full Cost Recovery	392.34	470.81	431.58	517.90	47.09	10.00%
4		Houses/Bungalows < 300sqm (4 Plots)	Full Cost Recovery	490.43	588.52	539.48	647.38	58.86	10.00%
5		Houses/Bungalows < 300sqm (5 Plots)	Full Cost Recovery	588.51	706.21	647.37	776.84	70.63	10.00%
6	Inspection Charge	Houses/Bungalows < 300sqm (1 Plot)	Full Cost Recovery	588.51	706.21	647.37	776.84	70.63	10.00%
7		Houses/Bungalows < 300sqm (2 Plots)	Full Cost Recovery	882.77	1,059.32	971.06	1,165.27	105.95	10.00%
8		Houses/Bungalows < 300sqm (3 Plots)	Full Cost Recovery	1,177.02	1,412.42	1,294.74	1,553.69	141.27	10.00%
9		Houses/Bungalows < 300sqm (4 Plots)	Full Cost Recovery	1,471.28	1,765.54	1,618.43	1,942.12	176.58	10.00%
10		Houses/Bungalows < 300sqm (5 Plots)	Full Cost Recovery	1,765.53	2,118.64	1,942.11	2,330.53	211.89	10.00%
11	Building Notice	Houses/Bungalows < 300sqm (1 Plot)	Full Cost Recovery	817.38	980.86	899.13	1,078.96	98.10	10.00%
12		Houses/Bungalows < 300sqm (2 Plots)	Full Cost Recovery	1,242.41	1,490.89	1,366.67	1,640.00	149.11	10.00%
13		Houses/Bungalows < 300sqm (3 Plots)	Full Cost Recovery	1,602.06	1,922.47	1,762.29	2,114.75	192.28	10.00%
14		Houses/Bungalows < 300sqm (4 Plots)	Full Cost Recovery	2,027.09	2,432.51	2,229.83	2,675.80	243.29	10.00%
15		Houses/Bungalows < 300sqm (5 Plots)	Full Cost Recovery	2,419.43	2,903.32	2,661.41	3,193.69	290.37	10.00%
16	Regularisation	Houses/Bungalows < 300sqm (1 Plot)	Full Cost Recovery	Individually determined		Individually determined			
17		Houses/Bungalows < 300sqm (2 Plots)	Full Cost Recovery	Individually determined		Individually determined			
18		Houses/Bungalows < 300sqm (3 Plots)	Full Cost Recovery	Individually determined		Individually determined			
19		Houses/Bungalows < 300sqm (4 Plots)	Full Cost Recovery	Individually determined		Individually determined			
20		Houses/Bungalows < 300sqm (5 Plots)	Full Cost Recovery	Individually determined		Individually determined			
21	Plan Charge	1 Flat < 300sqm	Full Cost Recovery	163.48	196.18	179.83	215.80	19.62	10.00%
22		2 Flats < 300sqm	Full Cost Recovery	261.56	313.87	287.72	345.26	31.39	10.00%
23		3 Flats < 300sqm	Full Cost Recovery	326.95	392.34	359.65	431.58	39.24	10.00%
24		4 Flats < 300sqm	Full Cost Recovery	392.34	470.81	431.58	517.90	47.09	10.00%
25		5 Flats < 300sqm	Full Cost Recovery	490.43	588.52	539.48	647.38	58.86	10.00%
26	Inspection Charge	1 Flat < 300sqm	Full Cost Recovery	490.43	588.52	539.48	647.38	58.86	10.00%
27		2 Flats < 300sqm	Full Cost Recovery	784.68	941.62	863.16	1,035.79	94.17	10.00%
28		3 Flats < 300sqm	Full Cost Recovery	980.85	1,177.02	1,078.95	1,294.74	117.72	10.00%
29		4 Flats < 300sqm	Full Cost Recovery	1,242.41	1,490.89	1,366.67	1,640.00	149.11	10.00%
30		5 Flats < 300sqm	Full Cost Recovery	1,471.28	1,765.54	1,618.43	1,942.12	176.58	10.00%

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Description of Service			Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £	Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
								£	%
New Dwellings (continued)									
31	Building Notice	1 Flat < 300sqm	Full Cost Recovery	686.60	823.92	755.27	906.32	82.40	10.00%
32		2 Flats < 300sqm	Full Cost Recovery	1,013.55	1,216.26	1,114.92	1,337.90	121.64	10.00%
33		3 Flats < 300sqm	Full Cost Recovery	1,340.50	1,608.60	1,474.57	1,769.48	160.88	10.00%
34		4 Flats < 300sqm	Full Cost Recovery	1,667.45	2,000.94	1,834.22	2,201.06	200.12	10.00%
35		5 Flats < 300sqm	Full Cost Recovery	2,027.09	2,432.51	2,229.83	2,675.80	243.29	10.00%
36	Regularisation	1 Flat < 300sqm	Full Cost Recovery	Individually determined	Individually determined	Individually determined	Individually determined		
37		2 Flats < 300sqm	Full Cost Recovery	Individually determined	Individually determined	Individually determined	Individually determined		
38		3 Flats < 300sqm	Full Cost Recovery	Individually determined	Individually determined	Individually determined	Individually determined		
39		4 Flats < 300sqm	Full Cost Recovery	Individually determined	Individually determined	Individually determined	Individually determined		
40		5 Flats < 300sqm	Full Cost Recovery	Individually determined	Individually determined	Individually determined	Individually determined		
41	EW1	Notifiable electrical work (where applicable)	Full Cost Recovery	294.26	353.11	323.69	388.43	35.32	10.00%
Work to a single dwelling									
42	Plan Charge	1 storey extension not exceeding 40sqm	Full Cost Recovery	130.78	156.94	143.86	172.63	15.69	10.00%
43		1 storey extension 40 - 100sqm	Full Cost Recovery	196.17	235.40	215.79	258.95	23.55	10.00%
44		2/3 storey extension not exceeding 40sqm	Full Cost Recovery	196.17	235.40	215.79	258.95	23.55	10.00%
45		2/3 extension 40 - 100 sqm	Full Cost Recovery	196.17	235.40	215.79	258.95	23.55	10.00%
46		Garage/store etc not exceeding 100sqm	Full Cost Recovery	98.09	117.71	107.90	129.48	11.77	9.99%
47		Detached non-habitable domestic building not exceeding 50sqm	Full Cost Recovery	130.78	156.94	143.86	172.63	15.69	10.00%
48	Inspection Charge	1 storey extension not exceeding 40sqm	Full Cost Recovery	490.43	588.52	539.48	647.38	58.86	10.00%
49		1 storey extension 40 - 100sqm	Full Cost Recovery	555.82	666.99	611.41	733.70	66.71	10.00%
50		2/3 storey extension not exceeding 40sqm	Full Cost Recovery	555.82	666.99	611.41	733.70	66.71	10.00%
51		2/3 extension 40 - 100 sqm	Full Cost Recovery	621.21	745.45	683.34	820.01	74.55	10.00%
52		Garage/store etc not exceeding 100sqm	Full Cost Recovery	294.26	353.11	323.69	388.43	35.32	10.00%
53		Detached non-habitable domestic building not exceeding 50sqm	Full Cost Recovery	392.34	470.81	431.58	517.90	47.09	10.00%
54	Building Notice	1 storey extension not exceeding 40sqm	Full Cost Recovery	653.90	784.68	719.30	863.16	78.48	10.00%
55		1 storey extension 40 - 100sqm	Full Cost Recovery	784.68	941.62	863.16	1,035.79	94.17	10.00%
56		2/3 storey extension not exceeding 40sqm	Full Cost Recovery	784.68	941.62	863.16	1,035.79	94.17	10.00%
57		2/3 extension 40 - 100 sqm	Full Cost Recovery	850.07	1,020.07	935.09	1,122.10	102.03	10.00%
58		Garage/store etc not exceeding 100sqm	Full Cost Recovery	425.04	510.06	467.55	561.07	51.01	10.00%
59		Detached non-habitable domestic building not exceeding 50sqm	Full Cost Recovery	555.82	666.99	611.41	733.70	66.71	10.00%

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Description of Service			Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £	Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
								£	%
All other Non-Domestic Work									
94	Plan Charge	1 storey extension not exceeding 40sqm	Full Cost Recovery	196.17	235.40	215.79	258.95	23.55	10.00%
95		1 storey extension 40 - 100sqm	Full Cost Recovery	228.87	274.64	251.76	302.11	27.47	10.00%
96		2/3 storey extension not exceeding 40sqm	Full Cost Recovery	196.17	235.40	215.79	258.95	23.55	10.00%
97		2/3 extension 40 - 100 sqm	Full Cost Recovery	261.56	313.87	287.72	345.26	31.39	10.00%
98	Inspection Charge	1 storey extension not exceeding 40sqm	Full Cost Recovery	523.12	627.74	575.44	690.53	62.79	10.00%
99		1 storey extension 40 - 100sqm	Full Cost Recovery	621.21	745.45	683.34	820.01	74.55	10.00%
100		2/3 storey extension not exceeding 40sqm	Full Cost Recovery	588.51	706.21	647.37	776.84	70.63	10.00%
101		2/3 extension 40 - 100 sqm	Full Cost Recovery	653.90	784.68	719.30	863.16	78.48	10.00%
102	Regularisation	1 storey extension not exceeding 40sqm	Full Cost Recovery	Individually determined		Individually determined			
103		1 storey extension 40 - 100sqm	Full Cost Recovery	Individually determined		Individually determined			
104		2/3 storey extension not exceeding 40sqm	Full Cost Recovery	Individually determined		Individually determined			
105		2/3 extension 40 - 100 sqm	Full Cost Recovery	Individually determined		Individually determined			
106	Plan Charge	Work not exceeding £5000	Full Cost Recovery	163.48	196.18	179.83	215.80	19.62	10.00%
107		Replacement Windows	Full Cost Recovery	163.48	196.18	179.83	215.80	19.62	10.00%
108		Renewable Energy Systems	Full Cost Recovery	163.48	196.18	179.83	215.80	19.62	10.00%
109		Shopfront	Full Cost Recovery	163.48	196.18	179.83	215.80	19.62	10.00%
110	Inspection Charge	Work not exceeding £5000	Full Cost Recovery	163.48	196.18	179.83	215.80	19.62	10.00%
111		Replacement Windows	Full Cost Recovery	163.48	196.18	179.83	215.80	19.62	10.00%
112		Renewable Energy Systems	Full Cost Recovery	163.48	196.18	179.83	215.80	19.62	10.00%
113		Shopfront	Full Cost Recovery	163.48	196.18	179.83	215.80	19.62	10.00%
114	Regularisation	Work not exceeding £5000	Full Cost Recovery	Individually determined		Individually determined			
115		Replacement Windows	Full Cost Recovery	Individually determined		Individually determined			
116		Renewable Energy Systems	Full Cost Recovery	Individually determined		Individually determined			
117		Shopfront	Full Cost Recovery	Individually determined		Individually determined			
118	Plan Charge	Work £5000 - £25,000	Full Cost Recovery	163.48	196.18	179.83	215.80	19.62	10.00%
119		Replacement Windows (large)	Full Cost Recovery	163.48	196.18	179.83	215.80	19.62	10.00%
120		Renovation of thermal elements	Full Cost Recovery	163.48	196.18	179.83	215.80	19.62	10.00%
121		Storage Platforms	Full Cost Recovery	163.48	196.18	179.83	215.80	19.62	10.00%
122	Inspection Charge	Work £5000 - £25,000	Full Cost Recovery	294.26	353.11	323.69	388.43	35.32	10.00%
123		Replacement Windows (large)	Full Cost Recovery	294.26	353.11	323.69	388.43	35.32	10.00%
124		Renovation of thermal elements	Full Cost Recovery	294.26	353.11	323.69	388.43	35.32	10.00%
125		Storage Platforms	Full Cost Recovery	294.26	353.11	323.69	388.43	35.32	10.00%

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Description of Service			Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £
All other Non-Domestic Work (continued)					
126	Regularisation	Work £5000 - £25,000	Full Cost Recovery	Individually determined	
127		Replacement Windows (large)	Full Cost Recovery	Individually determined	
128		Renovation of thermal elements	Full Cost Recovery	Individually determined	
129		Storage Platforms	Full Cost Recovery	Individually determined	
130	Plan Charge	Work £25,000 - £100,000	Full Cost Recovery	196.17	235.40
131		Fit out work	Full Cost Recovery	196.17	235.40
132	Inspection Charge	Work £25,000 - £100,000	Full Cost Recovery	588.51	706.22
133		Fit out work	Full Cost Recovery	588.51	706.22
134	Regularisation	Work £25,000 - £100,000	Full Cost Recovery	Individually determined	
135		Fit out work	Full Cost Recovery	Individually determined	

Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
		£	%
215.79	258.95	23.55	10.00%
215.79	258.95	23.55	10.00%
647.37	776.85	70.63	10.00%
647.37	776.85	70.63	10.00%

Charges for work not included on this schedule will be individually assessed by contacting the Building Control Section on 01702 215345 or buildingcontrol@southend.gov.uk

Parking Charges 2024/25

Location/Description	Unit	Zone 1a 8am - 9pm	Zone 1b 8am - 6pm	Zone 2 8am - 6pm	Zone 3 8am - 6pm
On-Street Pay and Display *applies to Electric vehicles & bays	Up to 1 hr	£2.80	£1.20	£1.10	£1.00
	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
Off-Street (Car Parks) *applies to Electric vehicles & bays (VAT applicable)	Up to 1 hr	£2.80	£1.20	£1.10	£0.00
	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
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
	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
Pre-booked coach parking (VAT applicable)	Daily (until closing time)	£22.00	£11.00	£11.00	
Coach parking (pay on the day) (VAT applicable)	Daily (until closing time)	£44.00	£33.00	£33.00	
Seafront Permit	Annual	£484.00	£484.00	£242.00	

Location/Description	Unit	Zone 1a 8am - 9pm	Zone 1b 8am - 6pm	Zone 2 8am - 6pm	Zone 3 8am - 6pm
Season Ticket for a Named Car Park** (VAT applicable)	Annual	£726.00	£726.00	£605.00	£302.50
	6 month	£375.50	£375.50	£315.00	£157.50
	Quarterly	£194.00	£194.00	£163.50	£85.00
	Monthly	£67.00	£67.00	£54.50	£36.50
Season Ticket for Car Parks within a specified Zone ** (VAT applicable)	Annual	£1,331.00	£1,331.00	£1,089.00	
	Quarterly	£399.50	£399.50	£327.00	
	Monthly	£133.50	£133.50	£109.00	
Season Ticket - Baxter Avenue Car Park **	Annual	£1,452 per bay			

Location/Description	Unit	1 month	6 months	12 months
Business Permit	Scheme specific		£163.50	£302.50
Operational Permit (On-street) - 4 Hours max stay	All Zones			£79.00
Operational Permit (On-street) - 6 Hours max stay	All Zones			£157.50
Operational Permit (On-street) - Generic/Transferable - 4 hours max stay	All Zones			£242.00
Operational Permit (On & Off Street) - 6 Hours max stay	All Zones			£605.00
South Essex Homes Permit (Operational Permit) - 4 hours max stay	SEH locations only			£79.00
Resident Carer Permit (1 permit per household only)	Scheme specific			£18.50
Resident Permit - Electric Vehicle				£10.00
Resident Permit - 1st car	Scheme specific			£18.50
Resident Permit - 2nd car	Scheme specific			£30.50
Resident Permit - 3rd car	Scheme specific			£60.50
Resident Permit - 4th car	Scheme specific			£91.00
Resident Concessionary Permit (in RPS*)	Scheme specific			£60.50
Tradesperson Permit (On-street only)	All Zones	£36.50	£181.50	£363.00
Tradesperson Permit (On and Off street)	All Zones	£121.00	£726.00	£1,210.00

Location/Description	Unit	1 month	3 months	12 months
Southend Pass (VAT applicable)		£12.50	£37.50	£150.00

** Terms & Conditions Apply to all charges noted

Location/Description	Unit	Charge
Visitors Vouchers (Book of 20)	Daily	£11.00 for Books 1-10
		£22.00 further books (at Councils discretion)
Parking Dispensation	Daily	£15.00
Parking Dispensation	Weekly (7 days)	£60.50
Car Park unlock tariff	Each occasion	£91.00
Suspension (Admin Fee)		£36.50
Suspension (on-street)	Per day, per bay, per metre	£36.50
	Per week	£242.00
Suspension (off-street) (VAT applicable)	Per day, per bay, per metre	£24.50
	Per week	£145.50
Amendment to existing permit	Vehicle changes	£18.50
Amendment to existing EV permit	Vehicle changes	£10.00
Replacement or Duplicate season ticket (paper permit)	Loss or duplicate request	£30.50
Permit refund admin fee	Administrative cost	£16.50
Hotels and guesthouses discount rate	Daily, up to end of charging period	50% of max daily parking tariff

Location/Description	Unit	Charge
Authorised copy of car park key	Issuance	£60.50
	Replacement key (for any purpose)	£242.00
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	£80.00
New Road Church Permit	Specifically for Wesleyan Methodist church (New Road) land agreement 1932.	£165.00 per annum
Honorary Alderman or Persons Permit	Specifically for Honorary personnel only	Free
PCN Charges as per legislative permissions		

Description of Service		Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £
Extra Large (Council Chamber) incl. viewing gallery and breakout space (first floor foyer)				
1	Half Day (4hrs)	Discretionary	320.00	320.00
2	Full Day (9hrs)	Discretionary	550.00	550.00
3	Hourly	Discretionary	85.00	85.00
Large (Committee Room 1, 4a)				
4	Half Day (4hrs)	Discretionary	180.00	180.00
5	Full Day (9hrs)	Discretionary	360.00	360.00
6	Hourly	Discretionary	50.00	50.00
Medium Large (Committee Rooms 3,4,5,6)				
7	Half Day (4hrs)	Discretionary	120.00	120.00
8	Full Day (9hrs)	Discretionary	240.00	240.00
9	Hourly	Discretionary	35.00	35.00
10	Weekend (3hrs) Saturdays 09.00 - 15.00	Discretionary	75.00	75.00
Regular (Committee Rooms 2,7)				
11	Half Day (4hrs)	Discretionary	70.00	70.00
12	Full Day (9hrs)	Discretionary	140.00	140.00
13	Hourly	Discretionary	25.00	25.00
14	Weekend (3hrs) Saturdays 09.00 - 15.00	Discretionary	50.00	50.00
Small (CSC Meeting Rooms)				
15	Half Day (4hrs)	Discretionary	45.00	45.00
16	Full Day (9hrs)	Discretionary	90.00	90.00
17	Hourly	Discretionary	15.00	15.00
Table Sales / Stalls (Ground / First Floor Foyer)				
18	Concession 1 table	Discretionary	25.00	25.00
19	Concession 2 tables	Discretionary	45.00	45.00
20	Concession 3 tables	Discretionary	70.00	70.00
Other related charges (Tickfield and Civic Centre)				
21	Hire of Microphones and System	Discretionary	25.00	30.00
22	Charter Restaurant - POA dependant upon package. Minimum charge £350 per hire	Discretionary	Price on Application	
23	Courtyard Café - POA dependant upon package. Minimum charge £200 per hire	Discretionary	Price on Application	
24	Table Top Conference System	Discretionary	100.00	120.00
Public Services / Government Organisations / Block Bookings				
25	Civic Suite Half Day (4hrs) Mon-Fri 08.30 - 17.30 - Medium room >	Discretionary	90.00	90.00
26	Civic Suite Full Day (9hrs) Mon-Fri 08.30 - 17.30 - Medium room >	Discretionary	180.00	180.00
27	Tickfield Half Day (4hrs) Mon-Fri 08.30 - 17.30 - Regular room >	Discretionary	120.00	120.00

Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
		£	%
350.00	350.00	30.00	9.38%
600.00	600.00	50.00	9.09%
100.00	100.00	15.00	17.65%
200.00	200.00	20.00	11.11%
400.00	400.00	40.00	11.11%
55.00	55.00	5.00	10.00%
130.00	130.00	10.00	8.33%
260.00	260.00	20.00	8.33%
40.00	40.00	5.00	14.29%
85.00	85.00	10.00	13.33%
80.00	80.00	10.00	14.29%
160.00	160.00	20.00	14.29%
30.00	30.00	5.00	20.00%
60.00	60.00	10.00	20.00%
50.00	50.00	5.00	11.11%
95.00	95.00	5.00	5.56%
20.00	20.00	5.00	33.33%
30.00	30.00	5.00	20.00%
50.00	50.00	5.00	11.11%
75.00	75.00	5.00	7.14%
50.00	60.00	30.00	100.00%
Price on Application			
Price on Application			
150.00	180.00	60.00	50.00%
90.00	90.00	0.00	0.00%
180.00	180.00	0.00	0.00%
120.00	120.00	0.00	0.00%

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Description of Service	Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £	Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
						£	%
28 Tickfield Full Day (9hrs) Mon-Fri 08.30 - 17.30 - Regular room >	Discretionary	240.00	240.00	240.00	240.00	0.00	0.00%
Porters							
29 Monday, Tuesday & Wednesday	Discretionary	770.00	770.00	845.00	845.00	75.00	9.74%
30 Thursday, Friday and Weekends	Discretionary	880.00	880.00	970.00	970.00	90.00	10.23%
31 Each additional 30 minutes	Discretionary	55.00	55.00	50.00	50.00	(5.00)	-9.09%

Description of Service		Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £
Penalties for Non Return of Information (Penalty fees set by Statute)				
Initial Failure to provide information				
1	Failure to notify the Council that an exemption on a dwelling should have ended	Statutory	70.00	70.00
2	Failure to notify the Council that a discount (including single person discount and Local Council Tax Support) should have ended	Statutory	70.00	70.00
3	Failure to notify the Council of a change of address or fails to notify the council of a change in the liable party	Statutory	70.00	70.00
4	Failure to provide information requested to identify liability	Statutory	70.00	70.00
5	Failure to provide information requested after a liability order has been obtained	Statutory	70.00	70.00
Further Failure to provide information				
6	Further failure to supply the requested information (all categories)	Statutory	280.00	280.00

Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
		£	%
70.00	70.00	0.00	0.00%
70.00	70.00	0.00	0.00%
70.00	70.00	0.00	0.00%
70.00	70.00	0.00	0.00%
70.00	70.00	0.00	0.00%
280.00	280.00	0.00	0.00%

Description of Service	Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £	Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge		
						£	%	
Athletics								
1	Southend Athletics Club - season (2 evenings & Sunday a.m.)	Discretionary	Contact Fusion Lifestyle for current prices					
2	SLTC (Monday - Friday half day)	Discretionary	Contact Fusion Lifestyle for current prices					
3	SLTC (Monday - Friday evening)	Discretionary	Contact Fusion Lifestyle for current prices					
4	SLTC (Weekend, half day rate)	Discretionary	Contact Fusion Lifestyle for current prices					
5	SLTC (Per Hour up to Max 2 hours)	Discretionary	Contact Fusion Lifestyle for current prices					
6	SLTC (Monday - Friday 1 Hour)	Discretionary	Contact Fusion Lifestyle for current prices					
7	SLTC - Flood lights (per hour)	Discretionary	Contact Fusion Lifestyle for current prices					
8	SLTC – Equipment (hurdles, high jump, pole vault)	Discretionary	Contact Fusion Lifestyle for current prices					
9	SLTC - Pit Area, Hurdles, Misc. (Charges Per Area)	Discretionary	Contact Fusion Lifestyle for current prices					
10	SLTC - Casual Adult	Discretionary	Contact Fusion Lifestyle for current prices					
11	SLTC - Casual Junior & Concession	Discretionary	Contact Fusion Lifestyle for current prices					
12	SLTC - School track hire - 1 hour	Discretionary	Contact Fusion Lifestyle for current prices					
13	SLTC - School track hire - half day rate	Discretionary	Contact Fusion Lifestyle for current prices					
14	SLTC - School track hire - full day rate	Discretionary	Contact Fusion Lifestyle for current prices					
Bowls (parks)								
15	Bowls Season Ticket	Discretionary	138.00	138.00	152.00	152.00	14.00	10.14%
	NB: Advantage Card discounts not applicable on season ticket purchases							
Other Bowls Charges								
16	Cadet Season Ticket 16 & under	Discretionary	36.00	36.00	40.00	40.00	4.00	11.11%
17	Per Hour (per person)	Discretionary	5.70	5.70	6.30	6.30	0.60	10.53%
18	Per Hour (per person)-Advantage Card AB	Discretionary	5.15	5.15	5.70	5.70	0.55	10.68%
19	Per Hour (per person)-Advantage Card C	Discretionary	3.10	3.10	3.40	3.40	0.30	9.68%
20	Per Hour 16 and Under (per person)	Discretionary	1.55	1.55	1.70	1.70	0.15	9.68%
21	Per Hour 16 and Under (per person) Advantage Card AB	Discretionary	1.55	1.55	1.70	1.70	0.15	9.68%
22	Per Hour 16 and Under (per person) Advantage Card C	Discretionary	1.00	1.00	1.10	1.10	0.10	10.00%
23	Two Hour Game (Per Person)	Discretionary	11.00	11.00	12.00	12.00	1.00	9.09%
24	Two Hour Game (Per Person)- Advantage Card AB	Discretionary	9.75	9.75	10.70	10.70	0.95	9.74%
25	Two Hour Game (Per Person)- Advantage Card C	Discretionary	5.50	5.50	6.10	6.10	0.60	10.91%
26	Rink hire - Visiting Club (2 hour maximum)	Discretionary	23.75	23.75	26.00	26.00	2.25	9.47%
27	County Matches - Visiting Club - No charge	Discretionary						
28	Member of visiting club (per game) (collected by host club)	Discretionary	4.90	4.90	5.40	5.40	0.50	10.20%

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Description of Service	Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £	Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
						£	%
Cricket							
29 Cat A (season every Saturday/Sunday)	Discretionary	4,000.00	4,000.00	4,400.00	4,400.00	400.00	10.00%
30 Cat A (season every Saturday/Sunday) with Council pavilion	Discretionary	4,910.00	4,910.00	5,400.00	5,400.00	490.00	9.98%
31 Cat B (season every Saturday/Sunday)	Discretionary	2,500.00	2,500.00	2,750.00	2,750.00	250.00	10.00%
32 Cat A (season every weekday - 1 day)	Discretionary	3,200.00	3,200.00	3,520.00	3,520.00	320.00	10.00%
33 Cat A (season every weekday - 1 day) with Council pavilion	Discretionary	3,300.00	3,300.00	3,630.00	3,630.00	330.00	10.00%
34 Cat B (season every weekday - 1 day)	Discretionary	1,700.00	1,700.00	1,870.00	1,870.00	170.00	10.00%
35 Cat A (season every weekday - 1 evening)	Discretionary	1,700.00	1,700.00	1,870.00	1,870.00	170.00	10.00%
36 Cat A (season every weekday - 1 evening) with Council Pavilion	Discretionary	1,725.00	1,725.00	1,900.00	1,900.00	175.00	10.14%
37 Cat B (season every weekday - 1 evening)	Discretionary	1,100.00	1,100.00	1,210.00	1,210.00	110.00	10.00%
38 Cat A (casual all day - 11.00 a.m.)	Discretionary	240.00	240.00	265.00	265.00	25.00	10.42%
39 Cat A (casual all day - 11.00 a.m.) with Council pavilion	Discretionary	245.00	245.00	270.00	270.00	25.00	10.20%
40 Cat B (casual all day - 11 a.m.)	Discretionary	185.00	185.00	205.00	205.00	20.00	10.81%
41 Cat A (casual half day - 2.00 p.m.)	Discretionary	180.00	180.00	200.00	200.00	20.00	11.11%
42 Cat A (casual half day - 2.00 p.m.) with Council pavilion	Discretionary	185.00	185.00	204.00	204.00	19.00	10.27%
43 Cat B (casual half day - 2.00 p.m.)	Discretionary	125.00	125.00	138.00	138.00	13.00	10.40%
44 Cat A (casual evening - 6.00 p.m.)	Discretionary	90.00	90.00	99.00	99.00	9.00	10.00%
45 Cat A (casual evening - 6.00 p.m.) with Council pavilion	Discretionary	100.00	100.00	110.00	110.00	10.00	10.00%
46 Cat B (casual evening - 6.00 p.m.)	Discretionary	62.00	62.00	68.00	68.00	6.00	9.68%
47 Cat A (casual Sunday & Bank Holiday afternoon)	Discretionary	240.00	240.00	264.00	264.00	24.00	10.00%
48 Cat A (casual Sunday & Bank Holiday afternoon) with Council pavilion	Discretionary	250.00	250.00	275.00	275.00	25.00	10.00%
49 Cat B (casual Sunday & Bank Holiday afternoon)	Discretionary	200.00	200.00	220.00	220.00	20.00	10.00%
50 Cat A (casual Sunday & Bank Holiday all day)	Discretionary	310.00	310.00	340.00	340.00	30.00	9.68%
51 Cat A (casual Sunday & Bank Holiday all day) with Council pavilion	Discretionary	190.00	190.00	210.00	210.00	20.00	10.53%
52 Cat B (casual Sunday & Bank Holiday all day)	Discretionary	250.00	250.00	275.00	275.00	25.00	10.00%
53 Cricket Pitch junior practice (half day)	Discretionary	37.00	37.00	40.00	40.00	3.00	8.11%
54 Cat A (Sunday a.m. youth on Saturday wicket)	Discretionary	50.00	50.00	55.00	55.00	5.00	10.00%
55 Cat B (Sunday a.m. youth on Saturday wicket)	Discretionary	42.00	42.00	46.00	46.00	4.00	9.52%
56 Chalkwell Park artificial wicket (casual)	Discretionary	42.00	42.00	46.00	46.00	4.00	9.52%

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Description of Service	Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £	Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
						£	%
Golf							
57 18 Holes (Monday-Friday)	Discretionary	22.00	22.00	24.00	24.00	2.00	9.09%
58 18 Holes (Monday-Friday) Advantage Card AB	Discretionary	21.00	21.00	23.00	23.00	2.00	9.52%
59 18 Holes (Monday-Friday) Advantage Card C	Discretionary	18.00	18.00	20.00	20.00	2.00	11.11%
60 Twilight (Monday - Friday) 9 holes	Discretionary	12.00	12.00	13.00	13.00	1.00	8.33%
61 18 Holes (Saturday, Sunday & Bank Holidays)	Discretionary	27.00	27.00	30.00	30.00	3.00	11.11%
62 18 Holes (Saturday, Sunday & Bank Holidays) - Advantage Card AB	Discretionary	25.00	25.00	28.00	28.00	3.00	12.00%
63 18 Holes (Saturday, Sunday & Bank Holidays) - Advantage Card C	Discretionary	23.00	23.00	25.00	25.00	2.00	8.70%
64 Twilight (Saturday, Sunday & Bank Holidays) 9 Holes	Discretionary	13.50	13.50	15.00	15.00	1.50	11.11%
65 18 Holes (Monday-Friday Senior)	Discretionary	18.00	18.00	20.00	20.00	2.00	11.11%
66 18 Holes (Monday-Friday 18 and Under)	Discretionary	11.50	11.50	13.00	13.00	1.50	13.04%
67 18 Holes (Monday-Friday Senior) Advantage Card AB	Discretionary	13.30	13.30	15.00	15.00	1.70	12.78%
68 18 Holes (Monday-Friday 18 and Under) Advantage Card AB	Discretionary	10.50	10.50	12.00	12.00	1.50	14.29%
69 18 Holes (Monday-Friday Senior) Advantage Card C	Discretionary	12.00	12.00	13.00	13.00	1.00	8.33%
70 18 Holes (Monday-Friday 18 and Under) Advantage Card C	Discretionary	9.50	9.50	10.50	10.50	1.00	10.53%
71 Twilight 9 Holes (Monday-Friday Senior)	Discretionary	10.00	10.00	11.00	11.00	1.00	10.00%
72 Twilight 9 Holes (Monday-Friday 18 and Under)	Discretionary	10.50	10.50	12.00	12.00	1.50	14.29%
73 Off Peak (Monday-Friday)	Discretionary	17.50	17.50	19.00	19.00	1.50	8.57%
74 Off Peak (Saturday, Sunday & Bank Holidays)	Discretionary	25.00	25.00	28.00	28.00	3.00	12.00%
75 Off Peak (Monday - Friday, Senior/ 18 and Under)	Discretionary	11.50	11.50	13.00	13.00	1.50	13.04%
76 Lesson Ticket	Discretionary	2.80	2.80	3.10	3.10	0.30	10.71%
77 Lesson Ticket (Golf Foundation Under 18)	Discretionary	1.65	1.65	1.80	1.80	0.15	9.09%
78 Lesson Ticket (Golf Foundation Under 18) - Advantage Card AB	Discretionary	1.55	1.55	1.70	1.70	0.15	9.68%
79 Lesson Ticket (Golf Foundation Under 18) - Advantage Card C	Discretionary	1.15	1.15	1.30	1.30	0.15	13.04%
80 Practice Ticket	Discretionary	3.30	3.30	3.60	3.60	0.30	9.09%
81 Season Ticket 7 Day	Discretionary	850.00	850.00	935.00	935.00	85.00	10.00%
82 Season Ticket 7 Day Advantage Card C	Discretionary	750.00	750.00	825.00	825.00	75.00	10.00%
83 Season Ticket 5 Day before 5.00 pm Senior (State Pensionable Age)	Discretionary	430.00	430.00	475.00	475.00	45.00	10.47%
84 Season Ticket 5 Day before 5.00 pm Senior (State Pensionable Age) -Advantage Card C	Discretionary	370.00	370.00	405.00	405.00	35.00	9.46%
85 Season Ticket 5 Day	Discretionary	580.00	580.00	640.00	640.00	60.00	10.34%
86 Season Ticket 5 Day Advantage Card C	Discretionary	520.00	520.00	572.00	572.00	52.00	10.00%
87 Season Ticket Student Under 18's	Discretionary	100.00	100.00	110.00	110.00	10.00	10.00%
88 Locker Rent (per annum)	Discretionary	35.00	35.00	39.00	39.00	4.00	11.43%

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Description of Service	Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £	Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
						£	%
Golf (continued)							
89	Block Booking for 2 hours	Discretionary	170.00	170.00	187.00	187.00	17.00 10.00%
90	Block Booking (home clubs) for 2 hours	Discretionary	60.00	60.00	66.00	66.00	6.00 10.00%
91	Tee Reservation (Annual School Championship)	Discretionary	21.00	21.00	23.00	23.00	2.00 9.52%
92	Pitch & Putt (per round) Adult	Discretionary	4.00	4.00	4.40	4.40	0.40 10.00%
93	Pitch & Putt (per round) Adult Advantage Card AB	Discretionary	3.50	3.50	3.90	3.90	0.40 11.43%
94	Pitch & Putt (per round) Adult Advantage Card C	Discretionary	3.20	3.20	3.50	3.50	0.30 9.37%
95	Pitch & Putt (per round) Child	Discretionary	2.50	2.50	2.80	2.80	0.30 12.00%
96	Pitch & Putt (per round) Child Advantage Card AB	Discretionary	2.35	2.35	2.60	2.60	0.25 10.64%
97	Pitch & Putt (per round) Child Advantage Card C	Discretionary	2.10	2.10	2.30	2.30	0.20 9.52%
Rugby							
98	Cat A (Season - Warners/Westbarrow)	Discretionary	3,600.00	3,600.00	3,960.00	3,960.00	360.00 10.00%
99	Cat A (casual)	Discretionary	150.00	150.00	165.00	165.00	15.00 10.00%
100	Under 13's – Under 19's on 'Senior Pitch' Sunday Season	Discretionary	1,300.00	1,300.00	1,430.00	1,430.00	130.00 10.00%
101	Under 13's – Under 19's on 'Senior Pitch' Sunday Casual	Discretionary	55.00	55.00	60.00	60.00	5.00 9.09%
102	Mini Rugby – on Senior Pitches	Discretionary	200.00	200.00	220.00	220.00	20.00 10.00%
Football							
103	Cat A (season 28 weeks - weekday)	Discretionary	2,100.00	2,100.00	2,310.00	2,310.00	210.00 10.00%
104	Cat B (season 28 weeks - weekday)	Discretionary	1,375.00	1,375.00	1,510.00	1,510.00	135.00 9.82%
105	Cat C (season 28 weeks - weekday)	Discretionary	1,300.00	1,300.00	1,430.00	1,430.00	130.00 10.00%
106	Cat A (season 28 weeks - Saturday/Sunday)	Discretionary	2,450.00	2,450.00	2,695.00	2,695.00	245.00 10.00%
107	Cat B (season 28 weeks - Saturday/Sunday)	Discretionary	1,700.00	1,700.00	1,870.00	1,870.00	170.00 10.00%
108	Cat C (season 28 weeks - Saturday/Sunday)	Discretionary	1,400.00	1,400.00	1,540.00	1,540.00	140.00 10.00%
109	Cat A (casual)	Discretionary	135.00	135.00	149.00	149.00	14.00 10.37%
110	Cat B (casual)	Discretionary	82.00	82.00	90.00	90.00	8.00 9.76%
111	Cat C (casual)	Discretionary	65.00	65.00	72.00	72.00	7.00 10.77%
112	Youth Commemoration/Jones Memorial Grounds (season - under 18)	Discretionary	880.00	880.00	968.00	968.00	88.00 10.00%
113	Youth Commemoration/Jones Memorial Grounds (casual - under 18)	Discretionary	52.00	52.00	57.00	57.00	5.00 9.62%
114	Youth Commemoration/Jones Memorial Grounds (season - under 16)	Discretionary	800.00	800.00	880.00	880.00	80.00 10.00%
115	Youth Commemoration/Jones Memorial Grounds (casual - under 16)	Discretionary	38.00	38.00	42.00	42.00	4.00 10.53%
116	Youth Commemoration/Jones Memorial Grounds (season - under 11)	Discretionary	400.00	400.00	440.00	440.00	40.00 10.00%
117	Youth Commemoration/Jones Memorial Grounds (casual - under 11)	Discretionary	19.00	19.00	21.00	21.00	2.00 10.53%
118	Southchurch Park Arena (Southend Manor) Season and training area	Discretionary	6,500.00	6,500.00	7,150.00	7,150.00	650.00 10.00%

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Description of Service	Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £	Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
						£	%
Football (continued)							
119 Mini soccer (season 28 weeks)	Discretionary	400.00	400.00	440.00	440.00	40.00	10.00%
120 Casual	Discretionary	19.00	19.00	21.00	21.00	2.00	10.53%
Synthetic Pitch – Warners Park							
121 Pitch per hour	Discretionary	72.00	72.00	79.00	79.00	7.00	9.72%
122 Floodlighting per hour	Discretionary	17.00	17.00	19.00	19.00	2.00	11.76%
Tennis (Outdoor Courts Priory and Chalkwell)							
123 Parks Tennis - Annual Membership	Discretionary	Contact Fusion Lifestyle for current prices					
124 Floodlights	Discretionary	Contact Fusion Lifestyle for current prices					
125 Parks Tennis Court Hire - Non Member	Discretionary	Contact Fusion Lifestyle for current prices					
126 Parks Tennis Court Hire - Non Member (with a Member)	Discretionary	Contact Fusion Lifestyle for current prices					
Park or site event hire							
127 Charity and Community Small	Discretionary	75.00	75.00	83.00	83.00	8.00	10.67%
128 Charity and Community Medium	Discretionary	140.00	140.00	154.00	154.00	14.00	10.00%
129 Charity and Community Large	Discretionary	240.00	240.00	264.00	264.00	24.00	10.00%
130 Commercial Small	Discretionary	425.00	425.00	468.00	468.00	43.00	10.12%
131 Commercial Medium	Discretionary	700.00	700.00	770.00	770.00	70.00	10.00%
132 Commercial Large	Discretionary	1,500.00	1,500.00	1,650.00	1,650.00	150.00	10.00%
133 Standpipe for Small Event	Discretionary	29.00	29.00	32.00	32.00	3.00	10.34%
134 Standpipe for Medium Event	Discretionary	52.00	52.00	57.00	57.00	5.00	9.62%
135 Standpipe for Large Event	Discretionary	78.00	78.00	86.00	86.00	8.00	10.26%
Other events							
136 Bandstand - Priory Park 2 hour performance and 2 hour set up fee	Discretionary	120.00	120.00	130.00	130.00	10.00	8.33%
137 Outdoor Fitness Classes Annual Permit	Discretionary	195.00	195.00	215.00	215.00	20.00	10.26%
138 Partnership events with the Council free of charge	Discretionary						

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Description of Service		Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £
Miscellaneous				
139	Key deposit (refundable)	Discretionary	12.00	12.00
140	Donated Trees	Discretionary	190.00	190.00
141	Plaque for Donated Item	Discretionary	155.00	155.00
142	Plaque for Donated Items - Advantage Card ABC	Discretionary	140.00	140.00
143	Donated Wooden Seats & Plaques	Discretionary	1,000.00	1,000.00
144	Donated Wooden Seats & Plaques Advantage Card ABC	Discretionary	900.00	900.00
145	Donated Metal Seats & Plaques	Discretionary	1,200.00	1,200.00
146	Donated Metal Seats & Plaques Advantage Card ABC	Discretionary	1,100.00	1,100.00
147	Donated Seats – Cliffs Gardens & Prittlewell Square	Discretionary	1,300.00	1,300.00
148	Donated Seats – Cliffs Gardens & Prittlewell Square Advantage Card ABC	Discretionary	1,200.00	1,200.00
158	Donated Seat and Plaque - Rustic Bench	Discretionary	1,500.00	1,500.00
159	Donated Seat and Plaque - Rustic Bench Advantage Card ABC	Discretionary	1,400.00	1,400.00
Sponsored items				
160	Play equipment, sculpture, flower beds, shrubs, specimen tree planting - by negotiation	Discretionary		
Advantage cards				
161	Advantage Card: Resident Adult Category A	Discretionary	4.34	5.21
162	Resident Under 17/Senior (State Pensionable Age) / Student Category B	Discretionary	2.59	3.11
163	Resident Adult Low Income Category C	Discretionary	0.85	1.02
164	Resident Under 17 / Senior (State Pensionable Age) / Student Low Income Category C	Discretionary	0.85	1.02
165	Family (1 adult, all children) Category A	Discretionary	7.86	9.43
166	Family (2 adults, all children) Category A	Discretionary	10.46	12.55
Access gates				
167	Access Gate Licence (5 years) for gate from private property onto amenity land.	Discretionary	45.00	45.00
Floristry				
168	All Arrangements - each order based on current market price of cut flowers at time of sale.	Discretionary	Market Rate	

Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
		£	%
13.00	13.00	1.00	8.33%
210.00	210.00	20.00	10.53%
170.00	170.00	15.00	9.68%
154.00	154.00	14.00	10.00%
1,100.00	1,100.00	100.00	10.00%
990.00	990.00	90.00	10.00%
1,320.00	1,320.00	120.00	10.00%
1,210.00	1,210.00	110.00	10.00%
1,430.00	1,430.00	130.00	10.00%
1,320.00	1,320.00	120.00	10.00%
1,650.00	1,650.00	150.00	10.00%
1,540.00	1,540.00	140.00	10.00%
4.34	5.21	0.00	0.00%
2.59	3.11	0.00	0.00%
0.85	1.02	0.00	0.00%
0.85	1.02	0.00	0.00%
7.86	9.43	0.00	0.00%
10.46	12.55	0.00	0.00%
50.00	50.00	5.00	11.11%
Market Rate			

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Description of Service	Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £	Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
						£	%
Museum - Service fees							
Venue Hire - Priory and Southchurch							
169	Daytime charge 9am - 5pm - Commercial Organisations - Summer Opening (9am-3pm Winter Opening)	Discretionary	1,040.00	1,040.00	1,100.00	1,100.00	60.00 5.77%
170	Daytime charge 9am - 5pm - Voluntary Sector / Charity - Summer Opening (9am - 3pm Winter Opening)	Discretionary	870.00	870.00	870.00	870.00	0.00 0.00%
171	Evenings 5pm - 10pm Commercial Organisations - Summer Opening	Discretionary	660.00	660.00	660.00	660.00	0.00 0.00%
172	Evenings 5pm - 10pm Voluntary Sector/charity - Summer Opening	Discretionary	560.00	560.00	560.00	560.00	0.00 0.00%
173	Additional Hour 10pm - 11:00pm - Summer Opening	Discretionary	180.00	180.00	180.00	180.00	0.00 0.00%
174	Central Museum OR Beecroft Art Gallery Evenings 5 - 10pm - Weekdays cultural, educational & charitable purposes, per hour (or part)	Discretionary	51.00	51.00	51.00	51.00	0.00 0.00%
175	One Mayoral Charity Function Per Annum – Staffing charge per Hour	Discretionary			55.00	55.00	55.00 NEW
176	Priory Visitor centre (Wed - Sunday) cultural, educational & charitable purposes, per hour (or part)	Discretionary	25.00	25.00	25.00	25.00	0.00 0.00%
177	Priory Visitor centre (Wed - Sun) private functions / parties	Discretionary	50.00	50.00	50.00	50.00	0.00 0.00%
178	Priory Visitor Centre, (Wed - Sun) Commercial organisations	Discretionary	56.00	56.00	56.00	56.00	0.00 0.00%
Weddings/Civic Ceremonies (Southchurch Hall)							
179	Wednesday, Thursday	Discretionary	420.83	505.00	420.83	505.00	0.00 0.00%
180	Monday, Tuesday, Friday, Saturday, Sunday	Discretionary	595.83	715.00	595.83	715.00	0.00 0.00%
Weddings/Civil Ceremonies (Priory)							
181	Wed, Thur before 18:00 hrs	Discretionary	920.83	1,105.00	1,000.00	1,200.00	95.00 8.60%
182	Wed, Thur 18:00 to 22:00 hrs	Discretionary	1,200.00	1,440.00	1,200.00	1,440.00	0.00 0.00%
183	Mon, Tues, Fri, Sat, Sun before 18:00 hrs	Discretionary	1,375.00	1,650.00	1,375.00	1,650.00	0.00 0.00%
184	Mon, Tues, Fri, Sat, Sun 18:00 to 22:00 hrs	Discretionary	1,908.33	2,290.00	1,908.33	2,290.00	0.00 0.00%
185	Deposit	Discretionary	131.67	158.00	131.67	158.00	0.00 0.00%

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Description of Service	Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £	Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
						£	%
Beecroft Art Gallery Fees							
186	Lecture Theatre Wed - Sun (Commercial organisations and Public Meetings held by Political Parties – per hour 10am - 5pm)	Discretionary	52.00	52.00	52.00	52.00	0.00 0.00%
187	Lecture Theatre Wed - Sun (SCC partner organisations / charities) per hour. 10am - 5pm	Discretionary	25.00	25.00	25.00	25.00	0.00 0.00%
188	Lecture Theatre Wed - Sun (Other organisations and Non-Public Meetings of Political Parties – per hour) 10 am - 5pm	Discretionary	36.00	36.00	38.00	38.00	2.00 5.56%
189	Lecture Theatre Wed - Sun Projector Charge	Discretionary	10.00	10.00	10.00	10.00	0.00 0.00%
Meeting Rooms							
190	Private View - first 2 hours	Discretionary	112.00	112.00	112.00	112.00	0.00 0.00%
191	Private view - subsequent hours per hour	Discretionary	51.00	51.00	51.00	51.00	0.00 0.00%
192	Sale of works commission (30%)	Discretionary					
193	Open exhibition entry fee, 1 work	Discretionary	10.00	10.00	10.00	10.00	0.00 0.00%
194	Open exhibition entry fee, 2 works	Discretionary	15.00	15.00	15.00	15.00	0.00 0.00%
195	Open exhibition entry fee, 3 works	Discretionary	20.00	20.00	20.00	20.00	0.00 0.00%
Planetarium Fees							
196	Single Adult	Discretionary	5.67	6.80	6.17	7.40	0.60 8.82%
197	Single Child/OAP	Discretionary	3.83	4.60	4.17	5.00	0.40 8.70%
198	Family Ticket (2 adults & 3 children)	Discretionary	17.50	21.00	19.17	23.00	2.00 9.52%
199	10 Adults or more (any additional at pro rata costs)	Discretionary			53.33	64.00	64.00 NEW
200	10 Children or more (any additional at pro rata costs)	Discretionary			32.50	39.00	39.00 NEW
201	Evening Booking Surcharge (for groups)	Discretionary	Market Rate		Market Rate		
Other Charges							
202	General Admissions - Free	Discretionary	No Charge		No Charge		
203	Special exhibitions & events (including Sundays)	Discretionary	Market Rate		Market Rate		
204	Historic Buildings and Monuments Records searches	Discretionary	66.30	79.56	66.30	79.56	0.00 0.00%
205	HBSMR Larger Record Searches	Discretionary	159.00	159.00	160.00	160.00	1.00 0.63%
206	General Museum Enquiries / Research	Discretionary	No charge		No charge		

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Description of Service		Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £
Education Fees				
207	School group single session 1.5 hours - 16 up to 30 children	Discretionary	130.00	130.00
208	School group single session 1.5 hours - up to 15 children	Discretionary	71.00	71.00
209	School planetarium session		150.00	150.00
210	Space Plus Session		TBD	-
211	School group half day session per class (up to 30)	Discretionary	175.00	175.00
212	School loans, per 3 boxes per month	Discretionary	£10.00 for 2 weeks	
213	School Outreach -Single Session up to 30 per class	Discretionary	215.00	215.00
214	Charity/SCC outreach talk			
215	Outreach talks up to an hour minimum 10 people at another venue	Discretionary	200.00	200.00
216	Seafront Walks	Discretionary	5.50	5.50
217	Private Tours by Visitor Engagement Officers	Discretionary	5.00	5.00
Archaeological deposit charges				
218	Full box	Discretionary	74.00	74.00
219	Half box	Discretionary	37.00	37.00
220	Skull box	Discretionary	37.00	37.00
221	Human Bone	Discretionary	110.00	110.00
222	Map rolls per 100g	Discretionary	1.50	1.50
Photographic reproduction charges - commercial				
223	For book jackets/covers	Discretionary	£35.00 per image or at discretion	
224	For book/magazine illustrations	Discretionary	£35.00 per image or at discretion	

Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
		£	%
130.00	130.00	0.00	0.00%
71.00	71.00	0.00	0.00%
150.00	150.00	0.00	0.00%
TBD	-	0.00	#DIV/0!
175.00	175.00	0.00	0.00%
£15.00 for 1 week			
215.00	215.00	0.00	0.00%
200.00	200.00	0.00	0.00%
5.50	5.50	0.00	0.00%
5.00	5.00	0.00	0.00%
78.00	78.00	4.00	5.41%
40.00	40.00	3.00	8.11%
38.00	38.00	1.00	2.70%
112.00	112.00	2.00	1.82%
1.65	1.65	0.15	10.00%
£35.00 per image or at discretion			
£35.00 per image or at discretion			

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Description of Service	Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £	Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
						£	%
Library service fees							
Reservations – each item reserved on adult ticket							
225 Reservations – each item reserved on adult ticket by staff	Discretionary						
226 Charge for obtaining items from SELMS and not suitable for purchase	Discretionary	3.00	3.00	3.00	3.00	0.00	0.00%
227 Charges for searches by staff: Time spent reporting the results of a search will be charged in addition to time spent searching.							
Research Enquiries							
228 Commercial Organisation charge. Family History, Census and Parish Register Enquiries - First 30 mins free. Time spent reporting the results of a search will be charged in addition to time spent searching. Charges equivalent to those made by ERO - Chelmsford ** VAT not applicable if enquiry is from overseas.	Discretionary	35.75	42.90	41.67	50.00	7.10	16.55%
229 Private Individual charge. Family History, Census and Parish Register Enquiries - First 30 mins free. Time spent reporting the results of a search will be charged in addition to time spent searching. Charges equivalent to those made by ERO - Chelmsford ** VAT not applicable if enquiry is from overseas.	Discretionary	35.75	42.90	12.50	15.00	(27.90)	-65.03%
Fines – Books, Compact Discs and Cassettes							
230 Charge for each day issuing library is open	Discretionary	0.25	0.25	0.30	0.30	0.05	20.00%
231 Maximum Charge for each loan (a renewal is a new loan)	Discretionary	11.00	11.00	12.00	12.00	1.00	9.09%
Recorded Sound							
232 Audio Books: Adults: 1 or 2 cassettes/CD's (3 week loan)	Discretionary	1.50	1.50	1.75	1.75	0.25	16.67%
233 Adults: 3 CD's and over (3 week loan)	Discretionary	2.50	2.50	2.75	2.75	0.25	10.00%
234 All spoken word for children Free of Charge	Discretionary						
235 Language Courses: Single item for 3 weeks	Discretionary	1.50	1.50	1.75	1.75	0.25	16.67%
236 Multiple sets for 12 weeks	Discretionary	5.00	5.00	5.50	5.50	0.50	10.00%
DVD							
237 Children's Fiction Video Hire (DVDC):	Discretionary						
238 Each item/week	Discretionary	1.00	1.00	1.10	1.10	0.10	10.00%
239 Overdue: Item/week	Discretionary	1.00	1.00	1.10	1.10	0.10	10.00%
240 Maximum charge (10 weeks)	Discretionary	10.00	10.00	11.00	11.00	1.00	10.00%
241 Damaged or Lost Items = Admin Fee plus Replacement Cost (If no replacement cost can be found, cost will be determined by Group Manager)							
242 Admin fee	Third Party	2.92	3.50	2.92	3.50	0.00	0.00%
243 Photocopies	Third Party	Market Rate		Market Rate			

Description of Service	Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £	Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
						£	%
Premises Hire							
Discounts for room bookings:							
Forum - Deeping Room - up to 25 people							
244 Half Day (4hrs)	Discretionary	125.00	125.00	140.00	140.00	15.00	12.00%
245 Full Day (8hrs)	Discretionary	240.00	240.00	265.00	265.00	25.00	10.42%
246 Hourly rate (minimum 2 hours) per hour or part of.	Discretionary	35.00	35.00	40.00	40.00	5.00	14.29%
247 Weekends (Sat) 9 - 4.00 per hour	Discretionary	25.00	25.00	27.50	27.50	2.50	10.00%
Forum - Helliwell Room - up to 20 people							
248 Half Day (4hrs)	Discretionary	100.00	100.00	110.00	110.00	10.00	10.00%
249 Full Day (9hrs)	Discretionary	190.00	190.00	210.00	210.00	20.00	10.53%
250 Hourly rate (minimum 2 hours) per hour	Discretionary	30.00	30.00	35.00	35.00	5.00	16.67%
251 Weekends (Sat) 9 - 4.00 per hour	Discretionary	20.00	20.00	22.50	22.50	2.50	12.50%
Forum - Combined rooms - up to 40 people							
252 Half Day (4hrs)	Discretionary	150.00	150.00	170.00	170.00	20.00	13.33%
253 Full Day (9hrs)	Discretionary	290.00	290.00	320.00	320.00	30.00	10.34%
254 Hourly rate (minimum 2 hours) per hour	Discretionary	40.00	40.00	45.00	45.00	5.00	12.50%
255 Weekends (Sat) 9 - 4.00 per hour	Discretionary	30.00	30.00	32.50	32.50	2.50	8.33%
Branch Libraries Meetings Rooms							
Discounts for Room Bookings:							
<u>Mon - Fri (from 9.30am)</u>							
256 Half day (4 hours)	Discretionary	60.00	60.00	65.00	65.00	5.00	8.33%
257 Full day (9.30 - 4.30)	Discretionary	100.00	100.00	110.00	110.00	10.00	10.00%
258 Hourly rate	Discretionary	16.00	16.00	18.00	18.00	2.00	12.50%
<u>Sat (from 9.30am)</u>							
259 Half day (4 hours)	Discretionary	45.00	45.00	50.00	50.00	5.00	11.11%
260 Full day (9.30 - 4.30)	Discretionary	80.00	80.00	85.00	85.00	5.00	6.25%
261 Hourly rate	Discretionary	12.00	12.00	13.50	13.50	1.50	12.50%
Additional equipment available							
262 Flip Charts, paper & flip chart pens - per set (for discounts see above)	Discretionary	5.00	6.00	5.83	7.00	1.00	16.67%
263 Projector	Discretionary	10.00	12.00	11.25	13.50	1.50	12.50%

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Description of Service	Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £	Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
						£	%
Forum Foyer							
264	Table and 2 chairs for consultations(inc Council Departments)/clinics etc. per day or part	Discretionary	28.00	28.00	32.00	32.00	4.00 14.29%
265	Commercial organisations - including Artists	Discretionary	34.00	34.00	38.00	38.00	4.00 11.76%
266	Charities - (non profit making) per week	Discretionary	17.00	17.00	19.00	19.00	2.00 11.76%
Displays – per week							
267	Up to 75 sq. m	Discretionary	25.50	25.50	28.50	28.50	3.00 11.76%
268	Over 75 sq. m	Discretionary	46.00	46.00	50.00	50.00	4.00 8.70%
Exhibitions							
269	Display screens: Deposit	Discretionary	148.00	148.00	163.00	163.00	15.00 10.14%
270	Weekly hire per set	Discretionary	87.00	87.00	95.00	95.00	8.00 9.20%
271	Display cases or shop window displays - By Agreement	Discretionary					
FORUM SPACE - PEOPLE'S GALLERY - Exhibition of wall mounted art works or crafts by individual artists and craftsmen							
Charges are per calendar month:							
272	Full Gallery	Discretionary	140.00	140.00	155.00	155.00	15.00 10.71%
273	Curved Wall	Discretionary	84.00	84.00	92.50	92.50	8.50 10.12%
274	Porthole Wall	Discretionary	50.00	50.00	55.00	55.00	5.00 10.00%
275	Private Views (subject to availability minimum 2hrs before 7pm)	Discretionary	40.00	40.00	44.00	44.00	4.00 10.00%
276	Private Views (subject to availability minimum 2hrs after 7pm)	Discretionary	70.00	70.00	77.50	77.50	7.50 10.71%
Internet							
277	First hour Free (additional 1 hour for Universal Credit holders if no paying customers waiting)	Discretionary					
278	Subsequent hours – per hour	Discretionary	1.67	2.00	2.08	2.50	0.50 25.00%
Talks (Libraries)							
279	Community groups - see separate charge for Museums	Discretionary	21.00	21.00	23.50	23.50	2.50 11.90%

Description of Service		Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £
Focal Point Gallery				
Education Fees				
280	Children's Art Classes (2 hr session)	Discretionary	9.00	9.00
281	Children's Art Classes Siblings	Discretionary	7.00	7.00
282	Contemporary Elders	Discretionary	-	-
283	School group two workshop session per child per class up to 30 (1 artist led activity and Library)	Discretionary	200.00	200.00
284	Schools out of Borough	Discretionary	400.00	400.00
285	Gallery Tours - Late Thursdays/Students/Access groups	Discretionary	No Charge	
286	Workshops - 2 hrs (£4.50 an hr)	Discretionary	9.00	9.00
287	Workshop sibling	Discretionary	7.00	7.00
288	Workshop concessionary	Discretionary	6.00	6.00
289	Off-site Walks	Discretionary	5.00	5.00
290	Off-site Walks Concessionary	Discretionary	3.00	3.00
291	Panels discussions / Artist's talk	Discretionary	5.00	5.00
292	Panel discussion / Artist Talk concessionary	Discretionary	3.00	3.00
Hires Commercial Rate				
293	Foyer space (excl. staff costs) per hour	Discretionary	50.00	50.00
294	Private Views: First 2 hours (excl. staff costs)	Discretionary	150.00	150.00
295	Subsequent hours – per hour (excl. staff costs)	Discretionary	50.00	50.00
296	Introductory Tour	Discretionary	150.00	150.00
Hires Charity Rate				
297	Foyer Space - 2 hrs (excl. staff costs)	Discretionary	100.00	100.00
298	Private Views - 2 hrs (excl. staff costs)	Discretionary	100.00	100.00

Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
		£	%
9.00	9.00	0.00	0.00%
7.00	7.00	0.00	0.00%
-	-	0.00	0.00%
200.00	200.00	0.00	0.00%
400.00	400.00	0.00	0.00%
No Charge			
9.00	9.00	0.00	0.00%
7.00	7.00	0.00	0.00%
6.00	6.00	0.00	0.00%
5.00	5.00	0.00	0.00%
3.00	3.00	0.00	0.00%
5.00	5.00	0.00	0.00%
3.00	3.00	0.00	0.00%
50.00	50.00	0.00	0.00%
150.00	150.00	0.00	0.00%
50.00	50.00	0.00	0.00%
150.00	150.00	0.00	0.00%
100.00	100.00	0.00	0.00%
100.00	100.00	0.00	0.00%

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Description of Service	Basis of Charge	Net Charge 2023/24	Gross 2023/24 Charge	Indicative Net Charge 2024/25	Indicative Gross 2024/25 Charge	Indicative Increase Gross Charge		
		£	£			£	%	
Highways and Traffic Management Services								
1	Vehicle access onto pedestrian zone	Discretionary	85.00	85.00	95.00	95.00	10.00	11.76%
Apparatus on the highway (crane, cherry picker etc)								
2	Application/Permission to erect temporary structures such as a crane/cherry picker on the highway for up to 5 working days (fee is for each 5 day period) non refundable	Full Cost Recovery	245.00	245.00	245.00	245.00	0.00	0.00%
3	Deposit - per m2 (minimum deposit £1000)	Discretionary	110.00	110.00	110.00	110.00	0.00	0.00%
4	Permit extensions - a new permit is required if works are to be extended	Full Cost Recovery	245.00	245.00	245.00	245.00	0.00	0.00%
5	Site Inspections to monitor compliance - per inspection (minimum of three inspections)	Full Cost Recovery	85.00	85.00	85.00	85.00	0.00	0.00%
Builders Skips on the Public Highway								
6	Skip Company Operators Licence - application registration	Full Cost Recovery	68.20	68.20	68.20	68.20	0.00	0.00%
7	Application/Permission to place a builders skip on the highway (fee is for each 21 day period) non refundable	Full Cost Recovery	125.00	125.00	125.00	125.00	0.00	0.00%
8	Skip permit extension	Full Cost Recovery	110.00	110.00	110.00	110.00	0.00	0.00%
9	Unlicensed skip permit	Full Cost Recovery	270.00	270.00	270.00	270.00	0.00	0.00%
10	Recovery of expenses to remove or reposition a skip	Full Cost Recovery	At cost + 20%		At cost + 20%			
Scaffolding or Other Structure on or over the Public Highway								
11	Application/permission to erect scaffolding on the highway for up to 28 days (fee is for each 28 day period) non-refundable	Full Cost Recovery	245.00	245.00	245.00	245.00	0.00	0.00%
12	Deposit - per m2 (minimum deposit £1000.00)	Discretionary	110.00	110.00	110.00	110.00	0.00	0.00%
13	Permit extensions - a new permit is required if works are to be extended	Full Cost Recovery	245.00	245.00	245.00	245.00	0.00	0.00%
14	Site Inspections to monitor compliance - per inspection (minimum of three inspection)	Full Cost Recovery	85.00	85.00	85.00	85.00	0.00	0.00%
Hoarding or Fence on the Public Highway								
15	Application/permission of an application/permission to erect a hoarding on the highway for up to 28 days (fee is for each 28 day period) non refundable	Full Cost Recovery	245.00	245.00	245.00	245.00	0.00	0.00%
16	Deposit - per m2 (minimum deposit £1000.00)	Discretionary	110.00	110.00	110.00	110.00	0.00	0.00%
17	Permit extensions - a new permit is required if works are to be extended	Full Cost Recovery	245.00	245.00	245.00	245.00	0.00	0.00%
18	Site Inspections to monitor compliance - per inspection (minimum of three inspections)	Full Cost Recovery	85.00	85.00	85.00	85.00	0.00	0.00%

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Description of Service	Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £	Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge		
						£	%	
Deposit of Building Materials on the public highway (S171 licence)								
19	Application/Permission to deposit building materials on the highway up to 28 days. (fee is for each 28 day period) non refundable	Full Cost Recovery	245.00	245.00	245.00	245.00	0.00	0.00%
20	Deposit - per m2 (minimum deposit £1000.00)	Discretionary	110.00	110.00	110.00	110.00	0.00	0.00%
21	Permit extensions - a new permit is required if works are to exceed 28 days	Full Cost Recovery	245.00	245.00	245.00	245.00	0.00	0.00%
22	Site Inspections to monitor compliance - per inspection (minimum of three inspections)	Full Cost Recovery	85.00	85.00	85.00	85.00	0.00	0.00%
Application/permission to carry out works by Licence under Section 50 NRSWA 1991								
23	Permission to carry out works by Licence under Section 50 NRSWA 1991	Full Cost Recovery	245.00	245.00	245.00	245.00	0.00	0.00%
24	Deposit - per m2 (minimum deposit £1000.00)	Discretionary	110.00	110.00	110.00	110.00	0.00	0.00%
25	Validation or extension request to a s50 licence	Full Cost Recovery	245.00	245.00	245.00	245.00	0.00	0.00%
26	Site Inspections to monitor compliance - per inspection (minimum of three inspections)	Full Cost Recovery	85.00	85.00	85.00	85.00	0.00	0.00%
Temporary Disturbance/Builders Crossing Licence (New)								
27	Application/Permission for temporary disturbance licence for up to 28 working days (fee is for each 28 day period) non refundable	Full Cost Recovery	245.00	245.00	245.00	245.00	0.00	0.00%
28	Deposit - per m2 (minimum deposit £1000)	Discretionary	110.00	110.00	110.00	110.00	0.00	0.00%
29	Permit extensions - a new permit is required if works are to be extended	Full Cost Recovery	245.00	245.00	245.00	245.00	0.00	0.00%
30	Site Inspections to monitor compliance - per inspection (minimum of three inspection)	Full Cost Recovery	85.00	85.00	85.00	85.00	0.00	0.00%
Items placed on the Public Highway Licence (New)								
31	Application fee to place items on the public highway. (Licence for up to 12 month period) non refundable	Full Cost Recovery	245.00	245.00	245.00	245.00	0.00	0.00%
32	Deposit - per m2 (minimum deposit £1000)	Full Cost Recovery	110.00	110.00	110.00	110.00	0.00	0.00%
33	Licence fee (12 month period-non refundable)	Full Cost Recovery	120.00	120.00	120.00	120.00	0.00	0.00%
34	Site Inspections to monitor compliance - per inspection (minimum of three inspection)	Full Cost Recovery	85.00	85.00	85.00	85.00	0.00	0.00%
35	Application under S247 TCPA 1990 to stop up the highway	Full Cost Recovery	237.00	237.00	237.00	237.00	0.00	0.00%
36	Cost of dealing with a public inquiry if the making of a stopping up order is challenged	Full Cost Recovery	237.00	237.00	237.00	237.00	0.00	0.00%
37	Bollard (reset)	Full Cost Recovery	55.00	55.00	55.00	55.00	0.00	0.00%
38	Bollard (replacement)	Full Cost Recovery	480.00	480.00	480.00	480.00	0.00	0.00%
39	Street Lighting Column Replacement	Full Cost Recovery	680.00	680.00	680.00	680.00	0.00	0.00%
40	Traffic signals (re-plumb post)	Full Cost Recovery	225.00	225.00	225.00	225.00	0.00	0.00%
41	Replace Bus infrastructure	Full Cost Recovery	Full cost recovery		Full cost recovery			

Description of Service	Basis of Charge	Net Charge 2023/24	Gross 2023/24 Charge	Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
		£	£			£	%
42 Repair Bus shelters	Full Cost Recovery	Full cost recovery		Full cost recovery			
43 Bond for all commercial works	Discretionary	30,000.00	30,000.00	33,000.00	33,000.00	3,000.00	10.00%
44 Bond for all residential works	Discretionary	20,000.00	20,000.00	22,000.00	22,000.00	2,000.00	10.00%
Technical approval of Highways structures							
(Fee for administering, commissioning specialist structural engineers and signing the Technical Approvals)							
45 Fee for checking and approving structures (Category 0 – no departure's)	Full Cost Recovery	525.00	525.00	525.00	525.00	0.00	0.00%
46 Fee for checking and approving structures (Category 1 – no departure's)	Full Cost Recovery	525.00	525.00	525.00	525.00	0.00	0.00%
47 Fee for checking and approving structures (Category 2 – no departure's)	Full Cost Recovery	425.00	425.00	425.00	425.00	0.00	0.00%
48 Fee for checking and approving structures (Category 2 – with departure's)	Full Cost Recovery	425.00	425.00	425.00	425.00	0.00	0.00%
49 Fee for checking and approving structures (Category 3 – all)	Full Cost Recovery	225.00	225.00	225.00	225.00	0.00	0.00%
Permanent Vehicular Crossing							
50 PVX; application fee – includes inspection and administration (non refundable)	Full Cost Recovery	300.00	300.00	300.00	300.00	0.00	0.00%
51 PVX; application fee – includes inspection and administration (non refundable) – cross a watercourse or ditch	Full Cost Recovery	300.00	300.00	300.00	300.00	0.00	0.00%
52 Cost to construct new or extension to existing domestic vehicle crossing (per square metre rate)	Full Cost Recovery	247.00	247.00	247.00	247.00	0.00	0.00%
53 PVX; application fee for Commercial PVX	Full Cost Recovery	270.00	270.00	270.00	270.00	0.00	0.00%
54 Cost to construct new or extension to existing commercial vehicle crossing (per square metre rate) NEW	Full Cost Recovery	296.40	296.40	296.40	296.40	0.00	0.00%
55 PVX; manually excavated trial pit	Full Cost Recovery	390.00	390.00	390.00	390.00	0.00	0.00%
Traffic Regulation Orders and Road Signs and Lines							
56 Temporary Traffic Orders	Full Cost Recovery	1,850.00	1,850.00	1,850.00	1,850.00	0.00	0.00%
57 Temporary Traffic Regulation Notice (Emergency Road Closure) No Advert	Full Cost Recovery	150.00	150.00	150.00	150.00	0.00	0.00%
58 Disabled Parking Bays - With TRO and signs and lines. Admin and lining	Full Cost Recovery	500.00	500.00	500.00	500.00	0.00	0.00%
59 Disabled Parking Bays - With TRO and signs and lines.	Full Cost Recovery	1,980.00	1,980.00	1,980.00	1,980.00	0.00	0.00%
60 Change to Traffic Order	Full Cost Recovery	1,850.00	1,850.00	1,850.00	1,850.00	0.00	0.00%
61 Revoke of Traffic regulation order	Full Cost Recovery	1,850.00	1,850.00	1,850.00	1,850.00	0.00	0.00%
62 Experimental Traffic Regulation Order	Full Cost Recovery	1,850.00	1,850.00	1,850.00	1,850.00	0.00	0.00%
63 Experimental Traffic Regulation Order	Full Cost Recovery	2,500.00	2,500.00	2,500.00	2,500.00	0.00	0.00%
64 Private destination signs (Admin Fee)	Full Cost Recovery	Cost + £20 Admin Fee		Cost + £20 Admin Fee			
65 Temporary traffic signal design and approval (cost)	Full Cost Recovery	At cost		At cost			
66 Temporary traffic signal design and approval (Admin Fee)	Full Cost Recovery	107.10	128.52	107.10	128.52	0.00	0.00%
67 Attendance by Traffic Signal Engineer to inspect/turn on-off signals for approved purposes(cost)	Full Cost Recovery	At cost + 15% Admin		At cost + 15% Admin			
68 Attendance by Traffic Signal Engineer to inspect/turn on-off signals for approved purposes per visit	Full Cost Recovery	104.55	125.46	104.55	125.46	0.00	0.00%

Description of Service	Basis of Charge	Net Charge	Gross	Indicative Net Charge	Indicative Gross	Indicative Increase Gross	
		2023/24	2023/24			Charge	Charge
		£	£	£	£	£	%
Traffic Regulation Orders and Road Signs and Lines (continued)							
69	Neighbourhood Watch Signs	Full Cost Recovery	Cost + £20 Admin Fee	Cost + £20 Admin Fee			
70	Traffic Regulation Orders - copies / extracts	Full Cost Recovery	52.28	62.74	52.28	62.74	0.00%
71	Provision of Road Casualty Data - per street per 500m length	Full Cost Recovery	115.01	138.01	115.01	138.01	0.00%
72	Supply of Technical Survey data	Full Cost Recovery	115.01	138.01	115.01	138.01	0.00%
73	Approval for temporary direction signage	Full Cost Recovery	73.19	87.83	73.19	87.83	0.00%
74	Signs and Lines infrastructure implementation per metre		225.00	225.00	225.00	225.00	0.00%
75	New parking post / plate		225.00	225.00	225.00	225.00	0.00%
76	Implementation / Removal of new bay markings		525.00	525.00	525.00	525.00	0.00%
Highways Supervision and Agreements							
77	New Street Agreement (Section 38) - 10% of the value of the works	Full Cost Recovery					
78	Advance Payments Code - inspection, administration and legal fees	Full Cost Recovery	850.00	850.00	850.00	850.00	0.00%
Road Safety							
79	Road Safety Promotional - at cost	Full Cost Recovery		At cost	At cost		
80	Cycle Training- at various costs, see www.cyclesouthend.co.uk website for details	Full Cost Recovery		At cost	At cost		
Public Rights of Way							
81	Stopping up and diversion of Public Rights of Way - non refundable fee	Statutory	235.24	235.24	235.24	235.24	0.00%
82	Progression of work to stop up / divert Public Right of Way or highway, including the cost of advertising	Statutory	2,666.28	2,666.28	2,666.28	2,666.28	0.00%
Highways Records							
83	Highway Boundary Searches	Statutory	83.64	83.64	83.64	83.64	0.00%
Naming / Numbering for new properties							
84	Up to 5	Statutory	115.01	115.01	127.00	127.00	10.43%
85	6 - 20	Statutory	334.56	334.56	367.00	367.00	9.70%
86	21 - 50	Statutory	554.12	554.12	609.00	609.00	9.90%
87	51 and over	Statutory	778.90	778.90	856.00	856.00	9.90%
88	Addressing unregistered properties (each)	Statutory	33.46	33.46	36.00	36.00	7.60%
89	Provision of street name plates (each)	Full Cost Recovery	522.75	522.75	522.75	522.75	0.00%
Memorial Benches							
90	Memorial Benches - Maintenance	Full Cost Recovery	505.00	505.00	505.00	505.00	0.00%
91	Memorial Bench - Bench Removal	Full Cost Recovery	70.00	70.00	70.00	70.00	0.00%

Description of Service	Basis of Charge	Net Charge	Gross	Indicative Net Charge 2024/25	Indicative Gross 2024/25 Charge	Indicative Increase Gross Charge		
		£	2023/24 Charge			£	%	
East of England Common Permit Scheme								
92	The penalty fee is £500 if paid within 36 days for working without a permit.	Statutory	500.00	500.00	500.00	500.00	0.00	0.00%
93	The penalty fee is £300 if paid within 28 days for working without a permit.	Statutory	300.00	300.00	300.00	300.00	0.00	0.00%
94	For breaching a condition of a permit the fee is £120 if paid within 36 days	Statutory	120.00	120.00	120.00	120.00	0.00	0.00%
95	For breaching a condition of a permit the fee is £80 if paid within 28 days	Statutory	80.00	80.00	80.00	80.00	0.00	0.00%
96	Permit as per schedule	Statutory						
97	Permit variations on category 0, 1 and 2 streets and category 3 and 4 streets that are traffic sensitive	Statutory	45.00	45.00	45.00	45.00	0.00	0.00%
98	Permit variations for all activities on category 3 and 4 non traffic sensitive streets	Statutory	35.00	35.00	35.00	35.00	0.00	0.00%
99	Immediate activity on a traffic sensitive street Category 1, 2, 3 and 4	Statutory			60.00	60.00	60.00	NEW
100	Immediate activity on a non-traffic sensitive street Category 3 and 4	Statutory			40.00	40.00	40.00	NEW
101	Major activity on a traffic sensitive street Category 1, 2, 3 and 4	Statutory			240.00	240.00	240.00	NEW
102	Standard works on a traffic sensitive street Category 1, 2, 3 and 4	Statutory			130.00	130.00	130.00	NEW
103	Minor works on a traffic sensitive street Category 1, 2, 3 and 4	Statutory			65.00	65.00	65.00	NEW
104	Major works on a non-traffic sensitive street Category 3 and 4	Statutory			150.00	150.00	150.00	NEW
105	Standard works on a non-traffic sensitive street Category 3 and 4	Statutory			75.00	75.00	75.00	NEW
106	Minor works on a non-traffic sensitive street Category 3 and 4	Statutory			45.00	45.00	45.00	NEW
107	S74 – Traffic-sensitive street or protected street not in road category 2, 3 or 4 (first 3 days)	Statutory	5,000.00	5,000.00	5,000.00	5,000.00	0.00	0.00%
108	S74 – Traffic-sensitive street or protected street not in road category 2, 3 or 4 (each subsequent day)	Statutory	10,000.00	10,000.00	10,000.00	10,000.00	0.00	0.00%
109	S74 – other street not in road category 2, 3 or 4 (first 3 days)	Statutory	2,500.00	2,500.00	2,500.00	2,500.00	0.00	0.00%
110	S74 – other street not in road category 2, 3 or 4 (each subsequent day)	Statutory	2,500.00	2,500.00	2,500.00	2,500.00	0.00	0.00%
111	S74 – Traffic-sensitive street or protected street in road category 2 (first 3 days)	Statutory	3,000.00	3,000.00	3,000.00	3,000.00	0.00	0.00%
112	S74 – Traffic-sensitive street or protected street in road category 2 (each subsequent day)	Statutory	8,000.00	8,000.00	8,000.00	8,000.00	0.00	0.00%
113	S74 – other street in road category 2 (first 3 days)	Statutory	2,000.00	2,000.00	2,000.00	2,000.00	0.00	0.00%
114	S74 – other street in road category 2 (each subsequent day)	Statutory	2,000.00	2,000.00	2,000.00	2,000.00	0.00	0.00%
115	S74 – Traffic-sensitive street or protected street in road category 3 or 4 (first 3 days)	Statutory	750.00	750.00	750.00	750.00	0.00	0.00%
116	S74 – Traffic-sensitive street or protected street in road category 3 or 4 (each subsequent day)	Statutory	750.00	750.00	750.00	750.00	0.00	0.00%
117	S74 – other street in road category 3 or 4 (first 3 days)	Statutory	250.00	250.00	250.00	250.00	0.00	0.00%
118	S74 – other street in road category 3 or 4 (each subsequent day)	Statutory	250.00	250.00	250.00	250.00	0.00	0.00%
119	S74 - outside the carriageway street not in road category 2, 3 or 4 (each day)	Statutory			2,500.00	2,500.00	2,500.00	NEW
120	S74 - outside the carriageway street in road category 2 (each day)	Statutory			2,500.00	2,500.00	2,500.00	NEW
121	S74 - outside the carriageway street in road category 3 or 4 (each day)	Statutory			250.00	250.00	250.00	NEW

Description of Service	Basis of Charge	Net Charge 2023/24	Gross 2023/24 Charge	Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
		£	£			£	%
Flood Risk Management							
	Section 23 - Land Drainage Act (1991)						
122	Pre-Application advice - written advice	Full Cost Recovery	165.00	165.00	182.00	182.00	17.00 10.30%
123	Pre-Application advice - site visit and written advice	Full Cost Recovery	325.00	325.00	358.00	358.00	33.00 10.15%
124	Watercourse consent (per structure)	Full Cost Recovery	50.00	50.00	55.00	55.00	5.00 10.00%
125	Sustainable Drainage Systems (SuDS) planning advice	Full Cost Recovery	various		various		
Travel Centre							
126	Departure charges	Discretionary	0.50	0.50	0.55	0.55	0.05 10.00%
Bus Stops							
127	Request for stop suspension	Full Cost Recovery	230.00	230.00	230.00	230.00	0.00 0.00%
128	Added stops on request	Full Cost Recovery	30.00	30.00	30.00	30.00	0.00 0.00%
129	Digital adverts on real time passenger information screens		Contact JMW Media		Contact JMW Media		
Traffic Information and Modelling							
130	Traffic Flow Data per Location	Full Cost Recovery	166.67	200.00	166.67	200.00	0.00 0.00%
131	Use of the Southend Transport Models (cost on application to be agreed, generally SCC consultant's fee plus 20%)	Full Cost Recovery					

* Occupation maybe subject to variation

Description of Service	Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £	Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge		
						£	%	
Private Sector Housing Charges								
1	Mandatory Licence of House in Multiple Occupation - up to 6 lettings	Full Cost Recovery	1,100.00	1,100.00	1,210.00	1,210.00	110.00	10.00%
2	Mandatory Licence of House in Multiple Occupation - each additional letting	Full Cost Recovery	100.00	100.00	110.00	110.00	10.00	10.00%
3	Selective Licence The first part of the fee A will be £203 and the second part fee B will be £605. Total fee £808.	Full Cost Recovery	735.00	735.00	808.00	808.00	73.00	9.93%
*The council uses a wholly electronic application process. Where an applicant demonstrates it is essential to make a non-electronic application, an increase will be made to the fees shown. The increase is available on application and will depend upon circumstances to ensure the fee remains cost-neutral to the council.								
4	Improvement Notice	Full Cost Recovery	665.00	665.00	730.00	730.00	65.00	9.77%
5	Energy Performance Certificate Enforcement	Full Cost Recovery	242.00	242.00	265.00	265.00	23.00	9.50%
6	Immigration Inspection - initial visit	Discretionary	220.00	220.00	245.00	245.00	25.00	11.36%
7	Immigration Inspection - each subsequent visit	Discretionary	77.00	77.00	85.00	85.00	8.00	10.39%
8	Hazard Awareness Notice	Full Cost Recovery	665.00	665.00	730.00	730.00	65.00	9.77%
9	Prohibition Order	Full Cost Recovery	665.00	665.00	730.00	730.00	65.00	9.77%
10	Emergency Prohibition Order	Full Cost Recovery	665.00	665.00	730.00	730.00	65.00	9.77%
11	Remedial Action Notice	Full Cost Recovery	665.00	665.00	730.00	730.00	65.00	9.77%
12	Emergency Remedial Action Notice	Full Cost Recovery	665.00	665.00	730.00	730.00	65.00	9.77%
13	Demolition Order	Full Cost Recovery	1,215.00	1,215.00	1,335.00	1,335.00	120.00	9.88%
14	Clearance Area	Full Cost Recovery	1,215.00	1,215.00	1,335.00	1,335.00	120.00	9.88%
15	Interim Management Order	Full Cost Recovery	1,500.00	1,500.00	1,650.00	1,650.00	150.00	10.00%
16	Each additional unit above 6 units	Full Cost Recovery	100.00	100.00	110.00	110.00	10.00	10.00%
17	Final Management Order	Full Cost Recovery	1,500.00	1,500.00	1,650.00	1,650.00	150.00	10.00%
18	Each additional unit above 6 units	Full Cost Recovery	100.00	100.00	110.00	110.00	10.00	10.00%
19	Interim Empty Dwelling Management Order	Full Cost Recovery	940.00	940.00	1,035.00	1,035.00	95.00	10.11%
20	Final Empty Dwelling Management Order	Full Cost Recovery	940.00	940.00	1,035.00	1,035.00	95.00	10.11%
21	Works in Default undertaken	Full Cost Recovery	30% of cost of works in default		30% of cost of works in default			
21	Court of Protection Assistance (charged per hour)	Third Party	35.00	35.00	35.00	35.00	0.00	0.00%
22	Monetary Penalty for failure to join an Ombudsman Scheme under the Redress Schemes for Lettings Agency and Property Management Work (England) Order 2014	Statutory	Up to £5,000	Up to £5,000	Up to £5,000	Up to £5,000		
23	Monetary Penalty for failure to comply with requirement to install smoke or carbon monoxide alarms under The Smoke and Carbon Monoxide Alarm (England) Regulations 2015	Statutory	Up to £5,000	Up to £5,000	Up to £5,000	Up to £5,000		
24	Interest charged by Private Sector Housing on outstanding fees	Statutory	Statutory Interest (8%) + Base Rate		Statutory Interest (8%) + Base Rate			

Licensing Act 2003 (Statutory Fees)

Applications for new premises licences and club premises certificates, variations, and annual fees

The licence fees payable for Premises Licences and Club Premises Certificates are based upon the rateable value in the local non-domestic rating list for the time being in force. The fees payable are set in Bands, depending upon the rateable value, in accordance with the table below.

In addition to the main fees payable upon application, an annual charge is also payable on the anniversary of the date of the original grant. The relevant fee must also be submitted in respect of variation applications.

In the case of applications relating to premises in the course of construction, they are assigned to Band C. In the case of premises without a rateable value, they are assigned to Band A.

Rateable Value Bands

	A	B	C	D	E
Licence or Club Premises Certificate Application Fee £	100	190	315	450	635
Variation Application Fee £	100	190	315	450	635
Annual Fee £	70	180	295	320	350

Rateable Value

	Band
No rateable value to £4,300	A
£4,301 to £33,000	B
£33,001 to £87,000	C
£87,001 to £125,000	D
£125,001 and above	E

A multiplier applied to premises in bands D and E where they are exclusively or primarily used for carrying on the premises the supply of alcohol for consumption on the premises:

Band	D (x 2)	E (x 3)
Licence at Club Premises Certificate application fee £	900	1,905
Variation Fee £	900	1,905
Annual Fee £	640	1,050

The above multipliers do not apply to premises for which Club Premises Certificates are applicable.

Exceptionally Large Events

Where the maximum number of persons to be allowed on the premises at the same time is more than 5,000, an additional fee is payable, in accordance with table below.

Number in attendance at any one time	Additional fee for application	Subsequent annual fee
5,000 to 9,999	£1,000	£500
10,000 to 14,999	£2,000	£1,000
15,000 to 19,999	£4,000	£2,000
20,000 to 29,999	£8,000	£4,000
30,000 to 39,999	£16,000	£8,000
40,000 to 49,999	£24,000	£12,000
50,000 to 59,999	£32,000	£16,000
60,000 to 69,999	£40,000	£20,000
70,000 to 79,999	£48,000	£24,000
80,000 to 89,999	£56,000	£28,000
90,000 and over	£64,000	£32,000

Exemptions

Certain exemptions to fees apply in the case applications for premises, club premises certificates, annual fees for such premises, and related variation applications.

The exemptions cover Regulated Entertainment only, and relate to:

- a) Educational institutions comprising schools and colleges (in specified circumstances), and
- b) Premises which form part of a church hall, chapel hall or other similar building or a village hall, parish hall or community hall or other similar building.

Gambling Act (Full Cost Recovery)

Table of Fees for Licensed Premises

Licensed Premises Type	Application Fee for non-conversion provisional statement premises (i.e. premises already having	New Application Fee	First Annual Fee for Premises Licence	Annual Fee
Converted Casino Premises Licence (Existing Casino)	N/A	N/A	£2,723.00	£2,723.00
Bingo Premises Licence	£1,089.00	£3,177.00	£1,000.00	£1,000.00
Adult Gaming Centre Premises Licence	£862.00	£1,999.00	£908.00	£908.00
Betting Premises (Track) Licence	£862.00	£2,270.00	£908.00	£908.00
Family Entertainment Centre Premises Licence	£862.00	£1,999.00	£681.00	£681.00
Betting Premises (Other) Licence (i.e. Betting Shops)	£1,089.00	£2,850.00	£600.00	£600.00

Licensed Premises Type	Application Fee to Vary Licence	Application Fee to Transfer Licence	Application Fee for Re-Instatement of Licence	Application Fee for Provisional Statement
Converted Casino Premises Licence (Existing Casino)	£2,000.00	£1,350.00	£1,300.00	N/A
Bingo Premises Licence	£1,490.00	£1,090.00	£1,090.00	£3,177.00
Adult Gaming Centre Premises Licence	£908.00	£1,090.00	£1,090.00	£1,999.00
Betting Premises (Track) Licence	£1,135.00	£862.00	£862.00	£1,900.00
Family Entertainment Centre Premises Licence	£908.00	£862.00	£862.00	£1,999.00
Betting Premises (Other) Licence (i.e. Betting Shops)	£1,362.00	£1,090.00	£1,090.00	£2,850.00

Note: Application for change of circumstances to be charged at £50.00 and application for copy of licence to be charged at £25.00 for all classes of premises. Copy of extract of Licensing Register with be charged at £10.00 plus copying fees if applicable

Table of Fees Permits etc. (statutory)

Permit Type	Application Fee	Renewal Fee*	Annual Fee	Transition Application fee	Variation Fee	Change of Name	Transfer Fee	Copy of Permit
Family Entertainment Centre Gaming Machine Permit	£300	£300	N/A	£100	N/A	£25	N/A	£15
Prize Gaming Permit	£300	£300	N/A	£100	N/A	£25	N/A	£15
Club Gaming Permit & Gaming Machine Permit	£200 (£100 for holder of Club Premises Certificate or existing part 2/part 3)	£200 (£100 where holder of Club Premises)	£50	N/A	£100	N/A	N/A	£15
Alcohol Licensed Premises Gaming Machine Permit	£150	N/A	£50	£100	£100	£25	£25	£15
* Ten Yearly Renewal fees Alcohol Licensed Premises - £50 - notification fee only (for authorisation of up to 2 machines)								

Personal Licences, Temporary Events and Other Fees (Statutory Fees)

The following fees are payable:

	2023/24	2024/25
Application for a grant or renewal of personal licence	£37.00	£37.00
Temporary event notice	£21.00	£21.00
Supply of copy of licence or summary, following loss, theft, etc.	£10.50	£10.50
Application for a provisional statement where premises being built, etc.	£315.00	£315.00
Notification of change of name or address of premises licence holder	£10.50	£10.50
Application to vary licence to specify individual as premises supervisor	£23.00	£23.00
Application for transfer of premises licence	£23.00	£23.00
Application for a minor variation to a premises licence	£89.00	£89.00
Interim authority notice following death etc. of licence holder	£23.00	£23.00
Supply of copy of club premises certificate or summary, following loss, theft	£10.50	£10.50
Notification of change of name or alteration of rules of club	£10.50	£10.50
Change of relevant registered address of club	£10.50	£10.50
Supply of copy of temporary event notice, following loss, theft, etc.	£10.50	£10.50
Supply of copy of personal licence, following loss, theft, etc.	£10.50	£10.50
Fee to accompany notification of change of name or address of personal licence holder	£10.50	£10.50
Fee to accompany notice from freeholder etc. requesting to be notified of licensing matters	£21.00	£21.00

Animal Licensing Fees 2024-25

	Boarding Kennels	Home Boarding	Catteries	Doggy Day Care	Dog Breeding SEE NOTE B	Selling Pets	Training and Exhibiting Animals	Dangerous Wild Animals SEE NOTE C
New – application fee	£266.00	£244.00	£266.00	£266.00	£592.00	£266.00	£266.00	£575.00
New – grant fee	£132.00	£114.00	£132.00	£132.00	£165.00	£132.00	£60.50	£60.50
total (for reference)	£438.00	£358.00	£438.00	£438.00	£757.00	£438.00	£326.50	£635.50
Renewal – application fee	£266.00	£244.00	£266.00	£266.00	£311.00	£266.00	£266.00	£575.00
Renewal – grant fee	£132.00	£114.00	£132.00	£132.00	£165.00	£132.00	£60.50	£60.50
total (for reference)	£398.00	£358.00	£398.00	£398.00	£476.00	£398.00	£326.50	£635.50
Variation	see note A	see note A	see note A	see note A	see note A	see note A	see note A	see note A
Re Rating Inspection Fee	£80.00	£80.00	£80.00	£80.00	£80.00	£80.00	£80.00	n/a

notes

A - variation is charged at a rate of £33.94 per hour or part thereof including travel time, plus 45p per mile each way to the premises from the civic centre for any mileage incurred

B - vet included within new application fee at £154ph plus £52 attendance fee. Any additional costs will be invoiced and added to the grant fee.

C - vet included within new and renewal application fee at £154ph plus £52 attendance fee. Any additional costs will be invoiced and added to the grant fee.

Hiring Horses

	2023/24	2024/25
New – 1 Year	£865.00	£951.50
Renewal – 1 Year	£865.00	£951.50
1 year grant fee	£943.00	£1,037.00
Renewal – 2 Years	£1,638.00	£1,802.00
Renewal – 3 Years	£2,372.00	£2,609.00
Re Rating Inspection Fee	£119.00	£131.00

Zoos

(3-6 yearly by instalments)	£1,163.00	£1,279.00
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All Licences

Replacement of lost documents	£31.00	£34.00
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Note: new and renewal fees include a grant fee £35.52 which is refundable in the event that the licence is not granted. Any additional vets fees will be charged separately at cost and are not included in the fees above. (except hiring horses)

Description of Service	Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £	Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
						£	%
1 Standard Search (forms LLC1 and Con29'R') (VAT on Con29'R' element only)	Full Cost Recovery	126.50	144.10	139.00	158.40	14.30	9.92%
2 Official Search (form LLC1 only)	Full Cost Recovery	35.00	35.00	35.00	35.00	0.00	0.00%
3 Local Enquiries (form Con29'R' only)	Full Cost Recovery	88.00	105.60	97.00	116.40	10.80	10.23%
4 Additional Parcels of Land (Standard Search) per parcel (VAT on Con29'R' element only)	Full Cost Recovery	17.25	19.70	19.00	21.70	2.00	10.15%
5 Extra Parcel Fee (LLC1 only) per parcel	Full Cost Recovery	5.00	5.00	5.00	5.00	0.00	0.00%
6 Extra Parcel Fee (CON29 only) per parcel	Full Cost Recovery	12.25	14.70	13.50	16.20	1.50	10.20%
7 Local Enquiries (form CON29'O') per question	Full Cost Recovery	18.25	21.90	20.00	24.00	2.10	9.59%

Description of Service	Basis of Charge	Net Charge 2023/24	Gross 2023/24 Charge	Indicative Net Charge 2024/25	Indicative Gross 2024/25 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	1.00	1.25	1.50	0.50	50.00%
2 Summer	Discretionary	2.08	2.50	2.50	3.00	0.50	20.00%
3 Summer Child / Concessions	Discretionary	1.25	1.50	1.67	2.00	0.50	33.33%
Pier Train Single (includes Pier Entry)							
4 Adult	Discretionary	5.28	5.70	6.00	6.50	0.80	14.04%
5 Child / concession	Discretionary	2.65	2.90	3.17	3.50	0.60	20.69%
6 Family (5 people min two children)	Discretionary	14.45	15.50	16.88	18.00	2.50	16.16%
Pier train return							
7 Adult	Discretionary	5.78	6.20	7.00	7.50	1.30	20.97%
8 Child / concession	Discretionary	2.85	3.10	3.67	4.00	0.90	29.03%
9 Family (5 people min two children)	Discretionary	14.95	16.00	17.88	19.00	3.00	18.78%
10 Attendance Support to Families Scattering Ashes	Discretionary	17.50	17.50	20.00	20.00	2.50	14.29%
Joining visiting ship							
11 As above rates with 20% discount	Discretionary						
Pier Fishing							
12 Adult	Discretionary	7.42	8.90	8.33	10.00	1.10	12.36%
13 Child / concession	Discretionary	3.75	4.50	4.17	5.00	0.50	11.11%
14 Any age one way only (licensed angling boat)	Discretionary	3.75	4.50	4.17	5.00	0.50	11.11%
Pier fishing season tickets							
15 Adult day	Discretionary	89.90	107.88	104.17	125.00	17.12	15.87%
16 Concession day	Discretionary	44.95	53.94	52.50	63.00	9.06	16.80%
17 Adult night	Discretionary	89.90	107.88	104.17	125.00	17.12	15.87%
18 Concession night	Discretionary	44.95	53.94	52.50	63.00	9.06	16.80%
19 Adult Anytime	Discretionary	156.80	188.16	175.00	210.00	21.84	11.61%
20 Concession anytime	Discretionary	78.40	94.08	87.50	105.00	10.92	11.61%
Pier season tickets (daytime only)							
21 Adult	Discretionary	95.00	114.00	104.17	125.00	11.00	9.65%
22 Concession	Discretionary	47.50	57.00	52.50	63.00	6.00	10.53%

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Description of Service		Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £
	Pier head berthing			
	Private craft			
23	Up to 40 ft (12.2M)	Discretionary	26.33	31.60
24	40 ft (12.2m) to 50 ft (15.2m)	Discretionary	46.67	56.00
25	Over 50 ft (15.2M)	Discretionary	88.33	106.00
	Licensed passenger vessels			
26	Capacity 1-49 passengers (per visit)	Discretionary	46.67	56.00
27	Capacity 50+ passengers (per visit)	Discretionary	88.33	106.00
28	Charter Vessel SBC Licenced berthing per visit (excludes passenger vessels)	Discretionary	58.33	70.00
	Foreshore charges			
	Moorings			
29	Two Tree Island	Discretionary	247.50	297.00
30	PLA Two Tree Island	Discretionary	370.00	444.00
31	Hadleigh Ray	Discretionary	273.33	328.00
32	Leigh Creek	Discretionary	370.00	444.00
33	Other Mooring Locations	Discretionary	120.00	144.00
34	Dinghy Racks (Two Tree Island Mooring Holders Only)	Discretionary	44.90	53.88
35	Two Tree Island lockers	Discretionary	58.75	70.50
	Other foreshore charges			
36	Motor boat / PWC casual launching	Discretionary	40.00	48.00
37	Sailing / rowing / casual launch	Discretionary	16.67	20.00
38	Launch of kayak / canoe / paddle board	Discretionary	3.58	4.30
39	Fine for non-payment of launching fees	Discretionary	75.00	90.00
	Season tickets - launching			
40	Motor boat/ PWC	Discretionary	194.00	232.80
41	Club member motor boat	Discretionary	141.25	169.50
42	Sailing / rowing boat	Discretionary	117.40	140.88
43	Combined Dinghy Launching and Storage (non mooring holders)	Discretionary	184.30	221.16
44	Launch of kayak / canoe / paddle board	Discretionary	32.20	38.64
45	Boat wreck removal	Discretionary	Price on Application	
46	Use of crane at Two Tree (per boat)	Discretionary	26.14	31.37
47	Boatman's license	Discretionary	51.55	61.86
48	Boat licence - up to 12 passengers	Discretionary	51.55	61.86
49	Boat equipment inspection	Discretionary	77.40	92.88
50	Test fee, boatman's license (1st class) including consultant fee	Discretionary	124.30	149.16

Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
		£	%
29.17	35.00	3.40	10.76%
51.67	62.00	6.00	10.71%
98.33	118.00	12.00	11.32%
51.67	62.00	6.00	10.71%
98.33	118.00	12.00	11.32%
65.00	78.00	8.00	11.43%
272.50	327.00	30.00	10.10%
408.33	490.00	46.00	10.36%
300.83	361.00	33.00	10.06%
407.50	489.00	45.00	10.14%
133.33	160.00	16.00	11.11%
50.00	60.00	6.12	11.36%
65.00	78.00	7.50	10.64%
44.17	53.00	5.00	10.42%
18.33	22.00	2.00	10.00%
4.17	5.00	0.70	16.28%
83.33	100.00	10.00	11.11%
215.00	258.00	25.20	10.82%
155.83	187.00	17.50	10.32%
129.17	155.00	14.12	10.02%
203.33	244.00	22.84	10.33%
35.83	43.00	4.36	11.28%
29.17	35.00	3.63	11.57%
56.67	68.00	6.14	9.93%
56.67	68.00	6.14	9.93%
85.83	103.00	10.12	10.90%
137.50	165.00	15.84	10.62%

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Description of Service	Basis of Charge	Net Charge	Gross	Indicative Net Charge 2024/25	Indicative Gross 2024/25 Charge	Indicative Increase Gross Charge		
		2023/24	2023/24 Charge			£	%	
		£	£	£	£	£	%	
Berthing at Leigh Wharfs								
51	First day free. Per day or part day thereafter	Discretionary	20.55	24.66	25.00	30.00	5.34	21.65%
52	Per day or part after 10 days	Discretionary	61.65	73.98	68.33	82.00	8.02	10.84%
Use of Leigh Wharfs for lifting boats								
53	Charge per occasion	Discretionary	191.20	229.44	210.83	253.00	23.56	10.27%
Bait digging licence								
54	Adult	Discretionary	25.30	30.36	27.92	33.50	3.14	10.34%
55	Child / OAP	Discretionary	15.50	18.60	17.08	20.50	1.90	10.22%
Cliff Lift								
56	One journey in either direction	Discretionary	-	-	-	-	-	
Event Space - use of beach areas								
57	Commercial small	Discretionary	356.00	356.00	400.00	400.00	44.00	12.36%
58	Commercial Medium	Discretionary	700.00	700.00	800.00	800.00	100.00	14.29%
59	Commercial Large	Discretionary	1,425.00	1,425.00	1,600.00	1,600.00	175.00	12.28%
60	Charity and Community Small	Discretionary	71.50	71.50	80.00	80.00	8.50	11.89%
61	Charity and Community Medium	Discretionary	101.00	101.00	110.00	110.00	9.00	8.91%
62	Charity and Community Large	Discretionary	143.80	143.80	160.00	160.00	16.20	11.27%

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Description of Service	Basis of Charge	Net Charge 2023/24	Gross 2023/24 Charge	Indicative Net Charge 2024/25	Indicative Gross 2024/25 Charge	Indicative Increase Gross Charge	
						£	£
Planning and Building Regulation Document History requests (including Tree Preservation Orders)							
Note	Only the owner or owners representative are permitted to view plans or associated documents deposited under Building Regulations						
Note	Requests relating to planning files do not incur VAT						
1	To retrieve and view a file that is stored on-site	Discretionary	9.90	9.90	10.80	10.80	0.90 9.09%
2	To retrieve and view a file that is stored off-site (Building Control 1975 - 1987)	Discretionary	29.70	29.70	32.50	32.50	2.80 9.43%
3	Planning History (Search Agents)	Discretionary	9.90	9.90	10.80	10.80	0.90 9.09%
4	Written responses to interested parties (in addition to the retrieval fee)	Discretionary	43.33	52.00	47.25	56.70	4.70 9.04%
5	To copy an A4 (297 x 210 mm) document (in addition to the retrieval fee)	Discretionary	11.00	13.20	12.00	14.40	1.20 9.09%
6	To copy an A3 (297 x 420 mm) document (in addition to the retrieval fee)	Discretionary	11.92	14.30	13.00	15.60	1.30 9.09%
7	To copy an A2 (420 x 594 mm) document (in addition to the retrieval fee)	Discretionary	11.92	14.30	13.00	15.60	1.30 9.09%
8	To copy an A1 (594 x 841 mm) document (in addition to the retrieval fee)	Discretionary	11.92	14.30	13.00	15.60	1.30 9.09%
9	To copy an A0 (841 x 1189 mm) document (in addition to the retrieval fee)	Discretionary	12.83	15.40	14.00	16.80	1.40 9.09%
Planning fees							
Majority set by statute (see separate table)							
Planning Application and related fees (https://www.southend.gov.uk/downloads/download/433/planning-fees)							
Pre-application advice - Large scale major		In most cases the pre-application process will only be appropriate for the initial meeting on these types of project. The case officer will advise on individual cases accordingly, but the Council will expect an applicant to enter into a Planning Performance Agreement for a bespoke fee for engagement beyond the initial meeting in most instances					
Written advice (Not applicable for this type of development)							
10	Meeting plus written advice	Discretionary	2,385.00	2,862.00	2,620.00	3,144.00	282.00 9.85%
11	Follow up meeting plus written advice	Discretionary	1,283.33	1,540.00	1,400.00	1,680.00	140.00 9.09%
Pre-application advice - Small scale major		In many cases the pre-application process will only be appropriate for the initial meeting on these types of project. The case officer will advise on individual cases accordingly, but the Council will expect an applicant to enter into a Planning Performance Agreement for a bespoke fee for engagement beyond the initial meeting in many instances					
12	Written advice	Discretionary	687.50	825.00	750.00	900.00	75.00 9.09%
13	Meeting plus written advice	Discretionary	1,833.33	2,200.00	2,000.00	2,400.00	200.00 9.09%
14	Follow up meeting plus written advice	Discretionary	916.67	1,100.00	1,000.00	1,200.00	100.00 9.09%
Pre-application advice - Minor							
15	Written advice	Discretionary	348.33	418.00	380.00	456.00	38.00 9.09%
16	Meeting plus written advice	Discretionary	1,004.17	1,205.00	1,100.00	1,320.00	115.00 9.54%
17	Follow up meeting plus written advice	Discretionary	504.17	605.00	550.00	660.00	55.00 9.09%
18	Replacement dwelling, one additional dwelling or annex to a dwelling - Written advice only	Discretionary	175.00	210.00	190.00	228.00	18.00 8.57%
19	Replacement dwelling, one additional dwelling or annex to a dwelling - Meeting and written advice	Discretionary	385.00	462.00	420.00	504.00	42.00 9.09%
20	Replacement dwelling, one additional dwelling or annex to a dwelling - Follow up meeting and written advice	Discretionary	183.33	220.00	200.00	240.00	20.00 9.09%

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Description of Service	Basis of Charge	Net Charge 2023/24	Gross 2023/24 Charge	Indicative Net Charge 2024/25	Indicative Gross 2024/25 Charge	Indicative Increase Gross Charge		
		£	£			£	%	
Pre-application advice for people wishing to extend/alter a dwelling								
21	Duty Planner	Discretionary	Free					
22	Alterations to a dwelling - Written advice only	Discretionary	64.17	77.00	70.00	84.00	7.00	9.09%
23	Alterations to a dwelling - Meeting and written advice	Discretionary	183.33	220.00	200.00	240.00	20.00	9.09%
24	Alterations to a dwelling - Follow up meeting and written advice	Discretionary	100.83	121.00	110.00	132.00	11.00	9.09%
Premium Services (see website for further details)								
25	Applications for extensions to a single dwelling through householder planning application or application for prior approval	Discretionary	172.00	172.00	185.00	185.00	13.00	7.56%
26	Applications for certificate of lawful use or development	Discretionary	172.00	172.00	185.00	185.00	13.00	7.56%
27	Applications to discharge a condition on a planning permission which does not require consultation	Discretionary	172.00	172.00	185.00	185.00	13.00	7.56%
Specialist and senior officer pre-application engagement								
28	Specialist heritage, design and policy advice	Discretionary	172.50	207.00	185.00	222.00	15.00	7.25%
29	Team Leader	Discretionary	229.17	275.00	250.00	300.00	25.00	9.09%
30	Group Manager Planning and Building Control	Discretionary	287.50	345.00	315.00	378.00	33.00	9.57%
Miscellaneous Fees								
31	Copy of Tree Preservation Order	Discretionary	22.00	22.00	24.00	24.00	2.00	9.09%
32	Inspection of compliance with Enforcement Notice	Discretionary	168.33	202.00	185.00	222.00	20.00	9.90%
33	Adopted Local Development Framework Documents (per document)	Discretionary	32.00	32.00	35.00	35.00	3.00	9.38%
34	Confirmation of compliance with S106 Agreement or CIL Requests	Discretionary	98.00	98.00	105.00	105.00	7.00	7.14%
High Hedge Complaints								
35	Application fee	Discretionary	454.00	454.00	500.00	500.00	46.00	10.13%
36	Application fee (concessions only)	Discretionary	324.00	324.00	356.00	356.00	32.00	9.88%
SUDS Approval Body Applications								
37	Suds Application (Major Developments) under 0.5ha	Discretionary	415.00	415.00	455.00	455.00	40.00	9.64%
38	Suds Application (Major Developments) 0.5ha - 0.99ha	Discretionary	710.00	710.00	780.00	780.00	70.00	9.86%
39	Suds Application (Major Developments) 1ha +	Discretionary	1,100.00	1,100.00	1,210.00	1,210.00	110.00	10.00%
Economic Inclusion								
40	Delivery of Secretariat Support	Discretionary			400.00	400.00	400.00	NEW

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1. Commercial Land / Property Transactions			
	Transaction/activity	Recommended Fee - Property/Surveyors	Recommended Fee - Legal/Solicitor
1.1	Freehold Transfer / Sale (marketed) (Minimum value £4,000[1])	Each party to bear own costs	Each party to bear own costs.
1.2	Freehold Transfer / Sale (off-market / special purchaser) (Minimum value £4,000)	1% of greater of market value or agreed price subject to minimum fee £825	Simple transfers of land under £1000: £825 For all other transfers by agreement with Legal Services or £110 per hour.
1.3	New Commercial Lease (marketed)	Each party to bear own costs	Each party to bear own costs.
1.4	New Commercial Lease (off-market / special purchaser)	10% of greater of market rent / agreed rent or 1% of market value / agreed premium depending on lease type. Subject to minimum fee £825	By agreement with Legal Services or £110 per hour.
1.5	Supplemental Lease / Short Form Lease or Licence	£550	£825

1. Commercial Land / Property Transactions			
	Transaction/activity	Recommended Fee - Property/Surveyors	Recommended Fee - Legal/Solicitor
1.6	<p>Renewal of lease on same terms (using the same precedent lease as the tenant's existing lease with no drafting changes (changes to rent, dates etc included).</p> <p>Note: Costs on renewal can only be charged where the lease is contracted out or where a lease is not contracted out but a represented tenant has agreed to pay costs</p>	£550	£550
1.7	Deed of Release / Deed of Variation or Rectification / Deed of Covenant	£550	£550
1.8	Licence to Assign / Underlet / Change Use / Alter	<p>£550</p> <p>Note: + 50% additional charge if more than one element – e.g. to assign and alter would be stated fee x 1.5.</p>	<p>Licence to Assign: £330 minimum</p> <p>Licence to Assign with AGA/GAGA/with guarantor: £550 minimum</p>
1.9	Surrender of Lease / other legal document.	£550	£550

1. Commercial Land / Property Transactions			
	Transaction/activity	Recommended Fee - Property/Surveyors	Recommended Fee - Legal/Solicitor
1.10	Registration of Assignment, Underletting or Charge (unless fee otherwise stated in lease)	N/A	£45
1.11	Tenancy at Will	£275	£330 minimum
1.12	Licence to Occupy / Temporary Access Licence e.g. for works access etc	£550	£550
1.13	Authorised Guarantee Agreement / Other form of Guarantee	£275	
1.14	Rent Deposit Agreement	N/A	£330
1.15	Nomination Agreement	N/A	£330
1.16	Easement / Wayleave / Substation Agreement	Case by case – minimum fee £550 then hourly rate, total capped at £1,650 depending on complexity. Discretion to waive if delivering infrastructure for a Council project.	Simple documents: £825 For all other documents by agreement with Legal Services or £110 per hour.
1.17	Preparation and service of Notices of default (e.g. s.146)	Case by Case – minimum fee £250 then hourly rate.	£300
1.18	Schedule of dilapidations	Case by case	N/A

1. Commercial Land / Property Transactions			
	Transaction/activity	Recommended Fee - Property/Surveyors	Recommended Fee - Legal/Solicitor
1.19	Agreement for Lease / Option Agreement	Minimum fee £500 – case by case, hourly rate applied and capped at £10,000. If off-market, all Council costs to be underwritten.	Simple Agreement: £750 For all other Agreements by agreement with Legal Services or £100 per hour.
2. Right to Buy matters		Property	Legal
2.1	Vacation of mortgage/removal of registered charge including sending deeds to borrower's solicitors	N/A	N/A
2.2	Registration of charge (including deferred charges)	N/A	N/A
2.3	Notice of Assignment	N/A	N/A
2.4	Deed of Variation / Rectification	£275 - £550 depending on complexity.	£385 for Deed of Variation
3. Beach Huts		Property	Legal
3.1	Consent to assign		£25
3.2	Notice of assignment for registration of an assignment or a grant of probate of letters of administration		£45
3.3	Granting new lease	£40	£385

4. S106 Agreements		Property	Legal
4.1	S106 agreements and unilateral undertakings	N/A	£550 minimum 3 or more obligations: £1,650 – £2,750 Large sites: £4,400 - £6,600
5. Other / Disbursements		Property	Legal
5.1	Copy documents (non FOI) - certified	n/a	£55 minimum
5.2	Document recovery charge (if documents held in off site storage)	N/A	At cost
5.3	Provision of soft copy documents where they are already held electronically	£40	£30
5.4	Local and Environmental Searches	N/A	At cost quoted unless unduly complex
5.5	Land Registry Documents	At cost	At cost
5.6	Advertising	At cost + £30	At cost + £30
5.7	Third party costs (e.g. independent valuation, counsel fees, technical reports needed)	At cost quoted Note, additional time cost may be incurred if procurement other than single-source is required.	At cost quoted Note, additional time cost may be incurred if procurement other than single-source is required.

6. Time charges as applicable / if required.			
Title	Descriptor (indicative)	Hourly Rate - Property	Legal
Director / Head of Service	Director / Service Lead 10+ years Post Qualification Experience	£165	£165
Team Leader / Senior Surveyor /	Team Leader / Manager	£138	£138
Surveyor / Solicitor/Legal Exec (8 years plus PQE)	Experienced Surveyor / Solicitor / Legal Executive 8 years Post Qualification Experience	£110	£110
Surveyor/ Solicitor/Legal Exec	0-7 years Post Qualification Experience	£95	£95
Graduate Surveyor / Trainee Legal Exec/Trainee Solicitor		£65	£65
Paralegal		£50	£50

Description of Service	Basis of Charge	Net Charge	Gross	Indicative Net Charge 2024/25	Indicative Gross 2024/25 Charge	Indicative Increase Gross Charge	
		2023/24	2023/24 Charge			£	%
		£	£	£	£	£	%
Registration Service	Statutory	No increase by GRO		Under Review by GRO			
From the General Register Office, Office of National Statistics, Statutory Fees set by the GRO * Subject to a potential price increase							
Cost of Certificates							
From Registrar who registered Birth, Death or Marriage:							
1 Standard Certificate (at time of registration)	Statutory	11.00	11.00	11.00	11.00	0.00	0.00%
2 Short Birth Certificate (at time of registration)	Statutory	11.00	11.00	11.00	11.00	0.00	0.00%
3 Issuing Certificate after time of registration	Statutory	11.00	11.00	11.00	11.00	0.00	0.00%
Cost of Copy Certificates							
4 Standard Certificate	Statutory	11.00	11.00	11.00	11.00	0.00	0.00%
5 Short Birth Certificate	Statutory	11.00	11.00	11.00	11.00	0.00	0.00%
6 Forename added within 12 months of birth registration	Statutory	40.00	40.00	40.00	40.00	0.00	0.00%
7 Consideration by Registrar / Superintendent Registrar of a correction application	Statutory	75.00	75.00	75.00	75.00	0.00	0.00%
8 Consideration by the Registrar General of a correction application	Statutory	90.00	90.00	90.00	90.00	0.00	0.00%
9 Next Day Service (order by 2pm)	Discretionary	35.00	35.00	35.00	35.00	0.00	0.00%
10 Postage costs for postal certificates (UK only) Recorded	Discretionary	3.17	3.80	3.17	3.80	0.00	0.00%
11 Postage costs for postal certificates (UK only) Special Delivery	Discretionary	7.29	8.75	7.29	8.75	0.00	0.00%
Marriage and Civil Partnership Ceremonies							
Southend Register Office Approved Premises in City of Southend and Essex							
12 Notice Fee per person *	Statutory	35.00	35.00	35.00	35.00	0.00	0.00%
13 On giving notice to a registration authority (Registration Abroad and Certificates) Order 2005, article 17(2) (certified impediment)	Statutory	35.00	35.00	35.00	35.00	0.00	0.00%
14 Registrar - notice of marriage of a house-bound person	Statutory	47.00	47.00	47.00	47.00	0.00	0.00%
15 Registrar – Attending a marriage at the residence of a house-bound person	Statutory	84.00	84.00	84.00	84.00	0.00	0.00%
16 Entering a notice of marriage by Registrar General’s Licence for an end of life person (not paid to Council)	Statutory	3.00	3.00	3.00	3.00	0.00	0.00%
17 Attending a marriage by Registrar General’s licence for an end of life person (not paid to Council)	Statutory	2.00	2.00	2.00	2.00	0.00	0.00%
18 Issue of Registrar General's licence for an end of life person (not paid to Council)	Statutory	15.00	15.00	15.00	15.00	0.00	0.00%
19 Registrar - Attending at a place of worship	Statutory	86.00	86.00	86.00	86.00	0.00	0.00%
20 Registrar - Attending at the residence of a house-bound person	Statutory	81.00	81.00	81.00	81.00	0.00	0.00%
21 Consideration by a Superintendent Registrar of a divorce/civil partnership dissolution obtained outside of the British Isles	Statutory	50.00	50.00	50.00	50.00	0.00	0.00%
22 Consideration by the Registrar General of a divorce/civil partnership dissolution obtained outside of the British Isles	Statutory	75.00	75.00	75.00	75.00	0.00	0.00%
23 Consideration in reduction of 28 day notice to marry	Statutory	60.00	60.00	60.00	60.00	0.00	0.00%

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Description of Service	Basis of Charge	Net Charge 2023/24	Gross 2023/24 Charge	Indicative Net Charge 2024/25	Indicative Gross 2024/25 Charge	Indicative Increase Gross Charge	
						£	%
24 Registrar – certification of a place of meeting for religious worship	Statutory	29.00	29.00	29.00	29.00	0.00	0.00%
Southend Register Office Approved Premises in City of Southend and Essex (continued)							
25 Registration of a building for the solemnisation of marriages	Statutory	123.00	123.00	123.00	123.00	0.00	0.00%
26 Registration of a building which has previously been registered for the solemnisation of marriages	Statutory	64.00	64.00	64.00	64.00	0.00	0.00%
27 Southend Register Office Approved Premises in City of Southend & Essex (price includes registrar attendance & room hire). Excludes Marriage/Civil Partnership Certificate at Statutory £11 fee per certificate	Statutory	46.00	46.00	46.00	46.00	0.00	0.00%
Citizenship Ceremonies							
Application							
28 Standard Group Ceremony	Statutory	80.00	80.00	80.00	80.00	0.00	0.00%
Marriage, Civil Partnership, Renewal of Vows and Commitment Ceremonies							
Non statutory fees, set by Local Authority (price includes registrar attendance, room hire, decorative flowers and commemorative box) Excludes Marriage/Civil Partnership Certificate at Statutory £11 fee per certificate							
Jubilee Room							
29 Weekdays Monday - Thursday	Discretionary	525.00	525.00	575.00	575.00	50.00	9.52%
30 Friday & Saturday	Discretionary	690.00	690.00	750.00	750.00	60.00	8.70%
Victoria Room							
31 Weekdays Monday - Thursday	Discretionary	255.00	255.00	280.00	280.00	25.00	9.80%
32 Friday & Saturday	Discretionary	360.00	360.00	395.00	395.00	35.00	9.72%
Porters							
33 Monday, Tuesday & Wednesday	Discretionary	770.00	770.00	845.00	845.00	75.00	9.74%
34 Thursday, Friday and Weekends	Discretionary	880.00	880.00	970.00	970.00	90.00	10.23%
35 Each additional 30 minutes	Discretionary	55.00	55.00	60.00	60.00	5.00	9.09%

Description of Service	Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £	Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 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							
36 Weekdays Monday - Thursday	Discretionary	437.50	525.00	479.17	575.00	50.00	9.52%
37 Friday & Saturday	Discretionary	575.00	690.00	625.00	750.00	60.00	8.70%
Victoria Room							
38 Weekdays Monday - Thursday	Discretionary	212.50	255.00	233.33	280.00	25.00	9.80%
39 Friday & Saturday	Discretionary	300.00	360.00	329.17	395.00	35.00	9.72%
Porters							
40 Monday, Tuesday & Wednesday	Discretionary	641.67	770.00	704.17	845.00	75.00	9.74%
41 Thursday, Friday and Weekends	Discretionary	733.33	880.00	808.33	970.00	90.00	10.23%
42 Each additional 30 minutes	Discretionary	45.83	55.00	50.00	60.00	5.00	9.09%
Approved Premises Marriage/Civil Partnership Ceremonies (price includes registrar attendance & commemorative box) Excludes Marriage/Civil Partnership Certificate at Statutory £11 fee per certificate							
43 Monday - Thursday	Discretionary	540.00	540.00	595.00	595.00	55.00	10.19%
44 Friday & Saturday	Discretionary	605.00	605.00	665.00	665.00	60.00	9.92%
45 Sundays & Bank Holidays	Discretionary	665.00	665.00	730.00	730.00	65.00	9.77%
46 6pm - 9pm Mon - Thurs	Discretionary	665.00	665.00	730.00	730.00	65.00	9.77%
47 6pm - 9pm Friday & Saturday	Discretionary	790.00	790.00	870.00	870.00	80.00	10.13%
48 6pm - 9pm Sundays and Bank Holidays	Discretionary	905.00	905.00	985.00	985.00	80.00	8.84%
Approved Premises Renewal of Vows/Commitment Ceremonies (price includes registrar attendance & commemorative box) Excludes Marriage/Civil Partnership Certificate at Statutory £11 fee per certificate							
49 Monday - Thursday	Discretionary	330.00	330.00	365.00	365.00	35.00	10.61%
50 Friday & Saturday	Discretionary	365.00	365.00	400.00	400.00	35.00	9.59%
51 Sundays & Bank Holidays	Discretionary	405.00	405.00	445.00	445.00	40.00	9.88%
Approved Premises Naming Ceremonies (price includes registrar attendance & ceremony pack)							
52 Monday - Thursday	Discretionary	275.00	330.00	304.17	365.00	35.00	10.61%
53 Friday & Saturdays	Discretionary	304.17	365.00	333.33	400.00	35.00	9.59%
54 Sundays & Bank Holidays	Discretionary	337.50	405.00	370.83	445.00	40.00	9.88%
Individual Citizenship Ceremonies							
55 Staff Attendance – Approved Premises (Monday - Friday)	Discretionary	480.00	480.00	530.00	530.00	50.00	10.42%
56 Jubilee Room (Monday - Friday) - includes room hire	Discretionary	520.00	520.00	570.00	570.00	50.00	9.62%
57 Victoria Room (Monday - Friday) - includes room hire	Discretionary	315.00	315.00	345.00	345.00	30.00	9.52%

Description of Service	Basis of Charge	Net Charge 2023/24	Gross 2023/24 Charge	Indicative Net Charge 2024/25	Indicative Gross 2024/25 Charge	Indicative Increase Gross Charge	
						£	%
Premises License Fees							
58 Approved Premises Inspection Fee includes health & safety inspection	Discretionary	2,000.00	2,000.00	2,200.00	2,200.00	200.00	10.00%
59 Approved Premises Application – additional room/decision Review	Discretionary	685.00	685.00	755.00	755.00	70.00	10.22%
60 Private Premises Health & Safety Inspection	Discretionary	80.00	80.00	90.00	90.00	10.00	12.50%
Sundry Sales							
61 Confetti	Discretionary	2.08	2.50	2.29	2.75	0.25	10.00%
All appointments - Bookings/amendments/cancellation fees							
In the event that the customer makes changes to a booking the following fees will apply:							
62 For a ceremony (does not apply to Marriages & Civil Partnerships in the Register Office) a £50 deposit is required which is part of the overall fee. If it is subsequently cancelled with :-	Discretionary	50.00	50.00	50.00	50.00	0.00	0.00%
63 - amendment of date of ceremony	Discretionary	25.00	25.00	25.00	25.00	0.00	0.00%
64 - less than two months notice - or failure to cancel - no refund full fee lost	Discretionary	Full Fee		Full Fee			
65 - notice of marriage / civil partnership cancelled within 24 hours of appointment	Discretionary	Full Fee		Full Fee			
66 Certificate Search - Incorrect info provided by client 50% of Certificate fee (£11/2 = £5.50) retained	Discretionary	5.50	5.50	5.50	5.50	0.00	0.00%
Wedding Décor Package							
67 Victoria Room - Chair Covers only	Discretionary			75.00	75.00	75.00	NEW
68 Jubilee Room - Backdrop only	Discretionary			75.00	75.00	75.00	NEW
69 Jubilee Room - Backdrop, Aisle Runner and Chair Covers	Discretionary			150.00	150.00	150.00	NEW
70 Porters - Chair Covers and Aisle Runner	Discretionary			150.00	150.00	150.00	NEW

Description of Service		Basis of Charge	Net Charge 2023/24	Gross 2023/24 Charge	Indicative Net Charge 2024/25	Indicative Gross 2024/25 Charge	Indicative Increase Gross Charge	
							£	£
Food Certification								
1	Standard Food Export Certificate (includes premises endorsements, Health Certificates, Export Certificates and attestations). There will additionally be a charge for officer time pro rata (on average this is 1.5 hours - please see charge - All Services (per hour))*	Discretionary	89.00	89.00	98.00	98.00	9.00	10.11%
2	Food Export Certificate additional costs + all services per officer hour charge and additional cost incurred, for sampling and analysis (to be advised at the time)	Discretionary	80.83	97.00	106.67	128.00	31.00	31.96%
3	Export Health Certificate (costed based on 1 hr officer time anything exceeding will be charged as per all services per hour)	Discretionary			205.00	246.00	246.00	NEW
4	Registration Confirmation letter (all premises including vessels)	Discretionary	27.50	33.00	30.50	30.50	-2.50	-7.58%
5	Registration Confirmation letter-certified (council stamp)	Discretionary	43.50	43.50	48.00	48.00	4.50	10.34%
6	Food Surrender Certificate	Discretionary	89.00	89.00	98.00	98.00	9.00	10.11%
7	Collect / Dispose Unfit Food (per hour)	Full Cost Recovery	97.00	97.00	107.00	107.00	10.00	10.31%
8	Food Hygiene Rating Scheme rescore request	Full Cost Recovery	251.50	251.50	276.00	276.00	24.50	9.74%
9	Food Hygiene Rating Scheme replacement documents	Full Cost Recovery	12.50	12.50	14.00	14.00	1.50	12.00%
Environmental Protection								
10	Environmental Regulation of Industrial Processes (Local Air Pollution Control)		All Statutory Fees Published on Defra Website: https://www.gov.uk/government/publications/environmental-regulation-of-industrial-plant-fees-and-charges					
11	Pre-Application Planning - Expert Acoustic Advice (cost per hour)	Discretionary	97.00	97.00	106.67	128.00	31.00	31.96%
12	Permitted Process enquiry	Discretionary	157.00	157.00	172.50	172.50	15.50	9.87%
13	Contaminated Land and other Environmental Information Regulations Search	Discretionary	157.00	157.00	172.50	172.50	15.50	9.87%
Dog Warden Service								
14	Initial Animal Warden fee (includes prescribed fee/collection/transport/initial kennelling/microchipping)	Full Cost Recovery	90.00	90.00	99.00	99.00	9.00	10.00%
15	Plus Kennelling charge for each additional day or part day	Full Cost Recovery	21.00	21.00	23.00	23.00	2.00	9.52%
16	Microchipping Fee (if done by Animal Warden)	Full Cost Recovery	23.50	23.50	26.00	26.00	2.50	10.64%
17	If dog collected before first night kennelling (Prescribed fee + Transport / microchip)	Full Cost Recovery	46.00	46.00	50.50	50.50	4.50	9.78%
Regulatory Services								
18	All Services (per hour)	Discretionary	97.00	97.00	106.67	128.00	31.00	31.96%

Description of Service		Basis of Charge	Net Charge 2023/24	Gross 2023/24 Charge
			£	£
Petroleum - Statutory fees				
19	Not exceeding 2,500 litres (for 1 Year - additional charges apply for 2/3 Years)	Statutory	45.00	45.00
20	Exceeding 2,500 litres but not exceeding 50,000 litres (for 1 Year - additional charges apply for 2/3 Years)	Statutory	61.00	61.00
21	Exceeding 50,000 litres (for 1 Year - additional charges apply for 2/3 Years)	Statutory	128.00	128.00
22	Research on plans of disused sites	Statutory	50.00	50.00
Explosives - statutory fees				
23	Initial Licence of premises for keeping of explosives (1 Year new Licence - additional fees apply for 2-5 years)	Statutory	111.00	111.00
24	Renewal of Licence (1 Year new Licence - additional fees apply for 2-5 years)	Statutory	55.00	55.00
25	Variation of Licence (amend name or address of site). Other variations at reasonable cost of work done by Licensing Service.	Statutory	37.00	37.00
26	Transfer or replacement of Licence document	Statutory	37.00	37.00
27	Licence to sell explosives all year round	Statutory	500.00	500.00
28	Licence Variation	Statutory	36.00	36.00
29	Transfer of licence	Statutory	36.00	36.00
30	Replacement documents	Statutory	36.00	36.00
Sex Establishments				
31	Application fee (non refundable) * + £1500 if it goes to Formal Hearing	Full Cost Recovery	1,650.00	1,650.00
32	Annual Licence Renewal* + £1500 if it goes to Formal Hearing	Full Cost Recovery	1,247.00	1,247.00
33	Transfer	Full Cost Recovery	1,247.00	1,247.00
34	Variation * + £1500 if it goes to Formal Hearing	Full Cost Recovery	1,247.00	1,247.00
35	SEV Paragraph 7 Waiver application fee	Full Cost Recovery	90.00	90.00
36	Replacement for lost documents / Change of Circumstances	Full Cost Recovery	31.00	31.00
Hackney Carriage and Private Hire Licence Fees				
Vehicles Hackney Carriage				
37	1 Year	Full Cost Recovery	348.00	348.00
38	(Replacement Vehicle Fee)	Full Cost Recovery	58.50	58.50
Vehicles Private Hire				
39	1 Year	Full Cost Recovery	310.00	310.00
40	Replacement Vehicle Fee	Full Cost Recovery	58.50	58.50

Indicative Net Charge 2024/25	Indicative Gross 2024/25 Charge	Indicative Increase Gross Charge	
		£	%
Statutory fees announced in-year			
45.00	45.00	0.00	0.00%
61.00	61.00	0.00	0.00%
128.00	128.00	0.00	0.00%
50.00	50.00	0.00	0.00%
Statutory fees announced in-year			
111.00	111.00	0.00	0.00%
55.00	55.00	0.00	0.00%
37.00	37.00	0.00	0.00%
37.00	37.00	0.00	0.00%
500.00	500.00	0.00	0.00%
36.00	36.00	0.00	0.00%
36.00	36.00	0.00	0.00%
36.00	36.00	0.00	0.00%
1,815.00	1,815.00	165.00	10.00%
1,372.00	1,372.00	125.00	10.02%
1,372.00	1,372.00	125.00	10.02%
1,372.00	1,372.00	125.00	10.02%
99.00	99.00	9.00	10.00%
34.00	34.00	3.00	9.68%
Statutory fees announced in-year			
383.00	383.00	35.00	10.06%
64.00	64.00	5.50	9.40%
Statutory fees announced in-year			
341.00	341.00	31.00	10.00%
64.00	64.00	5.50	9.40%

Description of Service	Basis of Charge	Net Charge 2023/24	Gross 2023/24 Charge	Indicative Net Charge 2024/25	Indicative Gross 2024/25 Charge	Indicative Increase Gross Charge		
						£	%	
Drivers								
41	Licence Fee on First Application and Knowledge Test: 3 Years or part thereof (non used costs refunded if not successful)	Full Cost Recovery	351.00	351.00	384.50	384.50	33.50	9.54%
42	Enhanced DVLA Records for check for applicants for Hackney Carriage and Private Hire Drivers Licences	Full Cost Recovery	16.67	20.00	18.33	22.00	2.00	10.00%
43	Licence Renewal Fee	Full Cost Recovery	303.00	303.00	333.00	333.00	30.00	9.90%
44	Hackney Carriage Vehicle Licence Transfer Administration Fee	Full Cost Recovery	62.00	62.00	68.50	68.50	6.50	10.48%
45	Additional DBS check when 1st one has been mislaid by applicant	Full Cost Recovery	79.50	79.50	87.50	87.50	8.00	10.06%
46	Failure to attend an appointment	Discretionary	30.00	30.00	33.00	33.00	3.00	10.00%
Private Hire Operators								
47	5 Years	Full Cost Recovery	1,277.00	1,277.00	1,405.00	1,405.00	128.00	10.02%
48	Between 2 & 3 years	Full Cost Recovery	1,070.00	1,070.00	1,177.00	1,177.00	107.00	10.00%
49	Less than 2 Years	Full Cost Recovery	860.00	860.00	946.00	946.00	86.00	10.00%
50	If only 3 or less Private Hire Vehicles Licensed an operator may opt for 1 year	Full Cost Recovery	117.00	117.00	129.00	129.00	12.00	10.26%
Replacements								
51	Driver's Badge	Full Cost Recovery	6.00	6.00	6.50	6.50	0.50	8.33%
52	Licence Plate	Full Cost Recovery	20.00	20.00	22.00	22.00	2.00	10.00%
53	Plate Holder	Full Cost Recovery	20.00	20.00	22.00	22.00	2.00	10.00%
54	Door stickers (each)	Full Cost Recovery	10.00	10.00	11.00	11.00	1.00	10.00%
55	Internal Disc	Full Cost Recovery	20.00	20.00	22.00	22.00	2.00	10.00%
56	Supply of Copy Licence	Full Cost Recovery	14.50	14.50	16.00	16.00	1.50	10.34%
Registers								
57	Hackney Carriage Register of Licensees	Discretionary	41.00	41.00	45.00	45.00	4.00	9.76%
58	Private Hire Register of Licensees	Discretionary	41.00	41.00	45.00	45.00	4.00	9.76%
Safety and Licensing								
59	Skin Piercing Registration	Full Cost Recovery	152.00	152.00	167.00	167.00	15.00	9.87%
60	Tattoo convention - venue charge	Full Cost Recovery	461.50	461.50	508.00	508.00	46.50	10.08%
61	Tattoo convention - individual registration	Full Cost Recovery	37.00	37.00	40.50	40.50	3.50	9.46%
62	Massage Establishments - Licence	Full Cost Recovery	152.00	152.00	167.00	167.00	15.00	9.87%
63	Massage Establishments - Renewal paid prior to renewal period expiry	Full Cost Recovery	125.50	125.50	138.00	138.00	12.50	9.96%
64	Massage Establishments - Renewal paid after renewal period has expired	Full Cost Recovery	152.00	152.00	167.00	167.00	15.00	9.87%
	Note: where a licence does not proceed to inspection stage any refund permitted will include a deduction of 13% for pre inspection processing costs							
65	Supply of Copy Licence	Full Cost Recovery	15.00	15.00	16.50	16.50	1.50	10.00%

Description of Service	Basis of Charge	Net Charge 2023/24	Gross 2023/24 Charge	Indicative Net Charge 2024/25	Indicative Gross 2024/25 Charge	Indicative Increase Gross Charge	
						£	%
		£	£	£	£	£	%
Access to CCTV Footage							
66 Insurance Company evidential requests	Discretionary	116.67	140.00	116.67	140.00	0.00	0.00%
67 CCTV Dark Screen Monitoring (excluding set up costs)	Discretionary	1,275.00	1,275.00	1,320.00	1,320.00	45.00	3.53%
68 Barrier Control Management	Discretionary	1,355.00	1,355.00	1,490.00	1,490.00	135.00	9.96%
69 PTZ camera (Busy public space)	Discretionary	7,290.00	7,290.00	1,400.00	1,400.00	-5,890.00	-80.80%
70 PTZ camera (Quiet public space/private land)	Discretionary	1,400.00	1,400.00	1,400.00	1,400.00	0.00	0.00%
71 Fixed camera site (External)	Discretionary	1,400.00	1,400.00	1,400.00	1,400.00	0.00	0.00%
72 Fixed camera (Internal)	Discretionary	280.00	280.00	280.00	280.00	0.00	0.00%
73 Yearly Admin charge of a mobile camera including downloads and maintenance	Discretionary			1,100.00	1,100.00	1,100.00	NEW
74 CCTV Mobile unit 8hr booking	Discretionary			550.00	550.00	550.00	NEW
75 CCTV Mobile unit 4hr booking	Discretionary			330.00	330.00	330.00	NEW
76 Additional hourly charge above the 4/8hr	Discretionary			82.50	82.50	82.50	NEW
77 CCTV Mobile unit 8hr booking for authorities/agencies signed up to the Southend CCTV partnership.	Discretionary			412.50	412.50	412.50	NEW
78 CCTV Mobile unit 4hr booking for authorities/agencies signed up to the Southend CCTV partnership.	Discretionary			308.00	308.00	308.00	NEW
79 Additional hourly charge above the 4/8hr for authorities/agencies signed up to the Southend CCTV partnership.	Discretionary			55.00	55.00	55.00	NEW
80 Placement of a mobile camera	Discretionary			440.00	440.00	440.00	NEW
Scrap Metal Dealers							
81 Scrap Metal site - New	Full Cost Recovery	522.50	522.50	575.00	575.00	52.50	10.05%
82 Scrap Metal site - Renewal	Full Cost Recovery	412.00	412.00	453.00	453.00	41.00	9.95%
83 Scrap Metal site - Variation	Full Cost Recovery	180.50	180.50	198.50	198.50	18.00	9.97%
84 Additional Scrap Metal site (per site)	Full Cost Recovery	96.00	96.00	105.50	105.50	9.50	9.90%
85 Scrap Metal Collector- New	Full Cost Recovery	366.00	366.00	403.00	403.00	37.00	10.11%
86 Scrap Metal Collector- Renewal	Full Cost Recovery	275.00	275.00	302.50	302.50	27.50	10.00%
87 Scrap Metal Collector- Variation	Full Cost Recovery	142.00	142.00	156.00	156.00	14.00	9.86%
88 Scrap Metal Collector- Change of Address	Full Cost Recovery	33.00	33.00	36.50	36.50	3.50	10.61%
89 Copy Licence	Full Cost Recovery	33.00	33.00	36.50	36.50	3.50	10.61%
90 Certified Copy Licence	Full Cost Recovery	44.00	44.00	48.50	48.50	4.50	10.23%

Description of Service		Basis of Charge	Net Charge	Gross	Indicative Net Charge	Indicative Gross	Indicative Increase Gross	
			2023/24	2023/24			Charge	Charge
			£	£	£	£	£	%
Items on the Highway								
91	Licence to place items on the highway (Per Square Metre) (subject to building and planning act being repealed)	Discretionary	59.00	59.00	65.00	65.00	6.00	10.17%
92	Pavement Licence (subject to building and planning act NOT being repealed)	Statutory	100.00	100.00	100.00	100.00	0.00	0.00%
Energy Services								
93	Energy Project Manager (Day Rate)	Discretionary	624.00	624.00	624.00	624.00	0.00	0.00%
94	Sustainability Officer (Day Rate)	Discretionary	364.00	364.00	400.00	400.00	36.00	9.89%
95	Energy Implementation Advice (Day Rate)	Discretionary	208.00	208.00	229.00	229.00	21.00	10.10%

Description of Service		Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £
Southend Town Centre charges				
Commercial events				
1	Mon - Fri (per day)	Discretionary	330.00	330.00
2	Sat / Sunday (per day)	Discretionary	645.00	645.00
3	Weekly charge (Mon - Sun)	Discretionary	1,875.00	1,875.00
4	Thurs - Sun inclusive	Discretionary	1,320.00	1,320.00
Charities and Community Organisations (events only)				
6	Mon - Sun - Victoria Circus / Gateway / Royal Square / City Beach	Discretionary	310.00	310.00
7	Mon - Sun - Lloyds Bank (Charity Street Collections ONLY)	Discretionary	Free	
8	Mon - Sun - All other areas (Contact Business Support for more information)	Discretionary	73.00	73.00
9	Price subject to discussion regarding nature of event (£100 to £1,000)	Discretionary		
10	Market Pitch Fee (per 3m x 3m pitch, per day)	Discretionary	37.40	37.40
Tourism charges				
Filming and photography				
11	Admin events and films (payable by all except student film makers)	Discretionary	30.00	36.00
12	Location fee - commercial - per hour or part thereof	Discretionary	125.00	150.00
13	Location fee - non commercial - per hour or part thereof	Discretionary	60.00	72.00
14	Commercial filming -full day	Discretionary	700.00	840.00
15	Commercial filming -half day up to 4 hours	Discretionary	400.00	480.00
16	Non commercial filming - full day	Discretionary	210.00	252.00
17	Non commercial filming - half day up to 4 hours	Discretionary	108.00	129.60
18	Photography -Commercial photographic stills	Discretionary	240.00	288.00
19	Photography -Promotional photographic stills	Discretionary	120.00	144.00
Events				
20	Application for an event permit	Discretionary	30.00	30.00

Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
		£	%
365.00	365.00	35.00	10.61%
710.00	710.00	65.00	10.08%
2,070.00	2,070.00	195.00	10.40%
1,450.00	1,450.00	130.00	9.85%
340.00	340.00	30.00	9.68%
Free			
80.00	80.00	7.00	9.59%
40.00	40.00	2.60	6.95%
33.00	39.60	3.60	10.00%
138.00	165.60	15.60	10.40%
66.00	79.20	7.20	10.00%
770.00	924.00	84.00	10.00%
440.00	528.00	48.00	10.00%
230.00	276.00	24.00	9.52%
120.00	144.00	14.40	11.11%
265.00	318.00	30.00	10.42%
132.00	158.40	14.40	10.00%
33.00	33.00	3.00	10.00%

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Description of Service		Basis of Charge	Net Charge 2023/24 £	Gross 2023/24 Charge £
Fleet Hire Charges - VAT Chargeable in addition on external hire				
1	Small Van Full Day	Full Cost Recovery	49.00	49.00
2	Small Van Half Day	Full Cost Recovery	32.00	32.00
3	Small Van Cost Per Mile	Full Cost Recovery	0.50	0.50
4	Large Van Full Day	Full Cost Recovery	69.00	69.00
5	Large Van Half Day	Full Cost Recovery	38.50	38.50
6	Large Van Cost Per Mile	Full Cost Recovery	0.60	0.60
7	Open Back Tipper Full Day/Crew Cab	Full Cost Recovery	74.00	74.00
8	Open Back Tipper Half Day/ Crew Cab	Full Cost Recovery	44.00	44.00
9	Minibus (up to 16 seater) Full Day	Full Cost Recovery	86.00	86.00
10	Minibus (up to 16 seater) Half Day	Full Cost Recovery	49.50	49.50
11	Minibus Cost Per Mile	Full Cost Recovery	0.70	0.70
12	Driving Assessment for small vehicle	Full Cost Recovery	57.50	57.50
13	Licence Check	Statutory		
14	Training & test for minibus - internal staff and LA Schools only	Full Cost Recovery	Price on Application	
15	Above with Passenger Transport vehicle	Full Cost Recovery	Price on Application	
Parental Contribution (Post 16 Transport)				
16	Parental Contribution	Discretionary	£500.00 or total cost whichever is greater	

Indicative Net Charge 2024/25 £	Indicative Gross 2024/25 Charge £	Indicative Increase Gross Charge	
		£	%
54.00	54.00	5.00	10.20%
36.00	36.00	4.00	12.50%
0.55	0.55	0.05	11.01%
76.00	76.00	7.00	10.14%
43.00	43.00	4.50	11.69%
0.66	0.66	0.06	10.00%
82.00	82.00	8.00	10.81%
49.00	49.00	5.00	11.36%
95.00	95.00	9.00	10.47%
55.00	55.00	5.50	11.11%
0.77	0.77	0.07	10.00%
79.50	79.50	22.00	38.26%
15.00	15.00	15.00	NEW
Price on Application			
Price on Application			
£500.00 or total cost whichever is greater			

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Description of Service	Basis of Charge	Net Charge 2023/24	Gross 2023/24 Charge	Indicative Net Charge 2024/25	Indicative Gross 2024/25 Charge	Indicative Increase Gross Charge	
		£	£	£	£	£	%
Waste Collection							
The following waste collection charges are set and levied by the Council's Waste Collection Contractor. They are set out here for information purposes only.							
Garden Waste							
1 Garden Waste Sacks (roll of 10 sacks)	Third Party	11.00	11.00	12.00	12.00	1.00	9.09%
2 240 litre Garden waste bin (to purchase, one off cost)	Third Party	33.00	33.00	34.50	34.50	1.50	4.55%
3 52 week garden waste permit (annual payment by direct debit)	Third Party	69.50	69.50	73.50	73.50	4.00	5.76%
4 52 week garden waste permit (payment by cheque/card)	Third Party	82.00	82.00	82.00	82.00	0.00	0.00%
Bulky Waste							
5 1st individual bulky item	Third Party	9.90	9.90	10.30	10.30	0.40	4.04%
6 2nd individual bulky item	Third Party	6.65	6.65	6.92	6.92	0.27	4.06%
7 3rd individual bulky item	Third Party	6.65	6.65	6.92	6.92	0.27	4.06%
8 4th individual bulky item	Third Party	6.65	6.65	6.92	6.92	0.27	4.06%
9 5th individual bulky item	Third Party	6.65	6.65	6.92	6.92	0.27	4.06%
10 Combined items:							
11 Three piece suite	Third Party	19.90	19.90	20.70	20.70	0.80	4.02%
12 Dining Table and 6 chairs	Third Party	22.10	22.10	22.94	22.94	0.84	3.80%
Max 5 items booked at any one time, other materials or more than 5 items - quotation needed							

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Reference	Detail of Proposal	Overspend Reduction 2024/25 £000
OSR-01	<p>IT Contracts and Services Review of IT licenses - consider reducing the number to essential users only, reduces license costs and also cost of application support IT maintenance contracts review. Consider the necessity of certain contracts and exit those no longer providing tangible use [EDSC]</p>	180
OSR-02	<p>Home Care Electronic Monitoring Requires review and potential withdrawal from agreement. [EDAC]</p>	50
OSR-03	<p>Repairs and Maintenance Only take forward repairs and maintenance that are essential to ensure statutory compliance; meet H&S requirements and fire safety requirements; make safe/make secure; and/or maintain building operation. [EDFR]</p>	25
OSR-04	<p>Heads of Service within Children Social Care These are hard to recruit roles, based on the current permanent salary offer (HR Benchmarking exercise undertaken). The plan is to offer permanent market supplements on these two roles and replace the interims through a permanent recruitment campaign. [EDCPH]</p>	150
OSR-05	<p>Service Managers within Children Social Care These are hard to recruit roles, based on the current permanent salary offer (HR Benchmarking exercise undertaken). The plan is to offer permanent market supplements to these three roles and replace the interims through a permanent recruitment campaign. [EDCPH]</p>	100
OSR-06	<p>Legal & Democratic Services Reduce the external legal costs. [EDSC]</p>	50

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Reference	Detail of Proposal	Overspend Reduction 2024/25 £000
OSR-07	<p>Learning Disability and Mental Health Service Reviews (Updated Narrative) To undertake reviews of provider contracts and care packages to understand undelivered care and unused capacity which is currently being paid for. Where appropriate to reduce the cost of such undelivered care which will include ongoing void payments, under utilised block contracts and over provided care packages. These will be done in conjunction with the person whose care it is and social work reviews. [EDAC]</p>	500
OSR-08	<p>ABLE2 Programme Extension of the ABLE2 programme to reduce double handed care and early pathways into residential care before required. [EDAC]</p>	300
OSR-09	<p>Residential Savings (Children Social Care) - SCC's Purchased Children's Home More efficient use of the Children's Care Home (90 Caulfield road) which the Council currently leases to an external provider. [EDCPH]</p>	250
OSR-10	<p>Residential Savings (Children Social Care) A strengthened Commissioning and brokerage function for negotiating Children Care home fees and reviewing those fees (at regular intervals). [EDCPH]</p>	200
OSR-11	<p>Review of Supported Accommodation for UASC 18+ Review and move to a reduced level of support packages for all UASC 18+ accommodation whilst still meeting statutory requirements and duties, and support packages to be reviewed and move to basic statutory requirements. [EDCPH]</p>	300
OSR-12	<p>Inhouse Foster Care Offer Model Reduce current reliance on External Foster Carers and use more Inhouse Foster Carers. Thirteen new households are currently under assessment and the foster care team has also gone through significant changes. [EDCPH]</p>	500
OSR-13	<p>Post Reduction: Customer Services Reduction in Customer Services Team Leader post. It is now confirmed that a role will be deleted following the response to the VR. [EDSC]</p>	50

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Reference	Detail of Proposal	Overspend Reduction 2024/25 £000
OSR-14	<p>Trust Links Grant Cease the grants to Trust Links Mental Health. Currently unfunded and a pressure on the budget. [EDAC]</p>	90
OSR-15	<p>Review of Parking Contracting Arrangements Discussions are underway with South Essex Parking Partnership to see if there are opportunities or efficiency. [EDEP]</p>	50
	Total Overspend Reduction	2,795

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Reference	Detail of Proposal	Cost Avoidance 2024/25 £000
CAV-01	<p>Overtime Reduction Review of overtime arrangements across all departments being undertaken by Executive Directors. [All EDs]</p>	200
CAV-02	<p>Review Event Offering and Cost Recovery Ensure that all events run directly by the council are cost neutral either via sponsorship or through bringing additional income into the Council via car parking / pier revenue for example. This could mean stopping or limiting the number of events we run. Where the Council is asked to support events, this will be a charged function to ensure the council will not be funding commercial / charitable or other non-council organised events. Ensure all smaller Council led events (other than Civic events) are cost neutral. [EDAC]</p>	140
CAV-03 207	<p>HR Policy Review (Updated) This proposal has been broadened to include the review of HR policies and employee terms and conditions that need to be modernised to align with other local authorities and organisations (i.e. absence management and redeployment). Following due diligence and full analysis of historical data, the estimated level of cost avoidance that potentially could be generated by implementing this proposal has now been reduced from £250K to £100K for 2024/25. [EDSC]</p>	100
CAV-04	<p>Holiday Buy Back Employees to be able to buy up to 10 additional days holiday per year subject to service constraints. [EDSC]</p>	150
CAV-05	<p>Alternate Weekly Waste Collection (Updated Narrative) The recycling and waste collection contract is currently in live procurement and the Council has made the decision to proceed with alternate weekly recycling and waste collection (retaining weekly food waste collection). Following the first stage of procurement it is evident that a full weekly collection service would be considerably more expensive than moving to alternate weekly collections (retaining weekly food waste collection). The new contract is due to start from April 2025 with any changes to the current service taking effect later that year. £10m projected cost avoidance over lifetime of the contract. Due to the delayed start of the new contract it is anticipated that the Council will avoid this level of cost in 2024/25. [EDEP]</p>	1,250
Total Cost Avoidance		1,840

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Southend-on-Sea City Council

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

Education Board

on

23rd January 2024

(following the 2024/25 funding principles agreed at the Education Board 12th December 2023)

Report prepared by:

Paul Grout

Senior Finance Business Partner

Agenda
Item No.

Dedicated Schools Grant budget 2024/25

1 Purpose of Report

To present the 2024/25 Dedicated Schools Grant (DSG) budget including the DSG Individual School budgets for 2024/25.

2 Recommendation

- 2.1 That the 2024/25 DSG Budget, be noted, and has been set as agreed in accordance with the approved funding principles of the 13th December 2023 DSG Education Board finance papers.

3 Background

- 3.1 This paper sets out the proposed Dedicated Schools Grant Budget for the financial year 2024/25 which is also to be set by the Council as part of the annual budget cycle finalized in February 2024.
- 3.2 This paper also follows both previous and detailed DSG Education Board (EB) funding papers considering the 2024/25 budget, as presented in both the October 2023 and December 2023 board meetings. The principle funding decisions approved at the December 2023 board meetings are made clear for reference within each section of this paper.
- 3.3 This paper now also follows the Department for Education (DfE) DSG 2024/25 funding block announcements made on the 19th December 2023, and release of the 2024/25 DfE Authority Proforma Tool (APT) on the 19th December 2023.
- 3.4 The DfE release of the 2024/25 APT, therefore enables the EB to also formally set the final distribution of the 2024/25 school block funds to Individual Schools, using the updated numbers on roll for each School as per the latest DfE October 2023 school census data, and in line with the previous funding

agreements of the December 23 EB meeting which set the principle 2024/25 per pupil DSG rates for each school. The APT will be submitted back to the DfE by the Council.

3.5 This paper also displays the 2024/25 DSG funding allocations for de-delegated funds, growth fund, central schools block, early years block (remains DfE provisional) and high needs block (High needs in totality only and remains DfE provisional).

3.6 And as agreed, at the March 2019 EB Board Meeting, and the December 2019 Board meeting, this paper present's the growth fund rates for 2024/25.

4 Dedicated Schools Grant Allocations 2024/25 (Set by the DfE)

4.1 The Department for Education (DfE) has set out the following funding blocks for Southend's Dedicated Schools Grant for 2024/25 (col.A);

	A	B	A – B
	2024/25 £M	2023/24* £M	Inc / (dec) £M
Schools Block	153.807	144.168	9.639
Growth Fund	0.933	0.780	0.153
Schools Block Subtotal	154.740	144.948	9.792
Early Years Block (Provisional)	16.408	10.755	5.653
High Need (HN) Block (Provisional)	33.971	32.222	1.749
Central Block	1.345	1.376	(0.031)
Grand Total	206.463	189.300	17.163

2023/24* High Need Block is Final, Early Years remains Provisional until July 24

Appendix 2 – “DSG budget 2024/25”, provides the detailed allocation including movement from the latest 2023/24 budget.

4.2 Although the EB and Council remain responsible for allocating the entirety of DSG, the final actual DSG amount awarded to the Council will exclude funding for mainstream academy schools, national non-domestic rates for all mainstream schools, High Need place funding for academy schools, colleges and further education providers, and free special schools. These excluded amounts are paid directly to those settings by the Education and Skills Funding Agency and known by the term ‘recoupment’ to DSG funds. Therefore the final estimated allocation expected to be awarded to the Council is **£66.012M**, after considering these estimated recoupment deductions of **£140.451M** which are also listed separately for each funding block in Appendix 2.

4.3 Within the DSG Schools Block funding allocation:

4.3.1 The primary pupil led funding element has been set at £72.810M based on a total unit of funding of £4,915.94 per primary pupil (£4,669.71 in 23/24) for 14,811 number of pupils (14,761 in 23/24). The total uplift % per pupil is 5.3% but note this also includes the mainstream school supplementary grant now included in the DSG.

- 4.3.2 The secondary pupil led funding has been set at £79.905M based on a total unit of funding of £6,502.71 per secondary pupil (£6,166.85 in 23/24) for 12,288 number of pupils (12,027 in 23/24). The total uplift % per pupil is 5.4% but note this also includes the mainstream school supplementary grant now included in the DSG.
- 4.3.3 The premises factor funding is allocated at £1.091M (£1.070M in 23/24) and the funding for growth is allocated at £0.932M (£0.780M in 23/24).
- 4.4 The DfE Early Years funding rates applied to the DSG allocation for 2024/25 have been set at £5.59 per hour for 3 & 4 year olds (uplift of 5.1% from £5.14 in 2023/24) and £7.99 per hour for 2 year olds (uplift of 5.4% from £7.54 in 2023/24). The 2023/24 rates include the new EY supplementary grant paid outside of the DSG in 2023/24 but now included in the DSG for 2024/25. There is also a new 2024/25 rate from Sept 2024 for 9month to 2 year olds. Full consideration to the EY rates and newly implemented Government entitlement offers for 2024/25 are provided **in the separate paper** for this January 2024 EB named **“DSG Early Year Funding Rates for 2024/25”**. The total early years block allocation remains provisional for 2024/25 as the allocations will be adjusted for take up of provision by the DfE in July 2024 and a further final adjustment in July 2025 (based on both the January 2025 and January 2024 early years census data).
- 4.5 The high needs block provisional allocation has been increased by a further £1.749M in 2024/25 on its core funding.
- 4.6 The high needs block is still provisional until the final funding allocation is expected to be announced in July 2024, where by the DfE will be updating the final funding allocation in recognition that the authority meets all the high need place funding costs in their home area regardless of the pupil's own home authority residence (excluding free special schools). And this is known in the DfE high need funding terminology context as the “high need import and export funding adjustment”. The home authority will be compensated in relation to high need place funding where that authority supports more pupils (than the previous year) who live outside of the home resident authority area than pupils they have been required to place in another LA area, or on the contrary, a reduction in the local funding adjustment will be applied if the opposite event occurs.
- 4.7 The 2024/25 Central Block allocation has been set with an amount of £1.049M for ongoing responsibilities (£1.006M for 23/24) funded at a rate of £38.70 per pupil for 27,099 pupils (£37.54 rate per pupil and 26,788 pupils in 23/24) funding for historic commitments is now set at £0.297M (£0.371M in 23/24) a continued reduction of 20% from the previous years allocation.

5 Schools Block – Individual School Block (ISB) allocations - £153.802M

- 5.1 As illustrated for each School in “Appendix 1 - 2024/25 final Individual school budget allocations”. The DfE release of the December APT enables the LA to formally set the distribution of the 2024/25 school block funds to individual schools, using the updated numbers on roll (NOR) for each School as per the latest DfE October 2023 school census data, and in line with the previous funding agreements approved at the EB on the 13th December 2023 distributing the agreed principle funding amounts per pupil for each school.
- 5.2 Therefore the funding per pupil (as illustrated in Appendix 1) for individual school allocations have been set on the following agreed principles which mirrors the National Funding Formulae:
- 5.2.1 The minimum per pupil levels are set at £4,610 for primary schools (£4,405 in 2023/24) and for secondary schools £5,995 (£5,715 in 2023/24), both with an equivalent circa 1.4% increase from 2023/24. And to simply remind from 2020/21 the minimum amounts per pupil are also now a mandatory funding factor, and these are set as a fixed amount.
- 5.2.2 Where schools are attracting their underlying core NFF allocations, the NFF has built in an increase of circa 1.4% from the 2023/24 Pupil led funding factors: basic entitlement, additional needs factors and lump sum, and 1.6% specifically to the free schools meals factor.
- 5.2.3 And for those Schools whose per pupil led funding rate is already above both 5.2.1 and 5.2.2/3, the NFF funding floor per pupil led rate has been set at a maximum 0.5% increase from their 2023/24 per pupil led base line, as agreed.
- 5.2.4 To continue from 5.2.2, as highlighted and referenced in and December DSG EB 2023 paper for all schools who are attracting their core underlying NFF rate it was made clear that these per pupil rates can only be shared and confirmed once the DfE have processed the October 2023 census and therefore once the formal 2024/25 APT has been released in late December 2023.
- 5.2.5 It must therefore now be noted, that between the October 2022 census and October 2023 census there has been a considerable increase shift in some schools where more pupils are now attracting in particular the IDACI A and the early years foundation stage profile prior attainment factors. In turn, what this has meant for the 2024/25 APT to be technically compliant within the affordability of the 2024/25 DSG individual school block allocation (which is based on the October 2022 pupil factor values), is a required and consistent proportionate partial scaling back of 20.2% of the full funding gains above MFG (minimum funding guarantee) 0.5% per pupil. This adjustment has been applied through the additional MFG factors within the APT, but therefore also maintains the principle of reflecting the core NFF funding rates through the formulae. In 2025/26, those effected schools will also see these full per pupil uplift gains realized from 2024/25

on the basis their public characteristic factors do not materially change in their October 2024 census from their October 2023 census.

- 5.3 Premises factor funding – Business rates. As from the 1st April 2022, Business rates for all local mainstream schools are now paid centrally through the ESFA to the billing authorities. Schools retain business rates liability and will need to continue to record notional accounting entries for matching income and expenditure in their 2024/25 accounts. The 2024/25 rates are currently set at the 2023/24 levels as estimates, these will therefore be adjusted centrally through the ESFA for 2024/25 liabilities and schools can gain access to the ESFA rate’s portal for updated figures.
- 5.4 The DfE have also approved the continued disapplication request for the exceptional circumstance funding that is applied to St Marys Primary School which covers the rental of their second school site. The DfE agreement has only been given for 2024/25 and any further future year approvals will need to be re-assessed by the DfE.
- 5.5 The separate teachers’ pay grant for 2023/24 (TPAG) supporting the teachers pay award from September 2023 will continue to be paid outside of the DSG in 2024/25 and therefore continue as a separate grant.

Other key points for noting in the 2024/25 NFF funding formulae and APT:

- 5.6 Basic entitlement rates per pupil per annum have been set as per the NFF rates, at;

Primary	£3,575.11
Key Stage 3	£5,040.48
Key Stage 4	£5,681.83

- 5.7 The Primary to Secondary funding ratio is set at 1:1.32.
- 5.8 The numbers of pupil on roll (NOR) in and registered in the APT as per the October 2023 census compared to the October 2022 census, has increased by a net of 309 pupils, which is a growth of 260 pupils in secondary and a growth of 49 pupils in primary. The total NOR in October 2023 is therefore now 27,104 pupils (split Primary 14,812 and Secondary 12,292), compared to the previous year of 26,795 pupils (split Primary 14,763 and Secondary 12,032).
- 5.9 The total Individual School block allocation for the 2024/25 funding formula is an increase in the totality of Individual School block allocations of £9.639M from the 2023/24 allocation, £4.948M of which is due to the previous 2023/24 Mainstream School supplementary grant now paid into the DSG for 2024/25 and the remaining £4.691M is due to both an overall increase in the NOR and funding factors referred to in 5.2.

6 Schools Block – Centrally retained de-delegated lines – £4,495 (applicable to maintained schools only)

- 6.1 The 2024/25 de-delegated per pupil funded amounts have been set as agreed in the EB December 2023 paper, at £1.00 per pupil for staff costs covering public duties returning an annual de-delegated sum of £4,495. And please note this budget has been set on the expectation that the one further maintained primary schools has academized by the 1st April 2024 from the Individual School block allocations (Appendix 1).

7 Schools Block – Centrally retained growth fund - £0.780M

- 7.1 The DSG 2024/25 growth fund amount has been set in accordance with the principles agreed in the EB March 2019 and December 2019 papers, where by the 2024/25 DSG amount awarded for growth will be held centrally and distributed to schools who have been required by the Council to increase their number of intake classes. It must also continue to remain minded that as agreed in the March 2019 EB paper growth to ensure funding allocations are sensibly managed and distributed, that growth funding is managed on a long term basis allowing any one year to either over or under spend but provided the total application of the growth fund remains affordable within the life cycle of the planned growth.

- 7.2 Appendix 3 displays an updated growth fund model (the original model itself was first shared at the March 2019 EB). And as previously advised and shown in the model the DSG growth funding allocations are determined by the DfE, using an annual funded rate per pupil for primary and secondary schools, multiplied by their respective positive middle super output area pupil growth (MSOA) between the two most recent October census's. MSOA has always been highlighted as a difficult measure to predict, so hence why it is important, and continues to be that the model itself is refreshed on an annual basis.

MSOA* - is defined by the office for national statistic, as a small enough geographical area to detect pockets of growth, based on school post codes grouped within a particular area.

- 7.3 The updated growth model (as shown in Appendix 3) has therefore now been updated considering the following two factors and the conditions as laid out above:
- 7.3.1 The first factor, is the DfE have updated the 2024/25 growth funded per pupil rates (funding coming into the DSG) by 2.0% from 2023/24 on both the primary and secondary rates.
- 7.3.2 The second factor, is to remind, MSOA growth is not only driven by the requirement of new intake classes but also any further throughput pupil growth within a school, for example, if the number of current year 11 pupils are less than the current number of year 7 pupils in a school (which can occur regardless of any new approved intake class) and Southend continues to experience that particular throughput growth in Secondary.
- 7.4 Therefore, based on all the factors above the growth rates applied from September 24 can now be increased a further 3% to £4,444 per primary pupil and £5,271 per secondary pupil and the original proposed rates for 2023/24 are now final. The rates still remain below the NFF minimum rates per pupil

distributed in the ISB but are above the AWPU rates , but it also remains minded, these rates are not intended to be at the NFF minimum rates as growth is only temporary support funding for new intake classes until that year's pupil growth is formally captured in the annual October census and therefore core funding of a school. But none the less welcome that these funding increases can still be applied for 2024/25.

7.5 In relation to the new NFF DfE falling rolls fund allocation for 2024/25, Southend did not trigger any additional funding allocation through the NFF Funding Formulae. A DfE must criteria for any Council being able to consider a falling rolls fund is that the 2022 SCAP shows that any reduced schools places will be required in the subsequent 3 to 5 years (a mandatory requirement). Southend's SCAP does not show this, so, it is also not possible to even consider a falling rolls fund for 2024/25. This will of course be kept under review on an annual basis and should the criteria be met the formulae for distribution will be presented to the Education board for recommendation and approval.

8 **Early Years Block (Provisional) - £16.507M** (including the £100,000 applied from the HN block to the Early Years block to top up the EY Special Education Needs inclusion fund).

8.1 The full details of the Early Years block allocation and proposed funding rates for 2024/25 and centrally retained balances are covered within the **separate paper** for this January 2024 Education Board called "**DSG Early Years funding rates for 2024/25**".

9 **High Needs Block (Provisional) - £33.871M** (including the £100,000 applied from the HN block to the Early Years block to top up the EY Special Education Needs inclusion fund).

9.1 As first shared in the October 2023 EB DSG paper, including an explanation of. The 2024/25 High Needs block under NFF has seen further confirmed growth in funding from the DfE of now £1.749M compared to the latest 2023/24 ongoing budget allocation.

9.2 And, as reminded in both the October 2023 and December 2023 EB DSG papers, the actual full detailed application of this additional 2024/25 funding will be considered as part of the EB June 2024 High Need detailed allocation budget paper. June was agreed through the EB to allow enough time for the SEND team in consultation with respective special schools and mainstream schools to allocate the expected in borough EHCP banded rates for the following academic year 2024/25, a major and significant exercise that accounts for a large and rightly proportion of the HN funds before any further funding considerations are put forward by the LA for further permanent funding allocations.

10 **Central Block - £1.478M** (including £133,000 drawn from the Central Block DSG reserves, as previously agreed in the December 2020 and 2023 EB DSG papers)

10.1 The central block budgets have been set in accordance with agreement of the December 2023 DSG EB paper.

10.2 The final 2024/25 amounts are therefore confirmed as;

	2024/25 Amount
From Central Services Block	
Combined Budgets (historic commitments)*	£296,515
CLA/MPA Licences*	£158,594
Schools Admissions	£294,317
Servicing of Schools Forum	£18,700
Centrally employed teacher contr.	£95,322
ESG Retained Duties*	£481,800
Actual In Year funding Total	£1,345,248
+ Combined Budgets (historic commitments)* - funded from remaining central block reserves	£133,373
Revised Funding Total	£1,478,621

CLA/MPA Copyright Licences* - annual copyright licence charge set by DfE. Final figure tbc

Retained Duties* - Former Education Services Grant - ongoing funding to support LA Statutory duties – for Child and Educational Leadership, Planning and Budget planning, monitoring, Education Welfare and Asset Management

Combined Budgets (historic commitments)*, and note this budget allocation has been further increased by £133,000 for 2024/25 from the DSG Central block reserves. So the total commitments can remain sustained at £430,000 for 2024/25.

11 Conclusion

11.1 This paper sets the overall 2024/25 funding position for Dedicated School Grant funds and a balanced position for the distribution of the 2024/25 Individual School Budget Shares.

Appendices

Appendix 1 – DSG Final Individual Schools Budget allocations 2024/25

Appendix 2 – DSG Budget 2024/25 and comparison to 2023/24

Appendix 3 – DSG Growth fund rates from September 2024

Southend-on-Sea City Council

Agenda
Item No.

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

Education Board

on

23rd January 2024

Report prepared by:
Paul Grout - Senior Finance Business Partner
Dianne Borien - Early Years Lead
In consultation with
Liz Hunt – Director of Education, Inclusion and Early Years
Resource Sub Group

DSG Early Years Funding 2024/25

1 Purpose of Report

- 1.1 To present, update and set the 2024/25 Dedicated Schools Grant (DSG) budget Early Years funding rates for 2024/25.

2 Recommendation

- 2.1 That the Early Years (EY) funding rates for 2024/25 are set as laid out in this paper (section 6 and 7) including centrally retained balances and to therefore summarize:
- 2.1.1 **For 3&4 year old funding**, from the 1st April 2024:
- Uplift the EY Provider base rate to £5.30 per hour (an increase of 9.7% from the original 2023/24 rate, an increase of 3.1% when including the EY Supplementary grant introduced from September 2023)
 - Uplift the eligible deprivation rate to 49p per hour
 - Move to a 97% EY provider passport rate, retaining an additional £181,000 per annum to expand and enhance EY Centrally retained support.
- 2.1.2 **For 2 year old disadvantage entitlement** funding, from the 1st April 2024:
- Uplift the EY Provider base rate to £7.82 per hour (an increase of 37.7% from the original 2023/24 rate, an increase of 3.8% when including the EY Supplementary grant introduced from September 2023)
 - Retain the existing 99.3% EY provider passport rate.
- 2.1.3 **For the new 2 year old eligible working parent** funding, from the 1st April 2024:
- Set the EY Provider base rate at £7.48 per hour.

- Implement with a 95% EY provider passport rate, and the remaining 5% supporting EY Centrally retained.
- 2.1.4 **For the new 9 month to 2 year old eligible working parent** funding, from the 1st September 2024:
- Set the EY Provider base rate at £10.20 per hour.
 - Implement with a 95% EY provider passport rate, and the remaining 5% supporting EY Centrally retained.
- 2.1.5 Implement a Special Education Needs Inclusion EY Provider support Fund **(SENIF)** across all funding streams at 1.4% of total funds available within that stream.
- 2.1.6 And for noting only, From the 1st April 2024 the early years pupil premium **(EYPP)** rate is now set at 68p per hour across all streams for eligible children, and the Disability Access Fund **(DAF)** is now set at £910 per annum per eligible child.

3 Background

- 3.1 In the 2023 Governments Spring Budget they announced the following key and new headlines in relation to parental access of free child care:
- 3.1.1 From April 2024, eligible working parents of two-years old will be able to access 15 hours of free child care.
- 3.1.2 From September 2024, eligible working parents 15 hours of free child care will be extended to all children from the age of nine months to when the child starts school.
- 3.1.3 From September 2025, this will be further extended to 30 hours of free child care for eligible working parents from the age of nine months to when the child starts school.
- 3.2 The announcement of this new free child care offer for eligible working parents is obviously a significant change and a large national public investment in child care. The Governments intention of this significant change is to naturally support parents to return to work and helping to grow the economy by making child care more accessible. These eligible entitlements apply from the term after your child turns that age.
- 3.3 The expansion of the Early Years Child Care offer is also timed with the governments ambitions of wrap around child care whereby by 2026 the aim is for all parents and carers of primary school aged children who need it will be able to access term time childcare from 8am – 6pm to further support parents to access employment. The aim is that this is also a self-sustaining funded model through parental demand and parental payments. Therefore separate to the DSG, the Government have also released start up grants to Councils in order to help achieve this particular aim for wrap around child care for primary aged children. The Government have also released capital grants to Councils to

support both the rollout of the early year entitlement offers from April 2024 and wrap around places from September 2024.

4 Foreword

- 4.1 On the 13th December 2023, the Department for Education (DfE) officially released the 2024/25 DSG Early Years (EY) funding rates to support this major new initiative including the indicative total allocation of 2024/25 funds.
- 4.2 In pure head line terms, this new funding has increased Southend's local annual DSG EY balances by an additional £5.6M. Rising to an indicative opening 2024/25 £16.4M from a £10.8M latest budget allocation in 2023/24.
- 4.3 The Councils response to how this additional funding will be distributed in 2024/25 in accordance with the conditions of the DSG for each existing and new EY funding stream is considered and recommended within the next sections of this paper. **Appendix 1 – Early Years 2024/25 Funding rates** displays the entirety of the recommended approach for the distribution of the 2024/25 EY funds and of which considers each respective EY funding stream within.

5 2024/25 Overarching DfE Conditions of the EY DSG Grant

- 5.1 Prior to consideration of the actual funding rates for passport and EY centrally retained balances it is important to note the following key DfE funding conditions of the grant Councils must follow:
- 5.1.1 At least 95% of each of the EY entitlement funding streams must be planned to be passported on to EY providers. The 95% includes the following:
- base rate funding for all providers
 - supplements for all providers (note - additional deprivation funding is a mandatory requirement for 3&4 year old funding)
 - lump sum funding for Maintained Nursery schools (N/A in Southend)
 - funding paid directly to providers from the special educational needs inclusion fund (SENIF)
 - contingency funding
- 5.1.2 The remaining 5% of planned expenditure can include the following:
- centrally retained funding for EY central services or EY services in-kind, including special educational needs and disability (SEND) services
 - transfer of funding to any of the other early years entitlement
 - any extra hours that local authorities choose to fund in addition to the governments entitlement hours
 - any funding movement out of the early years block
- 5.1.3 Eligible provider payments in relation to early years pupil premium (EYPP) and Disability Access Fund (DAF) are outside of the 95% passport requirements and must be paid on in full.

5.2 If Councils wanted to retain more than 95% of EY entitlement funding then this would require a disapplication request to the DfE.

6 2024/25 Early Years Funding rates

6.1 Each separate EY funding stream must be considered and planned and the recommendations for each stream are contained within this section and the next section highlighting the requirements of the centrally retained balances. All the hourly rates quoted are as displayed in **Appendix 1 – Early Years 2024/25 Funding rates**.

6.2 3&4 year old universal

6.2.1 For 2024/25 the DfE have confirmed an hourly rate in of £5.59 per hour for an expected opening estimated take up of 2,422 Part Time Equivalent (PTE*). The hourly rate in is an increase of 5.1% or 27p per hour from the latest 2023/24 rate in*, and a 11.6% or 58p per hour increase from the opening hourly rate in of 2023/24 if excluding the implementation of the September 2024 EY supplementary grant.

PTE* as DfE defined, assume all children access the full entitlement of 15hrs per week support over 38 weeks in the year.

Latest 2023/24 rate in* includes both the 2023/24 DSG hourly rate in and the DfE EY supplementary grant implemented from Sept 2023, which has now been rolled into the DSG from 2024/25 so therefore the increase % shown is the new DSG funding in addition to this grant.

6.2.2 Southend has traditionally held a very high passport rate through for 3&4 year old funding and as shown in 2023/24 this was held at 98.6% and is 3.6% above the statutory requirement of 95%. It has not been wrong to hold this high level of passport rate as ultimately the Council has been seeking to ensure a very high level of available funding has been passed on to Southend EY providers to support sustainability. However, Southend Council itself can no longer propose to continue to hold this traditional level of passport rate, given its now own wider heavy financial challenges but also balancing the needs to sustain and enhance a EY central service fit for future requirements and expansion. Further details are provided in **section 7** as to how the EY centrally retained balances will be invested in 2024/25 moving forward.

6.2.3 It is not however proposed that the Council moves to a 95% passport rate for 3&4 year old funding, as the Council is still very minded to the financial pressures and financial sustainability of EY providers. It is therefore proposed the Council moves to an implemented passport rate of 97% in 2024/25. With a 97% passport rate of funding, this will still provide EY providers with a new 3.1% hourly rate uplift from 2024/25 when including the 2023/24 EY supplementary grant within to a **base rate** of £5.30 per hour out (from the current total £5.14 per hour out base rate in 2023/24). It must also remain minded without the Introduction of the EY supplementary grant that was implemented in September 2024 (DfE conditions of which was a 100% passport through rate). This new proposed £5.30 hourly base rate out has in fact risen by 9.7% from the opening 2023/24 hourly base rate out of £4.83 per hour. The DfE have also stated their intention that in futures years they wish to move to a statutory minimum passport rate of 97% but will assess this position with the roll out of the new EY funding streams.

- 6.2.4 Southend has continued with a **mandatory deprivation supplement** attached to those eligible for EYPP. This has proved a successful and streamlined method of targeting by ensuring this additional funding reaches the respective EY providers as quickly as possible for those eligible children. Given the 2023/24 EY supplementary grant was purely applied to the base rate of providers, it is proposed to increase the deprivation supplementary hourly rate by the fully applied 11.6% funding uplift and therefore raising the deprivation supplementary hourly rate from 44p per hour in 2023/24 to now 49p per hour in 2024/25.
- 6.2.5 It also proposed that the key requirement of a Special Educational Needs Inclusion fund (**SENIF**) for EY providers of 3&4 year olds, and a requirement which will now be utilized further for each of the EY funding streams individually. It is again proposed to apply the full 11.6% funding uplift to this fund in 2024/25. It must also remain noted the 3&4 year old SENIF is topped by an additional £100,000 per annum from Southend's High Need block, so the amount of funds attributable directly from the Early years block remains relatively small at circa £34,000 per annum which is an equivalent deducted circa 2p per hour of the hourly rate funded in.
- 6.2.6 Therefore, after the considerations of 6.2.2 through to 6.2.5 covering the plans for the EY provider base rate, deprivation supplementary rate and SENIF the opening EY 3&4 year old funding now provides a remaining total sum of £232,000 in 2024/25 (an increase of £135,000) from 2023/24 contributing to **EY centrally retained balances** (again further details of which are provided in section 7).
- 6.2.7 In terms of the overall opening 2024/25 funding for the 3&4 year old universal entitlement funding and to conclude. This is **total DSG funding in of £7.719M**, proposing to be distributed out at £7.317M for the EY providers base rate, £136,000 for EY provider deprivation supplementary funding, £34,000 for EY providers SENIF (note in addition to the £100,000 from the High Needs block) and £232,000 to support EY centrally retained balances.

6.3 **3&4 year old extended for eligible working parents**

- 6.3.1 For 2024/25 there are no changes to the 2023/24 approach where by Councils must fund the additional 15 hrs per week for eligible working parents on the same hourly rate basis as the 3&4 year old universal. Therefore the hourly rates in and proposed rates out for 2024/25 and % uplift changes from 2023/24 are exactly the same to the 3&4 year old universal offer. The DfE has also funded the opening expected take up of eligibility at 826 **PTE***.

PTE* as DfE defined, assume all children access the full entitlement of 15hrs per week support over 38 weeks in the year.

- 6.3.2 Therefore to conclude in terms of the overall opening 2024/25 funding for the 3&4 year old extended entitlement funding. This is **total funding in of £2.632M**, planned to be distributed out at £2.495M for the EY providers base rate, £46,000 for EY provider deprivation supplementary funding, £12,000 for EY providers SENIF and £79,000 to support EY centrally retained balances.

6.4 2 year old – eligible disadvantaged

6.4.1 For 2024/25 the DfE have confirmed an hourly rate in of £7.99 per hour for an expected opening estimated take up of 368 Part Time Equivalent (PTE*). The hourly rate in is an increase of 5.4% or 41p per hour from the latest 2023/24 rate in*, and a 36.7% or £2.27 per hour increase from the opening hourly rate in of 2023/24 if excluding the implementation of the September 2024 EY supplementary grant.

PTE* as DfE defined, assume all children access the full entitlement of 15hrs per week support over 38 weeks in the year.

Latest 2023/24 rate in* includes both the 2023/24 DSG hourly rate in and the DfE EY supplementary grant implemented from Sept 2023, which has now been rolled into the DSG from 2024/25 so therefore the increase % shown is the new DSG funding in addition to this grant.

6.4.2 The DfE highlight that most councils already implement a much higher passport rate than the 95% minimum statutory requirement, and Southend has also always followed this approach recognising the EY provider required increased child care staffing ratios for 2 year olds and key importance of child care availability for disadvantaged 2 years old to support their development, holding a passport rate of 99.3% in 2023/24.

6.4.3 As a collective total, it is not proposed to change this passport rate for 2024/25 so that has been set to maintain at 99.3%, but it is now proposed to include in 2024/25 a specific **SENIF** fund allocation within the 2 year old funding stream. It is not a statutory requirement to hold a dedicated SENIF fund for 2 years old, or the new further 9mth to 2 year old offer but it is now considered good practice and encouraged to do so, and Southend supports this approach to ensure very young children and from birth that have an identified lower level or emerging SEN are supported as quickly as possible. For 2024/25, this will be a relatively small fund at £23,000 per annum but is proposed to be set on the same % basis of 1.4% of total available funds as is set within the 3&4 year old offer (when including the £100,000 top up from High Needs). We would expect over time, the appropriate size of all SENIF fund allocations will be re-determined as the supporting reach of this fund is established.

6.4.4 In consideration of sections 6.4.2 and 6.4.3 in terms of the EY provider **base rate** itself for disadvantaged 2 year olds from 2024/25 this is now proposed to be set at £7.82 per hour, an increase of 3.8% per hour from the latest 2023/24 EY rate (including the EY 2023/24 supplementary grant implemented from September 2024) or a 37.7% increase excluding the supplementary grant. The EY **centrally retained balance** will also be £12,000 per annum given the continued 99.3% passport rate (a small increase of £3,000 from 2023/24).

6.4.5 Therefore, to concludes in terms of the overall opening 2024/25 funding for the 2 year old eligible disadvantage entitlement funding. This is **total funding in of £1.677M**, planned to be distributed out at £1.642M for the EY providers base rate, £23,000 for EY providers SENIF and £12,000 to support EY centrally retained balances.

6.5 **2 year old – eligible working parents (new for 2024/25)**

6.5.1 For 2024/25 the DfE have confirmed an hourly rate in of £7.99 per hour for an expected opening estimated take up of 504 Part Time Equivalent (PTE*), and is the same funding rate in as the disadvantaged 2 year olds.

PTE* as DfE defined, assume all children access the full entitlement of 15hrs per week support over 38 weeks in the year.

6.5.2 In view that this is a completely new requirement for Councils and in turn requiring additional EY Centrally retained support to monitor, assist and advise EY Providers. It is proposed to implement this fund at the statutory minimum requirement of a 95% passport rate which in turns allows the maximum sum available to resource EY Centrally retained services (as further referenced in Section 7). It also in terms of good practise advised that within the passport rate a further dedicated sum of funds are set aside to support SENIF. Which is set at the same rate as the other EY funding streams allocating 1.4% of funds to contribute to SENIF.

6.5.3 It is also a conditional requirement that the disadvantaged 2 year old EY provider rate (excluding SENIF) is **at least** equivalent to this new 2 year old eligible working parent offer.

6.5.4 Therefore in consideration of sections 6.5.2 and 6.5.3 in terms of the EY provider **base rate** itself for 2024/25 is proposed to be set at £7.48 per hour, with a separate SENIF EY Provider inclusion fund allocation of £32,000 per annum.

6.5.5 And to conclude in terms of the overall opening 2024/25 funding for the 2 year old eligible working parent entitlement funding. This is **total funding in of £2.298M**, planned to be distributed out at £2.151M for the EY providers base rates, £32,000 for EY providers SENIF and £115,000 to support EY centrally retained balances.

6.6 **9mth to 2 year old – eligible working parents (new for 2024/25 from Sept 2024)**

6.6.1 For 2024/25 the DfE have confirmed an hourly rate in of £10.89 per hour for an expected opening estimated take up of 256 Part Time Equivalent (PTE*)

PTE* as DfE defined, assume all children access the full entitlement of 15hrs per week support over 38 weeks in the year.

6.6.2 Again, in view that this is a completely new requirement for Councils and in turn requiring additional EY Centrally retained support to monitor, assist and advise EY Providers. It is again proposed to implement this fund at the statutory minimum requirement of a 95% passport rate which in turns allows the maximum sum available to further resource EY Centrally retained services (as further referenced in Section 7). Again, it also in terms of good practise advised that within the passport rate a further dedicated sum of funds are set aside to support SENIF in this now very young co-hort of children, which is set at the same rate as the other EY funding streams allocating 1.4% of funds to

contribute to SENIF. Again, to remain minded we would expect over time, the appropriate size of all SENIF fund allocations will be re-determined as the supporting reach of this fund is established.

- 6.6.3 Therefore in consideration of sections 6.6.2 the EY provider **base rate** itself for 2024/25 is proposed to be set at £10.20 per hour, with a separate SENIF EY Provider inclusion fund allocation of £22,000 per annum.
- 6.6.4 And to conclude in terms of the overall opening 2024/25 funding for the 9month to 2 year old eligible working parent entitlement funding. This is **total funding in of £1.587M**, planned to be distributed out at £1.485M for the EY providers base rates, £22,000 for EY providers SENIF and £79,000 to further support EY centrally retained balances.

6.7 Contingency Funding

- 6.7.1 It must also be noted as referenced under section 5.1.1 the DSG conditions of the grant allows councils to able to set aside some funding within any of the EY funding streams for Contingency and that funding would also count within the 95% passport rate, even if it was not utilized or needed. The principal of this contingency funding is therefore to enable and support DSG balances should there be fluctuations in funding where more funding was passed out (based on appropriate head count payment data) than received in which as repeated in the main DSG Education Board papers is based on the annual January EY census's.
- 6.7.2 Given our local historic and effective management of DSG EY balances to date and the fact that Southend Council hold as reported through the main DSG Education update papers an Early Years DSG reserve balance. It is welcome to confirm it is not proposed for 2024/25 to create a contingency fund which inturn would naturally reduce rates available to passport through to providers as presented in this paper and/or reduce centrally retained EY balances.
- 6.7.3 This approach of course has some risk particularly as the new funding streams come online, so the EY DSG balances will continue to be monitored through the main DSG budget and forecasts papers through business as usual and therefore should any adverse forecasts presents themselves then this current position on contingency funding for future years will need to be reviewed.

6.8 Early Years Pupil Premium (EYPP)

- 6.8.1 EYPP is purely for noting as any child falling eligible the full funding rate will and must be passported on.
- 6.8.2 For 2024/25, EYPP eligibility has now been expanded to include not only any eligible children receiving the universal 3&4 year entitlement offer (which is the current conditions in 2023/24), but also now in 2024/25 any eligible child receiving either of the 2 year old entitlement offers and the 9 month to 2year old offer from September 2024.
- 6.8.3 In 2024/25 the EYPP rate is set at 68p per hour. Collective PTE* take up is planned at 897. The 2024/25 rate is a 3% increase from the 2023/24 rate

including the 2023/24 EYPP EY supplementary grant and returns an opening expected collective fund of £348,000.

PTE* as DfE defined, assume all children access the full entitlement of 15hrs per week support over 38 weeks in the year.

6.9 Disability Access Fund (DAF)

- 6.9.1 DAF is also purely for noting, whereby any child falling eligible the full funding rate will and must be passported on.
- 6.9.2 For 2024/25, DAF eligibility has also now been expanded to include not only any eligible children receiving the universal 3&4 year entitlement offer (which is the current conditions in 2023/24), but also now in 2024/25 any eligible child receiving either of the 2 year old entitlement offers and the 9 month to 2year old offer from September 2024.
- 6.9.3 In 2024/25 the DAF rate is set at £910 per annum. Expected total take up is planned at 163 children. The 2024/25 rate is a circa 6% increase from the 2023/24 rate including the 2023/24 DAF EY supplementary grant and returns an opening expected collective fund of £148,000.

7 Requirement of the Centrally retained balances

- 7.1 Local Authorities (LA's) have a number of key duties in relating to the provision of Early years child care in their area, and these include so far as reasonably practicable to secure sufficient childcare in their area for working parents, and those eligible to receive from the other benefit entitlement offers. LAs also have a duty to provide information, advice and assistance to parents and prospective parents and provide information, advice and training to child care providers. The LA should also ensure there is sufficient childcare available to meet the needs of children with special education needs and disabilities.
- 7.2 With the introduction of the new entitlement offers, this is obviously seeking to drive a significant expansion of accessible child care from now the age of 9 months for eligible working parents up to when the child starts school that the Council also now has a direct statutory duty to oversee. In turn, this of course will require far more provision of available, accessible and good quality child care in local area's.
- 7.3 There is no new ongoing direct funding for the Councils to oversee and support these expanded early years entitlements aside from the Early Years funding that is made available through the Dedicated Schools Grant. The Council therefore has to make an appropriate assessment of the funding that is available for it to now cover both existing and these now expanded duties and to sustain that support going forward. It also has to be recognised that this is also new provision and EY teams are likely to change and adapt as this now widened service provision beds down over the years to come.
- 7.4 The introduction of these new entitlement offers has unfortunately also fallen at the same time Councils are facing significant financial pressures themselves. Where demands on key statutory services for the most vulnerable have continued to increase with unavoidable cost pressures and whereby the

Councils own income is not able to keep pace with these cost pressures. Therefore unfortunately Council savings have had to be found and delivered in many areas across the Council and this is as demonstrated through its own Council and Cabinet budget papers for 2024/25.

- 7.5 Based on the recommendations of **section 6**, EY centrally retained balances will now rise as total from £138,000 in 2023/24 or equivalent 1.3% of the latest 2023/24 total EY funding of £10.8M, to £517,000 in 2024/25 or equivalent 3.2% of the latest 2024/25 total EY funding of £16.4M, and therefore an additional total of £379,000 in 2024/25 or equivalent 1.9% of funding of the total latest 2024/25 EY funding.
- 7.6 To remind, the current £138,000 centrally retained funds both EY provider training (through third parties) and a dedicated EY Finance and liaison officer. There has also been a crucial Operation and Intelligence data post agreed to be funded by DSG EY reserve balance for the last three financial years to manage the EY funding system which providers access and from which is the core basis for receiving their funding on a monthly basis.
- 7.7 The additional £379,000 of EY Central retained funding in 2024/25 will in summary be used to sustain, expand and increase the quality of the EY central service. Whilst the required numbers of these roles will take further shape and recruited in 2024/25 (within affordability of this allocation) the key areas of this investment will be used to:
- 7.7.1 Fund “Entitlement and Sufficiency officers”. There is a need to expand and enhance the identification and sufficiency across all providers and support with sustainability issues. This is to ensure the required numbers of settings remaining open, or support to open new provision, to meet the increased demand.
- 7.7.2 Fund an “Early Years teacher”. There is no qualified teacher in the current team and this is a gap. Supporting and challenging providers to improve the outcomes for all children, particularly the disadvantaged is crucial. This will lead to improvements for children when transitioning into to school and school readiness, including leading to better outcomes across the 17 Early Learning Goals for children at the end of their reception year.
- 7.7.3 Fund “Child Care improvement officer’s”. The Council must ensure quality, through training, support, challenge including network meetings and manager meetings. It is imperative to raise the quality of the environment for teaching, learning and assessment, and to ensure all providers are Ofsted ready. There are gaps for quality first teaching and training to ensure the achievement and attainment of all children is improved to meet and surpass national levels.
- 7.7.4 To make permanent the “Operation and Intelligence data post”, so the EY data and funding system continues to be well maintained, developed and interrogated. (further consideration will be needed as to whether this post is expanded)
- 7.7.5 Other functions of the EY team that again will need to be expanded, to include supporting EY providers with the promotion and recruitment of child care providers. For example, advertising, linking in with career fayres, and guiding those who wish to explore or start a career in childcare. The team must also support and advise EY Providers in relation to all aspects of the EY funding streams and therefore business planning with EY Providers. This work also

includes administration of recording keeping for DAF and SENIF allocations and payments.

- 7.8 Some of the roles above have been funded via 3rd party service level agreements. For 2024/25, all EY centrally roles will be directly employed and managed by the EY Head of Service. This will allow greater direct supervision, steer and shaping for further development of these roles over time.
- 7.9 Whilst the introduction of these government legislative changes places more requirements on Councils it does provide an opportunity locally to re-shape and balance existing resources for EY Centrally retained services. As referenced for reasons highlighted in 6.2.2 historically the Council has held a very high passport rate on 3&4 year old funding and therefore kept EY DSG Centrally retained balances to a very low proportion of total DSG EY funding.
- 7.10 However, the historic knock on effect of this has been to place further strain on the Council's own resources to directly fund EY Centrally retained support functions. The proportion of total EY Centrally retained funding in 2023/24 has been funded at ratio of 73% council general fund resources compared to 27% EY DSG centrally retained resources. This is out of quilter with other local authorities and schools forums who have historically funded far greater proportions of EY Centrally retained service through the EY DSG balances.
- 7.11 Therefore within the now £379,000 additional EY DSG balances for 2024/25, it is proposed that £100,000 of this funding will be re-based in 2024/25 and moved from the EY DSG centrally balances to the Councils own general fund balance and therefore enabling the Council to save £100,000. This still leaves £279,000 of additional funding to fund the roles as illustrated in section 7.7. The £100,000 saving will of course play a small part contributing to the Councils own significant financial challenges. However, what is actually the more critical issue by generating this saving, is that the existing financial resources in totality that support EY Centrally retained services are now protected from any reductions.
- 7.12 Therefore excluding the new DSG funding available, which will for all Councils see a far higher proportion of EY Centrally retained services funded through DSG, would rebase the existing 2023/24 funding rolling into 2024/25 to a ratio split of 54% council general fund to 46% DSG. It could still be challenged this is not far enough, but it is a considerate and proportionate re-basing in view of the wider and expanded funded provision for Early Years moving forward. The revised total proportional split for 2024/25 EY Centrally funding will move to a ratio of 35% General Fund to 65% DSG EY Centrally retained. Again, other Councils will still have greater proportions of funding falling to DSG EY centrally retained but this is a balanced position for considerations as laid out in this paper. There is also risk that if take up does not reach the expected DfE levels then this reduces funding not only in terms of what is paid out and comes in, but also therefore to support EY DSG Centrally retained services as this is always a proportion not a fixed sum of the total funding incoming.

8 Other options (and why not)

- 8.1 The recommended 2024/25 option is of course as laid out in this paper (within sections 6 and 7) with a balanced consideration towards the required and increased EY Centrally retained services to both safeguard existing EY Centrally retained services as a total, expand and further upskill this crucial provision. All EY providers will also receive uplifts on their current base rates (and over 9.5% when excluding the EY supplementary grant for 3&4 year olds that was introduced from September 2024), as well as now incorporating SENIF funds across all EY eligibility streams.
- 8.2 There are a number of multiple and other optional combinations that could be considered as the conditions of grant are separately applicable for each of EY funding entitlement streams. However, whilst none of these options are recommended, to give an example of two other potential options and why they are discounted is as follows:
- 8.2.1 **Example Alternative option 1:** Move all EY funding streams to a 95% passport rate (so including 3&4 year old funding and 2 year old disadvantaged entitlement funding). Whilst this option would generate a further annual £275,000 for EY Central Retained Services to the recommended option, it would only provide a 1.0% uplift in the EY Provider base funding rates (not the proposed 3.1%) for 3&4 year olds and a (0.7%) reduction (not the proposed 3.8%) for 2 year old disadvantaged funding on top of the EY supplementary grant introduced in September 2023. Neither of which are considered practical or feasible for EY providers to support sufficiency.
- 8.2.2 **Example Alternative option 2:** Move all EY funding streams to a 98% passport rate. This option would provide EY Provider base funding rates uplifts of 4.1% (not the proposed 3.1%) for 3&4 year olds, 2.4% for disadvantaged 2 year olds (not the proposed 3.8% so a reduction) on top of the EY supplementary grant introduced in September 2023, a 3.3% increase on the new eligible 2 year old working parents entitlement offer (from the proposed), and a 3.2% increase on the new eligible 9 month to 2 year old working parents offer (from the proposed). And EY Centrally retained balances would reduce by (£190,000) per annum from the current recommended option. This is not deemed practical or feasible for disadvantage 2 year old funding and would require reductions in the EY centrally retained services impacting on both capacity and quality of central support.

9 Conclusion

- 9.1 This paper and recommended proposals presents a balanced budget for 2024/25 Early Years (EY) Funding, incorporating the new entitlement offers and strengthening the EY centrally retained support. Early Years Funding will be under going a significant expansion in 2024/25 and therefore actual take up, quality support and promotion will need close monitoring and assessment.

Appendices

Appendix 1 – Early Years Funding rates 2024/25



Capital Investment Strategy

2024/25 – 2028/29

February 2024



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Annexes:

Annex 1 – Capital Investment Policy

SOUTHEND-ON-SEA CITY COUNCIL

CAPITAL INVESTMENT STRATEGY

1 Purpose

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

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

2 Scope

This Capital Investment Strategy includes all capital expenditure and capital investment decisions, not only as an individual local authority but also those entered into under group arrangements. It sets out the long-term context in which capital expenditure, borrowing and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes.

3 Capital Expenditure

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

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

4 Capital vs. Treasury Management Investments

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

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

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

5 Links to other corporate strategies and plans

To support the Council's desired outcomes a number of key strategies have been agreed, for example the Corporate Plan (2023 to 2027), Local Transport Plan and the Housing, Homelessness and Rough Sleeping Strategy. To support the delivery of these key strategies a number of other interrelated strategies and plans are in place, such as the Sustainability Strategy, Medium Term Financial Strategy, Capital Investment Strategy, Corporate Asset Management Strategy (and related asset management plans), Treasury Management Strategy and Annual Treasury Management Investment Strategy.

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

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

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

6 Resources available to finance capital

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

6.1 External Funding

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

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

6.2 Capital Receipts

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

6.3 Revenue Funding

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

The Chief Finance Officer will take an overview and decide the most appropriate way of using such revenue resources, taking into account the impact of other cash flows, the strategy regarding the levels of general and earmarked reserves and the Council's financial resilience.

6.4 Prudential/Unsupported Borrowing

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

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

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

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

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

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

7 Prioritisation of capital investment

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

Not all the capital investment programme is deliverable directly by the Council and so the programme is split so that the schemes to be delivered by subsidiaries and partners are separately identified.

Capital investment must be focussed on priorities and priority projects must have viable delivery plans. An on-going review will be undertaken to re-assess and re-prioritise the capital investment programme. The following will be considered when reviewing projects:

- For schemes financed by borrowing: whether the scheme generates an income stream which at least covers the borrowing costs and any running/maintenance costs, or whether future capital receipts are expected to enable the borrowing to be repaid.
- Whether there are the staff resources available to deliver the project or any supply chain issues.
- Whether the main contract has been awarded.
- Whether the project spend is committed.
- Whether deleting or postponing the project would give rise to a significant health and safety or maintenance issue.
- Any feasibility study costs that would be transferred to revenue if the scheme does not go ahead.
- Whether the project is still relevant in the context of the current economic climate.
- For schemes financed by grants and third-party contributions: the grant conditions and any match funding.

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

Achievement of the Council's strategic outcomes within its corporate priorities:

- Sustainable homes which meet local needs.
- Support economic regeneration and business development.
- Supporting growth in key sectors.
- City centre vitality.
- Enhance the tourism, cultural and leisure offer.
- Streets and public spaces.
- Transport and accessibility.
- Climate change projects.
- Improve community safety
- Addressing coastal flood and erosion risk.
- Schools and skills.
- Health and active lifestyles.
- Social care.
- Smart use of technology.
- Financial Sustainability.

Enabling works:

- Maintenance of the essential infrastructure of the organisation.
- Essential Health and Safety works.

- Rolling programmes essential to the day to day operation of the Council.
- Service redesign and transformation – investment in technology.

Political priorities:

- Special Educational Needs and Disability
- Environment
- Arts, Culture, Heritage and Leisure
- Children’s Services, Education and Learning
- Community Safety and Public Protection
- Economic Growth and Investment
- Highways, Transport and Parking.
- Housing and Planning
- Public Health, Adult Social Care and Constitutional Affairs
- Regulatory Services

8 Building a pipeline of projects

8.1 Identifying the need for Capital Expenditure/Investment

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

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

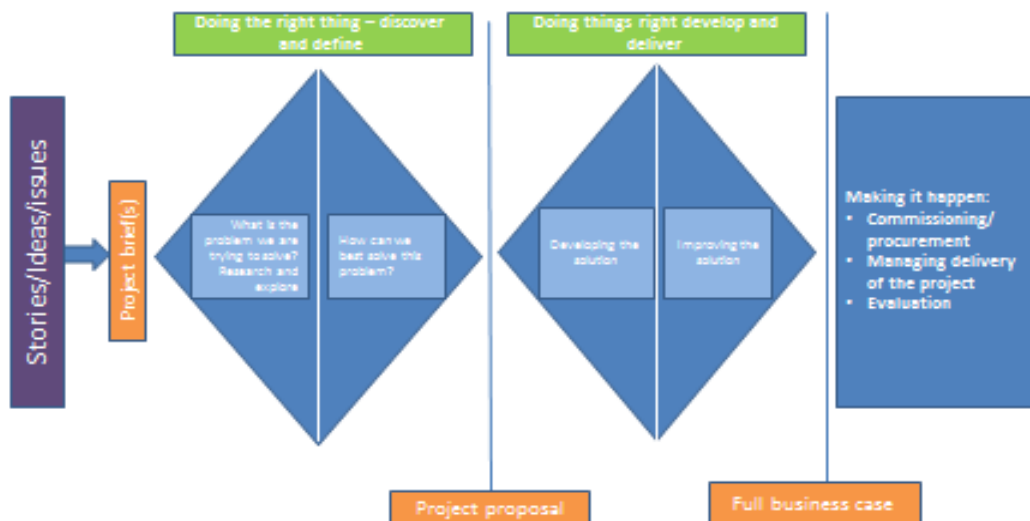
8.2 The Project Approval Process

Within the Council an agile approach to project management is promoted. As such we are happy that we apply different methodologies to make our projects work. Whatever

approach is taken all projects should follow a standard project development and approval process which embeds the principles of the Commissioning Framework.

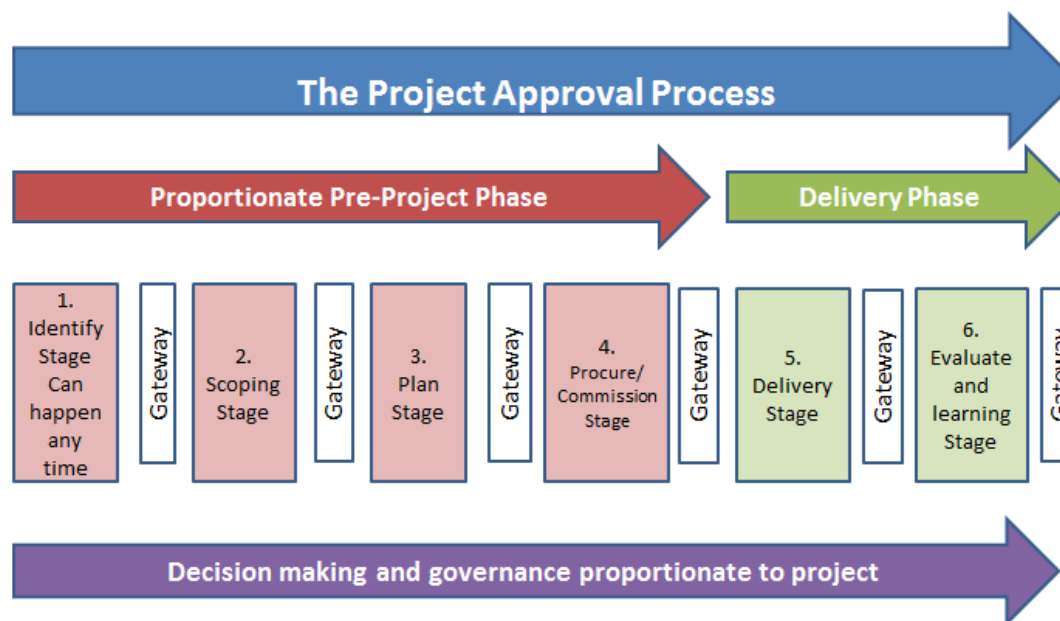
Our design and approval process is based on the Double Diamond design model developed by the British Design Council. The process is divided into four phases: Discover, Define, Develop and Deliver. The main feature of the Double Diamond is the emphasis on “divergent” and “convergent thinking”, where first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

Project development and approval process



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

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



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

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

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

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

8.3 Proportionality

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

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

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

8.4 Developing the business case

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

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

For the financial case due consideration should be given to:

Prudence:

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

Affordability:

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

- Whether schemes are profiled to the appropriate financial year.

Sustainability:

- Recognition of the objectives of the Sustainability Strategy.
- A long-term view of capital expenditure plans, where long term is defined by the financing strategy of and risks faced with reference to the life of the project/assets.
- Provision for the repayment of debt over the life of the underlying debt as set out in the Minimum Revenue Provision policy.
- An overview of asset management planning including maintenance requirements and planned disposals.

Proportionality:

- The risks associated with investments for service and regeneration purposes are proportionate to the Council's financial capacity.

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

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

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

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

8.5 Risk Management

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

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

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

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

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

Risk appetite:

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

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

9 Governance processes

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

Before any project can enter the procurement or delivery phase approval must be obtained from full Council to include it in the capital investment programme. This can be achieved by taking proposals through the Cabinet and Scrutiny process, either as part of

the annual budget round or throughout the year so that schemes enter the programme at the required time.

9.1 Approval via the annual budget round

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

The Chief Finance Officer will consider the proportionality of the proposals as a whole in respect of overall resources and longer-term sustainability and risk. The Chief Finance Officer will also take an overall view on the prudence, affordability and sustainability of the overall borrowing level if all proposals are accepted.

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

9.2 Approval throughout the year

New schemes can be added throughout the year as appropriate, for urgent or service critical schemes or when gateway stages are successfully completed. Project proposals are submitted to the Investment Board, which is part of the Governance Architecture refined in accordance with driving Simple and Effective Governance. Investment Board takes a strategic view of capital investment in line with the Corporate Plan priorities and acts as the advisory body to the Corporate Leadership Team and Cabinet for all capital investment projects.

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

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

- make recommendations to Cabinet for approval of the project or feasibility study in line with financial regulations.

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

10 Monitoring the progress of delivery

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

10.1 Investment Board

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

10.2 Capital Programme Delivery Board

The Board will oversee and guide the delivery of the capital investment programme to ensure it is being managed in line with corporate requirements (in terms of time, cost, quality, scope, risks/issues and benefits/outcomes), in compliance with corporate policies and procedures and within the terms of any relevant grant funding agreements. The Board will seek to:

- Agree a pipeline of investment propositions and co-ordinate the preparation of business cases and appropriate bid documents for consideration by Investment Board.
- Manage resources (operational) to deliver the capital investment programme in an efficient and effective manner.
- Manage key programme risks and scope changes.
- Ensure that the conditions exist for the desired benefits and outcomes to be realised.
- Promote a successful approach to capital project development and management across the Council.

The Board will meet on a monthly basis but will also meet on an ad hoc or extraordinary basis to respond to significant change requests or to resolve issues and risks that have been escalated. Board members will receive monthly highlight reports to ensure they are aware of the status of projects throughout the lifecycle of the programme.

10.3 Capital Challenge meetings

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

- Any projects are not aligned to the delivery of the Corporate Plan priorities and can be removed from the programme.
- There are any opportunities for disinvestment.
- Any project budgets need to be re-profiled to better align them to the predicted spend across the years of the programme.
- The projects in each financial year are deliverable given their number, scope, size and complexity.
- Any projects currently funded by borrowing that can be alternatively financed.
- Projects funded by borrowing are still affordable.
- Any projects in the main programme need to be moved to the Subject to Viable Business Case section.
- The actual physical progress of each scheme (e.g. out to tender, site assembly, on site, etc.) and whether the current year's budget will be spent.
- The desired benefits and outcomes are still realistically achievable within the budget available.

10.4 Capital budget performance reports

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

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

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

11 Multi-Year Schemes

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

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

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

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

12 Other Considerations

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

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

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

February 2024

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SOUTHEND-ON-SEA CITY COUNCIL

CAPITAL INVESTMENT POLICY

1 Scope of this policy

- 1.1 This investment policy covers capital investments, including:
- investment for service purposes which are taken or held primarily and directly for the delivery of public services (including housing, regeneration and local infrastructure) or in support of joint working with others to deliver such services.
 - investments for commercial purposes which are taken or held primarily for financial return and are not linked to treasury management activity or directly part of delivering services.
- 1.2 Investments for Treasury Management purposes are covered by the Annual Treasury Management Investment Strategy, which forms part of the Treasury Management Strategy.

2 Investment Objectives

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

3 Capital investments

- 3.1 Capital investment will only be undertaken if it contributes to the delivery of the Corporate Plan and strategic delivery plans, desired outcomes and priorities.
- 3.2 Before capital investments can be entered into, they must be included as part of the approved capital investment programme, by either having a specific budget or via a pooled budget (e.g. strategic and regeneration acquisitions).

- 3.3 The Council's risk appetite and approach to risk management for capital projects is set out in the risk management section of the Capital Investment Strategy.
- 3.4 The Chief Finance Officer will ensure that the Council has the appropriate legal powers to undertake such investments. Annex A sets out each type of investment, the primary purpose and the legal powers to be used.
- 3.5 The Chief Finance Officer will ensure the proportionality of all investments so that the Council does not undertake a level of investing which exposes it to an excessive level of risk compared to its financial resources.

4 Service investments

- 4.1 These will be investments taken or held primarily and directly for the delivery of public services (including housing, regeneration and local infrastructure) or in support of joint working with others to deliver such services.
- 4.2 Service investments may or may not involve financial returns. However, obtaining those returns will not be the primary purpose of the investment.
- 4.3 It may be appropriate to borrow to finance service investments.

5 Regeneration and transformation projects

- 5.1 These will be investments entered into as part the Council's wider strategy, for example regeneration, transformation, economic recovery, development and growth. These may include investments arising as part of a business structure, such as shares and loans in subsidiaries or other outsourcing structures such as IT providers or building services providers.
- 5.2 These may be investments that include an aim of making a financial surplus for the Council, but this will not be the primary purpose of the investment.
- 5.3 Investment may include property purchases for strategic and regeneration purposes. These would not be primarily for yield but would be part of the wider strategic, regeneration, transformation or recovery aims of the Council.

6 Commercial investments

- 6.1 These are investments taken or held primarily for financial return and are not linked to treasury management activity or directly part of delivering services. This includes non-financial assets such as commercial property. These are any property which is bought and held primarily for financial return.

- 6.2 No new commercial investments will be entered into, where the primary purpose is to make a financial return.
- 6.3 Borrowing will not be undertaken to invest primarily for financial return.
- 6.4 The Council holds an existing portfolio of commercial land and property that were bought before HM Treasury's new lending rules came into force. The Council is permitted to invest in maximising its value, including repair, renewal and updating of the properties. These assets are held as Investment Properties on the Council's balance sheet.
- 6.5 The Council's Commercial Property Investment Strategy (including the purpose of the Investment Portfolio) is set out in the Corporate Asset Management Strategy.
- 6.6 The Chief Finance Officer will assess the extent to which the Council's balanced budget and Council Tax setting is dependent on returns from commercial investments.

7 Loans

- 7.1 These may be loans to local enterprises, local charities or third sector bodies, wholly owned companies and joint ventures. They may not all be seen as prudent if adopting a narrow definition of prioritising security and liquidity but would be entered into as part the Council's wider strategy, for example economic development and growth.
- 7.2 Such loans will only be entered into if the Chief Finance Officer is satisfied that the financial exposure to these types of loans is proportionate and that the expected credit losses have been appropriately assessed in accordance with International Financial Reporting Standard (IFRS) 9 Financial Instruments.
- 7.3 Any overdue payments would be recovered using the credit control arrangements set out in the Council's Debt Management Strategy.
- 7.4 The total level of loans will be formally agreed as part of the process for inclusion in the capital investment programme.

8 Financing of Capital Investments

- 8.1 As capital investments that exclude Commercial Investment, the above will be financed by any of the sources in the funding strategy section of the Capital Investment Strategy.
- 8.2 Although not the primary purpose, where capital investment, property purchases and loans do generate an income stream the Chief Finance Officer may choose to finance these capital investments by borrowing. Where this is the case the Chief Finance Officer will set out the rationale for doing so and how the risks of the investment are to be managed (e.g.

risk of not achieving the desired returns or the risk of the borrowing costs increasing) and that all the appropriate due diligence has been undertaken.

9 Due Diligence

9.1 For all capital investments, the appropriate level of due diligence will be undertaken with the extent and depth reflecting the level of additional risk being considered.

9.2 Due diligence process and procedures may include:

- effective scrutiny of proposed investments by the relevant committee.
- identification of the risk to both the capital sums invested and the returns.
- understanding the extent and nature of any external underwriting of those risks.
- the potential impact on the financial sustainability of the Council if those risks come to fruition.
- identification of the assets being held for security against debt and any prior charges on those assets.
- where necessary independent and expert advice will be sought.

9.3 The Chief Finance Officer will ensure that Members are adequately informed and understand the risk exposures being taken on.

10 Governance and Scrutiny of Capital Investments

10.1 The approach to capital investment is set out in the Corporate Asset Management Strategy and includes Members and Chief Officers at key stages.

10.2 Significant or strategic capital investments will be overseen by the Chief Finance Officer, relevant officers of the Corporate Leadership Team (CLT) and the appropriate Governance boards and managed by project boards and teams appropriate to the scale of the investment.

10.3 The Investment Board and/or the Chief Finance Officer (and CLT where appropriate) will agree which projects should proceed to Cabinet for decisions and scrutiny and on to full Council for approval as part of the capital investment programme.

10.4 For strategic and regeneration property purchases an overall unspecified budget will be put forward for approval as part of the capital investment programme and individual acquisitions can then be acquired within that budget envelope. Decisions will need to be made, which will be

commercially confidential and often made quickly and efficiently but only after undertaking the necessary due diligence of the appropriate extent and depth. Therefore, these decisions will need to be directed by the Chief Finance Officer who will follow the most appropriate governance route to expedite any acquisition and in line with the constitution and/or any necessary delegation. These decisions will be included as part of the next scheduled capital reporting to Cabinet and also part of any necessary reporting requirement to Cabinet (e.g. SO46, etc).

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

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

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

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

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

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

ADDITIONAL CAPITAL INVESTMENT PROPOSALS AND SCHEMES SUBJECT TO VIABLE BUSINESS CASES IDENTIFIED AS A PRIORITY: 2024/25 to 2028/29

1. Summary

Corporate Plan Priority	Proposed additional investment (£000)	Proposed additional investment subject to viable business cases (£000)
A safe city with a good quality of life for all	0	40,425
A growing city with a strong and prosperous community	0	0
A clean city with a resilient environment	0	3,400
A transforming council delivering efficient, cost-effective services	6,585	3,755
Total	6,585	47,580
<i>General Fund:</i>	6,585	42,105
<i>Housing Revenue Account (HRA)</i>	0	5,475

Proposed additional investment – main programme	<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>2028/29</u> <u>(£'000)</u>	<u>5 Year Total</u> <u>(£'000)</u>
Proposed investment each year	1,960	1,175	1,150	1,150	1,150	6,585
Borrowing	1,175	1,175	1,150	1,150	1,150	5,800
GF Reserves	785					785

Proposed additional investment subject to viable business cases – Rolling programmes	<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>2028/29</u> <u>(£'000)</u>	<u>5 Year Total</u> <u>(£'000)</u>
Proposed investment each year	9,225	13,130	11,625	6,050	6,050	46,080
Proposed investment – profile across years yet to be determined						1,500
Financed by:						
Borrowing	6,900	10,805	9,300	6,050	6,050	39,105
						1,500
External Funding	500	500	500			1,500
HRA Capital Receipts	600	600	600			1,800
HRA Reserves	1,225	1,225	1,225			3,675

ADDITIONAL CAPITAL INVESTMENT PROPOSALS AND SCHEMES SUBJECT TO VIABLE BUSINESS CASES IDENTIFIED AS A PRIORITY: 2024/25 to 2028/29

2. Proposed Additional Investment into the main Capital Investment Programme

Priority		Total (£)	Proposed Initiatives
A transforming council delivering efficient, cost- effective services	C1	785,000 <i>Funded by: Reserves</i>	<p>Technology Modernisation Programme (24/25 - £785,000)</p> <p>This is the 24/25 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). The additional work has been broken down into projects, which, when delivered together, will achieve quantitative and qualitative benefits and mitigates risk.</p> <p>Part of the project is to provide regular device refreshes, to ensure the estate does not go beyond the end of its supported life and result in security risks and to enable officers and members to carry on working remotely.</p> <p>The Technology Modernisation Programme is fundamental to enabling transformation. The forecast costs over the remaining years from 24/25 to 25/26 of £7,050,000 is estimated to be £4,940,000 of capital investment and £2,110,000 of revenue investment.</p> <p>£2,220,000 of this capital investment has already been included in the programme for 24/25 to 25/26 regarding software licences. A further £1,180,000 is being included as part of C2 below for 24/25 to 25/26 regarding software licences.</p> <p>This investment for 24/25 is being moved up from the ‘subject to viable business case’ section. Inclusion of the Smart Council project from 25/26 in the main programme is subject to approval of appropriate viable business cases.</p>
A transforming council delivering efficient, cost- effective services	C2	5,800,000 <i>Funded by: Corporate borrowing (alternative methods of funding will be considered if available)</i>	<p>Software Licencing (24/25 to 25/26 - £1,175,000 p.a, 26/27 to 28/29 - £1,150,000 p.a.)</p> <p>This scheme is to maintain the on-going software licences required to deliver corporate wide systems, without which the Council would not be entitled to use all proprietary applications.</p>
	Total	6,585,000	General Fund
		6,585,000	TOTAL ADDITIONAL CAPITAL INVESTMENT PROPOSALS – MAIN CAPITAL INVESTMENT PROGRAMME

ADDITIONAL CAPITAL INVESTMENT PROPOSALS AND SCHEMES SUBJECT TO VIABLE BUSINESS CASES IDENTIFIED AS A PRIORITY: 2024/25 to 2028/29

3. Schemes Subject to Viable Business Cases Identified as a Priority

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

Priority		Total (£)	Proposed Initiatives
A transforming council delivering efficient, cost-effective services	C3	755,000 <i>Funded by: Corporate borrowing</i>	<p>Technology Modernisation Programme (25/26 - £755,000)</p> <p>This is the 24/25 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). The additional work has been broken down into projects, which, when delivered together, will achieve quantitative and qualitative benefits and mitigates risk.</p> <p>Part of the project is to provide regular device refreshes, to ensure the estate does not go beyond the end of its supported life and result in security risks and to enable officers and members to carry on working remotely.</p> <p>The Technology Modernisation Programme is fundamental to enabling transformation. The forecast costs over the remaining years from 24/25 to 25/26 of £7,050,000 is estimated to be £4,940,000 of capital investment and £2,110,000 of revenue investment.</p> <p>£2,320,000 of this capital investment has already been included in the programme for 24/25 to 25/26 regarding software licences.</p> <p>This investment for 24/25 is being moved up from the ‘subject to viable business case’ section. Inclusion of the Smart Council project from 25/26 in the main programme is subject to approval of appropriate viable business cases.</p>
A safe city with a good quality of life for all	C4		<p>Palace Theatre (Dixon Studio) – RAAC</p> <p>Following the increased awareness of the risks of Reinforced Autoclaved Aerated Concrete (RAAC) raised regarding educational settings, further due diligence has been undertaken in relation to the wider Council operational portfolio. This has identified the presence or RAAC within the Dixon Studio at the Palace Theatre. The main auditorium, entrance lobby and other facilities are not affected but the Dixon Studio will be closed whilst further investigatory works are undertaken.</p>

ADDITIONAL CAPITAL INVESTMENT PROPOSALS AND SCHEMES SUBJECT TO VIABLE BUSINESS CASES IDENTIFIED AS A PRIORITY: 2024/25 to 2028/29

Priority		Total (£)	Proposed Initiatives
			<p>This investment is in addition to the budget of £40,000 already in the approved capital investment programme for 23/24. This amount was transferred from the Priority Works budget to facilitate some short-term mediation works until a longer-term solution can be undertaken.</p> <p>Inclusion in the main programme is subject to approval of a viable business case.</p>
A safe city with a good quality of life for all	C5	<p align="center">2,500,000</p> <p align="center"><i>Funded by: Corporate borrowing</i></p>	<p>Southend Pier – Condition Works (25/26 to 26/27 - £1,250,000 p.a.)</p> <p>This investment is to deliver the ongoing planned approach to addressing the condition works and bearing refurbishment identified within the condition survey. This proactive approach reduces the requirement for urgent and/or reactive condition works and ensures the integrity of this landmark structure that helps drive millions of visitors to Southend-on-Sea each year.</p> <p>This investment is in addition to the £2,087,000 budget already in the approved capital investment programme for the years 23/24 to 24/25.</p> <p>Inclusion in the main programme is subject to approval of a viable business case.</p>
A clean city with a resilient environment	C6	<p align="center">1,400,000</p> <p align="center"><i>Funded by: Corporate borrowing</i></p>	<p>Coastal Defence Refurbishment Programme (24/25 - £400,000, 25/26 to 26/27 - £500,000 p.a.)</p> <p>This investment is to deliver a planned approach for the essential refurbishment works to the city’s coastal defences. This proactive approach reduces the requirement for urgent and/or reactive condition works.</p> <p>This investment is in addition to the £23,000 budget already in the approved capital investment programme for 23/24.</p> <p>Inclusion in the main programme is subject to approval of a viable business case.</p>

ADDITIONAL CAPITAL INVESTMENT PROPOSALS AND SCHEMES SUBJECT TO VIABLE BUSINESS CASES IDENTIFIED AS A PRIORITY: 2024/25 to 2028/29

Priority		Total (£)	Proposed Initiatives
A safe city with a good quality of life for all	C7	1,500,000 <i>Funded by: External funding</i>	<p>Schools – Condition Works (24/25 to 26/27 - £500,000 p.a.- amount is indicative)</p> <p>This investment is for condition works at Children Centres and emergency works at schools. These are mainly larger, urgent projects to be agreed between the Council's property team and head teachers.</p> <p>This is funded from Government Grant (the amount is subject to final Government capital funding announcements).</p> <p>This investment is in addition to the budget of £699,000 already in the approved capital investment programme.</p> <p>Inclusion in the main programme is subject to confirmation of the funding from the Department for Education.</p>
A transforming council delivering efficient, cost-effective services	C8	1,500,000 <i>Funded by: Corporate borrowing</i>	<p>Property Refurbishment Programme (25/26 to 26/27 - £750,000 p.a.)</p> <p>This investment is to enable the Council's Property and Estate Management service to take a proactive approach to maintaining the buildings for which it is responsible. This will ensure investment is made in the fabric and services within building before they get to a stage that capital works become urgent or have a detrimental impact on service users' use of the building or leads to urgent repairs and maintenance works which are usually more costs long term.</p> <p>This investment is in addition to the budget of £741,000 already in the approved capital investment programme for the years 23/24 to 24/25.</p> <p>Inclusion in the main programme is subject to approval of a viable business case.</p>
A transforming council delivering efficient, cost-effective services	C9	1,500,000 <i>Funded by: Corporate borrowing</i>	<p>Fire Improvement Works (25/26 to 26/27 - £750,000 p.a.)</p> <p>This scheme is for the implementation of fire safety and associated compliance works across the Council's corporate property estate arising as a result of any changes to building regulations and/or other standards or updated fire risk assessments.</p> <p>This investment is in addition to the budget of £1,641,000 already in the approved capital investment programme for the years 23/24 to 24/25.</p> <p>Inclusion in the main programme is subject to approval of a viable business case.</p>

ADDITIONAL CAPITAL INVESTMENT PROPOSALS AND SCHEMES SUBJECT TO VIABLE BUSINESS CASES IDENTIFIED AS A PRIORITY: 2024/25 to 2028/29

Priority		Total (£)	Proposed Initiatives
A safe city with a good quality of life for all	C10	20,000,000 <i>Funded by: Corporate borrowing</i>	<p>Footways Improvements (24/25 to 28/29 - £4,000,000 p.a.)</p> <p>Improving local pavements is a priority for local people and for this council. This investment is to create better conditions for walking and improve public safety by reducing instances of trips and falls.</p> <p>The programme of works includes some of the highest priority pavements that need repair, across a range of wards and is part of more major investment across future years that will be needed to enable all the highest priority pavements to be brought up to standard across the city.</p> <p>Inclusion in the main programme is subject to approval of a viable business case.</p>
A safe city with a good quality of life for all	C11	7,500,000 <i>Funded by: Corporate borrowing</i>	<p>Carriageways Improvements (24/25 to 28/29 - £1,500,000 p.a.)</p> <p>Improving local roads is a priority for local people and for this council. This investment is to improve the highways infrastructure, reduce long term structural maintenance and improve public safety.</p> <p>The programme of works includes some of the highest priority roads that need repair, across a range of wards and is part of more major investment across future years that will be needed to enable all the highest priority roads to be brought up to standard across the city.</p> <p>Inclusion in the main programme is subject to approval of a viable business case.</p>
A safe city with a good quality of life for all	C12	2,500,000 <i>Funded by: Corporate borrowing</i>	<p>Carriageways Improvements - Potholes (24/25 to 28/29 - £500,000 p.a.)</p> <p>Improving local roads is a priority for local people and for this council. This investment, specifically for potholes, is to improve the highways infrastructure and improve public safety.</p> <p>The programme of works includes some of the highest priority roads that need repair, across a range of wards and is part of more major investment across future years that will be needed to enable all the highest priority roads to be brought up to standard across the city.</p> <p>Inclusion in the main programme is subject to approval of a viable business case.</p>

ADDITIONAL CAPITAL INVESTMENT PROPOSALS AND SCHEMES SUBJECT TO VIABLE BUSINESS CASES IDENTIFIED AS A PRIORITY: 2024/25 to 2028/29

Priority		Total (£)	Proposed Initiatives
A safe city with a good quality of life for all	C13	250,000 <i>Funded by: Corporate borrowing</i>	New Street Lighting – Column Replacement (24/25 to 28/29 - £50,000 p.a.) This is to deliver replacement street light columns where they are damaged or reach the end of their useful lives. Inclusion in the main programme is subject to approval of a viable business case.
A clean city with a resilient environment	C14	1,500,000 <i>Funded by: Corporate borrowing</i>	Climate Change Provision (profile to be determined) This 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 is subject to approval of a viable business case.
A clean city with a resilient environment	C15	500,000 <i>Funded by: Corporate borrowing</i>	Cliffs Stabilisation (24/25 - £100,000, 25/26 - £400,000) It is recognised that consideration needs to be given to schemes to remedy ground movement and reduce the risk of cliff slips. Schemes will be prioritised and slopes where there is evidence of ongoing, persistent ground movement, affecting a wide area with the potential to affect adjacent buildings or infrastructure would be considered first. Inclusion in the main programme is subject to approval of a viable business case.
A safe city with a good quality of life for all	C16	700,000 <i>Funded by: Corporate borrowing</i>	Public Toilet Provision (24/25 to 25/26 - £350,000 p.a.) This scheme is to investigate and review the public toilet provision and location and implement the construction of a new toilet facility to meet the requirement identified. This may be in the form of one large block or multiple small blocks. The main focus will be the seafront facing wards that contain the main facilities. Inclusion in the main programme is subject to approval of a viable business case.
	Total	42,105,000	General Fund

ADDITIONAL CAPITAL INVESTMENT PROPOSALS AND SCHEMES SUBJECT TO VIABLE BUSINESS CASES IDENTIFIED AS A PRIORITY: 2024/25 to 2028/29

Priority		Total (£)	Proposed Initiatives
A safe city with a good quality of life for all	C17	975,000 <i>Funded by: Reserves</i> <i>Delivered by South Essex Homes</i>	<p>HRA Right to Buy – Buybacks Refurbishment (24/25 to 26/27 - £325,000 p.a.)</p> <p>This investment is to support the continuation of the programme to buy back ex-council houses and other properties to increase the stock on the housing register. These funds would be used to refurbish the properties that are purchased in order to bring them up to Decent Homes standard.</p> <p>These works are wholly funded through the HRA, from the Capital Investment Reserve. This investment is in addition to the budget of £147,000 already in the approved capital investment programme for 23/24.</p> <p>Inclusion in the main programme is subject to approval of a viable business case.</p>
A safe city with a good quality of life for all	C18	4,500,000 <i>Funded by: 40% Right to Buy Receipts and 60% HRA Capital Investment Reserve</i>	<p>HRA Affordable Housing Acquisitions Programme (24/25 to 26/27 - £1,500,000 p.a.)</p> <p>Housing is a clear priority of this council and through purchasing suitable private homes for council use, the acquisitions programme is already helping to ensure that everyone has a home that meets their needs, including those with complex needs.</p> <p>It is 40% financed by retained Right to Buy capital receipts. The balance of 60% is financed from the HRA capital investment reserve.</p> <p>This investment is in addition to the budget of £2,878,000 already in the approved capital investment programme for the years 23/24.</p> <p>The profile of these budgets across 2024/5 and future years is subject to change as the Government has introduced a cap on the use of Right to Buy receipts on acquisitions, to encourage new builds to help drive new supply of Council Housing.</p> <p>Inclusion in the main programme is subject to approval of a viable business case.</p>
	Total	5,475,000	Housing Revenue Account
		47,580,000	TOTAL CAPITAL INVESTMENT PROPOSALS – SUBJECT TO VIABLE BUSINESS CASES

SUMMARY OF CHANGES TO THE CAPITAL INVESTMENT PROGRAMME

Appendix 12

Summary - programme to be delivered by the Council:

	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
Approved Capital Investment Programme - November 2023 Cabinet	45,502	64,376	11,169	6,681	4,172	-	131,900
Carry Forwards	(4,453)	(3,286)	7,739	-	(3,177)	3,177	-
Accelerated Deliveries	1,043	(848)	-	-	(195)	-	-
Additions to the Programme	369	1,960	1,175	1,150	1,150	1,150	6,954
Deletions from the Programme	(2)	-	-	-	-	-	(2)
Virements	-	-	-	-	-	-	-
New External Funding	268	591	148	-	-	-	1,007
Transfers from 'Subject to Viable Business Case' section of the programme	116	-	-	-	-	-	116
Transfers to 'Subject to Viable Business Case' section of the programme	-	(850)	-	-	-	-	(850)
Proposed Investment Programme - following amendments	42,843	61,943	20,231	7,831	1,950	4,327	139,125

Total budget for 2024/25 to 2028/29:

96,282

Summary - programme to be delivered by Subsidiary Companies, Partners and Joint Ventures:

	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
Approved Capital Investment Programme - November 2023 Cabinet	13,783	6,774	6,329	6,491	-	-	33,377
Carry Forwards	(500)	500	-	-	-	-	-
Proposed Investment Programme - following amendments	13,283	7,274	6,329	6,491	-	-	33,377

Total budget for 2024/25 to 2028/29:

20,094

Carry Forwards to Future Years - programme to be delivered by the Council

Scheme	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
Marine Parade - Levelling Up Funding	(1,138)	1,138	-	-	-	-	-
Local Growth Fund - A127 Growth Corridor	(139)	139	-	-	-	-	-
Better Queensway - Programme Management	(70)	70	-	-	-	-	-
Safer Roads Fund - A13	(500)	(1,088)	1,588	-	-	-	-
CIL Main Fund Allocation - Enhancing Children's Play Provision in Public Parks	(250)	250	-	-	-	-	-
Housing Construction Scheme - Phase 4	(50)	(1,334)	1,384	-	-	-	-
Next Steps Accommodation Programme	-	(50)	50	-	-	-	-
Social Housing Decarbonisation Funding	(480)	480	-	-	-	-	-
ICT - Application Transformation	(40)	40	-	-	-	-	-
ICT - Childrens and Adults Social Care - Implementation of ContrOCC Modules	(27)	27	-	-	-	-	-
ICT - Core Application and Database Migration	(15)	15	-	-	-	-	-
ICT - Digital Enablement	(40)	40	-	-	-	-	-
Civic Campus - Efficient Use of Space	(169)	169	-	-	-	-	-
Seaways - Homes England Condition Funding	-	(99)	99	-	-	-	-
High Needs Provision	(1,429)	(2,795)	4,224	-	-	-	-
Fairways Primary - Curtain Walling	(95)	95	-	-	-	-	-
S106 23/04/2015 Hinguar and Saxon - Public Art Contribution	(8)	8	-	-	-	-	-
S106 Avenue Works 14/01968/AMDT - Public Art Contribution	(2)	2	-	-	-	-	-
S106 Former Balmoral 14/00914/FULM - Public Art Contribution	(1)	1	-	-	-	-	-
HRA Disabled Adaptations - Major Adaptions	-	(394)	394	-	-	-	-
Disabled Facilities	-	-	-	-	(3,177)	3,177	-
Total Carry Forwards - programme to be delivered by the Council	(4,453)	(3,286)	7,739	-	(3,177)	3,177	-

Carry Forwards to Future Years - programme to be delivered by Subsidiary Companies and Partners

Scheme	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
No Use Empty - Growing Places Fund	(500)	500	-	-	-	-	-
Total Carry Forwards - programme to be delivered by Subsidiary Companies and Partners	(500)	500	-	-	-	-	-

Accelerated Deliveries - programme to be delivered by the Council

Scheme	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
DfT - Belton Way East Cliff Slip	486	(486)	-	-	-	-	-
Southend Transport Model	50	(50)	-	-	-	-	-
Passive House Pilot	50	(50)	-	-	-	-	-
Special Provision Capital Fund	262	(262)	-	-	-	-	-
Disabled Facilities	195	-	-	-	(195)	-	-
Total Accelerated Deliveries - programme to be delivered by the Council	1,043	(848)	-	-	(195)	-	-

SUMMARY OF CHANGES TO THE CAPITAL INVESTMENT PROGRAMME

Additions to the Programme - programme to be delivered by the Council

Scheme	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
Software Licensing	369	1,175	1,175	1,150	1,150	1,150	6,169
Technology Modernisation Programme:							
ICT - Core Application and Database Migration		60					60
ICT - Technology Device Refresh		725					725
Total Additions to the Programme - programme to be delivered by the Council	369	1,960	1,175	1,150	1,150	1,150	6,954

Deletions from the Programme - programme to be delivered by the Council

Scheme	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
Parks Fuel Storage	(2)						(2)
Total Deletions from the Programme - programme to be delivered by the Council	(2)	-	-	-	-	-	(2)

Virements between schemes - programme to be delivered by the Council

Scheme	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
Cliffs Pavilion - Air Handling Unit	(1)						(1)
Cliffs Pavilion - Auditorium Air Handling Unit	1						1
Total Virements between schemes - programme to be delivered by the Council	-	-	-	-	-	-	-

New External Funding - programme to be delivered by the Council

Scheme	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
Housing Construction Scheme - Phase 5/6 Feasibility (S106)	40						40
Local Electric Vehicle Infrastructure Funding		148	148				296
Highways Maintenance - Potholes	219	219					438
Childcare Expansion		224					224
CIL Ward NA - Victoria - Patchwork Orchard Project	5						5
CIL Ward NA - Prittlewell - Gainsborough Park Woodland and Orchard Project	4						4
Total New External Funding - programme to be delivered by the Council	268	591	148	-	-	-	1,007

Transfers from 'Subject to Viable Business Case' section to main Capital Investment Programme - programme to be delivered by the Council

Scheme	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
Irrigation Tanks	16						16
Sea Wall Access Refurbishment	100						100
Total Transfers from 'Subject to Viable Business Case' section to main Capital Investment Programme - programme to be delivered by the Council	116	-	-	-	-	-	116

Transfers to 'Subject to Viable Business Case' section from main Capital Investment Programme - programme to be delivered by the Council

Scheme	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
CIL Main Fund Allocation - Enhancing Cycle Infrastructure		(850)					(850)
Total Transfers to 'Subject to Viable Business Case' section from main Capital Investment Programme - programme to be delivered by the Council	-	(850)	-	-	-	-	(850)

**Proposed Capital Investment Programme 2023/24 to 2028/29 and future years -
Summary by Area of Investment**

Appendix 13

Scheme to be delivered by the Council	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
General Fund Housing	830	800	800	800	800	3,177	7,207
Social Care	64	199	-	-	-	-	263
Schools	1,497	2,736	4,224	-	-	-	8,457
Enterprise and Regeneration	1,542	925	125	125	-	-	2,717
Southend Pier	1,499	4,241	2,500	-	-	-	8,240
Culture and Tourism	922	35	-	-	-	-	957
Community Safety	142	-	-	-	-	-	142
Highways and Infrastructure	14,323	11,820	5,588	4,000	-	-	35,731
Works to Property	6,080	2,497	699	600	-	-	9,876
Energy Saving	231	488	148	-	-	-	867
ICT	3,614	4,476	2,331	2,306	1,150	1,150	15,027
S106/S38/CIL	725	948	-	-	-	-	1,673
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - GENERAL FUND	31,469	29,165	16,415	7,831	1,950	4,327	91,157

Total budget for 2024/25 to 2028/29: 59,688

Scheme to be delivered by the Council and Funded by the Levelling Up Fund	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
Enterprise and Regeneration - Funded by the Levelling Up Fund	1,600	22,100	-	-	-	-	23,700
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - GENERAL FUND - FUNDED BY LEVELLING UP FUND	1,600	22,100	0	0	0	0	23,700

Total budget for 2024/25 to 2028/29: 22,100

Proposed Capital Investment Programme 2023/24 to 2028/29 and future years - Summary by Area of Investment

Appendix 13

Scheme to be delivered by the Council	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
Council Housing New Build Programme	1,513	6,670	3,263	-	-	-	11,446
Council Housing Acquisitions Programme	7,611	3,358	50	-	-	-	11,019
Council Housing Refurbishment	650	650	503	-	-	-	1,803
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - HRA	9,774	10,678	3,816	0	0	0	24,268

Total budget for 2024/25 to 2028/29: 14,494

	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - TO BE DELIVERED BY THE COUNCIL	42,843	61,943	20,231	7,831	1,950	4,327	139,125

Total budget for 2024/25 to 2028/29: 96,282

Scheme to be delivered by the Subsidiary Companies, Partners or Joint Ventures	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
Council Housing Refurbishment	8,578	6,274	6,329	6,491	-	-	27,672
Enterprise and Regeneration	4,705	1,000	-	-	-	-	5,705
PROPOSED CAPITAL INVESTMENT PROGRAMME - TO BE DELIVERED BY SUBSIDIARY COMPANIES, PARTNERS OR JOINT VENTURES	13,283	7,274	6,329	6,491	0	0	33,377

Total budget for 2024/25 to 2028/29: 20,094

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Proposed Capital Investment Programme 2023/24 to 2028/29 and future years - Summary by Strategic and Other Schemes

Appendix 13

Scheme to be delivered by the Council	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
Strategic schemes							
Airport Business Park (including Local Growth Fund)	908	575	125	125	-	-	1,733
Victoria Centre	876	-	-	-	-	-	876
Schools - High Needs Provision	72	-	-	-	-	-	72
Southend Pier schemes	1,499	4,241	2,500	-	-	-	8,240
ICT schemes	3,614	4,476	2,331	2,306	1,150	1,150	15,027
Footways and Carriageways Schemes	5,592	4,992	4,000	4,000	-	-	18,584
Highways Infrastructure Schemes	2,278	3,101	1,588	-	-	-	6,967
Highways and Infrastructure - Local Growth Fund and Local Transport Plan Schemes	3,308	3,467	-	-	-	-	6,775
Total Strategic - General Fund	18,147	20,852	10,544	6,431	1,150	1,150	58,274
Leigh Port Detailed Design	1,000	13,206	-	-	-	-	14,206
Cliffs Pavillion	500	6,956	-	-	-	-	7,456
City Beach	100	1,938	-	-	-	-	2,038
Total Strategic - General Fund - funded by the Levelling Up Fund	1,600	22,100	-	-	-	-	23,700
HRA Affordable Housing Acquisitions Programme	6,569	50	50	-	-	-	6,669
Council Housing New Build Programme	1,513	6,670	3,263	-	-	-	11,446
Social Housing Decarbonisation Funding	788	2,382	-	-	-	-	3,170
Total Strategic - HRA	8,870	9,102	3,313	-	-	-	21,285
Total Strategic - GF and HRA	28,617	52,054	13,857	6,431	1,150	1,150	103,259
Other Schemes	14,226	9,889	6,374	1,400	800	3,177	35,866
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - TO BE DELIVERED BY THE COUNCIL	42,843	61,943	20,231	7,831	1,950	4,327	139,125

Total budget for 2024/25 to 2028/29: 96,282

Scheme to be delivered by the Subsidiary Companies and Partners	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
Council Housing Refurbishment	8,578	6,274	6,329	6,491	-	-	27,672
Better Queensway - SELEP	3,825	-	-	-	-	-	3,825
Total Strategic - Delivered by Subsidiary Companies or Joint Ventures	12,403	6,274	6,329	6,491	-	-	31,497
Other Schemes	880	1,000	-	-	-	-	1,880
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - TO BE DELIVERED BY SUBSIDIARY COMPANIES AND PARTNERS	13,283	7,274	6,329	6,491	-	-	33,377

Total budget for 2024/25 to 2028/29: 20,094

Proposed Capital Investment Programme 2023/24 to 2028/29 and future years

Appendix 13

Scheme to be delivered by the Council	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
General Fund Housing							
Disabled Facilities	800	800	800	800	800	3,177	7,177
Housing and Development Pipeline Feasibility - GF	30						30
Total General Fund Housing	830	800	800	800	800	3,177	7,207
Social Care							
AHDC Short Breaks for Disabled Children	64						64
Community Capacity		29					29
Mental Health Funding steam only		31					31
Transforming Care Housing		139					139
Total Social Care	64	199	-	-	-	-	263
Schools							
Childcare Expansion		224					224
Devolved Formula Capital	92						92
Fairways Primary - Curtain Walling	5	95					100
Future Condition Projects Post 10 11	699						699
High Needs Provision	232	2,417	4,224				6,873
Leigh Primary - Window Replacement (inc Radiators)	72						72
Prince Avenue Extended Nursery Provision	6						6
SEND works - Best Centre First Floor Class Room	50						50
Special Provision Capital Fund	341	-					341
Total Schools	1,497	2,736	4,224	-	-	-	8,457
Enterprise and Regeneration							
Airport Business Park	908	575	125	125			1,733
Better Queensway - Programme Management	484	270					754
Queensway Footbridge	150	80					230
Total Enterprise and Regeneration	1,542	925	125	125	-	-	2,717
Southend Pier							
Southend Pier - Condition Works Engineers	837	1,250					2,087
Southend Pier - Prince George Extension (Phase Two)	107	2,300	2,500				4,907
Southend Pier - Timber Outer Pier Head	505	691					1,196
Southend Pier Head: Drainage	50						50
Total Southend Pier	1,499	4,241	2,500	-	-	-	8,240
Culture and Tourism							
Cart and Wagon Shed	47						47
Central Museum Works	80						80
Chalkwell Park and Priory Park Tennis Courts	329						329
Cliffs Pavilion - Admiral's and Mariner's Rooms Air Source Heat Pumps	47						47
Cliffs Pavilion - Air Handling Unit	79						79
Cliffs Pavilion - Auditorium Air Handling Unit	1						1
Irrigation Tanks	16						16

Proposed Capital Investment Programme 2023/24 to 2028/29 and future years

Appendix 13

Scheme to be delivered by the Council	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
Library Refurbishment Works	50						50
Milton Gardens LUF Project	51						51
Playground Gates	23	35					58
Shoebury Leisure Centre Sports Hall Floor	80						80
Shoebury Library/Youth Centre Lift	32						32
Southchurch Cricket Pavilion Demolition	82						82
Southend Tree Policy Review - Additional Trees	5						5
Total Culture and Tourism	922	35	-	-	-	-	957
Community Safety							
CCTV Equipment Renewal	142						142
Total Community Safety	142	-	-	-	-	-	142
Highways and Infrastructure							
<u>Cliff Stabilisation schemes:</u>							
- Cliff Parade Cliff Slip	225						225
<u>Flood Prevention and Resilience schemes:</u>							
- Coastal Defence Refurbishment Programme	23						23
- EA Innovation Resilience Programme	1,011						1,011
- East Beach Sea Wall Refurbishment	50						50
- Groyne Field Refurbishment Programme	141						141
- Improving Resilience to flooding – Eastwood Brook Hydraulic Catchment	40						40
- Local Surface Water Modelling and Mapping Grant Scheme	45						45
- Sea Wall Access Refurbishment	833						833
<u>Footways and Carriageways schemes:</u>							
- Carriageways Improvements	1,325	1,500	1,500	1,500			5,825
- Footways Improvements	2,582	2,500	2,500	2,500			10,082
- Highways Maintenance - Potholes	1,301	992					2,293
- Improve Footway Condition Around Highway Trees	40						40
- Junction Protection	234						234
- Zebra Crossing Surfacing Replacement	110						110
<u>Highways Infrastructure schemes:</u>							
- Bridge Strengthening - Challenge Fund	381						381
- DFT - Belton Way East Cliff Slip	766	1,514					2,280
- DfT Active Travel - Tranche 2	700						700
- Safer Roads Fund	250	1,587	1,588				3,425
- Street Lighting Infills	75						75
- Traffic Signs Upgrade	86						86
- Vehicle Restraint Replacement	20						20
<u>Parking schemes:</u>							
- Car Park Infrastructure Improvements	193						193
- Car Park Resurfacing	37						37
- Parking Bays	175						175
- Parking Signage Replacement	98						98
<u>Local Transport Plan schemes:</u>							

Proposed Capital Investment Programme 2023/24 to 2028/29 and future years

Appendix 13

Scheme to be delivered by the Council	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
- LTP - Maintenance	661	595					1,256
- LTP - Maintenance - Street Lighting	195	121					316
- LTP (Integrated Transport Block) - Better Networks	490	629					1,119
- LTP (Integrated Transport Block) - Better Sustainable Transport	426	870					1,296
- LTP (Integrated Transport Block) - Bridge Strengthening	250	250					500
- LTP (Integrated Transport Block) - Traffic Control Systems	214	263					477
- LTP (Integrated Transport Block) - Traffic Management Schemes	726	600					1,326
<u>Local Growth Fund schemes:</u>							
- A127 Growth Corridor (Bell Junction and A127 Essential Maintenance Works)	90	139					229
- Local Growth Fund - Southend Town Centre Interventions	256						256
<u>Other Transport schemes:</u>							
- Security Measures	172						172
- Southend Transport Model	102	260					362
Total Highways and Infrastructure	14,323	11,820	5,588	4,000	-	-	35,731
Works to Property							
125 F/F Valkyrie Road Void Works	18						18
Aviation Way Car Park		336					336
Avro/Viking House Demolition	52	200					252
Civic Campus - Efficient Use of Space	40	169					209
Clearance and Fencing, Land off Sutton Road	2						2
Crematorium Refurbishment	2,250						2,250
East Beach Café	1,452						1,452
Fire Improvement Works	820	821					1,641
Futures Demolition	35						35
Parks Fuel Storage	13						13
Priority Works	100	600	600	600			1,900
Property Refurbishment Programme	370	371					741
RAAC - Operational Estate	40						40
Seaways - Homes England Condition Funding	12	-	99				111
Victoria Centre	876						876
Total Works to Property	6,080	2,497	699	600	-	-	9,876
Energy Saving							
Air Quality Grant	52	30					82
Climate Change Projects	97	250					347
Local Electric Vehicle Infrastructure Funding	65	148	148				361
ULEV Taxi Infrastructure Scheme	17	60					77
Total Energy Saving	231	488	148	-	-	-	867
ICT							
ASELA Local Full Fibre Network	500						500
ICT - Application Transformation	34	40					74
ICT - Childrens and Adults Social Care - Implementation of ContrOCC Modules	150	42					192
ICT - Core Application and Database Migration	13	115					128

Proposed Capital Investment Programme 2023/24 to 2028/29 and future years

Appendix 13

Scheme to be delivered by the Council	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
ICT - Digital Enablement	38	40					78
ICT - Operational Requirements - Microsoft Licences	982	1,064	1,156	1,156			4,358
ICT - Security & Resiliency	34	25					59
ICT - Technology Device Refresh	161	835					996
My Southend Replacement	560	1,140					1,700
Software Licensing	1,142	1,175	1,175	1,150	1,150	1,150	6,942
Total ICT	3,614	4,476	2,331	2,306	1,150	1,150	15,027
S106/S38/CIL							
CIL Main Fund Allocation - Enhancing Children's Play Provision in Public Parks	250	750					1,000
CIL Main Fund Allocation - Enhancing Cycle Infrastructure	150	-					150
CIL Ward NA - Blenheim Park - Blenheim Park 'Makeover'	1						1
CIL Ward NA - Blenheim Park - Mendip Wildlife Garden	4						4
CIL Ward NA - Blenheim Park - St Cedd's Community Kitchen Refurbishment	2						2
CIL Ward NA - Milton - Milton Park Improvements	2						2
CIL Ward NA - Milton - Park Street Replacement Bollards	1						1
CIL Ward NA - Prittlewell - Gainsborough Park Woodland and Orchard Project	4						4
CIL Ward NA - Prittlewell - Priory Park Fountains Restoration	12						12
CIL Ward NA - Southchurch - Southchurch Speedwatch	1						1
CIL Ward NA - St Laurence - St Laurence Park Benches	2						2
CIL Ward NA - Thorpe - Southchurch Park Safety Rail	10						10
CIL Ward NA - Victoria - Patchwork Orchard Project	5						5
S106 10 Fairfax Drive 18/00810/FULM - Biodiversity Contribution	5						5
S106 22-23 The Leas 07/00820/FULM - Bus Service Contribution	21	21					42
S106 23/04/2015 Hinguar and Saxon - Public Art Contribution	-	8					8
S106 27 Victoria Avenue 18/02151/FULM - Biodiversity Contribution	11						11
S106 659-665 London Road 21/00161/FULM - Essex Coast RAMS Contribution	3						3
S106 Ajax Works 03/00130/FUL - Landscaping Maintenance	3	2					5
S106 Avenue Works 14/01968/AMDT - Cycleway Improvement	1						1
S106 Avenue Works 14/01968/AMDT - Public Art Contribution	-	2					2
S106 Bellway Homes Prittlebrook 14/00943/FULM - TRO Contribution	2						2
S106 Essex House 15/00521/FULM - Bus Stop Improvement	3						3
S106 Former Balmoral 14/00914/FULM - Public Art Contribution	-	1					1
S106 Former College Building 15/00803/BC4M - Parking Survey Contribution	10						10
S106 Former South East College 10/00225/FUL - Tree Replacement	11						11
S106 Hinguar Primary School 14/01672/BC4M - Highway Contribution	5						5
S106 HRA Land Review	11						11
S106 Land East of Fossetts Way 21/00711/FULM - RAMS Contribution	31						31
S106 Lifstan Way 00/00273/OUT - Open Space Maintenance	13	62					75
S106 North Road and Salisbury Avenue 12/00056/FULM - Highway Works Contribution	2						2
S106 North Shoebury Road 03/01504/OUT - Shoebury Park Enhancement	7						7
S106 North Shoebury Road 03/01504/OUT - Shoebury Park Maintenance	39	102					141
S106 Shoebury Garrison 00/00777/OUT Deposit - Information Boards	2						2
S106 Shoebury Garrison 00/00777/OUT Deposit - Junior Play Area Maintenance	8						8

Proposed Capital Investment Programme 2023/24 to 2028/29 and future years

Appendix 13

Scheme to be delivered by the Council	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
S106 Shoebury Garrison 00/00777/OUT Deposit - Sea Wall and Assoc Structure Maintenance	34						34
S106 Shoebury Garrison 00/00777/OUT Deposit - Toddler Play Area maintenance	6						6
S106 Shoebury Garrison 00/00777/OUT Deposit - CCTV	1						1
S106 Shoebury Garrison Park Store	1						1
S106 Sunlight Laundry 14/00411/FULM - Highway Works	2						2
S106 University H-Way 04/01561/FUL	2						2
S278 Star Lane - Great Wakering	23						23
S38 Bellway Homes Prittlebrook 14/00943/FULM	2						2
S38 Fossetts (const&maint fee)	1						1
S38/S278 Southend Airport 09/01960/FULM	13						13
S78 Bellway Homes Prittlebrook 14/00943/FULM	8						8
Total S106/S38/CIL	725	948	-	-	-	-	1,673
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - GENERAL FUND	31,469	29,165	16,415	7,831	1,950	4,327	91,157

Total budget for 2024/25 to 2028/29: 59,688

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Scheme to be delivered by the Council and Funded by the Levelling Up Fund	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
Enterprise and Regeneration - Funded by the Levelling Up Fund							
Cliffs Pavillion - Levelling Up Funding	500	6,956					7,456
Leigh Port Detailed Design and Construction	1,000	13,206					14,206
Marine Parade - Levelling Up Funding	100	1,938					2,038
Total Enterprise and Regeneration - Funded by the Levelling Up Fund	1,600	22,100	-	-	-	-	23,700
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - GENERAL FUND FUNDED BY LEVELLING UP FUND	1,600	22,100	0	0	0	0	23,700

Total budget for 2024/25 to 2028/29: 22,100

	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
COUNCIL'S PROPOSED CAPITAL INVESTMENT PROGRAMME - GENERAL FUND	33,069	51,265	16,415	7,831	1,950	4,327	114,857

Total budget for 2024/25 to 2028/29: 81,788

Proposed Capital Investment Programme 2023/24 to 2028/29 and future years

Appendix 13

Scheme to be delivered by the Council	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
Council Housing New Build Programme							
Housing Construction Scheme - Land Assembly Fund (S106)	277						277
Housing Construction Scheme - Modern Methods of Construction (MMC)	46	700					746
Housing Construction Scheme - Phase 3	1,084	4,586	1,879				7,549
Housing Construction Scheme - Phase 4	57	1,384	1,384				2,825
Housing Construction Scheme - Phase 5/6 feasibility (S106)	49						49
Total Council Housing New Build Programme	1,513	6,670	3,263	-	-	-	11,446
Council Housing Acquisitions Programme							
Acquisition of Rower Block Leaseholds - Queensway	450						450
Affordable Housing Acquisitions Programme	2,878						2,878
Housing and Development Pipeline Feasibility - HRA	112						112
LAHF - Afghan & Ukraine resettlement scheme	3,216						3,216
Next Steps Accommodation Programme	25	50	50				125
Passive House Pilot	142	926					1,068
Social Housing Decarbonisation Funding	788	2,382					3,170
Total Council Housing Acquisitions Programme	7,611	3,358	50	-	-	-	11,019
Council Housing Refurbishment							
HRA Disabled Adaptations - Major Adaptions	650	650	503				1,803
Total Council Housing Refurbishment - HRA	650	650	503	-	-	-	1,803
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - HRA	9,774	10,678	3,816	0	0	0	24,268

Total budget for 2024/25 to 2028/29: 14,494

	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
COUNCIL'S PROPOSED CAPITAL INVESTMENT PROGRAMME - GENERAL FUND AND HRA	42,843	61,943	20,231	7,831	1,950	4,327	139,125

Total budget for 2024/25 to 2028/29: 96,282

Proposed Capital Investment Programme 2023/24 to 2028/29 and future years

Appendix 13

Scheme to be delivered by the Subsidiary Companies and Partners	Project code	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
Council Housing Refurbishment - delivered by South Essex Homes Limited								
Balmoral Estate Improvement and Structural Works	C11112	1,898	64					1,962
Bathroom Refurbishment	C10161	40	210	264	183			697
Central Heating	C10162	300	246	296	210			1,052
Common Areas Improvement	C10168	1,332	1,523	2,106	2,700			7,661
Energy Efficiency Measures	C11033	92						92
Environmental H&S Works	C10163	1,760	2,970	2,160	2,484			9,374
HRA - SCC Buybacks Refurbishment	C11134	147						147
Kitchen Refurbishments	C10164	110	184	114	114			522
Remodelling of Tied Accommodation	C11187	216	302	216	345			1,079
Rewiring	C10165	1,400	443	208	275			2,326
Roofs	C10166	1,060	173	242	86			1,561
Sprinkler System Installation Pilot	C11081	88						88
Windows and Doors	C10167	135	159	723	94			1,111
Total Council Housing Refurbishment		8,578	6,274	6,329	6,491	-	-	27,672
Enterprise and Regeneration - delivered by Porters Place Southend-on-Sea LLP								
Better Queensway - SELEP	C11141	3,825						3,825
Enterprise and Regeneration - delivered by Kent County Council								
No Use Empty - Getting Building Fund	C11166	824						824
No Use Empty - Growing Places Fund	C11165		1,000					1,000
UK Shared Prosperity Fund	C11241	56						56
Total Enterprise and Regeneration		4,705	1,000	-	-	-	-	5,705
PROPOSED CAPITAL INVESTMENT PROGRAMME - TO BE DELIVERED BY SUBSIDIARY COMPANIES OR JOINT VENTURES		13,283	7,274	6,329	6,491	0	0	33,377

Total budget for 2024/25 to 2028/29:

20,094

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Proposed Capital Investment Programme 2023/24 to 2028/29 and future years - Schemes subject to viable business cases

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Priority Schemes Subject to Viable Business Cases	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
Technology Modernisation Programme		755				755
Palace Theatre (Dixon Studio) - RAAC	Will be profiled across the years as and when viable business case is agreed					-
Southend Pier - Condition Works		1,250	1,250			2,500
Coastal Defence Refurbishment Programme	400	500	500			1,400
Schools - Condition Works (externally funded - indicative amount included)	500	500	500			1,500
Property Refurbishment Programme		750	750			1,500
Fire Improvement Works		750	750			1,500
Footways Improvements	4,000	4,000	4,000	4,000	4,000	20,000
Carriageways Improvements	1,500	1,500	1,500	1,500	1,500	7,500
Carriageways Improvements - Potholes	500	500	500	500	500	2,500
New Street Lighting - Column Replacement	50	50	50	50	50	250
Climate Change Provision	Will be profiled across the years as and when viable business case is agreed					1,500
Cliffs Stabilisation	100	400				500
Public Toilet Provision	350	350				700
HRA Right to Buy - Buybacks Refurbishment	325	325	325			975
HRA Affordable Housing Acquisitions Programme	1,500	1,500	1,500			4,500
TOTAL SCHEMES SUBJECT TO VIABLE BUSINESS CASES:						47,580

Other Schemes Subject to Viable Business Cases	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
Strategic and Regeneration Acquisitions						10,500
Local Growth Fund - A127 Growth Corridor						530
Acquisition of Tower Block Leaseholds - Queensway	Will be profiled across the years as and when viable business cases are agreed					1,535
Victoria Centre						1,250
Housing Infrastructure Funding						14,500
CIL Main Fund Allocation - Enhancing Cycle Infrastructure						850
TOTAL SCHEMES SUBJECT TO VIABLE BUSINESS CASES (plus investment yet to be costed):						29,165

Scheme	Scheme Details	LTP/ Maintenance Grant Subject to DfT confirmation £000	Local Growth Fund £000	DFT Funded Schemes/ Challenge Fund / LUF £000	Capital -SCC £000	Combined Totals £000
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LTP3 - Better Sustainable Transport and Mobility Management (£400k c/fwd from 23/24) (C10384) [ACTION A]						
Electric charging points	To install additional points at locations to be agreed	200				200
Bus stop infrastructure upgrades	Bus Stop infrastructure improvements	100				100
Cycle Parking	Cycle infrastructure improvements	50				50
Belton Way highway works	Highway works in support of the Belton Way cliff protection works	520				520
Total LTP3 Better Sustainable Transport and Mobility Management		870				870

LTP3 - Traffic Management Schemes (£200k c/fwd from 23/24) (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 2024/25	600				600
Total LTP3 Traffic Management Schemes		600				600

LTP3 - Better Networks including Traffic Control and communications systems (£200k c/fwd from 23/24) (C10671) [ACTION B]						
Traffic signals operational efficiency improvements	Locations to be agreed	150				150
Cycleway upgrades	Locations to be agreed	79				79
Surface Water Flooding	Highway improvements locations to be agreed	200				200
Lamp Column Replacement	Continued replactment programme of concrete lamp columns (funding TBC)	200				200
Total LTP3 Better Operation of Traffic Control, Information and Communication Systems		629				629

LTP3 Better Operation of Real Time Passenger Information and communication Systems (£150k c/fwd from 23/24) (C10470) [ACTION D]						
AVL/RTPI systems	New and upgrades to bus real time information signage.	113				113
Bus Stop Flag / Information boards	Review and supply new bus stop flags/information boards	150				150
Total LTP3 Better Operation of Traffic Control, Information and Communication Systems		263				263

LTP CARRIAGEWAY MAINTENANCE						
Highways Maintenance	Carriageway maintenance at locations to be agreed	595				595
Total LTP Carriageway Maintenance		595				595

Scheme	Scheme Details	LTP/ Maintenance Grant Subject to DfT confirmation £000	Local Growth Fund £000	DFT Funded Schemes/ Challenge Fund / LUF £000	Capital -SCC £000	Combined Totals £000
DfT LOCAL MAINTENANCE - POTHOLE FUND						
Pothole Repairs	Various locations	992				992
Total DfT Local Maintenance Pothole Fund		992				992
STREET LIGHTS & LTP funded MAINTENANCE PROGRAMME						
LTP - Maintenance - Street Lighting	Street Lighting	121				121
Total Street Lighting and LTP funded Maintenance Programme		121				121
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
Total Highways and Footways Improvements					4,000	4,000
Flood Prevention						
Leigh Port	Upgrade to Leigh Port			13,206		13,206
Marine Parade	Works as agreed			1,938		1,938
Total Flood Prevention				15,144	-	15,144
Cliff Stabilisation						
Belton Way East	Cliff highways protection			1,514		1,514
Total Cliff Stabilisation				1,514		1,514
OTHER TRANSPORT SCHEMES						
Southend Transport Model	Continuing the Southend Multi Model Work (C10058)				260	260
A127 Growth Corridor	A127 Major Schemes Bell/Kent Elms/Maintenance		139			139
Safer Roads Fund	Various schemes to be agreed, including: A13 Chalkwell Hall School crossing improvement, A13 Pedestrian crossing and junction improvements (including roundabout and circulatory area - Bournes Green Chase), A13 Hamlet Court Road junction and traffic signal approach improvements			1,587		1,587
Total Other Transport Schemes			139	1,587	260	1,986
Total Highways and Infrastructure Capital Investment Programme		4,320	139	18,245	4,260	26,964

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SOUTHEND-ON-SEA CITY COUNCIL

REVISED MINIMUM REVENUE PROVISION POLICY 2023/24

1 Background

- 1.1 The Minimum Revenue Provision (MRP) is an amount to be set aside for the repayment of debt. The Council has a general duty to make an MRP charge to revenue which it considers to be prudent. Full Council has the responsibility to approve an annual MRP policy statement.
- 1.2 The MRP Guidance sets out that such policies may be amended at any time, as long as the Council maintains a prudent approach whilst ensuring any changes are sustainable with regard to the revenue budget. The MRP policy adopted should ensure that revenue provision is made over a period broadly similar to which the asset provides a service.
- 1.3 A policy statement regarding a financial year should be approved before the start of that financial year. However, the policy can be revised during the year by the full Council.
- 1.4 Under the regulations capital receipts may be used to repay the principal of any amount borrowed.
- 1.5 The Department for Levelling Up, Housing and Communities guidance on MRP specifies that MRP would not have to be charged until the asset came into service and would begin in the financial year following the one in which the asset became operational.
- 1.6 The MRP Guidance allows that any charges made in excess of the statutory MRP (i.e. voluntary revenue provision or overpayments), can be reclaimed in later years if deemed necessary or prudent. In order for these sums to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year. There were no voluntary overpayments up to 31st March 2023. However, this balance is subject to change until the 2022/23 audit has concluded and any change will be subsequently reported.

2 Duration of the Policy Statement

- 2.1 This Revised Minimum Revenue Provision Statement covers the 2023/24 financial year.
- 2.2 Following a comprehensive review of MRP charges and methodology the Council's MRP policy has been revised for 2023/24. This updated policy reflects the new MRP calculation methods to be implemented.

3 Minimum Revenue Provision Policy

- 3.1 For historic capital expenditure financed by supported borrowing:
- The amount of MRP chargeable will be calculated using the annuity method.
 - The period over which it will be charged will be assessed by applying the Asset Life Method.
 - The annuity rate which will be applied will reflect the market conditions at the time and will be the PWLB rate that most reasonably relates to that financial year.
- 3.2 For capital expenditure financed by prudential (unsupported) borrowing from the Public Works Loan Board or from internal borrowing:
- The amount of MRP chargeable will be calculated using the annuity method.
 - The period over which it will be charged will be assessed on a basis which is most reasonably commensurate with the weighted average estimated useful life of the assets.
 - The annuity rate which will be applied will reflect the market conditions at the time and will be the PWLB rate that most reasonably relates to that financial year.
- 3.3 The amount of MRP chargeable in respect of assets acquired under finance leases will be charged at an amount equal to the principal element of the annual lease rental for the year.
- 3.4 MRP will commence in the year following the year in which capital expenditure financed from borrowing is incurred, except for asset under construction where the MRP will be deferred until the year after the asset becomes operational.
- 3.5 If capital receipts are utilised to repay debt in year, the value of the Capital Financing Requirement (CFR) will be reduced by the value of the receipts utilised.
- 3.6 For capital expenditure financed by prudential (unsupported) borrowing from other financial institutions:
- The amount of MRP chargeable will be the amount specified in the repayment schedule of each loan.

3.7 No MRP will be applied to:

3.7.1 Capital expenditure financed by unsupported borrowing that has been taken out in the short term to bridge the timing difference between anticipated and actual capital receipts.

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

3.7.2 Capital expenditure financed by borrowing due to a transfer of assets between the GF and HRA where due to the nature of the transfer it is anticipated that capital receipts will be received to repay this borrowing. Therefore no MRP charge is required as there is already a prudent provision for repayment.

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SOUTHEND-ON-SEA CITY COUNCIL

MINIUMUM REVENUE PROVISION POLICY 2024/25

1 Background

- 1.1 The Minimum Revenue Provision (MRP) is an amount to be set aside for the repayment of debt. The Council has a general duty to make an MRP charge to revenue which it considers to be prudent. Full Council has the responsibility to approve an annual MRP policy statement.
- 1.2 The MRP Guidance sets out that such policies may be amended at any time, as long as the Council maintains a prudent approach whilst ensuring any changes are sustainable with regard to the revenue budget. The MRP policy adopted should ensure that revenue provision is made over a period broadly similar to which the asset provides a service.
- 1.3 A policy statement regarding a financial year should be approved before the start that financial year. However, the policy can be revised during the year by the full Council.
- 1.4 Under the regulations capital receipts may be used to repay the principal of any amount borrowed.
- 1.5 The Department for Levelling Up, Housing and Communities guidance on MRP specifies that MRP would not have to be charged until the asset came into service and would begin in the financial year following the one in which the asset became operational.
- 1.6 The MRP Guidance allows that any charges made in excess of the statutory MRP (i.e. voluntary revenue provision or overpayments), can be reclaimed in later years if deemed necessary or prudent. In order for these sums to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year. There were no voluntary overpayments up to 31st March 2023. However, this balance is subject to change until the 2022/23 audit has concluded and any change will be subsequently reported.

2 Duration of the Policy Statement

- 2.1 This Minimum Revenue Provision Statement covers the 2024/25 financial year.

3 Minimum Revenue Provision Policy

- 3.1 For historic capital expenditure financed by supported borrowing:
- The amount of MRP chargeable will be calculated using the annuity method.
 - The period over which it will be charged will be assessed by applying the Asset Life Method.
 - The annuity rate which will be applied will reflect the market conditions at the time and will be the PWLB rate that most reasonably relates to that financial year.
- 3.2 For capital expenditure financed by prudential (unsupported) borrowing from the Public Works Loan Board or from internal borrowing:
- The amount of MRP chargeable will be calculated using the annuity method.
 - The period over which it will be charged will be assessed on a basis which is most reasonably commensurate with the weighted average estimated useful life of the assets.
 - The annuity rate which will be applied will reflect the market conditions at the time and will be the PWLB rate that most reasonably relates to that financial year.
- 3.3 The amount of MRP chargeable in respect of assets acquired under finance leases will be charged at an amount equal to the principal element of the annual lease rental for the year.
- 3.4 MRP will commence in the year following the year in which capital expenditure financed from borrowing is incurred, except for asset under construction where the MRP will be deferred until the year after the asset becomes operational.
- 3.5 If capital receipts are utilised to repay debt in year, the value of the Capital Financing Requirement (CFR) will be reduced by the value of the receipts utilised.
- 3.6 For capital expenditure financed by prudential (unsupported) borrowing from other financial institutions:
- The amount of MRP chargeable will be the amount specified in the repayment schedule of each loan.

3.7 For capital loans to third parties for the purposes of meeting the Council's service objectives:

- Where loan repayments are received in year then those capital receipts will be used in lieu of MRP and applied to write down the CFR.
- In years where no capital receipt is received, or where future capital receipts are anticipated (including maturity loans) then MRP will not be provided until the capital receipt is received, at which point the receipt will be applied to write down the CFR.
- Where an actual or expected credit loss has been recognised then the MRP amount in the year will be equal to the amount of the credit loss. However, this amount can be reduced by any historic MRP made with respect to that loan.

[DLUHC have issued a further consultation on the MRP Regulations and guidance notes which runs until 16 February 2024. Feedback is expected by mid-March and the intention is that the changes will be effective from 1 April 2024 and will apply to MRP policies from 2024/25 onwards. Once the new regulations and guidance are issued, this policy will be amended as appropriate and reported to Cabinet.]

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SOUTHEND-ON-SEA CITY COUNCIL PRUDENTIAL INDICATORS 2024/2025

1 Introduction

- 1.1 The Prudential Code is the key element in the system of capital finance that was introduced from 1 April 2004 as set out in the Local Government Act 2003. CIPFA published their updated 2021 edition of the Prudential Code on 20th December 2021.
- 1.2 Individual authorities are responsible for deciding the level of their affordable borrowing, having regard to the CIPFA code, (which has legislative backing). Prudential limits apply to all borrowing, qualifying credit arrangements (e.g. some forms of lease) and other long term liabilities. The system is designed to encourage authorities that need, and can afford, to borrow for capital investment to do so.

2 CIPFA Prudential Code for Capital Finance in Local Authorities

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

3 Prudential Indicators for Prudence

3.1 Estimates of Capital Expenditure to be Incurred

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

	Estimate 2024/25 £000	Estimate 2025/26 £000	Estimate 2026/27 £000	Estimate 2027/28 £000	Estimate 2028/29 £000
To be delivered by the Council:					
General Fund	51,265	16,415	7,831	1,950	4,327
Housing Revenue Account	10,678	3,816	0	0	0
To be delivered by Subsidiary Companies and Partners:					
General Fund	1,000	0	0	0	0
Housing Revenue Account	6,274	6,329	6,491	0	0
Total	69,217	26,560	14,322	1,950	4,327

3.2 Estimate of the Capital Financing Requirement

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

The estimates for the capital financing requirement are:

	Estimate 31st March 2025 £000	Estimate 31st March 2026 £000	Estimate 31st March 2027 £000	Estimate 31st March 2028 £000	Estimate 31st March 2029 £000
General Fund	365,781	381,710	396,924	411,388	425,074
Housing Revenue Account	100,878	100,878	100,878	100,878	100,878
Total	466,659	482,588	497,802	512,267	525,952

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

3.3 Operational Boundary and Authorised Limit 2024/25 to 2028/29

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

plans to take up, and reflects the decision on the amount of debt needed for the Capital Investment Programme for the relevant year. If at any time during the year, it is likely that this limit will be breached it will be reported to members as soon as possible and the Leader advised immediately.

The authorised limit is higher than the operational boundary as it allows sufficient headroom to take account of unusual cash movements.

Operational boundary	Estimate 2024/25 £000	Estimate 2025/26 £000	Estimate 2026/27 £000	Estimate 2027/28 £000	Estimate 2028/29 £000
Borrowing	377,800	378,000	368,200	363,500	368,700
Liabilities outstanding under credit arrangements	7,200	7,000	6,800	6,500	6,300
Total	385,000	385,000	375,000	370,000	375,000

Authorised Limit	Estimate 2024/25 £000	Estimate 2025/26 £000	Estimate 2026/27 £000	Estimate 2027/28 £000	Estimate 2028/29 £000
Borrowing	387,800	388,000	378,200	373,500	378,700
Liabilities outstanding under credit arrangements	7,200	7,000	6,800	6,500	6,300
Total	395,000	395,000	385,000	380,000	385,000

3.4 *Gross Debt and the Capital Financing Requirement*

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

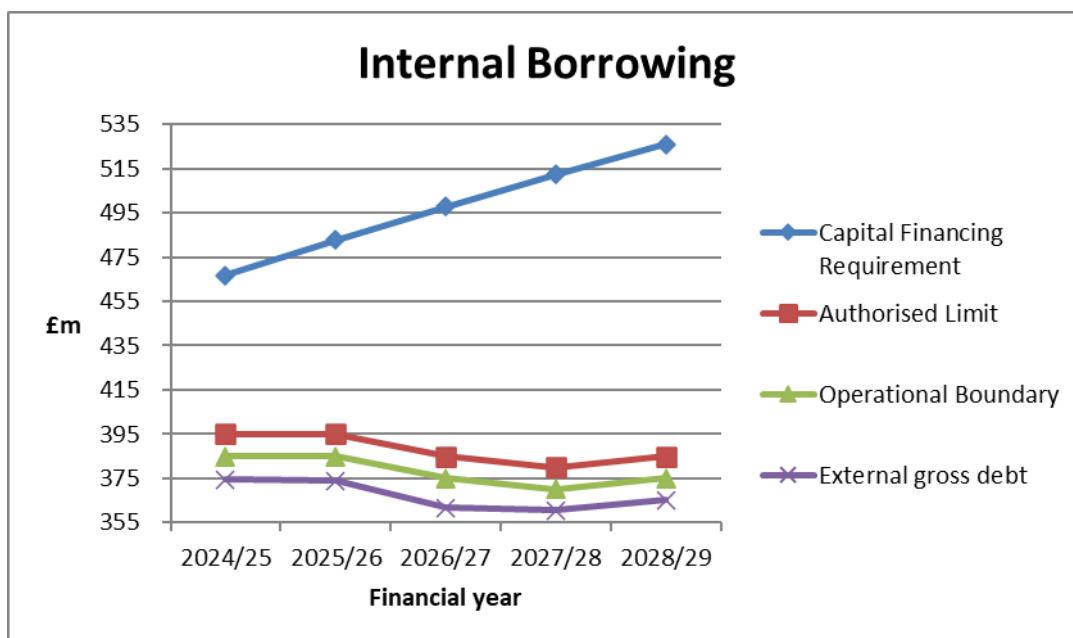
	Estimate 31st March 2025 £000	Estimate 31st March 2026 £000	Estimate 31st March 2027 £000	Estimate 31st March 2028 £000	Estimate 31st March 2029 £000
External gross debt	374,355	373,916	361,812	360,680	365,086

3.4.2 Under the Prudential Code, gross external borrowing must not, except in the short term, exceed the total of the capital financing requirement for the previous year, plus any additional amounts for the current year and the next two financial years. This means that gross external borrowing cannot exceed £497.802m at 31 March 2025, £512.267m at 31 March 2026 and £525.952m at 31 March 2027.

4 Prudential Indicators for Affordability and Proportionality

4.1 Internal Borrowing/Interest Rate Risk

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



4.1.2 The gap between the Capital Financing Requirement and the levels of external debt illustrates the level of internal borrowing. This reflects the Council's exposure to interest rate movements equivalent to the interest lost on investment income. Also, when the borrowing is taken out the rate will be dependent on the prevailing economic and market conditions at the time. This is a risk if PWLB rates rise significantly. For every 1 basis point (0.01%) increase in rates the interest paid on borrowing £10m for 50 years rises by £50,000 over the life of the loan. A 1% increase in rates on a £10m loan would increase the cost to £5m over the life of the loan.

4.1.3 The gap between the Capital Financing Requirement and the Operational Boundary/Authorised Limit highlights the potential scope and flexibility to borrow further, if the cash flow and treasury management position allows.

4.2 Estimates of the Proportion of Financing Costs to Net Revenue Stream

4.2.1 This indicator records estimated capital financing costs as a percentage of the net revenue stream.

4.2.2 Capital financing costs are the revenue cost of financing the debt which includes the interest payments and the amount set aside annually to repay debt. This is an important indicator because it shows how much of the Council's revenue resources are 'tied up' in fixed capital financing costs. Setting and reviewing this, means that

the Council can ensure that its capital financing costs do not become too large a part of the revenue budget, compared to the cost of running services.

	Estimate 2024/25 %	Estimate 2025/26 %	Estimate 2026/27 %	Estimate 2027/28 %	Estimate 2028/29 %
General Fund	11.10	11.23	11.42	11.46	11.87
Housing Revenue Account	31.54	32.20	32.37	32.41	32.56

4.3 *Estimates of Net Income from Commercial and Services Investments to Net Revenue Stream*

Net income from commercial and service investments comprises net income from financial investments (other than treasury management investments), together with net income from other assets held primarily for financial return, such as investment properties. The costs, which may be netted off, comprise investment management costs and any other direct revenue costs of investment.

This indicator is intended to show the financial exposure of the authority to the loss of income, should that occur.

	Estimate 2024/25 %	Estimate 2025/26 %	Estimate 2026/27 %	Estimate 2027/28 %	Estimate 2028/29 %
Net income to net revenue stream	2.36	2.30	2.22	2.15	2.08

5 Prudential Indicators for Treasury Management

5.1 *Maturity Structure of Borrowing during 2024/25*

5.1.1 The table below shows the limits within which the Council delegates its length of borrowing decisions to the Executive Director (Finance and Resources)/Section 151 Officer in 2024/25.

	Upper limit %	Lower limit %	Estimated outstanding debt maturity at 31st March 2025 %
Under 12 months	20	0	0
12 months and within 24 months	30	0	6
24 months and within 5 years	40	0	10
5 years and within 10 years	60	5	19
10 years and within 20 years	60	5	18
20 years and within 30 years	80	0	0
30 years and above	80	20	47

5.1.2 The percentages in each category for the upper and lower limits do not add up to 100% as they do not represent an actual allocation.

5.1.3 The actual maturities of new borrowing will be decided taking account of the maturities of existing loans and the interest rates for the various maturity periods available at the time.

5.2 Long Term Treasury Management Investments

5.2.1 Some of the Council's investments are managed internally by the Council. Part of this cash balance is utilised to smooth out the day-to-day movements on the cash flow. It is not therefore the intention that this part of the balance would be invested for more than 365 days. The rest of the cash balance is invested to achieve the optimum returns consistent with the effective control of risk. Some of this could be invested for periods over 365 days.

5.2.2 Some of the Council's investments are managed by external fund managers. These investments do not have a fixed maturity date and are invested for periods over 365 days.

5.2.3 This indicator sets a prudential limit for principal sums invested for periods over 365 days.

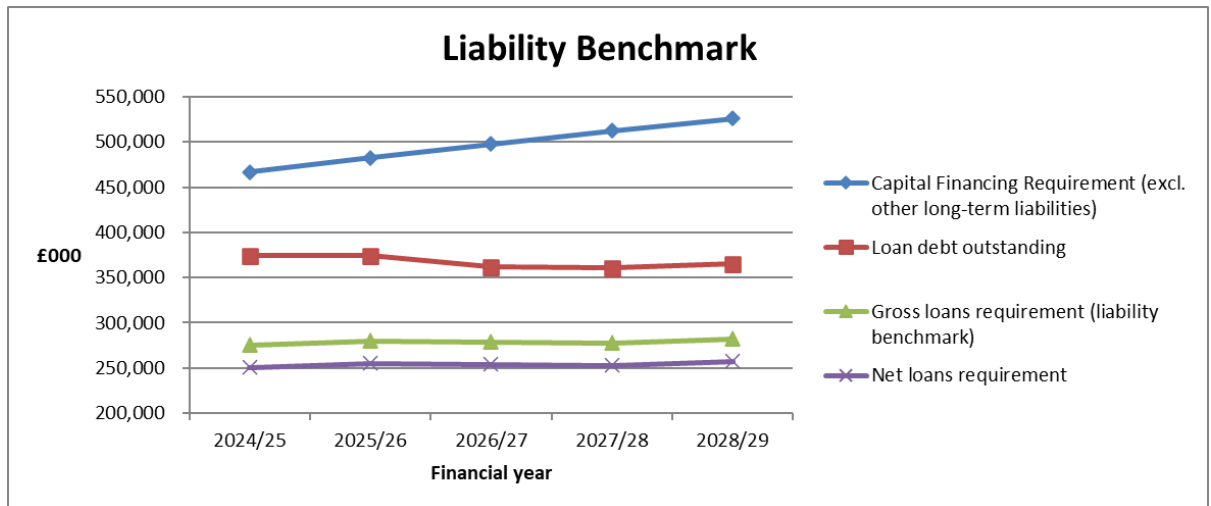
Limit	Estimate 2024/25 %	Estimate 2025/26 %	Estimate 2026/27 %	Estimate 2027/28 %	Estimate 2028/29 %
Fixed-rate investments with maturities over one year	25	25	25	25	25
Long term investments with no fixed maturity date					
Enhanced cash funds	7.5	7.5	7.5	7.5	7.5
Short-dated bond funds	25	25	25	25	25
Property funds	50	50	50	50	50

5.3 Liability Benchmark

The liability benchmark is not a single measure but consist of four balances:

- Existing loan debt outstanding: the authority's existing loans that are still outstanding in future years.
- Loans Capital Financing Requirement: calculated in accordance with the definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned MRP. This excludes any part of the Capital Financing Requirement related to other long-term liabilities rather than borrowing.

- Net loans requirement: the authority's gross loan debt less treasury management investments at the last financial year-end, projected into the future.
- Liability benchmark (or gross loans requirement) equals net loans requirement plus a short-term liquidity allowance. A short-term liquidity allowance means an adequate (but not excessive) allowance for a level of excess cash to be invested short term to provide access to liquidity if needed.



Any years where the loan debt outstanding is less than the gross loans requirement indicates a future borrowing requirement. Any years where the loan debt outstanding exceeds the gross loans requirement indicates there is excess cash available for investment. As such, local authorities should refer to their current liability benchmark when taking new borrowing decisions.

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Savings proposals Equality Analysis Summary - 2024/25

Outlined below is a summary of initial equality analysis (EA) which support the budget proposals for 2024/25, and beyond. EAs are assessments that public authorities carry out and consider prior to taking decisions to implement any policies and service changes, with a view to predicting their impact on equality, and planning mitigation accordingly. The Equality Act 2010 does not specifically require an equality analysis to be carried out, although they are a way of facilitating and evidencing compliance with the Public Sector Equality Duty. The Duty requires decision makers to have 'due-regard' to matters of equality at a time when a particular policy or service change is being considered. Each summary below considers the individual and isolated impact of each budget proposal on the 'protected characteristics' as defined by the Equalities Act, as well as the additional groups identified by Southend-on-Sea City Council. However, the Council should note the wider context and resulting compounding impacts of multiple proposals on specific protected groups.

This year's budget setting exercise is proposing to review, reduce or stop some non-statutory services. The nature of the services provided by the Council means that groups who would be disproportionately impacted by changes are those who experience life with protected characteristics. Nationally, data tells us that those groups also experience a compounding issue of lower income.

Many more of the budget setting proposals seek to recover the costs of providing services and would see residents, businesses, voluntary and community groups paying more. Whilst these changes will bring Southend-on-Sea in line with many other areas of the country, this change in the context of the current financial environment adds pressure to all sectors and further squeezes the purse strings of all.

However, in many cases, some provision of service will continue to be available, and this will help to reduce the impact on those who rely on them the most. It will be important that changes are communicated in a timely way so that people have time to plan and adjust, with inclusive language through a variety of avenues, to support those with digital barriers. Where possible the Council should look to tailor remaining services so that those who most need them can still gain access, and the inequality gap does not grow as a result.

The Council is also proposing that its workforce do more with less; various teams deleting vacant posts or undertaking restructures. Staff who experience life with protected characteristics may be less well placed to cope with these changes, however support mechanisms are in place. It is important that Southend-on-Sea residents and businesses see that the Council itself is absorbing part of the financial challenges that the whole local government sector is facing, but it will be important to consider the ongoing impact on residents, especially those who may be disproportionately impacted by protected characteristics themselves.

Importantly, the proposed overall budget package continues to provide targeted support to those who experience the most vulnerabilities that society places upon them, as they will enable statutory services for adults and children to continue to operate.

Ref	Description	EA Assessment	EA Mitigation
Corporate Initiatives			
COI-01	Comprehensive Reserves and Capital Financing Requirement Review	No equality issues identified.	None needed.
COI-02	Vacancy Factor	Holding vacant posts can cause negative impacts on remaining staff as work is subsumed or tapered off. The remaining team may have different abilities to cope with a change due to their experiences from the protected characteristics.	Internal staff planning is required to mitigate the impact and understand what activity is paused or stopped.
COI-03	Energy inflation 2023/24 unapplied	No equality issues identified.	None needed.
294 COI-04	Family Centres – Review	Any reduction to the children’s centre provision and the services offered within them will have a disproportionate impact on preschool children, pregnant women and families with young children. This impact will be compounded if the household income is limited and may increase the reliance on the free or low-cost services offered by children’s centres. There is also potentially a social aspect to what’s provided which may be a lifeline to those socially isolated or with limited skills or without English as their primary language. Any reduction to the number of children’s centres in the city may contribute to widening inequality between families in need of support and their peers, some of which is focussed on school readiness therefore a decrease in these services could risk future educational attainment.	Some children’s centres will remain open and provide the same provision, it may mean additional travel to access them. Consider the locations most used or where the need is highest, ease of public transport to those centres, services most used and how these could be delivered differently using alternative venues or online services. Further promotion of other organisations offering social clubs and gatherings in similar locations to mitigate the risk of social isolation.

Ref	Description	EA Assessment	EA Mitigation
COI-05	Redesign the 'Front Door' to the Council	Moving to a more digital approach from first contact is likely to impact those with less ability to adapt or access the appropriate equipment. These groups are likely to be older people, those with limited digital skills, people from ethnic minorities and people with disabilities. People that are economically challenged may not have access to technology to allow them to fully engage in this process, access to shared venues is more difficult for those with disabilities, carers and people with English as a second language.	Directing manual support to the most complex interactions with residents will help to mitigate the impact for groups. Assessment of the local digital literacy skills will identify gaps and options for mitigation measures. Complimentary adult learning courses may address some of these basic skills. Promotion of refurbished or low cost technology equipment may mitigate cost of pressures.
COI-06	Utilisation of Education Grants	No equality issues identified.	None needed.
COI-07	Utilisation of Education Grants – High Needs (Dedicated Schools Grant)	No equality issues identified.	None needed.
COI-08	Museums Rateable Value Reductions	No equality issues identified.	None needed.
COI-09	Discretionary Rate Relief Policy Review	The Relief Policy currently supports groups including those who provide charitable services. As part of the review, consideration should be given to the potential impact on services provided to those who fall within the protected groups.	Consideration should be given to protecting services which perform a social good by supporting those with protected characteristics. This should be detailed as part of the policy review and final decision making.
Efficiency and Productivity			
EAP-01	Equipment Assistive Technology Pilots	These pilots of new technology aim to improve services for those with disabilities, carers and older people. Consideration needs to be given to additional pressures on energy consumption for example, especially for people with limited budgets. Also checking the digital literacy of users and their carers is essential in making sure the equipment is used correctly and for the intended purpose.	Sufficient time needs to be allocated to familiarise users and carers of equipment with clear lines of reporting for queries and problem solving. Pilot timescales need to be clear from the outset and future plans easy to understand so people feel confident with the new equipment and how to feedback on their use, this will mitigate potential negative impacts.

Ref	Description	EA Assessment	EA Mitigation
EAP-02	Operation Estate Efficiencies	Consideration will need to be given to staff who will be disproportionately impacted by a change in their workplace location. Groups could include people with disabilities older people, carers, people from minority ethnic groups and those with challenging financial situations.	Considering further protection for people in these groups would be beneficial. Additional support and promotion of wellbeing services may be useful. Clear, transparent communication as far in advance as possible would best mitigate this impact to allow the additional adjustment and planning time.
Organisation Redesign			
ORE-01 296	Restructure Adult Social Care Operations and Commissioning	This aims to provide a better service to users. However, any restructure of service will likely impact on the staff within the service area affected, which is likely to encompass staff from multiple protected groups. There may also be a disproportionate impact to users of the service, that may be less equipped to manage the change. This proposal is focussed on Adult Social Care Operations and Commissioning so will directly impact on users and staff in this area.	Advising staff and residents of the planned change as soon as possible would be useful in allowing people the maximum time to adjust and plan for this change. A transition period to introduce this change gradually may also be less impactful. Thought will need to be given to additional support that can be provided to individuals as part of reasonable adjustments or groups who form a protected characteristic.
ORE-02	Director Roles and Vacancies	The posts are unfilled and so the impact will be on the remaining staff within those services. Whilst the saving is adjusting to a position that is already in place, an EA should now consider the remaining impact of the permanent change. Removing vacant posts can cause impacts on remaining staff as work is subsumed or tapered off. The remaining team may have different abilities to cope with a change if they have experiences from the protected characteristics.	Internal staff planning is needed to see what activity is paused or stopped to account for being one staff member less, this will mitigate some of the impact to the remaining team members.

Ref	Description	EA Assessment	EA Mitigation
ORE-03	ICT Restructure	This proposal outlines a full service restructure that will clearly impact on staff and users of the service directly. The staff affected are likely to include individuals from various protected groups, some of which may find the change more of a challenge as a result. If the restructure results in a reduction of staff the resulting service delivery may disproportionately impact users that more greatly rely on ICT support, particularly those with limited digital skills, those with disabilities, those with specialist equipment and programmes necessitating more support.	The staff impacted will be subject to the standard support measures offered by the Council such as the talent pool, potential for ring fenced roles and redundancy packages which may mitigate the impact somewhat. The messaging and opportunities for advance engagement is key for limiting the discomfort to those affected, allowing a maximum timeframe for adjustment is essential to allow staff and users time to plan.
ORE-04	Pause Graduate Programme	This proposal will impact all graduates interested in the programme currently and in the future. There is some risk to losing future skills. This change would impact young people to a greater degree, these people may also include those from other protected groups.	Advising of these changes with adequate time will allow graduates considering their options to make alternative plans. Messaging should be clear and accessible and explain other avenues or support services that can provide guidance to this group.
ORE-05	Restructure the Senior Leadership Team of the Education, Inclusion and Early Years Service	<p>A reduction of staff will likely impact on remaining staff who may see increased workloads or periods of adjustment. This may have more of an impact on people already diagnosed with mental health conditions or stress and who may become overwhelmed at the additional workload. Staff already working at full capacity may struggle to take on extra.</p> <p>Considering this alongside reducing service standards from gold to bronze/silver may be beneficial, as this would likely reduce in the workloads of staff and therefore the pressure.</p>	<p>Internal staff planning is needed to see what activity is paused or stopped to mitigate some of the impact to the remaining team members.</p> <p>Communicating change in advance is vital to manage expectations and allow affected staff, residents and partners time to adjust.</p>

Ref	Description	EA Assessment	EA Mitigation
ORE-06	Centralisation of Project Managers	This is an internal change that appears to be streamlining the project management function, relocating staff to a central team. Therefore, there is no direct impact on staff, so no EA is needed. However, if this change results in a reduction of the project management function, then an EA will be needed to assess the impact of affected staff.	Advising staff and residents of the planned change as soon as possible would be useful in allowing people the maximum time to adjust and plan for this change. A transition period to introduce this change gradually may also be less impactful.
ORE-07 298	Corporate Strategy Staffing Restructure	<p>When considering a reduction or removal of vacant posts, this will likely impact on remaining staff who may see increased workloads or periods of adjustment. This may have more of an impact on people already diagnosed with mental health conditions or stress and who may become overwhelmed at the additional workload. Staff already working at full capacity may struggle to take on extra.</p> <p>Considering this alongside reducing service standards from gold to bronze/silver may be beneficial, as this would likely reduce in the workloads of staff and therefore the pressure.</p>	<p>This refers to SCC staff so there are HR support services in place for restructures such as support sessions, talent pool, ringfencing, redundancy packages and ongoing HR/Union support. Staff also have access to wellbeing services to reduce the impact to their health.</p> <p>Internal staff planning is needed to see what activity is paused or stopped to mitigate impact to the remaining team members.</p> <p>Communicating change in advance is vital to manage expectations and allow affected staff, residents and partners time to adjust.</p>
ORE-08	Service Restructures Excluding Library Restructure	<p>This refers to multiple restructures which will directly impact staff and indirectly impact on users, both groups will almost certainly encompass multiple protected groups. Service delivery may include changes such as delays or changes to processes to allow for staff reductions which will impact on users in a variety of ways.</p> <p>When considering a reduction or removal of vacant posts, this will likely impact on remaining staff who may see increased workloads or periods of adjustment. This may have more of</p>	<p>It is advisable to give staff and users as much prior notice of this change as possible so considerations can be given to allow for the change. Standard council support measures such as redundancy packages, ringfenced roles and access to the talent pool will be in place for staff which will reduce the impact to some degree.</p> <p>Internal staff planning is needed to see what activity is paused or stopped to mitigate impact to the remaining team members. Considering this alongside reducing service standards from</p>

Ref	Description	EA Assessment	EA Mitigation
		an impact on people already diagnosed with mental health conditions or stress and who may become overwhelmed at the additional workload. Staff already working at full capacity may struggle to take on extra.	gold to bronze/silver may be beneficial, as this would likely reduce in the workloads of staff and therefore the pressure. Communicating change in advance is vital to manage expectations and allow affected staff, residents and partners time to adjust.
299 ORE-09	Environment and Place Leadership Team Restructure	This change to affect a small group of staff, it is likely that that this will include some from protected groups, some of which may experience the impact to a higher level than others. There may also be a further impact to users of the service if the change results in changes to service delivery or process change. When considering a reduction or removal of vacant posts, this will likely impact on remaining staff who may see increased workloads or periods of adjustment. This may have more of an impact on people already diagnosed with mental health conditions or stress and who may become overwhelmed at the additional workload. Staff already working at full capacity may struggle to take on extra.	Giving staff as much advance warning of the change as possible, will best allow them to adjust to the change and plan for the impact. The communication of this change will need to be as clear and inclusive as possible where staff are given every opportunity to be consulted with and advised of the support measures in place. Internal staff planning is needed to see what activity is paused or stopped to mitigate impact to the remaining team members. Considering this alongside reducing service standards from gold to bronze/silver may be beneficial, as this would likely reduce in the workloads of staff and therefore the pressure.
ORE-10	Post Reduction: Workforce Practice Management	Removing vacant posts can cause impacts on remaining staff as work is subsumed or tapered off. The remaining team may have different abilities to cope with a change if they have experiences from the protected characteristics.	Internal staff planning is needed to see what activity is paused or stopped to account for less staff members, this will mitigate some of the impact to the remaining team members.
ORE-11	Post Reduction: Operational Performance and Intelligence		
ORE-12	Post Reduction: Procurement		
ORE-13	Reception Staffing Reduction		

Ref	Description	EA Assessment	EA Mitigation
ORE-14	Post Reduction: People and Organisation		
Service Offer Changes			
SOC-01	Parks Service Review	Reductions in maintenance is described a minor change, however such changes are likely to disproportionately impact those with protected characteristics if they involved access to space or ease of mobility within parks.	Introducing a priority system for maintenance may be useful in mitigating impact on protected groups, giving greater urgency to access areas, pathways or visibility as they may pose the greatest risk to those whose mobility is impacted. Advance notice of the changes in a clear, inclusive way will help people plan their visits according to their needs.
SOC-02	Micro Enterprise Work	No equality issues identified.	None needed.
300 SOC-03	Telecare Responder Service	This change will directly and disproportionately impact on service users who experience vulnerabilities due disability, carers and older age. Some plans appear to be in place to reduce the risk to users of the service, if this is at an additional cost, consideration should be given to compounding issues faced by those with challenging financial situations and limited support networks.	Some mitigation measures seem to have already been considered. Giving people the maximum time possible to allow them to plan and adjust to these changes will be vital and the messaging to communicate the changes needs to be clear and inclusive. Understanding pressures caused by additional costs to service users could support in planning additional mitigation such as lead in times, and payment plans.
SOC-04	Cultural and Pier Services Review	Limiting the hours of these low cost or free venues would impact those on limited incomes, as they are likely to be relied on for leisure. This could include young people and students using facilities for homework, people with disabilities and carers for day trips and visits, families with young children who participate in reading circles and parenting groups, socially isolated that may use these services as a gathering place. People from ethnic minority groups that may rely on	The impact is reduced by a service continuing to be available. Selecting the hours with least usage would further mitigate as well as signposting to local services with similar facilities.

Ref	Description	EA Assessment	EA Mitigation
		these resources to build confidence, and those from challenging financial situations that may use these venues to engage children or use internet access.	
SOC-05	Concert Series	This change will impact the people that attend the concerts greatest, these are likely to include older people, carers and people with disabilities.	Promotion of other similar evening events may mitigate some of this impact, as would promotion of similar events in neighbouring boroughs. Communicating change in advance is vital to manage expectations and allow affected residents time to adjust or make alternative arrangements.
Third Party Payments / Contractual Arrangements			
301 TPP-01	Concessionary Fares Scheme	The saving itself results from underspend, which would have no impact and therefore need no EA. Concessionary fares support some protected groups reduce barriers in accessing transport options. The underutilisation of this service disproportionately impacts on protected groups. Funding future demand needs to be accounted for.	Funding future demand needs to be accounted for.
TPP-02	Transitional Supported Housing	This change will create a disproportionate impact to some people from protected groups. These will include people who experience vulnerabilities but are not covered by Care Act eligibility, including older people, people with disabilities, carers, prisoners, people with care experience, veterans' people with substance abuse issues and is further compounded by having a lack of financial means.	Consideration and analysis would be useful to identify the groups impacted that don't have care needs as outlined in the Care Act. Some prioritisation may be useful on the remaining groups based on the disproportionately negative experience they may have. Communication needs to be timely, clear and inclusive to mitigate impact and allow time for people to adjust.

Ref	Description	EA Assessment	EA Mitigation
TPP-03	Decommission Dementia Community Support Team	This change has potential significant implications for users of the service, which directly impacts those with dementia, those with additional health concerns, people with disabilities, older people, their families and carers. Difficulty in processing the change alongside the compounding proposals impacting social care may further increase the impact to this group.	Promotion of similar support services locally, including online support will mitigate some of this impact. However, there is likely to be an increase in demand for external organisations which may be difficult to manage. Advance notice of this change is key as groups effected require extra time needed to process this change.
TPP-04	Utilisation of Education Grants – Early Years (DSG)	No equality issues identified.	None needed.
TPP-05	Printing Resources	This change is responding to a change in demand. Therefore, the overall impact is reduced. However, consideration should be given to remaining staff who may have sight impairments, people with disabilities, older people and the digitally excluded as they will face a disproportionate impact, with less capacity to adapt to a change.	As mentioned, the impact is reduced. However, further mitigation could include support for the groups identified including clear and inclusive communication with options for digital champions to support staff with alternatives.
TPP-06	Southend Business Improvement District (BID) Service Level Agreement (SLA)	Consideration to be given as to whether the post holder or those using the office space are detrimentally impacted due to a protected characteristic.	Consideration to be given as to whether the current post holder would benefit from tailored support in response to any protected characteristics they may experience. Likewise, for those who use the office space to be supported with information about the change in a clear and inclusive way.
TPP-07	Essex County Council (ECC) Transferred Debt	No equality issues identified.	None needed.
TPP-08	Internal Audit Resourcing	No equality issues identified.	None needed.
TPP-09	Connectivity Savings	No equality issues identified.	None needed.
TPP-10	Remove the ATM from Civic One	This change is responding to a change in demand; therefore, any impact will automatically be reduced. With several other ATMs within 1/2 mile of Civic 1 there is no reason to believe that	None needed.

Ref	Description	EA Assessment	EA Mitigation
		this will disproportionately impact any particular group. No EA needed.	
TPP-11 303	Consolidation of Low Value Third Party Payment Items	<p>This proposal combines several potential changes including 1) a reduction of unused telephone lines, 2) cleaning in libraries and 3) ownership of the Garron's Netball Courts.</p> <ol style="list-style-type: none"> 1) As the lines are not in use and this proposal is responding to demand, no EA required. 2) Reduction in cleaning could impact residents as there is potential for slip and trip hazards as well as unhygienic environments. This will disproportionately impact on those mobility issues such as older people, people with disabilities, carers and parents with young children. 3) This proposal may impact on netball players currently using the service, however if the service remains but under different ownership, there may be no impact at all. Any changes to fees or service delivery will require an EA. It is likely that there will be a disproportionate impact to females (who have less traditional public sports facilities than males) and young people. 	<ol style="list-style-type: none"> 1) None needed 2) Establishing the less busy days may help mitigate the impact as a lack of cleaning can be best planned ahead of those. Having a cleaning list of tasks and adjusting these to account for a days cleaning absence may reduce some of the mess and risk. 3) Understanding what the future plans would be if returned to NGT would be useful in advising users so they can plan for the change. Clear and transparent messaging at the earliest stage will mitigate the impact to a degree.
Income Generation Capabilities			
IGC-01	Reversal of Reduction in Investment Income	No equality issues identified.	None needed.
IGC-02	Investment Income Growth	No equality issues identified.	None needed.
IGC-03	Full Cost Recovery for Council Services Provided Externally	It is likely that those using services have adjusted to the concessions provided by the Council. Negative impacts on traded entities may generate onward externalities to the service they	Working with entities to understand how the removed concessions could, in part, be redirected and targeted back to those who

Ref	Description	EA Assessment	EA Mitigation
		provide to residents. Of whom could fall within one or more of the protected characteristics (such as adults and children who experience disability).	experience the most vulnerabilities in society, could prevent ongoing externalities. Communicating change in advance is vital to manage expectations and allow affected partners (and therefore residents) time to adjust or make alternative plans.
IGC-04	Fees and Charges Increase	An increase to fees will disproportionately impact those with limited financial means and lower household incomes, or those with higher outgoings. This is likely to include people from minority ethnic groups, larger families, people with disabilities and those on welfare benefits.	Mitigating factors may include offering a variety of ways to pay, including instalments. There may need to be a financial assessment to establish the disposable income, and close links to support services that may be able to offer grants or contributions. Communicating change in advance is vital to manage expectations and allow affected residents and partners time to adjust or make alternative plans.
304 IGC-05	Increase Planning Charges	Whilst these increases are national and will affect people from all over the country, a number of protected groups will be disproportionately impacted by these changes, particularly those with a limited household income. However, as these changes came into effect on 6/12/23 an EA would only be retrospective.	None needed.
IGC-06	South Essex Property Services (SEPS) Dividend	No equality issues identified.	None needed.
IGC-07	Increased Cremation Charges	Increases will impact the families of lost loved ones and will disproportionately impact groups who more commonly experience reduced incomes including carers, people with disabilities and older people.	Consider if any concessions can be applied or multiple ways to pay to alleviate any of the additional cost for protected groups. Inclusive communication about alternative options will be important to support families of the bereaved.
IGC-08	Pier Charging	Increasing the price of tickets is likely to impact all users, some of which will be from protected groups. The people likely to be disproportionately impacted are those groups	Communicating change in advance is vital to manage expectations and allow affected residents and partners time to adjust or make alternative plans.

Ref	Description	EA Assessment	EA Mitigation
		who commonly experience a reduced income such as people with disabilities, carers, families with young children, those with limited financial resource and older people on day trips.	
IGC-09	Beach Hut Terms	This change would result in more consistency. No equality issues identified.	None needed
IGC-10	Electric Vehicle (EV) Charging Opportunities	Installation of EV charging points may reduce the surface area on pavements, which reduces the space available, which would likely cause a disproportionate impact to those with mobility issues, people with disabilities, older people, carers, parents of young children in pushchairs. The positive impacts of improved air quality will be proportionately felt by those with long term chest related illness and children.	Clear, easy to understand signage is vital to minimise the risk of trips or falls. Also giving people as much notice as possible if the changes will allow people the time to plan routes and mitigates the impact somewhat.
IGC-11	Increased Burial Charges	Increases will impact the families of lost loved ones and will disproportionately impact groups who more commonly experience reduced incomes including carers, people with disabilities and older people.	Consider if any concessions can be applied or multiple ways to pay to alleviate any of the additional cost for protected groups. Inclusive communication about alternative options will be important to support families of the bereaved.
IGC-12	Review Environment Protection Enforcement Model	Changes in enforcement could disproportionately impact on the groups who experience communication barriers, learning disabilities or motivations to crime through experiences of poverty.	Clear, transparent, and inclusive communication and signage about changes in enforcement will support groups who commit these crimes due to experiences of poverty or a lack of understanding of the law (consideration should be given to language barriers).
IGC-13	Private Sector Leasing	This change would benefit customers as it would speed up the wait for suitable housing. The people that would be significantly impacted would be those on the housing list, those with immediate housing needs or the homeless. This would encompass several protected groups, including people from minority ethnic groups,	The change is likely to be a positive one. Clear, transparent communication is needed to explain where the benefits are.

Ref	Description	EA Assessment	EA Mitigation
		people with disabilities, carers, families, people with substance misuse issues, people with care experience and those with limited financial resource.	
IGC-14	Introduce Penalties for Council Tax Reduction Scheme	Consideration should be given as to whether penalties will further marginalise those who may have had less capacity to understand the initial claim, due to experiences of disability, older age, trauma, or ill health through financial instability.	Changes and consequences of penalties will need to be communicated in a clear, transparent and inclusive way. Consideration should be given to additional support for groups who experience less capacity. Feedback from users on the new application process will be useful and could mitigate future impact.
IGC-15	Consolidation of Low Value Income Generation Items	No equality issues identified.	None needed.
Cost Avoidance			
306 CAV-01	Overtime Reduction	A reduction in overtime that some staff may have come to rely is likely to be disproportionately impact on those with limited financial means, or higher outgoings as a result of having a large family, caring responsibilities, additional disability related costs or considerable debts.	Clear communication is key in delivering this message. A staged withdrawal may be a good mitigation measure as staff impacted will have a gradual decline in income which will allow them to adjust.
CAV-02	Review Event Offering and Cost Recovery	The level of impact to specific protected groups will depend on the events reduced or removed. Many events support awareness and celebration of various protected groups such as Pride, Remembrance Day, Black History Month etc. Those on low incomes, such as protected groups relating to age, and disability would also be impacted by the reduced offer for free events across the city.	The impact could be somewhat mitigated as there is an option to join regional events, so the ability to celebrate diversity and promote inclusion still exists, however people may have to travel further to access events which in turn may impact some groups more than others.

Ref	Description	EA Assessment	EA Mitigation
CAV-03	HR Policy Review	Any change to the sickness process, even for temporary workers, will impact on those with long term health conditions greatest. This includes people with disabilities, carers, pregnant women, women who experience gender specific health conditions and older people.	Exceptional circumstances need to be explored for those that are long term sick, these need to be clear and transparent to mitigate the disproportionate impact to this group. Other support services available for temporary workers off long term sick should be explored and promotes wellbeing services for all workers. Where appropriate exploring reasonable adjustment for some workers to prevent instances of long term sick leave.
CAV-04	Holiday Buy Back	This will be a welcome change for some employees, including those with caring responsibilities and childcare commitments, who may benefit from the added flexibility. However, this may disproportionately impact on females, those with limited incomes, carers and pregnant women who may be less able to afford the additional cost. As this wasn't previously an option the impact would be relative.	This option needs to be available to all staff, from all services, including the frontline for it to be accepted and welcomed by the workforce. Introduction of a sliding scale of cost linked to the persons paygrade would make this system more fair and accessible. Clear, open messaging through various channels and accessible formats with advance notice is key to reaching all staff.
CAV-05	Alternate Weekly Waste Collection	Reduction in the amount of black bin bag collections, would be a generic change affecting all groups. However, some groups would be impacted disproportionately as larger families will typically generate more waste, in general many larger families and multi-generational households are with people from minority ethnic backgrounds. Also, families containing young children, people with disabilities and carers may generate significant non-recyclable waste that may be hazardous, so any reduction would impact them to a greater degree.	Food waste will continue to be collected weekly, meaning that the most degradable items will continue to be removed as usual. Communicating change in advance is vital to manage expectations and allow affected residents time to adjust. Consideration to be given to what additional support can be provided to larger families living in spaces with limited storage for waste. Consideration to be given to the levels of medical waste in the city and if that can be

Ref	Description	EA Assessment	EA Mitigation
			mitigated further depending on the levels discovered.
Overspend Reductions			
OSR-01	IT Contracts and Services	No equality issues identified.	None needed.
OSR-02	Home Care Electronic Monitoring	This proposal will impact users of the service and include various vulnerable protected groups such as older people, people with disabilities, carers and those with limited financial resource.	Effective engagement with the users of this service is important to understand the value of it to individuals. If the service is to be withdrawn, then people would need as much notice as possible to make other plans to mitigate the impact.
OSR-03 308	Repairs and Maintenance	This change will impact staff working in affected buildings and residents accessing them. However, some people will be more reliant on speedy and non-essential repairs due to their protected status. These include people with disabilities, carers, older people, families with preschool children and pregnant women. These people may be less mobile or use additional equipment making them disproportionately impacted.	Statutory levels will continue to be provided mitigating some of the impact. Consideration should be given to exceptional circumstances to identify 'essential' for different groups, with some form of criteria encompassing the outlined groups by way of mitigation. Communicating change in advance is vital to manage expectations and allow affected residents and partners time to adjust or make alternative plans.
OSR-04	Heads of Service within Children Social Care	No equality issues identified.	None needed.
OSR-05	Service Managers within Children Social Care	No equality issues identified.	None needed.
OSR-06	Legal & Democratic Services	No equality issues identified.	None needed.
OSR-07	Learning Disability and Mental Health Service Reviews	This proposal will impact people with learning disabilities and other associated health conditions. This may also include older people, younger people (under 24), carers, people from ethnic minority groups, people with care	Extensive engagement and consultation with this group is vital to gain their input and feedback based on their own individual experiences. The impact will vary depending on the change expected, this can be assessed on

Ref	Description	EA Assessment	EA Mitigation
		experience and those with limited financial resource. These further characteristics would further compound the impact to this group.	an individual EA basis. Generally, it would help mitigate the impact if this group were advised on the changes and how it impacts them, far in advance, as a longer process period needs to be given to allow processing and adjusting to the change.
OSR-08	ABLE2 Programme	Changes in this service has the potential to impact on existing and new service users from multiple protected characteristics. With disproportionate impact on older people and people with disabilities and carers.	Support and guidance to users on the use of new digital technology will be needed to support those with limited digital skills and those economically deprived who may struggle with related energy bills. Changes to service should be communicated in advance and in accessible formats to support all users of the service.
309 OSR-09	Residential Savings (Children Social Care) - SCC's Purchased Children's Home	More efficient use should provide a positive impact to those using the service, in this case, to children and their guardians. Any change in service will need to consider the equitability of the service provision and specific needs of those children. Intersectionality with additional protected characteristic groups such as disability, race religious, sexual orientation, and gender reassignment, will need to be determined and assessed for compounding impact.	Many measures should already be in place to support children, staff and carers who have specific needs due to their protected characteristics. Prior to go live with more efficiencies, an assessment of whether those measures could be improved or expanded should be conducted.
OSR-10	Residential Savings (Children Social Care)	No equality issues identified.	None needed.
OSR-11	Review of Supported Accommodation for UASC 18+	Many users of these services will experience compounding effects of multiple protected characteristics including people with disabilities, people with substance misuse issues, prisoners, people from minority ethnic groups, the financially limited and those with care experience. A blanket approach to a change in this service provision will disproportionately	Statutory support will continue to be available and therefore mitigates some impact for those most at risk of disproportionate impact. Sign posting to alternative services will help to mitigate some impact. Clear, open, and timely communication will be vital with the individuals impacted.

Ref	Description	EA Assessment	EA Mitigation
		impact a person who experiences a variety of compounding issues.	
OSR-12	Inhouse Foster Care Offer Model	An EA was completed when the new process was implemented in previous years. This saving is associated with the police coming into effect; therefore, a new EA is not needed.	None needed.
OSR-13	Post Reduction: Customer Services	Removing posts can cause impacts on remaining staff as work is subsumed or tapered off. The remaining team may have different abilities to cope with a change if they have experiences from the protected characteristics.	Internal staff planning is needed to see what activity is paused or stopped to account for less staff members, this will mitigate some of the impact to the remaining team members.
OSR-14 310	Trust Links Grant	This change will affect users of the Trust Links service as it will directly impact service delivery. This will predominately disproportionately impact on people with mental health issues, there could be multiple other compounding factors that increase the impact further. People from this group may find managing a change such as this more challenging.	Signposting Trust Links to other potential funding streams would be positive, messaging would need to be sensitive to avoid damaging the working relationship with this key partner. Encouraging ongoing positive conversations and two way communication is key for transparency.
OSR-15	Review of Parking Contracting Arrangements	No equality issues identified.	None needed.
Agreed Savings from Prior Years			
EAP-06	System for management of sickness absence	A change in the way information is recorded will require staff to be informed and offered training if required. No EA required.	None needed.
IGC-16	Long Term Empty Premium/Second Home Premiums	This change may provide an incentive to increase the available housing stock thereby creating a positive impact for those seeking accommodation. Protected groups who may be negatively impacted could be families whose estates are not resolved following a death, however two years are allowed to resolve issues before the fee is introduced.	None needed.

Ref	Description	EA Assessment	EA Mitigation
IGC-18	Review allotment rents	There are many health benefits for having an allotment so the impact may be greater for the disabled, carers and those with low incomes that may want to grow their own fruit and vegetables.	Clear, transparent, and inclusive communication and signage about changes in advance is vital to manage expectations and allow affected residents and partners time to make alternative plans. Consideration to be given to concessions for certain groups where the impact is disproportionate.

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Meeting: Cabinet
Date: 13 February 2024
Classification: Part 1
Key Decision: Yes
Title of Report: Housing Revenue Account (HRA) Budget and Rent Setting Report 2024/25

Executive Directors: Joe Chesterton, Finance and Resources and Alan Richards, Environment and Place,
Report Author: Pete Bates, Director of Financial Services
Glyn Halksworth, Director of Regeneration, Housing & Regulatory Services
Executive Councillor: Councillor Garston, Cabinet Member for Housing and Planning

1. Executive Summary

- 1.1. To highlight how investment from the Housing Revenue Account (HRA) will contribute towards meeting housing needs in Southend-on-Sea. The planned investment programme and effective management of the Council's housing stock will also contribute to our ambition for everyone to feel safe and well and for everyone to have a home that meets their needs.
- 1.2. To present the outcome of Southend-on-Sea City Council's annual rent review and associated rent setting proposals for all council dwellings within the HRA for 2024/25. This report also sets out the HRA budget for 2024/25 – 2028/29, together with the information necessary to set a balanced budget as required by legislation.

2. Recommendations

That Cabinet recommends to Council that, as part of the budget setting process, it approves the following increases with effect from 1 April 2024:

- 2.1. **An average rent increase of 7.7% on all tenancies.**
- 2.2. **An average rent increase of 7.7% on shared ownership properties.**
- 2.3. **An increase of 10% for garage rents to £15.38 per week for tenants and £18.46 for non-tenants (being £15.38 plus VAT), a rise consistent with the standard approach taken across the range of City Council's fees and charges for 2024/25. All variants on a standard garage will receive a proportionate increase.**

That Cabinet recommends to Council that, as part of the budget setting process, it approves:

- 2.4. South Essex Homes core management fee be agreed at £7,678,000 for 2024/25.**
- 2.5. South Essex Homes proposals for average decreases of 3.1% in service charges to reflect the estimated costs incurred be agreed for 2024/25.**
- 2.6. South Essex Homes proposals for an average 7.4% decrease in heating charges for sheltered housing tenants and for hostel tenants to reflect the estimated costs incurred be agreed for 2024/25.**
- 2.7. The following appropriations be agreed:**
 - £60,000 to the Repairs Contract Pensions Reserve.**
 - £4,761,000 to the Capital Investment Reserve.**
 - £8,015,000 from the Capital Investment Reserve.**
- 2.8. Subject to the approval of items 2.1 through to 2.7 above, the HRA budget for 2024/25 as set out in Appendix 1 be agreed and**
- 2.9. The value of the Council's capital allowance from 2024/25 be declared as £57,098,000 as determined in accordance with regulation 16 of the Local Authorities (Capital Finance and Accounting) (England) Regulations.**

That Cabinet notes:

- 2.10. The 30-year Housing Revenue Account Business Plan as set out in Appendix 4 and supports any minor amendments to be completed by the Executive Director (Environment and Place) in consultation with the Cabinet Member for Housing and Planning.**

3. Background

- 3.1. The Housing Revenue Account (HRA) is the statutory "landlord" account for the authority. For Southend-on Sea City Council, this expresses in financial terms the level of housing service provided within agreed policy guidelines.**
- 3.2. The finance and corporate performance reports throughout 2023/24 have highlighted the significant challenges facing the country, local government generally and within this context Southend-on-Sea City Council. Given the volatility in price inflation and the continued squeeze on the cost of living there has been pressure on the HRA throughout the year which emphasises the importance of robust and regular reviews and an updated long term business plan to allow the Council to forward plan its resources efficiently and effectively.**

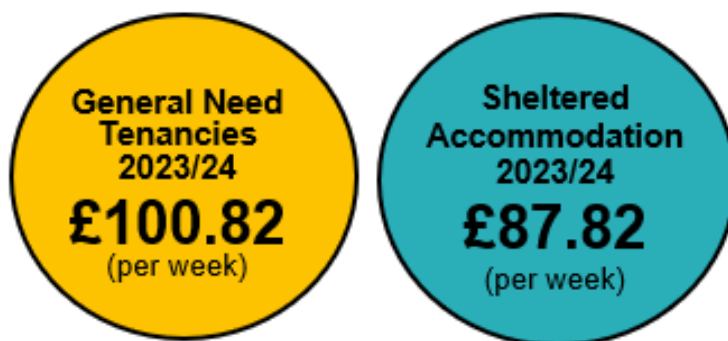
- 3.3. Following the Grenfell tragedy in 2017, an independent review of Building Regulations and Fire Safety was undertaken. This body found that some of the current arrangements nationally were not fit for purpose, and this has led to some legislative changes, the Fire Safety Act 2021 and the Building Safety Act 2022. As a landlord, this legislation requires the Council to have in place a named Accountable Person for each High-Risk Residential Building (any building over 18 meters in height or 6 storeys). These officers will have direct accountability to residents for all aspects of safety management of the property. There are also significant additional compliance requirements resulting from this new legislative and regulatory framework which will require additional resources, both as a direct investment into the Council's housing stock, as well as additional staffing requirements.
- 3.4. The sector has also experienced unprecedented growth in regulation, with a range of specific areas of work required to respond to and comply with. The expansion of the duties and reach of the Housing Ombudsman and the Regulator of Social Housing, following such events as the avoidable death of Awaab Ishak due to damp, mould and condensation present in his social home, have contributed to growing expectations of the Council and South Essex Homes.
- 3.5. Inflation has been a significant issue for both businesses and individuals for the last 2 years, however the construction materials price index has been as high as 30% during this same time period. This has had a significant effect on the costs of the repairs and maintenance contract as the cost of materials has been considerably affected by this.
- 3.6. The current repairs and maintenance contract is due to end in June 2024 and a procurement process is currently underway for a new contract.
- 3.7. Under these unprecedented circumstances the Council is obliged by law to set rents and other charges at a level, to avoid a deficit on the HRA balance (i.e. the legal minimum balance at any time during the financial year must be greater than zero). This report proposes an HRA budget that avoids a deficit balance and complies with this requirement.
- 3.8. The estimates have been prepared alongside South Essex Homes and incorporate their proposed management fee for 2024/25.
- 3.9. The HRA Budget for 2024/25 is summarised at **Appendix 1**.

4. Southend-on-Sea's Housing Ambition

- 4.1. South Essex Homes has a vital role to play in helping to deliver the Council's Housing, Homelessness and Rough Sleeping Strategy and our ambition, developed together with our local community, to ensure that 'everyone has a good quality, sustainable home that meets their needs'. The three key aims of South Essex Homes are:
- 1) To support the delivery of quality housing, including affordable housing to meet local needs and promote a sustainable and balanced housing market.
 - 2) To support improvement in the quality of the existing housing stock to achieve decent, healthy, and environmentally sustainable homes across all tenures.
 - 3) To support greater accessibility to different types of housing and promote independent living for our (most) vulnerable residents and continue to work to prevent homelessness.
- 4.2. This aspiration is being achieved through several initiatives including major investment via the HRA Capital programme of an estimated **£57,098,000** over the next five years. This will ensure that we maintain decent homes standards and improve those properties that need it. The types of works will include electrical rewiring, bathroom installations, new roofs, new kitchens, new windows and door replacements and installation of new, more economical and energy efficient boilers. Full compliance with the range of additional local requirements and responsibilities due to new building and fire safety legislation will remain a top priority.
- 4.3. A range of temporary accommodation services provide help and support to some of Southend-on-Sea's most vulnerable residents. Our Housing, Homelessness & Rough Sleeping Strategy aims to encourage good quality housing design, management, and maintenance, and this directly relates and supports a lot of the day-to-day work that South Essex Homes undertake.

5. Rent Levels

- 5.1. The Council reviews and sets all council house rents in line with national policy, guidance, and legislation. The average weekly rent charged for 2023/24 on HRA secure general needs tenancies was £100.82 and for sheltered accommodation was £87.82.



- 5.2. Since 2001, rents for social housing properties have been based on a formula set by Central Government, which was calculated based on the relative value of the property, relative local income levels and the size of the property. This created what is known as a 'formula rent'. The aim of this approach was to ensure that similar rents are charged for similar type of properties. In Southend, we have about 625 properties that are yet to convert to a formula rent basis. When tenants vacate a property the new rent agreement will be based on this 'formula rent' so the remaining properties will organically convert to this charging approach over time.
- 5.3. In 2011, Central Government introduced a new regime for defining affordable rents, which permitted rents (inclusive of service charges) to be set at up to a maximum of 80% of market rent for a local area. Only new properties (or new social housing) can be let at this new 'affordable rent' level. In Southend, the Council's Tenancy Strategy requires our affordable rent level to be set at the Local Housing Allowance (LHA) rates which is lower than the 80% level of market rents in line with our Tenancy Strategy. The council currently has 146 properties on the LHA rate, and all new HRA properties will be set at LHA levels and calculated on this basis.
- 5.4. The Local Housing Allowance (LHA) rates in the UK will be raised to the 30th percentile of local market rents from April 2024, as announced by the chancellor in his 22 November Autumn Statement. LHA rates are used to calculate housing benefit for tenants renting from private landlords and have been frozen since 2020, despite rising inflation and increasing rental prices. We perceive that for many people the unfreezing of LHA will provide some temporary relief and make some property more affordable for them through allowing more of people's rent costs to be met by housing benefits.

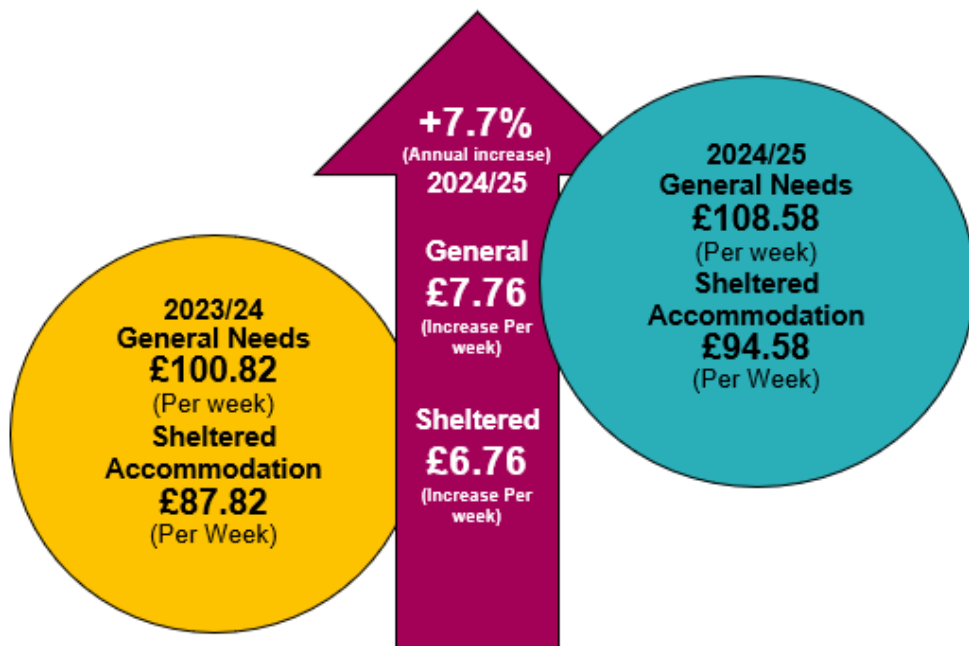
- 5.5. However, the benefit cap allowance rates have not increased, for some claimants this will likely mean that an increase in housing allowances may now mean they reach their benefit cap or will negate the increase in the LHA for anyone already capped. LHA is a calculation of private sector rents, but it is worth noting that **all rent levels of council accommodation is below that set by the LHA**. Housing benefit is not based on rental prices in the local area for social housing tenants.
- 5.6. In October 2017, the government announced its intention to set a long-term rent deal for both local authority landlords and housing associations. This would allow annual rent increases on both social rent and affordable rent properties of up to CPI at September each year plus 1 percentage point from the financial year 2020, for a period of at least five years ('the new policy'). This would have meant an 11.1% increase for 2023/24 (September 2022 CPI of 10.1% + 1%). The new policy, which came into effect from April 2020, recognises the need for a stable financial environment to support the delivery of new homes and to enable registered providers to plan effectively and have a viable future financial investment programme.
- 5.7. Due to the unprecedented high levels of inflation experienced in the UK through 2022/23, the Department for Levelling Up, Housing and Communities (DLUHC) issued a consultation on 31 August 2022 seeking the views of registered social housing providers on the impacts of limiting rent increases in 2023/24. Included within the 2022 Autumn Statement issued on 17 November 2022 was confirmation that social housing rents could increase by a maximum of 7% instead of 11.1% for 2023/24 and the Council's HRA budget was constructed on this basis. However, whilst this reduced the level of rent increases for 2023/24 and provided some positive news for tenants who were being squeezed due to other general cost-of-living increases, it did exacerbate the pressure on the future financial sustainability of the HRA though.
- 5.8. With a reduction in the level of inflation experienced during 2023/24, the original rent setting formula is back in place for the 2024/25 rent setting year and therefore rents will be increasing by 7.7% for the forthcoming year (September 2023 CPI of 6.7% + 1%).

- 5.9. The Council will be able to continue with its policy to move rents to formula level on change of tenancy. The rent increase for general needs and sheltered tenancies is summarised by the number of bedrooms per dwelling in the following table.

No. of bedrooms	No. of properties	Average Rent 2023/24 (£)	Average Rent 2024/25 (£)	Average weekly increase (£)	Average percentage increase
0	501	83.95	90.41	6.46	7.7%
1	2,512	89.21	96.08	6.87	7.7%
2	1,260	101.45	109.26	7.81	7.7%
3	1,559	120.46	129.73	9.28	7.7%
4	99	133.31	143.58	10.27	7.7%
5	2	123.96	133.50	9.54	7.7%
Total Tenancies	5,933				

- 5.10. The rents for the Council's 11 shared ownership properties have traditionally been set on the same basis as a full Council dwelling, on a pro-rata basis to the Council's ownership. It is recommended that these rents are also **uplifted by 7.7% in line with the social rent cap**, being consistent with the proposal for the main rent increase. Across the 11 properties, the Council's ownership ranges from 10% up to 75%.
- 5.11. Rent levied in the Council's hostels provision is currently charged at £191.43 per week. It is proposed that the increase remains consistent with the general rent increase. This is a fair and reasonable approach to take for the residents in our hostel accommodation, so it is recommended that hostel rents also **increase by 7.7% to £206.17**. This charge is inclusive of service charges but is subject to additional charges for heating and water.
- 5.12. Members are reminded that a proportion of tenants may be impacted by other welfare reforms. Where working age tenants are in under occupation of their home, any housing benefit payable will be reduced by 14% for one extra bedroom or 25% for two or more extra bedrooms. Some tenants may also be affected by the benefit cap, which limits the totality of all benefits to a maximum of £22,020 per year for a couple or a single person with children. Where total benefits, including housing benefit, exceed the cap, the housing benefit will have to be reduced to bring the total package back down to £22,020. Single people with no dependent children are capped at £14,753.

- 5.13. Based on work with South Essex Homes it is known that around **70% of all tenancies** will receive some form of housing support (Housing Benefit or Universal Credit) that will be funded by Central Government. Some of these tenants will receive 100% Government support to cover their rent in full, whilst some will receive partial support dependent upon individual circumstances.
- 5.14. The effective date of any change in rent will be 1 April 2024, being the first Monday of the new rent year. The illustration below shows the average rent increase for both general needs tenancies and for sheltered accommodation proposed for 2024/25.

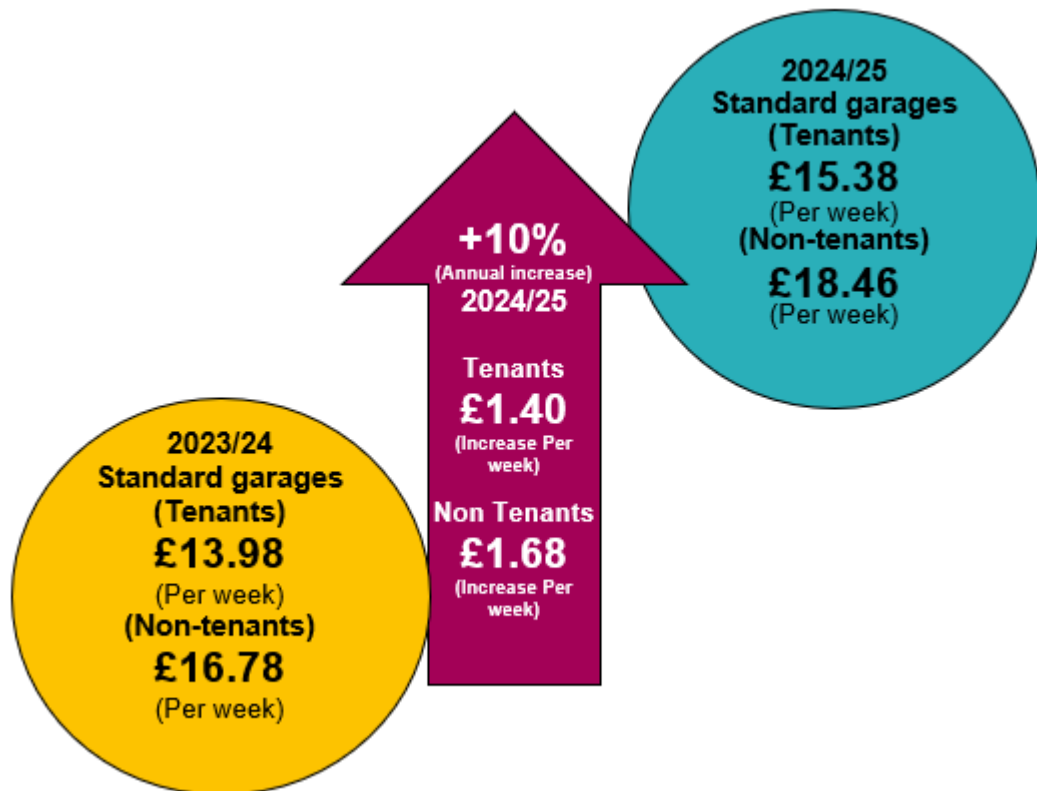


6. Other Fees and Charges

- 6.1. The HRA has several income streams other than dwelling rents, the majority of which are set by the Council and therefore need a formal resolution for any changes.

Garages

- 6.2. Standard garages are currently charged at £13.98 per week for tenants and £16.78 for non-tenants (being £13.98 plus VAT). **It is proposed that both these charges be increased by 10%**, to be consistent with the standard approach taken across the council's fees and charges for the 2024/25 financial year as agreed at Cabinet on 31 October 2023. All variants on a standard garage will receive a proportionate increase. This is illustrated in the following graphic.



Water Charges

- 6.3. The Council (acting as an agent) collects the water rates on behalf of Northumbrian Water Company (trading locally as Essex & Suffolk Water) in respect of all unmetered Council houses and then remits this to the water company in full, including void properties. The Council is compensated separately by the water company for collecting these water rates including an appropriate void loss allowance.

7. Management Fee to South Essex Homes

- 7.1. On an annual basis a management fee request for the following financial year is sent to the Executive Director (Finance and Resources) by the Board of South Essex Homes. This fee is calculated in line with the requirements placed upon South Essex Homes by the Council in the form of the Partnership Agreement in place between the two organisations. Following negotiations, the proposed fee below has now been agreed and has been set, mindful of the financial pressures and ambitions within the HRA. The recommended management fee for 2024/25 is summarised in the following table.

	2023/24 Forecast £000	2024/25 Budget £000
Management Fee	7,030	7,184
Inflationary Pay Pressures	393	232
Partial pay increase absorbed through charging	(239)	(77)
Inflationary Non-Pay Pressures	0	567
Partial Non-Pay pressures absorbed through charging	0	(228)
Total Management Fee	7,184	7,678

- 7.2. The inflationary pressures for South Essex Homes are in respect of the estimated national pay award impact for employee related costs and other inflationary pressures which cannot be absorbed through charging. The pay award estimate for 2024/25 is based on an anticipated 3% increase and other inflation pressures are linked to CPI in September 2023 (6.7%).
- 7.3. There were four pilot schemes which were approved for 2022/23 and continued into 2023/24. These were increased Support for Hostel Provision, Professional Support for Residents, Difficult Access Co-ordinator and Complex Needs Support Officer. The benefits of these initiatives are currently being evaluated and they are due to continue into 2024/25.
- 7.4. To deliver a balanced and sustainable budget within this management fee request, South Essex Homes are intending to deliver several efficiencies and productivity improvements via their own one-off resources in 2024/25. These range of initiatives will help to improve the customer experience by further developing the ICT functionality of core systems, meet governance responsibility via a regulatory compliance team and develop sustainable communities by continuing to support a hardship fund and community development initiatives.

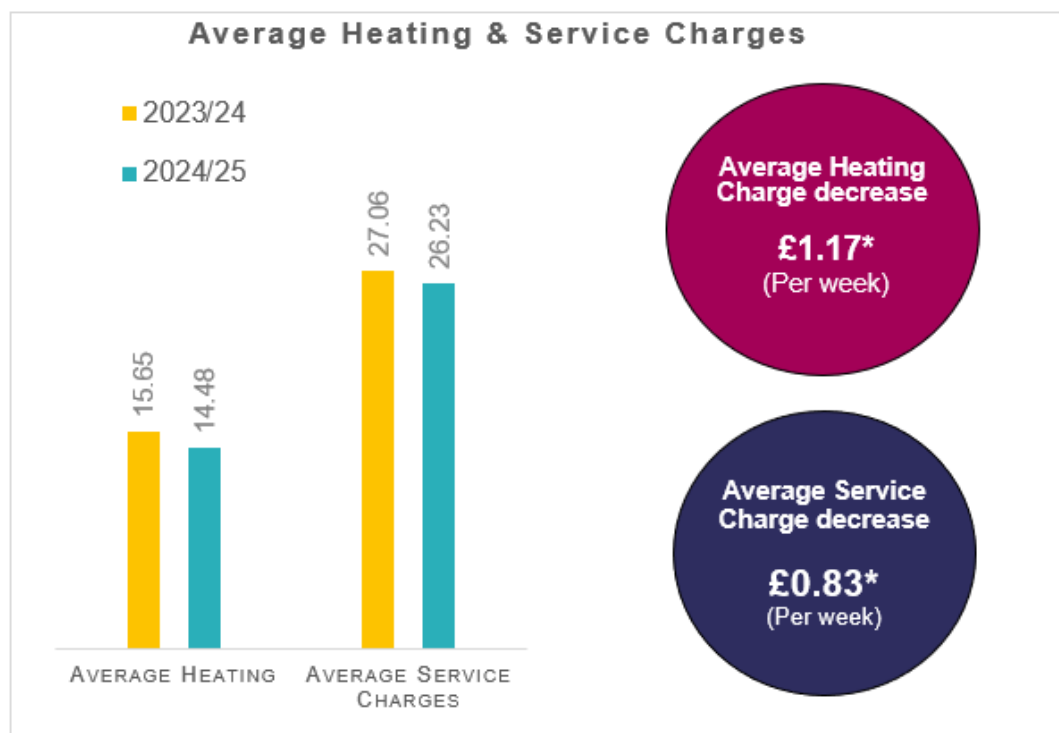
- 7.5. South Essex Homes strives to deliver the best possible value to the Council and the residents of Southend-on-Sea. They are increasingly seeking to fund some activities from other income sources in addition to the management fee, as well as using all available resources prudently and effectively. Their subsidiary, South Essex Property Services, is a commercial operation which will provide a £150,000 dividend back to Southend-on-Sea City Council in 2024/25. This has been achieved partly by joint management arrangements, as well as re-designing the back office and front of house functions. This re-design has also enabled the two organisations to contribute positively towards the new regulatory, legislative, and local demographic challenges for Southend-on-Sea.
- 7.6. South Essex Homes takes part in an annual national benchmarking exercise to assess the value that is delivered when compared to a group of peers. Most of the measures that are designed to assess the cost to deliver vital services show that the organisation is consistently above the median position, usually in Upper Quartile 1 or Quartile 2, showing that South Essex Homes continues to deliver good value.
- 7.7. Following the decisions made as part of previous budget setting rounds, South Essex Homes also receive a significant proportion of their income from service and heating charges levied directly on tenants and leaseholders. It is the responsibility of South Essex Homes and the Council to ensure that service charges to tenants are reasonable, and that they are set as near as possible on an actual cost recovery basis.

Service Charges and Heating Charges (South Essex Homes Charge)

- 7.8. The price of energy paid by South Essex Homes on behalf of tenants is part of a wider bulk purchasing agreement of energy through the Council which is contracted through a framework via Kent Commercial Services. This effectively means that the cost of energy purchased on behalf of our tenants is at a more favourable rate than the prices obtained by most individual domestic customers across the country.
- 7.9. Over the past year, there has been a detailed review of the cost recovery of all service charges, to ensure that the overall income received covers the actual costs of service provision. Cabinet agreed a report in November 2022 to allow South Essex Homes to collect heating charges in line with estimated costs rather than collecting income to offset these costs which could be up to 17 months in arrears (heating charges were based on actual costs from November to October of the previous year).
- 7.10. Due to the volatility of energy prices and a significant reduction in the anticipated price paid for utilities, Cabinet approved a report in July 2023 to reduce the heating charges applied to tenants to reflect the reduced prices paid centrally for energy.

- 7.11. Heating charges for sheltered housing and hostel tenants are monitored on a scheme-by-scheme basis, with the aim that each scheme broadly covers its costs.
- 7.12. Based on the forecast costs for gas in 2024/25 which are directly associated with heating, South Essex Homes are proposing that there is an average **7.4% decrease in heating charges for sheltered housing tenants and for hostel tenants in 2024/25**. These proposals are based on the forecast actual costs that will be incurred over the year.
- 7.13. As the amount paid by tenants was reduced in September 2023 due to lower utility costs, this means that the average 7.4% is based on the total cost paid for the full financial year 2023/24. This means that tenants may well see a slight increase in monthly cost from March 2024 to April 2025, but if this amount remains static for the full 2024/25 year, then the total cost will be 7.4% lower than the full cost in 2023/24.
- 7.14. A similar piece of work has been undertaken on service charges and based on this analysis South Essex Homes are proposing an average **3.1% decrease for 2024/25**.
- 7.15. As service charges are based on both the actual costs for each housing block and actual costs of services provided, individual charges could change by more or less than the average proposed increase. This will ensure that service charges are kept in line with the actual cost of providing the service. Service charges are generally covered by housing benefit where tenants are eligible.

- 7.16. The actual charges levied for 2024/25 will be based on the actual costs associated with each individual scheme. The following graphic illustrates the estimated average increase in heating & service charges for 2024/25.



*Indicates an estimate (this could increase or decrease)

8. Options to Balance the HRA

- 8.1. The HRA budget has been constructed using realistic and reasonable estimates based on the best information currently available. The budget, based on the proposals outlined in this report, is shown at **Appendix 1**. The budget shows an operating surplus of **£4,821,000** and on that basis the HRA is viable.
- 8.2. The surplus will be primarily used to fund a revenue contribution towards the completion of the current new build programme, and the commencement of the next phase. This means that **£4,761,000** is proposed to be appropriated to the Capital Investment Reserve. The remaining **£60,000** of the surplus is proposed to be appropriated to the Repairs Contract Pensions Reserve under the ongoing arrangement put in place when the repairs contract was last let.
- 8.3. Finally, to finance these ambitious plans it will also be necessary to appropriate **£8,015,000** from the HRA Capital Investment Reserve. The net overall impact is an appropriation from earmarked reserves of **£3,194,000** (£8,015,000 - £4,821,000) in 2023/24.
- 8.4. General HRA balances will remain above the target of £3,000,000 at £3,502,000.

9. HRA Medium Term Financial Plan and Strategy

- 9.1. The HRA Medium Term Financial Plan is shown at **Appendix 2**. The HRA budget has been developed based on the assumption that inflation will be at 5% in 2024/25 and 2% in 2025/26 with future years general assumption at 2% consistent with the Council Medium Term Financial Forecast.
- 9.2. For expenditure, the forecast is generally based on the current year's run rate. The only variations from this assumption are depreciation and interest charges which are based on the Council's business plan and treasury management strategy, and any other known movements based on market intelligence / trading conditions. The plan allows for borrowings to rollover on maturity.
- 9.3. For income, it is assumed that rent will continue with the current formula arrangement of CPI at September + 1% for the foreseeable future. Other income increases will be in line with the Council's Medium Term Financial Strategy assumptions for the General Fund. The value of the proposed Capital Investment Programme includes an agreed 8% recharge for facilitation of the capital works and will clearly vary in line with the size of the Programme.
- 9.4. In respect of the proposed Better Queensway regeneration programme, the HRA Medium Term Financial Strategy assumes that this development would be broadly revenue neutral at this stage. This calculation is made on the basis that lost rental income will be largely offset by a reduced need for management and maintenance liabilities. Some basic allowance has been made for a net loss in future years. Further work will be undertaken to understand the exact implications when the redevelopment proposal is finalised and phased, including how any decant process will work. The Medium-Term Financial Strategy will be updated as soon as a better understanding of the exact timing of any impact is known.
- 9.5. The Medium-Term Financial Strategy demonstrates that the HRA is currently financially robust and sustainable. From 2024/25 to 2028/29 an operational surplus is forecast, which will be appropriated to HRA earmarked reserves and be available for future investment priorities to continue to deliver improved housing outcomes for Southend-on-Sea tenants. The HRA reserves position are shown at **Appendix 3**.
- 9.6. The Major Repairs Allowance is used to support improvements to existing stock and maintain decent homes standards. The Medium-Term Financial Strategy currently assumes around £6,500,000 capital expenditure on the decent homes programme per annum from 2024/25. It is proposed that some of the future HRA surplus be diverted to the Major Repairs Allowance to support and enhance the level of capital investment to maintain and improve the quality of our existing housing stock.

10. Housing Revenue Account (HRA) New 30 Year Business Plan

- 10.1. The HRA is a critical financial mechanism for local authorities to effectively manage their housing stock. It covers the income and expenditure associated with local authority housing, including the maintenance, management, and improvement of housing assets. A clear business plan is essential for effective decision-making, resource allocation, and the delivery of quality housing and vital related services to our communities. It helps to outline the ambition and long-term intentions of meeting local housing needs.
- 10.2. The key objectives of the business plan and supporting financial model are:
- **Sustainability:** Ensure the financial sustainability of the HRA over the next 30 years by balancing income and expenditure, optimising existing assets, and exploring innovative funding models.
 - **Affordability:** Develop and maintain a diverse housing portfolio that meets the needs of our communities, with a focus on affordability, accessibility, and inclusivity.
 - **Quality of Housing Stock:** Prioritise investments in the maintenance, renovation, and development of housing units to meet decency standards and provide a high quality of living for residents.
- 10.3. The financial model which supports the business plan has been developed by an industry expert with input from all relevant service areas from both Southend City Council and South Essex Homes. The assumptions within this model have been revised, challenged and agreed upon and the model will receive regular updates based on the latest available data such as inflation trends, rent setting calculations etc. The Cabinet will be required to review the level of rent and service charges levied as part of the annual budget cycle for Southend-on-Sea.
- 10.4. The 30-year business plan includes high level financial projections, considering income from rents, grants, and other sources, as well as anticipated expenditure requirements for maintenance, construction, and other operational costs. These projections are based on a comprehensive analysis of current economic trends, housing market conditions, and potential funding sources. Clearly given the 30-year time frame, all of these elements will be kept under review, particularly the key components of the supporting financial model, which will be updated regularly and at least on an annual basis.

11. HRA Capital Allowance and Housing Strategy

- 11.1. South Essex Homes supports our ambition that 'everyone has a good quality, sustainable home that meets their needs'. This will be achieved through a combination of the revenue repairs investment and the HRA capital investment programme, which is included within the main Council's Budget Report for 2024/25 to 2028/29, elsewhere on the agenda. This proposes an indicative programme of works over the next 5 years totalling **£57,098,000**.

At the same time, capital receipts generated by the sale of HRA assets continue to be subject to pooling arrangements with up to 75% of proceeds being at risk of being paid over to Central Government. The Council is taking appropriate action to minimise the value that is paid over to Central Government, by declaring a capital allowance under regulation 16 of the Local Authorities (Capital Finance and Accounting) (England) Regulations. This equates to the value of investment going back into affordable housing, and as such is equal to the value of the HRA capital programme.

Scheme	Project code	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 and future years Budget £000	Total Budget (all years) £000
Council Housing New Build Programme							
Housing Construction Scheme - Phase 2	C11097						-
Council Affordable Housing Development (Phase3) - Shoebury	C11098	4,586	1,879	1,879	1,879	1,879	12,102
Council Affordable Housing Development (Phase4) - St Laurent	C11099	2,718	-	-	-	-	2,718
Council Affordable Housing Development (MMC) - West Shoeb	C11100	700	-	-	-	-	700
Housing Construction Scheme - Phase 5/6 feasibility (S106)	C11101	-	-	-	-	-	-
Housing Construction Scheme - Land Assembly Fund (S106)	C11102	-	-	-	-	-	-
Total Council Housing New Build Programme		8,004	1,879	1,879	1,879	1,879	15,520
Council Housing Acquisitions Programme							
HRA Affordable Housing Acquisitions Programme	C11044	1,500	1,500	1,500	1,500	1,500	7,500
Next Steps Accommodation Programme	C11125	100	-	-	-	-	100
Housing and Development Pipeline Feasibility - HRA	C11054	-	-	-	-	-	-
Acquisition of tower block leaseholds - Queensway	C10814	-	-	-	-	-	-
LAHF - Afghan & Ukraine resettlement scheme	C11231	-	-	-	-	-	-
Total Council Housing Acquisitions Programme		1,600	1,500	1,500	1,500	1,500	7,600
Council Housing Refurbishment							
HRA Disabled Adaptations - Major Adaptations	C10015	1,044	109	-	-	-	1,153
Passive House Pilot	C11233	976	-	-	-	-	976
Social Housing Decarbonisation funding	C11236	1,902	-	-	-	-	1,902
Total Council Housing Refurbishment - HRA		1,902	-	-	-	-	1,902
Council Housing Refurbishment - delivered by South Essex Homes Limited							
Energy Efficiency Measures	C11033	-	-	-	-	-	-
Bathroom Refurbishment	C10161	210	264	183	183	183	1,023
Central Heating	C10162	246	296	210	210	210	1,172
Environmental - H&S works	C10163	2,970	2,160	2,484	2,484	2,484	12,582
Kitchen Refurbishments	C10164	184	114	114	114	114	640
Rewiring	C10165	443	208	275	275	275	1,476
Roofs	C10166	173	242	86	86	86	673
Windows and Doors	C10167	159	723	94	94	94	1,164
Common Areas Improvement	C10168	1,523	2,106	2,700	2,700	2,700	11,729
Sprinkler System Installation Pilot	C11081	-	-	-	-	-	-
HRA - SCC Buybacks Refurbishment	C11134	-	-	-	-	-	-
Remodelling of Tied Accommodation	C11187	302	216	345	345	345	1,553
Balmoral Estate Improvement and Structural Works	C11112	64	-	-	-	-	64
Total Council Housing Refurbishment		6,274	6,329	6,491	6,491	6,491	32,076
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - HRA		17,780	9,708	9,870	9,870	9,870	57,098

The indicative investment for 2026/27 to 2028/29 and the associated financing via MRR is not currently included in the proposed capital investment programme report and is shown for illustration only.

- 11.2. The HRA will also continue to play its full part in the delivery of the Housing, Homelessness and Rough Sleeping Strategy through the appropriate use of its capital and revenue resources. Following the Government's decision to lift the HRA debt capital ceiling, it could be possible to use HRA borrowing to

build new affordable homes. Any proposals to explore this possibility would be subject to a full commercial business case and reported through the due processes of the Council.

- 11.3. The council is continuing with its plans for the housing development pipeline. Several sites within the pipeline are currently underway and a major capital investment of **circa £10M over the next 2 years** is included in this programme to deliver the agreed phases of the affordable housing development programme to provide much needed housing for those on the Home Seeker's register. 13 council houses and bungalows will be developed in Shoeburyness as part of Phase 3a of the HRA Land Review Project, with Phase 3b also providing 16 flats. Phase 4 will see 9 council homes built in the St Laurence ward and the council is also progressing with plans to build 3 highly energy efficient 'Passivhaus' pilot homes on two sites across the city.
- 11.4. A regeneration framework has been developed which will oversee this programme. This work is augmented by other approaches to housing supply being progressed, including the use of HRA Capital and Right-to-Buy receipts to purchase properties on the open market and bring these into use as Council housing in the city.
- 11.5. The Government conducted a review of the 'Use of Right to Buy' (RTB) capital receipts which has now been concluded and the reforms announced. Councils have been given 5 years to spend the RTB receipts, increased from 3 years. Councils will also be able to fund up to 40% of the cost of constructing any new HRA dwelling. This will reduce the additional contribution needed from other HRA sources. However, a limit on the use of these funds for acquiring existing properties from the open market is being phased in over an introductory 2 years, with 2024/25 being the final year. The aim is to increase overall housing supply, by constructing new dwellings, exploring potential conversion opportunities and bringing long term empty properties back into use.
- 11.6. The HRA Affordable Housing Acquisitions Programme will therefore be 40% financed by retained 'Right to Buy' capital receipts from April 2024. The profile for acquisitions has been programmed as £1,500,000 in 2024/25. The Housing construction programme has been profiled as £8,004,000 in 2024/25 and £1,879,000 in 2025/26. The remaining 60% will be financed from the HRA capital investment reserve.

12. Reasons for Decisions

- 12.1. 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.

13. Other Options

- 13.1. There are other options available to Members in relation to the proposed rent and other services and facilities increases.
- 13.2. The rent standard policy statement published on 4 January 2024, allows the council to apply a rent increase up to the level of the agreed formula of CPI at September + 1%. The Council could increase rents at a lower rate or freeze rents, or even reduce the rents if they wish to do so. Setting a rent increase lower than what is proposed in this report would quite quickly have a detrimental impact on the viability and future financial sustainability of the HRA.
- 13.3. If the HRA does not recover the full costs of services and facilities provided to tenants and leaseholders, there will be a negative impact in terms of the Council's ability through South Essex Homes to continue to manage, maintain and invest in its housing stock and services. The level of income collected is all invested back into the housing stock and range of tenant services. Any reduction in income will clearly have a detrimental impact on the investment plans in 2024/25 and the future as well as lead to possible criticism from the Regulator of Social Housing.

14. Future Developments

- 14.1. The Social Housing White Paper published in November 2020 announced a review of the Decent Homes Standard, to understand if it is still appropriate for the social housing sector today. This review will seek to understand the case for any changes to the criteria within the Decent Homes Standard and consider how decency should be defined. Until this review is finalised, it is impossible to quantify the pressure on HRA resources to bring the existing stock up to any revised standard. The Government have not been specific on whether funding will be made available, or at what level. It is hoped that further clarity will be provided by the time the review is finalised.
- 14.2. Given the recent outcome of the coroner's report and media interest on the issues of dampness, mould and condensation which have led to the Secretary of State, the Regulator of Social Housing and the Housing Ombudsman to write formally to all local authorities and social housing Registered Providers, it is considered likely there will be specific additional requirements placed on all landlords to ensure their properties have measures in place to prevent such problems from occurring.
- 14.3. The Fire Safety Act 2021 and Building Safety Act 2022 require significant and continued capital investment into the existing stock to ensure compliance with the regulations. This is likely to result in an increase in the expenditure on revenue maintenance and any other planned programmes of work.
- 14.4. The building services industry is experiencing a significant increase in the level of inflation, which is outstripping other sectors. Most of the existing

repairs and maintenance contracts have automatic annual increases in line with the Building Indices.

- 14.5. The Council has a clear commitment via its Green City Action Plan and local drive to achieve Net Zero carbon emissions by 2030, the Housing stock managed by South Essex Homes is a critical part of this ambition. The proposed investment programme in this report will help to improve the energy performance of the overall estate and create better, more comfortable and energy efficient homes for our local tenants. The council's work to retrofit existing council homes through its Social Housing Decarbonisation Fund Project and the 'Retrofit Show Home', along with its new developments being designed to surpass Future Homes Standard and Passivhaus house standards are examples of delivering in support of this commitment.

15. Financial Implications

- 15.1. As set out in the report

16. Legal Implications

- 16.1. The Council is under a duty to maintain a Housing Revenue Account and prevent a debit balance, in accordance with Part VI of the Local Government and Housing Act 1989. Part VI requires the council to prepare proposals relating to the income generated through the collection of rents and other charges, expenditure in respect of repairs, maintenance, supervision and management of Housing Revenue Account property and other prescribed matters. The proposals should be based on the best assumptions and estimates available and should be designed to secure that the Housing Revenue Account for the coming year does not show a debit balance.
- 16.2. The Council has a power to make reasonable charges (rent) for the tenancy or occupation of its dwelling-houses pursuant to section 24 of the Housing Act 1985 and is required to keep under review, the rent it charges. The Council may increase the rent it charges, in accordance with the current tenancy agreement, by giving its tenants a minimum of 28 days prior written notice as permitted by section 102(1)(b) of the Housing Act 1985.
- 16.3. A service charge is an amount payable (directly or indirectly) by a tenant of a dwelling as part of or in addition to the rent. Costs for service charges must be reasonable and reflect the service being provided and must be identified separately to the rent charge. Rent setting is part of good financial planning and important for the forthcoming financial year. The proposals recommended demonstrate that the Council is complying with its statutory duty and government guidance and is in line with the self-financing regime.

17. Policy Context

- 17.1. One of the council's priorities of the Corporate Plan 2023-27 is of achieving '*A safe city with a good quality of life for all*'. Within this priority is the outcome of providing quality, affordable homes which includes making sure all our council housing stock continues to meet the Decent Homes Standard and continuing to build more council housing and affordable homes in appropriate areas. This report highlights the investment required and work being undertaken to achieve these outcomes.

18. Carbon Impact

- 18.1. The Council has a clear commitment via its declaration of a Climate Emergency and in the ambitions of Green City Action Plan to achieve Net Zero carbon emissions by 2030. Maintaining, improving and developing new housing stock is an intrinsic part of this ambition. This report highlights the proposed investment programme required to improve the energy performance of the overall stock and create better, more comfortable and energy efficient homes for our local tenants including via the Social Housing Decarbonisation Fund Project and the 'Retrofit Show Home', and new council housing developments such as the 'Passivhaus' pilot schemes.

19. Equalities

- 19.1. A full equality assessment has been carried out in respect of the proposed changes to rent, service and heating charge levels. Notwithstanding these are applied equally and consistently across all groups as appropriate to the accommodation they occupy, there is evidence that those not in receipt of housing benefit may be negatively affected by the change in rent and service charges, and that all groups may be negatively affected by the change in heating charges.
- 19.2. Mitigation across all groups will be through South Essex Homes Tenancy Services working with residents to sustain their tenancies and to provide advice and signposting on money management.

20. Consultation

- 20.1. Policy and Resources Scrutiny Committee on 1 February 2024 were supportive of the overall budget report but raised some questions and sought clarification in relation to garage rents benchmarking, the challenges of damp, mould and condensation, the status of the repairs and maintenance contract and the level of surplus being generated within the HRA. Responses were provided during the discussion.

- 20.2. With regards to the level of HRA surplus, it is worth highlighting the information in section 8.2 of this report which confirms that the surplus from the Housing Revenue Account will be appropriated to the HRA capital investment reserve to fund the significant capital programme to maintain decent homes standard and to support the Council's ambitious housing acquisition programme. The planned use of this capital reserve will ensure that all surplus generated in 2024/25 will all be reinvested back into the Council's housing stock.
- 20.3. Appropriate notice of proposed increases in rents and charges has been factored into the timetable for implementing the recommendations of this report.

21. Appendices

- 21.1. **Appendix 1:** HRA Budget 2024/25
 21.2. **Appendix 2:** HRA Budget 2024/25 to 2028/29
 21.3. **Appendix 3:** HRA Reserves 2024/25 to 2028/29
 21.4. **Appendix 4:** HRA 30-Year Business Plan

22. Report Authorisation

This report has been approved for publication by:		
	Name:	Date:
S151 Officer	Joe Chesterton	05/02/24
Monitoring Officer	Kim Sawyer	05/02/24
Executive Director	Alan Richards	05/02/24
Cabinet Member	Councillor Garston	05/02/24

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HRA Budget 2024/25

	2023/24		2024/25
	Original	Revised	Budget
	£000	£000	£000
Employees	206	206	206
Premises (excluding repairs)	787	815	794
Repairs	6,710	6,890	7,785
Supplies and Services	141	141	150
Management Fee	7,192	7,192	7,678
MATS	1,735	1,735	1,822
Provision for Bad Debts	455	455	455
Depreciation	8,741	8,060	8,456
Interest and Debt Management Charges	3,851	4,372	4,263
Total Expenditure	29,818	29,866	31,609
Fees and Charges	(359)	(351)	(411)
Dwelling Rents	(29,580)	(29,115)	(31,864)
Other Rents	(1,787)	(1,787)	(1,806)
Other	(20)	(20)	(20)
Interest	(249)	(2,234)	(1,861)
Recharged to Capital	(562)	(562)	(469)
Total Income	(32,556)	(34,068)	(36,430)
Net Operating Expenditure/ (Surplus)	(2,739)	(4,202)	(4,821)
Revenue Contribution to Capital Outlay	7,384	7,059	8,015
Appropriation to/ (from) Earmarked Reserves	(4,645)	(2,857)	(3,194)
(Surplus) or Deficit in Year	0	0	0

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HRA Budget 2024/25 to 2028/29					
	2024/25 Budget	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast	2028/29 Forecast
	£000	£000	£000	£000	£000
Employees	206	206	206	206	206
Premises (excluding repairs)	794	799	802	804	806
Repairs	7,785	7,785	7,785	7,785	7,785
Supplies and Services	150	150	150	150	150
Management Fee	7,678	8,062	8,223	8,387	8,555
MATS	1,822	1,913	1,951	1,990	2,030
Provision for Bad Debts	455	455	455	455	455
Depreciation	8,456	8,872	9,308	9,766	10,246
Interest and Debt Management Charges	4,263	3,764	3,536	3,209	3,131
Total Expenditure	31,609	32,006	32,415	32,752	33,364
Fees and Charges	(411)	(431)	(440)	(449)	(458)
Dwelling Rents	(31,864)	(32,730)	(33,712)	(34,386)	(35,074)
Other Rents	(1,806)	(1,815)	(1,864)	(1,901)	(1,938)
Other	(20)	(20)	(20)	(20)	(20)
Interest	(1,861)	(1,154)	(980)	(828)	(914)
Recharged to Capital	(469)	(481)	(481)	(481)	(481)
Total Income	(36,430)	(36,631)	(37,497)	(38,064)	(38,884)
Net Operating Expenditure/ (Surplus)	(4,821)	(4,625)	(5,081)	(5,312)	(5,520)
Revenue Contribution to Capital Outlay*	8,015	3,027	3,027	3,027	3,027
Potential Impact of Queensway	0	200	200	200	200
Appropriation to/ (from) Earmarked Reserve:	(3,194)	1,398	1,854	2,085	2,293
(Surplus) or Deficit in Year	0	0	0	0	0

*Calculation of the RCCO for future years will be made once the schemes in the capital programme are finalised

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**HRA Reserves
2024/25 to 2028/29**

	2024/25 Budget	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast	2028/29 Forecast
	£000	£000	£000	£000	£000
General HRA Balance					
Opening Balance	3,502	3,502	3,502	3,502	3,502
Used to meet Deficit	0	0	0	0	0
Closing Balance	3,502	3,502	3,502	3,502	3,502
Earmarked Reserves					
Opening Balance	25,517	22,323	23,721	25,576	27,661
Appropriation to/ (from) Earmarked Reserves	(3,194)	1,398	1,854	2,085	2,293
Transfer to Major Repairs Reserve	0	0	0	0	0
Closing Balance	22,323	23,721	25,576	27,661	29,954

Total HRA Balances at year end 25,825 27,223 29,077 31,163 33,456

*Balances will be impacted by the calculation of the Revenue Contribution to Capital Outlay (RCCO) referenced in appendix 2

Major Repairs Allowance					
Opening Balance	10,473	11,611	14,045	16,915	20,243
Depreciation Arising	8,456	8,872	9,308	9,766	10,246
Used to Fund Capital Expenditure	(7,318)	(6,438)	(6,438)	(6,438)	(6,438)
Transfer from Earmarked Reserves	0	0	0	0	0
Closing Balance	11,611	14,045	16,915	20,243	24,051

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Southend-on-Sea
City Council

Housing Revenue Account **Business Plan** 2024–54



www.southend.gov.uk

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1. Foreword

I am pleased to introduce Southend-on-Sea City Council's Housing Revenue Account Business Plan.

Providing good quality landlord services is a key priority for Southend-on-Sea City Council. Together with our Arm's Length Management Organisation (ALMO) South Essex Homes, the Council is committed to continuing to act as a diligent and responsible landlord and providing good and safe accommodation for our tenants. This plan highlights some of the key plans for the future of the Council's housing stock and how we intend to use the Housing Revenue Account (HRA) resources required to support those plans over the next 30 years.

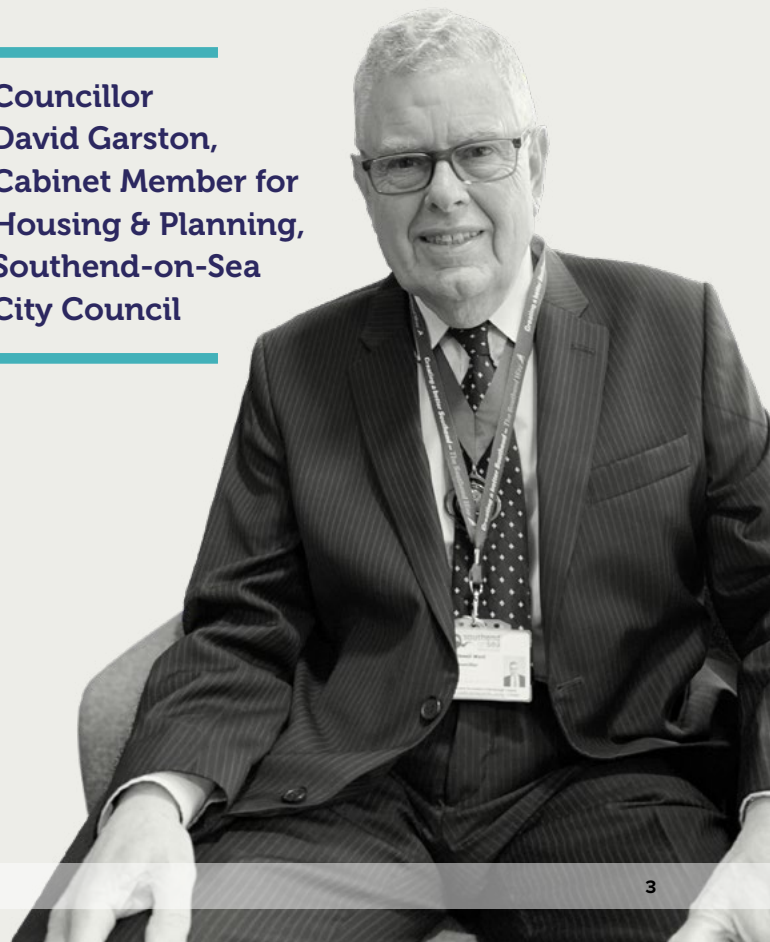
Since the Grenfell tragedy, the Government have made significant changes to the Social Housing sector, changing laws and regulatory requirements to ensure homes are safe and that residents' voices are heard. Housing Authorities across the country are also facing unprecedented financial pressures due to prevailing economic conditions. However, I'm pleased to say that this plan confirms Southend-on-Sea's HRA is sustainable over the 30-year period.

The Council will continue to be able to meet our statutory responsibilities and ensure we support the lives of our residents by maintaining

and improving our housing stock. Through engaging with our tenants, we will ensure that we are providing good value for money, not just regarding cost but also ensuring that they are receiving a quality service and prioritising the issues which are most important to them. In line with the Council's Corporate Priorities, we also have ambitions to build and purchase more council homes to help to meet the City's housing needs, whilst ensuring they are sustainable, affordable to heat and meet the latest building standards.

As we look to the future and particularly with the Social Housing (Regulation) Act in mind, Housing will remain at the forefront of what we do as a Council.

**Councillor
David Garston,
Cabinet Member for
Housing & Planning,
Southend-on-Sea
City Council**



2. Introduction

Under the Local Government & Housing Act 1989, Housing Authorities that own 200 or more social dwellings must keep a Housing Revenue Account (HRA). This is a ring-fenced sub-account within the Council's General Fund. It is funded from the rents and other charges paid by the Council's tenants and must be used for services relating to the Council's role as a landlord. This includes the management and maintenance of our existing housing stock and the development of new housing. Housing Authorities are not permitted to run their HRA in deficit in any financial year.

The last five years have been a time of exceptional challenge in the social housing sector. The Fire Safety Act 2021, the Building Safety Act 2022 and the Social Housing (Regulation) Act 2023, along with the updated Consumer Standards have placed many new financial burdens on Housing Authorities. The sector has also been affected financially by Brexit and the Financial Crisis. Therefore, pressures on Council's Housing Revenue Accounts have never been higher.

The purpose of the Housing Revenue Account Business Plan is to demonstrate how the Council plans to manage income and expenditure within our Housing Revenue Account over the next 30 years. It uses financial modelling, based on a range of assumptions, to estimate future income, costs and capital investments and ensure that the account does not fall into deficit.

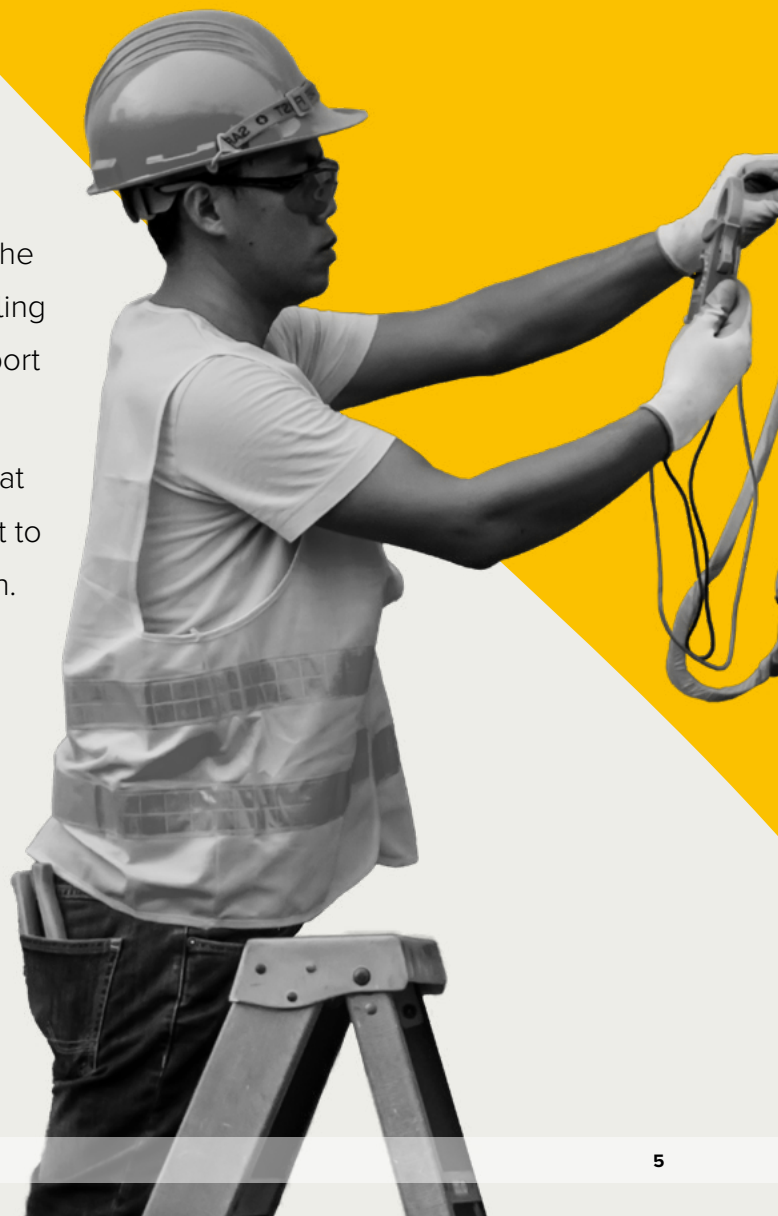
The business plan will:

- Set the plan in its legislative, regulatory and strategic context,
- Provide strategic direction for repairs and investment in our stock,
- Summarise the financial projections, including revenue income and expenditure, and capital expenditure and financing,
- Provide the finance to manage our existing homes,
- Set out our ambitions to create additional or new homes,
- Identify key risks and strategies for their mitigation.

“The last five years have been a time of exceptional challenge in the social housing sector.”

The outcome of the financial forecast is that the HRA is sustainable for the 30-year period and existing homes can be managed and maintained to a good standard for the duration of the plan. There is a healthy surplus in each year, enabling the Council to make revenue contributions to support the capital programme when required.

The plan provides a baseline position, showing what can be delivered with the money currently forecast to be available to the HRA over the period of the Plan. This is then subject to sensitivity analysis. ■



3. National Context / Key challenges

Over the last five years, the Grenfell disaster and the Hackett Report have driven major changes to the legislative and regulatory framework in which the Council operates as a Housing Authority. These changes form a key part of the Government's Levelling Up agenda, and include the following headlines:

- The **Fire Safety Act 2021** and the **Building Safety Act 2022** placed additional responsibilities on Registered Providers, requiring increased assessment and risk management and the recruitment of additional staff, with responsibilities to ensure the safety of residents.
- The **Social Housing (Regulation) Act 2023** and the new Consumer Standards have required Housing Authorities and other Registered Providers to place tenants' views at the centre of our work.
- The **Tenant Satisfaction Measures** require providers to undertake additional consultation with residents and well as collection of management data.
- The **Regulator of Social Housing** has been granted increased powers to issue fines to Registered Providers where they are found wanting.
- The **Housing Ombudsman** has also been given greater powers to intervene if failings are found.
- **Following the death of Awaab Ishak** due to exposure to black mould, the Housing Ombudsman required social landlords to take a more proactive approach to treating damp and mould in their properties. These changes were made law in the Social Housing (Regulation) Act 2023.
- The current review of the **Decent Homes Standard** is likely to increase the property standards expected of social landlords.

All these changes place additional financial demands on Housing Authorities but the majority have not been met with additional Government funding.

This period has also seen extraordinary circumstances beyond the legal and regulatory framework, which are also placing financial pressures on the Housing Revenue Account:

- Inflation across the national economy has, in the last two years, been at a 30 year high. This impacts on the costs of repairs and maintenance, capital works and development.
- Inflation across the national economy has, in the last two years, been at a 30 year high. This impacts on the costs of repairs and maintenance, capital works and development.
- Increased cost of living and significantly increased costs of energy have had an impact on tenants' abilities to pay their rent and therefore on the level of income going into the Housing Revenue Account.
- For 2023/24, the Government social rent increase was capped at 7%. This was well below the then-current level of inflation and resulted in a loss in real terms rental income for Housing Authorities.
- Supply chains for building materials and labour have continued to be impacted by Brexit, resulting in the costs of repairs and maintenance works increasing beyond the value of inflation.
- The Covid-19 pandemic had an enormous impact on Housing Authorities. In addition to the changes in ways of working experienced by many industries, the 'Everyone In' scheme required Housing Authorities to accommodate all rough sleepers, placing a demand on services that continues to the present day.

The following existing national policies have also continued to reduce incomes into Housing Revenue Accounts nationally:

- The Right to Buy Scheme has continued to cause a net loss in housing stocks for Councils. causing a loss of rental income into the HRA.
- The Benefit Cap continues to limit the incomes of affected households. This reduces their capacity to pay their rent thereby lowering collection rates and therefore income into the HRA.
- The rollout of Universal Credit to most benefit applicants has reduced the proportion of cases in which the claimant's rent is paid directly to the landlord. This increases the likelihood of tenants failing to make their full rent payment and has placed further adverse pressure on the HRA. ■

With all these factors in combination, the pressures on Councils' Housing Revenue Accounts have never been higher.

Southend in numbers



Census 2021 Population data

180,700

residents

7,000+

(4.1%)
population
increase since
the 2011 Census



78,300

households, an
increase of 4.9%
since 2011



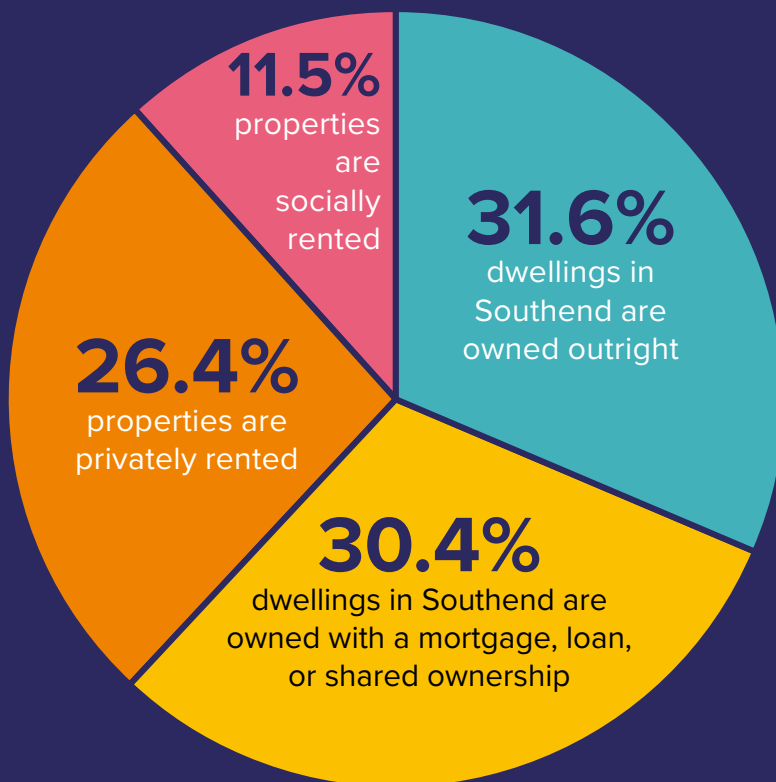
12%

increase of older
people aged 65 and
over since 2011



£46,000

above national
house price
average



5,944 Council owned
rental properties

585 Council owned
leasehold properties

124 units of temporary
accommodation

4,178 homes owned by
housing associations

1,279

households on the
Housing Register assessed
as having a housing need.



75.2%

Council tenants satisfied
with service (above 67%
national average)



4. Local context

The local housing market

At the 2021 census, Southend-on-Sea had a population of 180,700. This was an increase of 4.1% since the previous census in 2011. These individuals comprised 78,300 households – an increase of 4.9% since the 2011 census. In line with national trends, the population of Southend-on-Sea is expected to continue to increase. The census also showed that the biggest population increase in Southend-on-Sea is in older age groups, with a 12% increase in people aged 65 years and over. The majority of dwellings in Southend-on-Sea are either owned outright (31.6%), or owned with a mortgage, loan, or shared ownership (30.4%).

Region	Average house price (August 2023)
Southend-on-Sea	£356,000
East of England	£353,000
England	£310,000

The average house price in August 2023 was £356,000. This is £46,000 above the national average and £3,000 above the average for the East of England region.

It is therefore very difficult for many people to purchase a home and this has a knock-on effect on the rental housing market.

Southend-on-Sea has a higher proportion of properties let in the private rented sector than both England and the East of England, with 26.4% of properties being privately rented.

Local Housing Allowance (LHA) rates do not cover the cost of the lowest 30th percentile of properties in our city. This means that many privately rented properties are also difficult to afford for households that are dependent on benefits or in low-paying work. Consequently, there is a great need for social housing. However, just 11.5% of properties in the City are socially rented.



Shoebury Garrison

The Council currently owns 5,944 rental properties. These are listed by type below:

Type	Number of properties
General needs – Social Rent	4,306
General needs – Affordable Rent	129
Sheltered – Part 1 (over 50s)	469
Sheltered – Part 2 (over 60s)	999
Sheltered – Extra Care	30
Ex-warden flats in sheltered schemes	11
Total	5,944

The properties are further broken down by number of bedrooms in the table below.

Number of bedrooms	Number of properties
Studio	508
1	2,512
2	1,263
3	1,560
4	99
Over 4	2
Total	5,944

The Council also owns an additional 585 leasehold properties and 124 units of temporary accommodation.

In addition to the Council’s housing stock, there are 4,178 homes in the City owned by Private Registered Providers of Social Housing (Housing Associations).



Ashanti Close

Unfortunately, current levels of Social Housing in the City are not enough to meet the level of housing need. At the time of writing, there are 1,273 households on the Housing Register assessed as having a housing need. This means that either they are homeless or threatened with homelessness, or their home is unsuitable for them, for example because they are overcrowded or because medical issues make it difficult for them to live in their existing home.

Management of the Council's housing

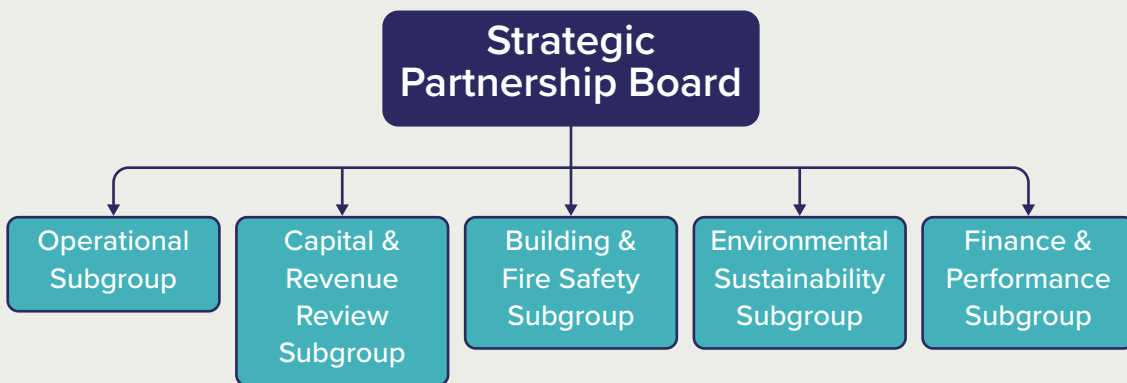


Since 2005, the Council's housing stock has been managed and maintained by our Arm's Length Management Organisation, South Essex Homes.

South Essex Homes are responsible for the following housing management functions:

- Granting new tenancies, successions, transfers and mutual exchanges,
- Advertising properties and conducting viewings,
- Asset management, responsive repairs and planned maintenance,
- Empty property management,
- Tenancy management,
- Estate management,
- Sheltered housing schemes,
- Tenant involvement,
- Management of leasehold properties and estate garages,
- Management of temporary accommodation for homeless applicants,
- Rent collection and the collection of other income such as service charges.

The SCC SEH Strategic Partnership Board oversees the work of the Partnership and is supported by the five subgroups named in the diagram below:



South Essex Homes' performance is monitored against Key Performance Indicators and the Tenant Satisfaction Measures.

The Partnership is working well for residents. In the 2022/23 Residents' Satisfaction Survey, 75.2% of the Council's tenants said they were satisfied or very satisfied with the overall service provided by their landlord and 14.5% said they were dissatisfied or very dissatisfied. This was better than the sector average. For

the same year, across the whole of England, 67% of residents said they were very satisfied or satisfied with the service provided by their landlord, while 18% were dissatisfied or very dissatisfied. This was a particularly good performance for the Partnership, since residents in the South of England generally had lower satisfaction levels than those in the North and dissatisfaction was generally higher among those with a local authority landlord.



The Retrofit Show Home at Juniper Road with solar panels on the roof.

Energy efficiency and reduced emissions

In 2019, the Council declared a Climate Emergency and made a number of pledges to improve Southend's impact on the environment. One of the aims of this announcement is for Council operations to achieve net zero carbon by 2030 which includes all Council owned housing stock (which accounts for 40% of the organisation's carbon footprint).

Families living in poorly insulated homes may struggle to afford to heat their homes adequately, especially as energy costs continue to rise.

Fuel poverty impacts significantly on a person's quality of life and can lead to property issues such as damp, mould and condensation which can impact on residents' health.

Retrofit programmes can lower energy bills, create new jobs, and improve opportunities to tackle social inequalities. Increasing the City's resilience to climate change can result in lower

levels of fuel poverty, increase the amount of money being spent in the local economy, and may contribute to saving costs for the NHS.

To this end, the Council has embarked on a programme of retrofitting existing council homes starting with a Retrofit Show Home at Juniper Road, which has seen a range of energy saving interventions installed such as external wall insulation, loft insulation, ventilation improvements, triple glazing, air source heat pump, solar photovoltaics and an energy storage battery.



Air Source Heat Pump

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Further to this pilot, the Council has been successful in bidding for £1.15m from the Social Housing Decarbonisation Fund (SHDF). The aims of SHDF are to bring social homes up to EPC C, deliver cost effective carbon savings, reduce fuel poverty and develop the retrofit sector and green economy. 110 homes have been selected for the project and they will all see a range of interventions installed, namely external wall insulation, loft insulation and new double glazing. The Council is also improving the energy efficiency of our new build homes with proposed new phases of the HRA Land Review surpassing the Future Homes Standard and the Council developing a pilot of three highly

energy efficient 'Passivhaus' homes. Also in 2022, the Council completed the development of four new Council homes. These homes were built on a disused garage site in Saxon Gardens, Shoeburyness and form part of a wider project to review the Council's underused land. Two of these council houses are classed as zero carbon because, along with the modern methods of construction, they feature energy efficient materials such as timber and innovative heating and cooling technologies such as solar panels. The homes are also designed to be fully accessible and adaptable to ensure they are inclusive for people of varying needs to enable independent living.



Rainwater harvesting garden at the Juniper Road Retrofit Show Home

Housing development and supply

The need for affordable housing within the City is greater than ever and the Council's commitment to addressing this housing need is well documented with the Council's Southend 2050 Vision, Corporate Priorities & the Housing, Homelessness and Rough Sleeping Strategy all reflecting this.

Following the changes to the Housing Revenue Account finance system in 2012 with the abolition of the HRA subsidy, the Council was provided with more freedom on the use of surpluses generated within HRA and thus proceeded with the HRA Land Review Project which assessed the viability of 122 parcels of land for future housing development.

The Council began its affordable housing development journey with a single property built in 2015 as a pilot. A further 38 Council homes have now been built over two phases of the project and a pilot of Modern Methods of Construction.

The Council is now progressing with plans to develop 42 new Council homes over the next two years including three Passivhaus homes as a pilot.

The Council also pursues an Acquisition Programme which purchases homes from the open market for conversion to Council Homes. So far, the Council has purchased 99 homes since 2019/20.

Budget and rent-setting

Each year, the Council pays South Essex Homes a management fee. The fee is negotiated between the two parties and is based on:

- actual property numbers in the HRA on an annual basis
- financial pressures on the HRA, including planned capital expenditure for the year.

At the same time, the Council reviews and sets all rents for our properties in line with national policy, guidance, and legislation. An annual rent-setting report is produced, which shows income and expenditure on the HRA for the proposed level of rent and demonstrates how the HRA will return a positive balance. This is presented to and approved by Cabinet and Full Council. ■



Eagle Way - Shoeburyness

5. Strategic vision and objectives

This section identifies the Council’s objectives for the Housing service, as defined in the Corporate Plan, the Housing, Homelessness and Rough-Sleeping Strategy, the Local Plan, South Essex Homes’ Asset Management Plan, and other sources. The HRA Business Plan is designed to help to deliver these objectives.

Corporate Plan

The Council’s Corporate Plan includes four corporate priorities, each of which is underpinned by several objectives. The below objectives are the most relevant to the Council’s housing stock:

Corporate Priority	Objective
Prioritise the supply of safe, locally affordable homes.	Support economic regeneration and business development.
	Use our spending power wisely.
	Bid for funding opportunities and
	Attract inward investment.
	Sustain and grow digital investment and inclusion.
	Deliver our city centre strategy and investment plan.
	Improve community safety.
A city with a good quality of life.	Ensure children and young people, including those in care, feel and are safe at home, school and in their communities.
	Enable people to age well, live well and care well.
	Ensure services are diverse, sustainable and high quality, including for those who pay for their own care.
A city rising to the climate change challenge.	Become a net Zero Carbon Southend by 2030.
	Prevent waste, promote re-use and increase recycling.
	Enhance, promote and protect our natural environment

Corporate Priority	Objective
A city delivering genuinely affordable housing.	Address local housing need.
	Prioritise the supply and quality of safe, genuinely affordable homes.
	Make any instance of homelessness brief and non-recurrent, aiming for functional zero homelessness.
	Maximise environmental sustainability of homes.
	Ensure good quality housing design, management and maintenance.
	Reduce the number of empty homes.
	Deliver the Local Plan.

Housing, Homelessness & Rough-Sleeping Strategy

The Council's Housing, Homelessness and Rough Sleeping Strategy includes the following strategic priorities and commitments supporting them:

Corporate Priority	Objective
Prioritise the supply of safe, locally affordable homes.	Empty Homes Bring empty homes back into use, reviewing the tools/software, resources and opportunities at our disposal to do so. An emphasis will be placed on properties empty two years or more.
	Delivery Vehicles Continually identify and utilise the tools and vehicles at our disposal to maximise provision of affordable housing.
	Council Owned Assets Re-align asset management plans in line with aims of this strategy.
	Funding Bids/Opportunities Take advantage of new funding opportunities / supporting partner bids that are in line with the aims of this strategy. This includes maximising capital investment capacity through utilising existing housing revenue account funds and borrowing capacity, considering the potential of the Care and Support Specialised Housing Fund (which runs until 2021) and new Homelessness 'Move on' accommodation capital/revenue grant (2018–19).
	Under-Occupation Explore new incentives to encourage best use to be made of homes which are underoccupied/have spare bedrooms (regardless of if they are subject to the spare room subsidy/ 'bedroom tax').

Corporate Priority	Objective
<p>Regeneration and growth to create inclusive, healthy places to live and thrive.</p>	<p>Community Assets Encourage the creation of peer support groups, and community hubs including through our commissioned support services and community relations.</p>
	<p>Sheltered Housing Review Implement the recommendations of the 2017 sheltered housing review.</p>
	<p>Employment and Skills Work with partners to maximise income, employment and skills opportunities for local people i.e. apprenticeships created on new, large developments.</p>
	<p>Integration Use of external government funds to set up support for Syrian refugees to move to the borough, sustain their tenancies and integrate into our local community.</p>
	<p>Tenancy Strategy/Policy Develop a new tenancy strategy/policy for social housing.</p>
<p>Encourage good quality housing design, management and maintenance.</p>	<p>Safety Refine our stock management approach to take account of findings of the Hackitt Review, any new decent homes standard, and Grenfell Public Inquiry to deliver a continuous programme of maintenance and improvements.</p>
	<p>Stock Condition Survey Create a pro-active and targeted response to the 2017 Stock condition survey.</p>
	<p>Investment in Aids, Adaptations and Emerging Technology Investment in aids, adaptations and emerging technology (including artificial intelligence) to support people to live independently, including providing a show home to support people to understand the benefits of these to their lives.</p>
	<p>Tenancy Sustainment Support Facilitating increased tenancy sustainment via our housing management company, South Essex Homes, the renewed floating support contract and other advice and support providers.</p>



Corporate Priority	Objective
Support people to live independently in their own homes and avoid homelessness.	<p>Rough Sleeper Initiative</p> <p>Implementation of our Rough Sleeper Initiative/ Government Funded program for 2018 – 2020 and identification of means to sustain the programme when funding ceases. Initiative includes new outreach provision, including a specialist dual diagnosis (mental health and drug/alcohol) worker, a new sit up service to temporarily increase emergency provision in the town and rent deposit support to access the private rented sector.</p>
	<p>Temporary Accommodation</p> <p>Temporarily expand the supply of temporary accommodation, until move-on options have been secured.</p>
	<p>Move On Accommodation</p> <p>Increase the supply of move on accommodation available for people using emergency shelters and temporary accommodation (freeing up emergency bed space for newly arising homeless individuals/couples/families).</p>
Any instance of homelessness to be brief and nonrecurrent.	<p>Lived Experience</p> <p>Growing our ability to engage with people with lived experience of homelessness and rough sleeping and to recruit their insight to better inform future action plans and procedures.</p>

Local Plan

The Southend-on-Sea City Local Plan provides a framework for the determination of all planning applications in the City, with the exception of those relating to minerals and waste. The Council is currently out to consultation on a revised Local Plan.

The draft plan states that the Council will assess different options to achieve a higher level of development from within the existing urban area of the City without detrimentally affecting the character and fabric of the urban environment. This is critical to determining what residual level of need is required to be accommodated outside the existing urban area and to provide an evenly phased development programme across the whole of the plan period.

Asset Management Plan

Each year, South Essex Homes produces an Asset Management Plan that summarises the stock condition and sets out investment requirements – see Appendix 1. Like the HRA Business Plan, it is informed by the Council’s Corporate Plan and Housing, Homelessness & Rough Sleeping Strategy, as well as financial pressures on the Housing Revenue Account, via the HRA Business Plan. Life cycles for building elements, components, and installations are informed by the Decent Homes Standard or the British Standards for safety installations.

It is also informed by consultation with residents about their aspirations for their properties, to ascertain the areas in which they would like the Council as their landlord to prioritise spending.

Business Plan Priorities

In addition to the above strategies, the HRA Business Plan will prioritise the following objectives:

- Maintaining a positive balance on the Housing Revenue Account
- Ensuring the Council can meet its legal duties as a landlord and its statutory homelessness duties as a Housing Authority
- Repairing and maintaining our properties to ensure they remain in a safe and decent condition
- Maximising opportunities to deliver a range of high-quality homes across the City that meet the needs of the changing population
- Ensuring we are managing our housing stock in accordance with our tenants' aspirations and priorities
- Ensuring Value for Money for our tenants, based not only on costs but also how satisfied customers are with the service provided
- Ensuring our housing stock is best meeting the Council's financial challenges
- Priorities identified through detailed options appraisals resulting in investment, disinvestment or redevelopment where appropriate

Regeneration, acquisitions and development plans

A key ambition of the Southend-on-Sea City Council is to maximise all opportunities to deliver a range of high quality, sustainable

homes across the City that meet the needs of our changing population.

The provision of a supply of good quality council housing helps the Council to fulfil its obligations in relation to addressing housing need and preventing homelessness. New housing provision will also bring financial benefits to the Council and will have a positive impact on the City's economy, by way of increased rental income into the Housing Revenue Account and an increase in Council Tax revenue.

The Council plans to continue to deliver new council homes through the HRA Land Review project with Phases 3 & 4 proposed to deliver 38 new homes over the next two years. A pilot Passivhaus project is also proposed to deliver three highly sustainable homes within the same period. Further phases of HRA Land Review are in the design stage with delivery proposed over the next five years. New Council house building will be funded utilising HRA capital reserves in combination with capital receipts from RTB and Section 106 obligations from developers.

HRA funding can also be used to acquire homes and since 2019, the Council has purchased 99 homes from the open market for conversion to council housing. These property purchases are important means of meeting the City's housing need and can be utilised to target more specific needs such as adapted homes or for resettlement purposes.

Aside from council house building and acquisitions, the Council will also continue to work with Registered Providers of Social Housing and developers to ensure a focus on the delivery of good quality affordable housing. ■

6. Financial Assumptions

The Housing Revenue Account Business Plan uses financial modelling to ensure the HRA is sustainable over the next 30 years to 2053/54. The modelling is based on a number of assumptions, which are used to estimate future income, costs and capital investments. These assumptions take into account the national legal and regulatory objectives in section 3 of this document, as well as the Council's strategies and policies, discussed in section 4.

This section describes some of the key assumptions:

Inflation

The Consumer Price Index increased by 6.7% during the twelve months ending September 2023. The government forecasts that the rate of increase in CPI will fall to below 2% between 2024/25 and 2027/28. Therefore, the business plan assumes that the CPI will increase by 2% a year thereafter.

Rental income

Rents are the main source of income into the HRA and are what funds management and maintenance. The Council's Rent setting policy is reviewed on an annual basis to inform the rolling 30-year Business Plan. A balance must be struck between affordability and our duty to ensure we have enough funds to maintain our homes.

For properties on a Social Rent, the Government's stated policy is to allow

Registered Providers to increase rents by up to CPI+1%. We are anticipating a 7.7% uplift for 2024/25. In the current financial year, rent increases were capped at 7%. However, this was an exceptional response to high inflation. Next year the maximum permitted rent increase will return to CPI+1% and it is expected that this will continue. The maximum permitted increase has been adopted in each year so far and the model assumes that this will continue.

Rent in the Council's hostels has also traditionally increased by the prevailing September CPI rate +1%, being consistent with the rent increase for our Secure tenancies.

The rents for the Council's 12 shared ownership properties have also traditionally been set on the same basis as a full Council dwelling, on a pro-rata basis, proportionate to the Council's ownership.

360

All new HRA properties (new builds and newly acquired properties) will be let at Affordable Rent. The Council's Affordable Rent levels are set at the Local Housing Allowance (LHA) rates, which vary by the number of bedrooms in the property. This is lower than the maximum affordable rent rate permitted by Government, which is 80% of the market value.

Standard garages are charged at a weekly rate for tenants and non-tenants are charged the same amount plus VAT. As with residential lets, these are reviewed on an annual basis. It is anticipated that these charges will continue to be aligned to the standard approach taken across the Council's fees and charges for future years. All variants on a standard garage will receive a proportionate increase.

Empty properties

When a property is vacant no rent is being paid to the HRA. If the property is empty for a long period of time, this can have a significant impact on rental income.

The model forecasts voids at 3%. The number of void properties is significantly increased by voids in the town centre tower blocks, which are empty due to the delayed redevelopment of the Queensway Estate.

Bad Debt

Where rent arrears occur, the expectation is that the majority of this money will be recouped. However, not all the debt will be recovered. A provision has been made within the model for 'bad debt' – rental income that is written off as the chances of the tenants paying are very low. This has been forecast at 1.4% each year.

Stock levels

Fluctuating stock levels have an impact on the amount of rent that is received over the 30-year plan period.

A significant proportion of the capital receipt from a Right to Buy sale currently goes to Treasury and RTB sales can undermine the long-term financial viability of the HRA. It is estimated that there will be about 17 RTB sales in 2023/24. Council owned stock in Southend-on-Sea is considered attractive to purchase and the Business Plan will include an estimate of 17 RTB sales per year for 2024/25 onwards.

However, the Council is working to bring new homes into the HRA. New build council homes and acquisitions are assumed to increase stock numbers by 23 in 2023/24 and 42 in 2024/25 in accordance with the approved capital programme.

In future years it is assumed that there will be six acquisitions each year, fourteen new builds each year from 2028/29 to 2030/31 and sixteen new builds each year from 2031/32 to 2033/34.

Operating Costs

Repairs and maintenance costs are based on the 2023/24 budget with an uplift of £151,000 in 2024/25 and variations to reflect increased stock numbers and inflation. It is assumed that repairs and maintenance costs will increase each year by 1% more than the increase in the Consumer Price Index.

The Management Fee paid to South Essex Homes is based on the 2023/24 budget. The fee is forecast to increase each year to reflect inflation at CPI+1%.

Capital Investment

HRA capital investment includes spending on planned maintenance, which is based on requirements identified in the Asset Management Plan (see Section 4 and Appendix 1). This includes major works like new roofs, kitchen and bathroom replacement programmes and other improvements such as fire safety remediation works.

Investment in the existing stock is funded from the major repairs reserve where this is affordable and from revenue contributions in years where this is not.

Capital investment also includes the development of new Homes and the acquisition of existing properties to the HRA. Investment in new build and acquisitions is funded from third party payments, grants and capital receipts when these are available and from revenue contributions when required.

It is assumed that the HRA will continue to be able to borrow internally and that this will increase from £25million to £34million and will continue to be at lower interest rates than those available externally. In addition, a proportion of Right to Buy receipts can be used to finance the replacement of the stock lost through the Right to Buy.

Housing Authorities are also permitted to borrow externally to finance their capital programmes, providing that it is affordable and complies with the Prudential Code for Capital Finance in Local Authorities. However, the Business Plan does not plan to borrow externally, in order to safeguard the sustainability of the HRA in the longer term.

Queensway

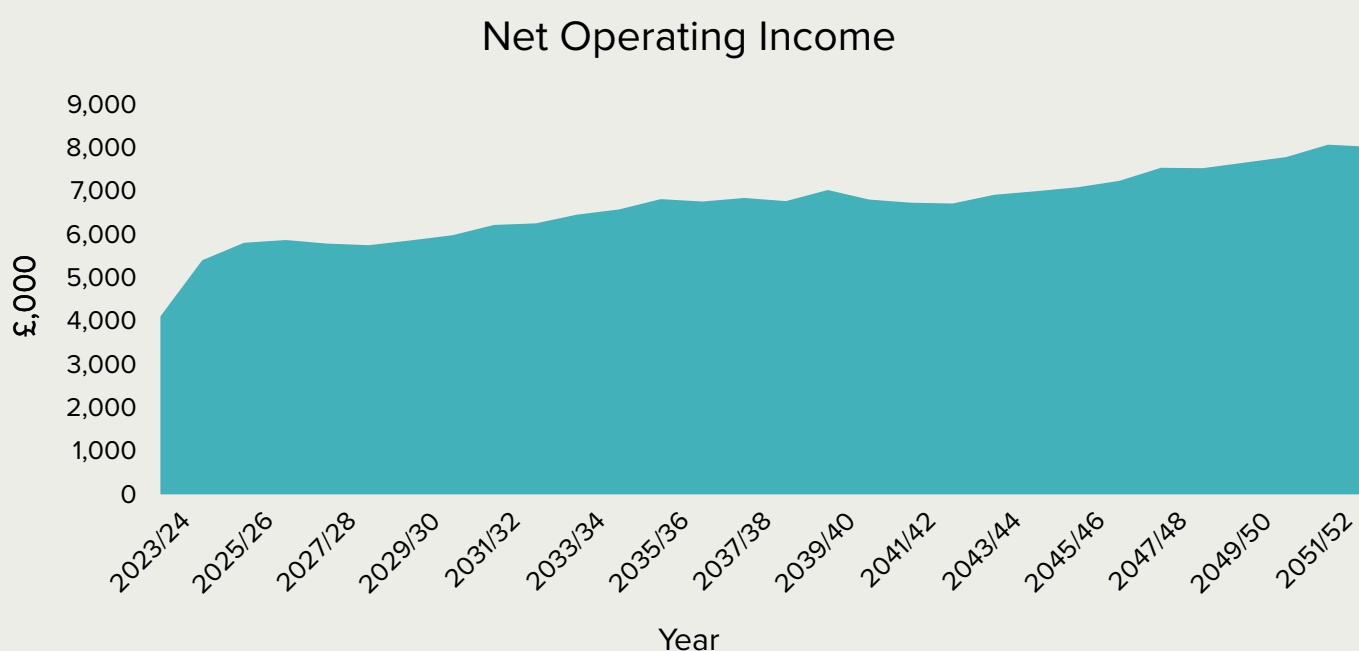
The proposed regeneration of the Queensway Estate has suffered delays due to Swan Housing being taken over by Sanctuary Housing. The HRA Business Plan is working on the assumption that the proposed new development will be broadly revenue neutral at this stage, on the basis that lost rental

income will be largely offset by a reduced need for management and maintenance liabilities. An allowance has been made for a net loss in future years due to an expected loss of HRA stock. Further work will be undertaken to understand the exact implications when the redevelopment proposal is finalised and phased, including how any decant process will work. ■



7. Current financial position of HRA

The outcome of the financial forecast is that the HRA is sustainable for the 30-year period. Existing homes can be managed and maintained to a good standard for the duration of the plan. Furthermore, there is a healthy surplus in each year, enabling the Council to make revenue contributions to support the capital programme when required. Movements in the net operating income of the HRA are shown in the graph below:



Housing Revenue Account balances are maintained at £3million in each year, with appropriations being made to and from earmarked reserves to maintain general balances at this level. Movements in earmarked reserves are forecast as follows. They increase from £27.7million at 1st April 2023 to £55.3million at 31st March 2038:

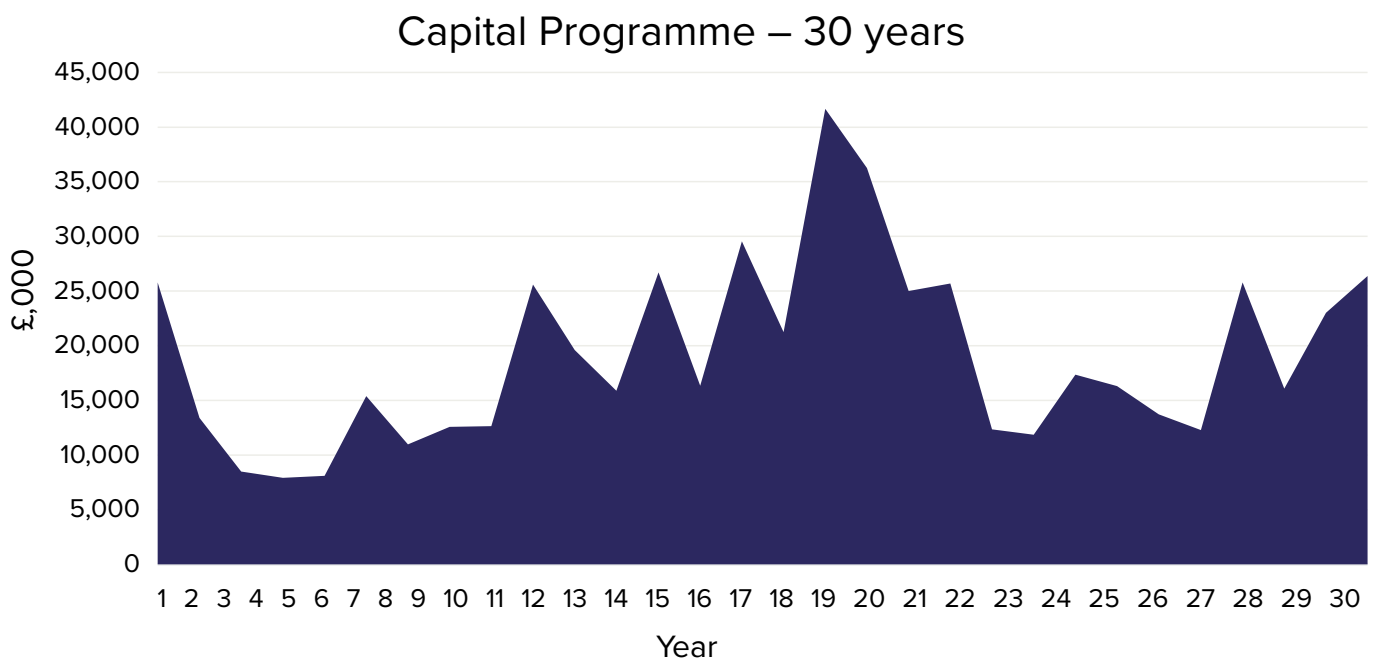
Year	2023/24	2024/25	2025/26	2026/27	2027/28
£,000	1	2	3	4	5
Opening Balance	-27,747	-24,470	-27,184	-32,926	-38,791
Appropriations	3,277	-2,714	-5,743	-5,865	-5,786
Closing Balance	-24,470	-27,184	-32,926	-38,791	-44,577

Year	2028/29	2029/30	2030/31	2031/32	2032/33
£,000	6	7	8	9	10
Opening Balance	-44,577	-47,043	-49,616	-52,314	-54,916
Appropriations	-2,466	-2,573	-2,698	-2,602	-2,639
Closing Balance	-47,043	-49,616	-52,314	-54,916	-57,555

Year	2033/34	2034/35	2035/36	2036/37	2037/38
£,000	11	12	13	14	15
Opening Balance	-57,555	-60,388	-66,961	-60,132	-64,052
Appropriations	-2,834	-6,572	6,829	-3,920	8,757
Closing Balance	-60,388	-66,961	-60,132	-64,052	-55,294

Capital Programme

The level of investment in the capital programme over the thirty years of the plan is shown in the graph below:



As described by section 4, the Decent Homes Standard informs South Essex Homes’ Asset Management Plan, which dictates capital investment in our existing stock. Using this approach does present “peaks and troughs” in potential expenditure. Following peaks of Decent Homes investment in the early 2010s, this causes new peaks in the 2030s and 2040s as the life cycles of the original installations expire. During the course of the Business Plan, it is likely that we will consider strategies to smooth out these peaks. This can be done for example, by adopting a just in time principle. ■

8. Sensitivity Analysis

The assumptions used in this Business Plan are based on what is considered to be the most likely environment in which the service will operate, including assumptions about government policy, economic variables, social circumstances and technological developments.

However, factors such as the Government's rent policy and changes in repairs costs are beyond the Council's control and can have a major impact on the viability of the HRA over the 30-year period. Therefore, the business plan financial model has been used to carry out some sensitivity analysis, considering what might happen if variables in the revenue budget or the capital programme change.

All sensitivity analysis indicates that the HRA is robust. Even if the Council were to face a perfect storm of rent increases limited to inflation and costs of management and, repairs and maintenance increasing by 2% more than general inflation, the model would still return a positive outcome.

We continue to review the model in light of any potential changes in the assumptions used to construct the model and ongoing sensitivity analysis. ■




9. Performance Monitoring

The HRA business plan is a dynamic, working document and will be regularly reviewed and updated. It will be monitored against the Council's strategic housing priorities using existing performance monitoring systems within the Council and also within the governance of the Council's partnership with South Essex Homes.

The financial performance of the Partnership with South Essex Homes is discussed regularly at the SCC SEH Strategic Partnership Board and on a monthly basis at the Finance & Performance Monitoring subgroup. The costs and effectiveness of capital works and revenue expenditure is also monitored on a monthly basis, at the Capital & Revenue Review Subgroup. ■

“As we look to the future, housing will remain at the forefront of what we do as a Council.”



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languages are also available upon request.

Title: Treasury Management Policy for 2024/25

Meeting: Cabinet

Date: 13 February 2024

Classification: Part 1

Key Decision: No

Report Authors: Caroline Fozzard, Senior Finance Lead (Strategy, Sustainability and Governance)

Executive Councillor: Councillor Cox, Leader (Cabinet Member for Special Educational Needs & Disability)

1. Executive Summary

- 1.1. To consider the following Treasury Management documents before recommending them to Council for approval:
- Treasury Management Policy Statement for 2024/25.
 - Treasury Management Strategy for 2024/25.
 - Annual Treasury Management Investment Strategy for 2024/25.

2. Recommendation

That the Cabinet recommend to Council that it approve:

- 2.1. **The Treasury Management Policy Statement 2024/25 (Appendix 1).**
- 2.2. **The Treasury Management Strategy 2024/25 (Appendix 2).**
- 2.3. **The Annual Treasury Management Investment Strategy 2024/25 (Appendix 3).**

3. Background

3.1. In compliance with the CIPFA (Chartered Institute of Public Finance and Accountancy) Treasury Management Code of Practice the Council's Treasury Management Policy comprises the following:

- Treasury Management Policy Statement;
- Treasury Management Strategy;
- Annual Treasury Management Investment Strategy

and these are reviewed annually for approval by Council before the start of each financial year.

3.2. The purpose of the Treasury Management Policy Statement is to set out the scope of the Treasury Management function, the policy on borrowing, debt restructure, investments, delegation and management of risk. The Treasury Management Policy Statement for 2024/25 is attached as **Appendix 1**.

3.3. The purpose of the Treasury Management Strategy is to set out how the budgeted financing costs can be achieved. It covers the prospects for interest rates and the strategy on borrowing and debt restructuring. The Treasury Management Strategy for 2024/25 is attached as **Appendix 2**.

3.4. The purpose of the Annual Treasury Management Investment Strategy is to set out the investment objectives and the policies on the use of external fund managers, on the investment of in-house managed funds and on the use of approved counterparties. The Annual Treasury Management Investment Strategy for 2024/25 is attached as **Appendix 3**.

3.5. Appendices 1, 2 and 3 together form the Treasury Management Policy and are then used by officers on a daily basis for the effective running of the treasury management function.

3.6. In response to the on-going economic, regulatory and financial market conditions, and in consultation with our treasury management advisers, the treasury management policy has been updated for the 2024/25 financial year. The changes from the revised 2023/24 policy are shown in **Appendix 4**.

3.7. The policy and strategy documents are written in order to provide officers and advisers with clear boundaries within which to work but as a result they are written using technical language. Treasury management training has been offered to all councillors to aid understanding of the issues and further courses will be available in the future. This training is particularly important for members of the Audit Committee as that committee is responsible for the scrutiny of the Treasury Management Policy.

4. Reasons for Decisions

4.1. The recommendations are to comply with the CIPFA Treasury Management Code of Practice.

5. Other Options

- 5.1 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 aims to effectively control risk to within a prudent level, whilst providing optimum performance consistent with that level of risk.

6. Financial Implications

- 6.1 The financial implications of the proposed capital investment programme will be considered in the Budget Proposals report elsewhere on this agenda. Other financial implications are dealt with throughout this report.

7. Legal Implications

- 7.1 Compliance with the relevant regulations and codes of practice has been considered throughout this report.

8. Carbon Impact

- 8.1 Subject to the Treasury Management Investment Objectives being satisfactorily met, consideration will be given to environmental factors for the funds and financial institutions being invested in.

9. Equalities

- 9.1 None arising from this report.

10. Consultation

- 10.1 The key treasury management decisions are taken in consultation with our treasury management advisers.
- 10.2 Appendices 1 to 4 were presented to the Audit Committee on 10 January 2024 for scrutiny.

Audit Committee asked questions relating to the following areas:

- The considerations for the use of external contributions under Section 106 agreements.
- Clarification of the change in limits on external borrowing between 2023/24 and 2024/25.
- The reporting of the performance of the Treasury Management activities.
- Consideration of the appropriateness of a limit on the investment of monies into Joint Ventures or Development Companies.

Full responses were provided at the meeting with no further follow-up requested.

Audit Committee requested the following changes to the Treasury Management Policy documents:

- Annex 1 to Appendix 1 to include the activity of undertaking appropriate due diligence to consider the appropriateness of the counterparty regarding borrowing from or placing any deposit with other Local Authorities.
- Annex A to Appendix 3 to be updated regarding Other Local Authorities – the method of placement to be directly or through a broker.
- The section in Appendix 3 regarding the limit on deposits with other Local Authorities: to also include a limit per individual Local Authority.

The relevant appendices have been updated and these items have also been noted in Appendix 4.

11. Background Papers

11.1 CIPFA (Chartered Institute of Public Finance and Accountancy) Treasury Management Code of Practice

12. Appendices

12.1 Appendix 1 – Treasury Management Policy Statement 2024/25

12.2 Appendix 2 – Treasury Management Strategy 2024/25

12.3 Appendix 3 – Annual Treasury Management Investment Strategy 2024/25

12.4 Appendix 4 – Changes from the revised 2023/24 Treasury Management Policy

Report Authorisation

This report has been approved for publication by:

This report has been approved for publication by:		
	Name:	Date:
S151 Officer	Joe Chesterton	02/02/2024
Monitoring Officer	Kim Sawyer	02/02/2024
Executive Director(s)	Joe Chesterton	02/02/2024
Relevant Cabinet Member(s)	Councillor Cox	30/01/2024

SOUTHEND-ON-SEA CITY COUNCIL

TREASURY MANAGEMENT POLICY STATEMENT 2024/25

1 Background

- 1.1 The purpose of this statement is to outline the Council's treasury management policy.
- 1.2 The CIPFA Code of Practice on Treasury Management recommends that Local Authorities:
 - Adopt the CIPFA code.
 - Create and maintain both a Treasury Management Policy Statement and suitable Treasury Management practices.
 - Appoint an officer to whom Treasury Management is delegated.
 - Submit reports regularly.
- 1.3 Cabinet approved adoption of the CIPFA code of Practice for Treasury Management at its meeting on 12 February 2002. CIPFA published a major revision to the Code of Practice for Treasury Management on 27 November 2009, the implementation of which was the subject of a report to Audit Committee submitted to its meeting of 13 January 2010. Since then, there have been a number of revisions, the latest being the 2021 edition of the Code of Practice for Treasury Management on 20th December 2021.
- 1.4 There is a requirement in the code that the treasury management policy should be scrutinised in detail by a specialist committee, before being accepted by the authority, and should be monitored regularly.
- 1.5 The treasury management policy is agreed in advance of the year to which it relates. The policy is then monitored regularly and is updated, as appropriate, to reflect changing circumstances and guidance.
- 1.6 The Council has agreed the Audit Committee to be responsible for ensuring effective scrutiny of the treasury management policy, before approval by full Council as part of the approval of the budget.
- 1.7 The Chief Finance Officer (Section 151 Officer under the Local Government Act 1972) is the person responsible for the treasury management function.
- 1.8 The code requires that, as a minimum, reporting should include an annual strategy in advance of the year, then quarterly reporting which includes a mid-year review and an annual report after its close. The reporting and scrutiny of the strategy and policy are dealt with above. For 2024/25 reports on the activities of the treasury management

function will be submitted to Cabinet quarterly. One such report will comprise an annual report for presentation before 31 July of the succeeding year. Another report will be a mid-year review reporting in November of each year.

- 1.9 In the latest version of the CIPFA Code of Practice on Treasury Management the term “investments” covers all the financial assets of the organisation, as well as other non-financial assets which the organisation holds primarily for financial returns or primarily for the provision, and the purposes, of delivering public services (including housing, regeneration and local infrastructure). This may therefore include investments which are not managed as part of normal treasury management and these are covered by the Capital Investment Policy which forms part of the Capital Investment Strategy.
- 1.10 To reflect the revised version of the CIPFA Code of Practice on Treasury Management the Council is required to maintain Investment Management Practices for investments which are not for treasury management purposes. This is in addition to the treasury management practices already in place.

2 Duration of the Policy Statement

- 2.1 This Treasury Management Policy Statement covers the 2024/25 financial year.

3 Scope of the Treasury Management Function

- 3.1 The Council defines its treasury management activities as:
 - the management of the organisation’s borrowing, investments and cash flows, including its banking, money market and capital market transactions.
 - the effective control of the risks associated with those activities.
 - the pursuit of optimum performance consistent with those risks.
- 3.2 The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the Council.
- 3.3 The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving best value in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

3.4 The Council acknowledges that responsibility for the effective management and control of risk lies with the authority.

4 Use of a treasury management adviser

4.1 The services of a treasury management adviser will be used throughout 2024/25 to assist the Council to develop and enhance the performance of the treasury management function.

4.2 The role of this adviser is to provide relevant and timely information and advice on all aspects of treasury management.

4.3 The Council recognises that responsibility for treasury management decisions remains with the authority at all times.

5 Funding requirements for the capital investment programme

5.1 The following methods of funding have been identified as being available to the Council for use in 2024/25:

- Borrowing.
- Use of capital receipts - from the sale of surplus assets.
- Use of Government Grants – e.g. Local Growth Fund, or grants from the Department for Education.
- Other external contributions – e.g. Section 106 agreements.
- Revenue funding – e.g. transferred from the Revenue Account.

5.2 No additional funding source will be used without the agreement of the Cabinet.

6 Limits on external borrowings

6.1 The Council must set an operational boundary and authorised limit for external debt. The operational boundary is how much external debt the Council plans to take up and reflects the decision on the amount of debt needed for the Capital Investment Programme for the relevant year. The authorised limit is higher than the operational boundary as it allows sufficient headroom to take account of unusual cash movements.

6.2 The table below shows the operational boundary and authorised limits for borrowing for 2023/24 and 2024/25:

	2023/24 Original £m	2024/25 Original £m
Operational boundary	390	385
Authorised limit	400	395

In accordance with the Prudential Code these limits exclude outstanding debt relating to services transferred from Essex County Council (ECC) on 1 April 1998.

- 6.3 In November 2020 the PWLB changed its lending criteria to exclude the use of the PWLB for any Local Authority that includes the purchase of any capital asset primarily for yield in their three-year capital investment programme. Local Authorities that don't qualify for these lending terms are unable to access any PWLB borrowing until such time as they cease to have any capital asset primarily for yield in their three-year capital investment programme. The Council's capital investment programme will not include the purchase of any capital asset primarily for yield.
- 6.4 The operational boundary and authorised limits allow for some borrowing to take advantage of lower lending rates should the opportunity arise.

7 Policy on sources and types of long term borrowing

- 7.1 The Council's long-term borrowing (i.e. for more than one year) for 2024/25 will be via any type of loan from the Public Works Loan Board (which is a lending facility operated on behalf of HM Treasury and provides loans to local authorities and other specified bodies) or from banks, building societies or other financial institutions as appropriate.
- 7.2 In addition, if it is deemed to be economically advantageous the Section 151 Officer, in consultation with our Treasury Management advisers, can issue bonds to raise funds, either in this council's name or collaboratively with other Local Authorities or via the Local Government Association (LGA), and either as a private or public placement.
- 7.3 In addition, if it is deemed to be economically advantageous the Section 151 Officer, in consultation with our Treasury Management advisers, can borrow from other Local Authorities. Appropriate due diligence would be undertaken to consider the appropriateness of the counterparty.
- 7.4 In addition, if it is deemed to be economically advantageous the Section 151 Officer, in consultation with our Treasury Management advisers, can borrow for the purposes of financing regeneration and other infrastructure related projects.
- 7.5 The PWLB is usually the most economic source available to the Council for long term borrowing. The Council is eligible for HM Treasury's 'certainty rate' which is a discount of 0.2% on standard rates.

- 7.6 Financing arrangements other than borrowing will be in the form of leases. These will be taken out to finance the purchase or use of assets such as equipment or vehicles.

8 Timing of new borrowing

- 8.1 New borrowing will be undertaken as and when required to finance capital. The Council's Section 151 Officer is authorised to make application for loans during 2024/25 that are deemed appropriate for the long term financing of capital. The amount and timing of these loans will have regard to the Council's cash flow, the PWLB interest rates and the future requirements of the approved capital investment programme.

9 Debt restructuring policy

- 9.1 Some of the Council's borrowings are at a higher interest rate than the current rate of borrowing. To redeem these loans before their maturity date (i.e. to redeem them early) the Council would be required to pay a premium (this is like paying to redeem a mortgage early except the amount of the penalty depends on the prevailing rate of interest). New loans could then be taken out at the current rate. The savings to be made by paying interest at a lower rate need to be offset by the premiums payable before a decision is made as to whether this would be economically advantageous.
- 9.2 Similarly, some of the Council's borrowings can be at a lower interest rate than the current rate of borrowing. To redeem these loans early the Council would receive a discount (this is the opposite of a premium). New loans could then be taken out at the current rate. The discount receivable would need to be offset by the higher rate of interest paid before a decision is made as to whether this would be economically advantageous.
- 9.3 The Council will undertake debt restructuring as and when appropriate opportunities arise. The main objective of a restructure will be to produce reductions in financing costs as part of an overall budget strategy. The advice of our treasury management advisers would be sought. Members would be notified via the quarterly reporting to Cabinet on treasury management activities.

10 Treasury Management Investments

- 10.1 See the Annual Treasury Management Investment Strategy.

11 The approved activities of the Treasury Management operation are as follows:

- Risk management.
- Cash flow management (daily balance and longer-term forecasting).
- Investing surplus funds in approved investments.
- Use of brokers for placing investments.
- Investing surplus funds with external fund managers.
- Long-term borrowing to fund the capital investment programme.
- Short-term borrowing for cash flow purposes.
- Management of debt (including repayment and rescheduling).
- Capital receipts management.
- Leasing arrangements for the Council (including schools).
- Banking activities.
- Training for members and officers.
- Prevention of money laundering.

12 Responsibility for the treasury management function

- 12.1 Under the constitution the Council's Section 151 officer who is the Chief Finance Officer (currently the Executive Director (Finance and Resources)), must take all steps that are considered appropriate for the administration of the financial affairs of the Council. This includes responsibility for the treasury management function.
- 12.2 The table in Annex 1 shows the treasury management activities and the sub-delegated responsibilities from the Chief Finance Officer to others.
- 12.3 Officers are required to explicitly follow policies and procedures.
- 12.4 The training needs of staff and members with treasury management responsibilities are assessed on a regular basis and training is arranged as necessary.

13 Risks

- 13.1 The overriding principle is that it is more important to balance risks than to maximise returns.

Credit and Counterparty risk

- 13.2 This is the risk that the organisation with which we have invested money becomes insolvent and cannot pay us back our investment. A prime objective of treasury management activities is the security of the principal sums invested and this is placed ahead of the investment return. Accordingly, the Council will ensure that robust due diligence procedures cover all external investment.

- 13.3 Treasury Management investment activities are limited to the instruments, methods and techniques referred to in the Annual Treasury Management Investment Strategy. The use of limits and a combined matrix of investment criteria using credit ratings reflect a prudent attitude towards organisations with whom funds may be deposited. Investment activities will be limited to those who meet the criteria in this matrix when the investment is placed, with the exception of the UK part-nationalised bank and the Council's bank, and then limited by other relevant market information.
- 13.4 The policy in respect of those organisations from which the council may borrow, or with whom it may enter into other financing arrangements is set out in this Treasury Management Policy Statement and in the Annual Treasury Management Investment Strategy.

Liquidity risk

- 13.5 This is the risk that there will be insufficient cash available to make payments as they fall due. The Chief Finance Officer will ensure that cash resources are adequate, though not excessive, and that borrowing arrangements are available at all times to enable the Council to achieve its business objectives.

Interest Rate risk

- 13.6 Interest rates will be reviewed as part of the ongoing monitoring arrangements to ensure that, as far as possible, investments are made so as to maintain the return to the Council, whilst retaining a sufficient degree of flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of interest rates.
- 13.7 Regard will be given to the limits imposed by the treasury management policy, particularly the importance of maintaining the security of the monies invested.

Partnership risk

- 13.8 There are currently no major partnerships involving private borrowing, although it has been agreed that some of the Council's capital reserves would be used as equity in the Seaway Leisure development. For certain projects, some of the Council's costs are met by 'match funding' where other organisations match the funding that the Council contributes. Where this is the case there may be liquidity risk (see 13.5) if the other organisations do not make their contributions when agreed. Our exposure to this risk will be monitored via the revenue and capital budget monitoring processes.

Market risk

- 13.9 Our long-term borrowing is mainly through fixed rate maturity loans, whilst our investments are at both fixed and variable rates. To mitigate the risk as far as possible the Council seeks to find the appropriate

balance of investments between short and long term and between variable and fixed rate.

Refinancing risk

- 13.10 Our borrowing arrangements are negotiated, structured and documented, and the maturity profile of these monies are managed, with a view to obtaining offer terms for renewal or refinancing, if required, which are competitive and as favourable as can reasonably be achieved in the light of market conditions prevailing at the time.

Currency risk

- 13.11 The Council does not have any foreign currency risk as all investments are in pounds sterling.

Inflation risk

- 13.12 The Council will keep under review the sensitivity of its treasury assets and liabilities to inflation and will seek to manage the risk accordingly in the context of the whole organisation's inflation exposures.

Treasury Management Activity	Delegated to:	In their absence, delegated to:
Production of a Treasury Policy each year for approval by the Council prior to the start of the financial year	Senior Finance Lead (Strategy, Sustainability and Governance)	Finance Manager – Treasury Management
Staffing and organisation of the Treasury Management function	Senior Finance Lead (Strategy, Sustainability and Governance)	Chief Finance Officer
Ensuring that all staff engaged in Treasury Management receive appropriate training	Senior Finance Lead (Strategy, Sustainability and Governance)	Finance Manager – Treasury Management
Ensuring that all members with Treasury Management responsibilities receive appropriate training	Chief Finance Officer	Senior Finance Lead (Strategy, Sustainability and Governance)
Advising the Council’s Monitoring Officer when necessary	Chief Finance Officer	Deputy Section 151 Officer
Decisions on long term borrowing	Chief Finance Officer	Deputy Section 151 Officer
Decisions on the restructuring of the Council’s debt	Chief Finance Officer	Deputy Section 151 Officer
Taking out new loans/repayment of loans with the PWLB	Senior Finance Lead (Strategy, Sustainability and Governance)	Chief Finance Officer/ Deputy Section 151 Officer
Undertaking appropriate due diligence to consider the appropriateness of the counterparty regarding borrowing from or placing any deposit with other Local Authorities	Chief Finance Officer	Deputy Section 151 Officer
Maintaining adequate and effective cash flow forecasting records to support the decision to lend or borrow	Designated Accounting Technician/Finance Manager	Any other designated Accounting Technician/Finance Manager

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Treasury Management Activity	Delegated to:	In their absence, delegated to:
Proposals on placing overnight monies with the Council's bank or in short/long term investments	Finance Manager – Treasury Management	Designated Accounting Technician/ Finance Manager
Approval of short/long term investments	Chief Finance Officer	Deputy Section 151 Officer/ Senior Finance Lead (Strategy, Sustainability and Governance)
Placing money in investments once approval has been obtained	Finance Manager – Treasury Management/ other designated Finance Business Partner/ Senior Finance Business Partner	Senior Finance Lead (Strategy, Sustainability and Governance)
Contact for correspondence with external fund managers	Finance Manager – Treasury Management	Other designated Accounting Technician/Finance Business Partner
Decisions on placing with or recalling monies from external fund managers	Chief Finance Officer	Deputy Section 151 Officer
Entering into lease agreements	Chief Finance Officer	Deputy Section 151 Officer
Key contact with the Council's treasury management advisers	Senior Finance Lead (Strategy, Sustainability and Governance)	Finance Manager – Treasury Management
Monitoring of actual against budget for debt charges, interest earnings and debt management expenses	Designated Accounting Technician/ Finance Manager	Any other designated Accounting Technician/Finance Manager
Monitoring of performance; average interest rates earned and paid etc.	Designated Accounting Technician/Finance Manager	Any other designated Accounting Technician/Finance Manager
Monthly report to Section 151 officer detailing performance and any non-compliance with the Treasury Management Policy	Finance Manager – Treasury Management	Designated Accounting Technician/Finance Manager

SOUTHEND-ON-SEA CITY COUNCIL
TREASURY MANAGEMENT STRATEGY 2024/25

1. Introduction

- 1.1 The Treasury Management Strategy is written in compliance with the CIPFA Treasury Management Code of Practice requirement to review and report policy and strategy before the start of the year. This has been revised following publication of the revised Code of Practice.
- 1.2 The Treasury Management Strategy sets out how the financing costs may be achieved. It needs to be regularly monitored and modified in the light of changing external and internal circumstances.
- 1.3 The objective of the strategy is to optimise the income generated by surplus cash and minimise borrowing costs, consistent with a low level of risk, maintaining capital sums and maintaining liquidity.

2. The Council's Budget

- 2.1 The budget includes provision for the financing costs of the Council's Capital Investment Programme, including interest on external borrowings. Offsetting this, the Council will earn interest by temporarily investing its surplus cash, which includes unapplied and set-aside capital receipts. These budgets depend on many factors, not least the Council's level of revenue and capital budgets, use of reserves, methods of funding the budget requirement, interest rates, cash flow and the Council's view of risk.
- 2.2 The Council can be both a lender and borrower at the same time as it seeks to invest short-term surpluses and fund longer-term capital investment. The timing of the taking of borrowing is important to secure the most advantageous interest rates.
- 2.3 The net budget for financing costs and interest earned on balances is £11.9m (expenditure of £21.5m and income of £9.6m) in 2024/25.

3. The Council's Cash Surplus and Cash Flow

- 3.1 It is projected that surplus cash balances will average £124m (of which £49m is the estimated sum of medium and long term funds managed by external fund managers) during 2024/25 based on information currently available and historical spending patterns.

4. Interest Earnings (in-house investments)

- 4.1 At the date of this report, the Bank of England base rate was 5.25%. Based on economic forecasts it is very difficult to predict the timing and extent of any change in interest rates, however it has been assumed that during 2024/25 the bank base rate will remain at that level before starting to decrease. The average interest earned by the Council on its in-house lending is likely to be 4.62% but this does depend on market conditions.
- 4.2 For in-house investments, sensitivity analysis shows that a difference of 0.5% in interest rates would make a difference of £375k in external interest earned and a difference of £1m in average balances would make a difference of £46k in interest earned in a full year. This risk is reflected in the annual review of the robustness of estimates for the Council Budget undertaken by the Chief Finance Officer.

5. Long Term Borrowing

- 5.1 There is no Central Government funding to support borrowing by the Council to fund capital projects. Under the Prudential Code the cost of any additional borrowing has to be financed by the Council.
- 5.2 The funding available to support capital investment is based on an assumption that the Council will not undertake any new borrowing in 2024/25.
- 5.3 The Capital Financing Requirement (CFR) is the council's theoretical need to borrow but the Section 151 Officer can manage the council's actual borrowing position by either:
- 1 - borrowing to the CFR;
 - 2 - choosing to use temporary cash flow funds instead of borrowing (internal borrowing) or;
 - 3 - borrowing for approved future increases in the CFR (borrowing in advance of need).

The Council is likely to begin 2024/25 in the second of the above scenarios. However, as the 2024/25 financial year progresses a combination of scenarios 1, 2 and 3 will be considered, as appropriate.

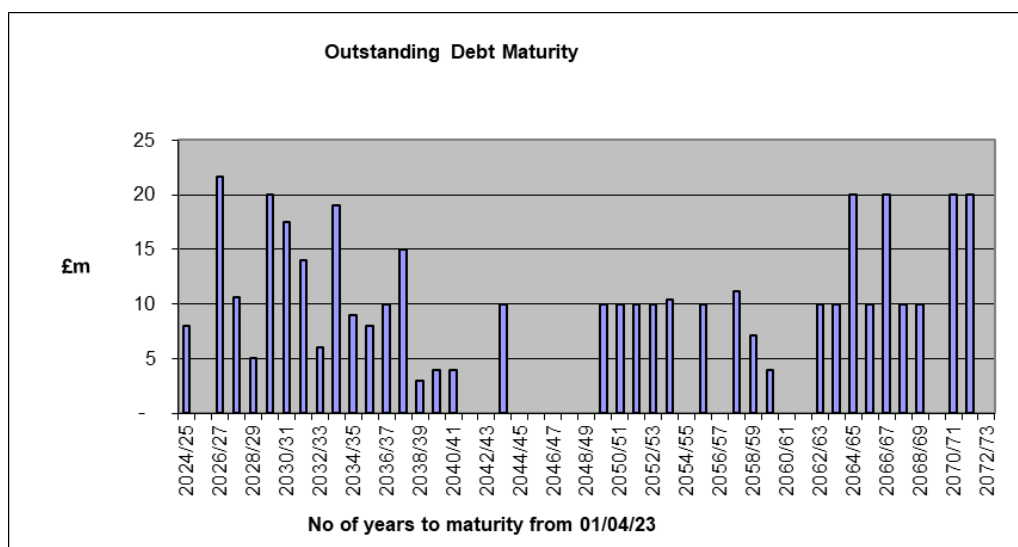
- 5.4 This authority will only borrow in advance of need where there is a clear justification for doing so and will only do so for the current approved capital investment programme or to finance future debt maturities.
- 5.5 So far in 2023/24 no new PWLB loans have been taken out.
- 5.6 The Council's current outstanding PWLB loans for both General Fund and Housing Revenue Account, which will need to be repaid, are set out on the next page:

Southend-on-Sea City Council		Main Schemes (£m)	Invest to Save Schemes (£m)	Total (£m)
Estimated opening position as at 31 March 2024	GF	273	0	273
	HRA	74	0	74
	Total			347
Estimated new loans in 2024/25	GF	0	0	0
	HRA	0	0	0
	Total			0
Repayments in 2024/25	GF	(6)	0	(6)
	HRA	(2)	0	(2)
	Total			(8)
)Estimated closing position as at 31 March 2025	GF	267	0	267
	HRA	72	0	72
	Total			339

5.7 Outstanding debt relating to services transferred from Essex County Council (ECC) on 1 April 1998, remains under the management of ECC and is set out below. Southend City Council reimburses the debt costs incurred by the County.

ECC transferred debt	Amount (£m)
Opening position as at 31 March 2024	8.8
New loans in 2024/25	0
Repayments in 2024/25	(0.4)
Closing position as at 31 March 2025	8.4

5.8 The graph below shows the repayment profile of the Council's PWLB borrowings if all new loans are included to reflect the funding of the proposed capital investment programme and the refinancing of debt.



It shows the gaps in the repayment profile and that there is no one year where the loan maturities are excessive.

The next maturity date of any PWLB debt redemption is March 2025 and is for a sum of £8m (General Fund: £5.8m, Housing Revenue Account (HRA): £2.2m).

- 5.9 The potential for the early redemption of high interest loans is reviewed periodically, however the interest savings from the repayment of these loans is usually offset by the premiums that must be paid on their redemption and it has not yet been advantageous for the Council to discharge these loans prematurely. This followed advice from our treasury management advisers which demonstrated the excessive cost to the Council of any debt restructuring. Further advice from our treasury management advisers will be sought at the appropriate time about the potential for restructuring of debt and the timing of such a restructure.
- 5.10 Long term borrowing will normally be taken from the Public Works Loan Board (PWLB) since this is usually the most economic source available to the Council. If other sources are thought to be more advantageous and are permitted under the relevant legislation they will be considered.
- 5.11 As at 31 January 2024 rates of borrowing (from the PWLB) range from 5.32% for a 1 year loan through to 5.29% for a 25 year loan down to 5.08% for a 50 year loan (these rates include the certainty rate discount of 0.2%). During 2024/25 the investment and borrowing interest rates will be kept under review and the further use of capital balances will be considered in lieu of new borrowing where this is advantageous.
- 5.12 Where it is considered appropriate to take out new borrowing, regard will be given to the existing repayment profile (see 5.8 above) and the need for a spread of maturity dates to ensure that a significant value of loans do not mature at the same time. Loans are taken out for a range of periods in order that the Council continues to balance its debt profile over the longer term and so is not unduly exposed to the prevailing interest rates at the time of the possible debt replacement.

6. Monitoring and Review Arrangements

- 6.1 During 2024/25, within 7 working days of each month end, the Section 151 Officer will receive a report detailing performance and any non-compliance with the treasury management policy. He will either approve the report or raise the necessary queries to satisfy himself in relation to:
- (i) all transactions being properly authorised.
 - (ii) all transactions being with approved counterparties.
 - (iii) all transactions being in accordance with the Council's approved policy.

- (iv) monitoring of security and liquidity (i.e. spread of investments by long term credit rating, financial sector, country, maturity profile).
- (v) in-house investment performance against SONIA (Sterling Overnight Index Average).
- (vi) investment performance for external fund managers for the relevant period.

6.2 In addition to the monthly reports:

- (i) quarterly reports submitted to Cabinet on the performance of the treasury management function.
- (ii) any changes affecting the treasury management strategy will be reported to Audit Committee for scrutiny and Cabinet for recommending to Council for approval.

6.3 Benchmarking that considers security and liquidity will be achieved by appropriate comparisons with relevant statistical data.

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SOUTHEND-ON-SEA CITY COUNCIL

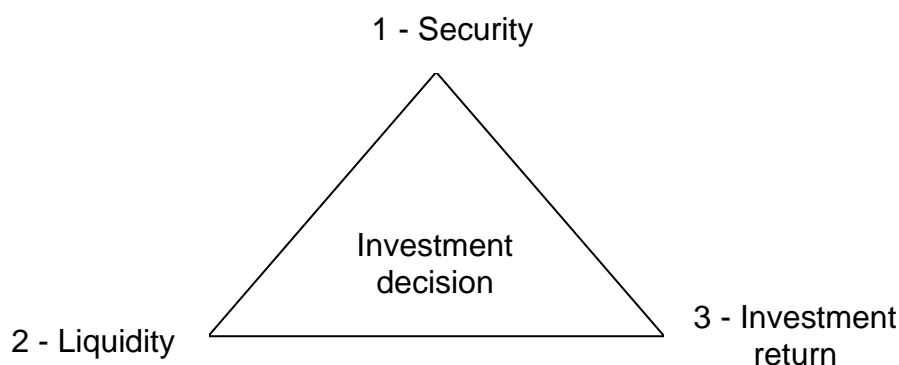
ANNUAL TREASURY MANAGEMENT INVESTMENT STRATEGY 2024/25

1 Scope of this strategy

- 1.1 This investment strategy covers Treasury Management investments only. (Capital investments including service and commercial investments and loans are covered in the Capital Investment Policy which is Annex 1 to the Capital Investment Strategy.)

2 Treasury Management Investment Objectives

- 2.1 To secure the principal sums invested
- 2.2 To maintain liquidity (i.e. adequate cash resources)
- 2.3 To optimise the income generated by surplus cash in a way that is consistent with a prudent level of risk
- 2.4 Security and liquidity are placed ahead of the investment return. This is shown in the diagram below:



- 2.5 Subject to the above objectives being satisfactorily met, consideration will be given to environmental, social and governance (ESG) factors for the funds and financial institutions being invested in. This is still an area that is relatively new but is becoming more mainstream with more funds and financial institutions reporting on their ESG policies. It should be noted that high relevance to ESG-related considerations does not necessarily correlate to high credit quality.

3 Policy on use of external fund managers

- 3.1 The Council currently has monies placed with five external fund managers to use their knowledge and experience to invest on our behalf the medium and long term funds that are, under normal circumstances, not required for day to day cash flow purposes. These funds are summarised below:

Type of fund	Fund manager	Estimated average balance in 2024/25 (£m)
Property Fund	Lothbury Investment Management Limited*	11.0
Property Fund	Patrizia Property Investment Managers LLP	19.0
Short Dated Bond Fund	AXA Investment Managers UK Limited	7.1
Short Dated Bond Fund	Royal London Asset Management	6.9
Enhanced Cash Fund	Payden & Rygel Global Limited	5.0
Total		49.0

* This fund may be the subject of a merger or termination in the first six months of 2024.

- 3.2 Withdrawals may be made during 2024/25 so that a proportion of the council's debt can be repaid or the monies invested as part of the in-house managed funds. Conversely, monies may be placed with the existing and/or a new fund manager during 2024/25 to take full advantage of the knowledge and experience of fund managers in making investment decisions. As to whether monies are deposited or withdrawn, the reason and timing of the decision will have regard to the council's cash flow, relevant interest rates and advice from our treasury management advisers.
- 3.3 In consultation with our treasury management advisers and if appropriate the Section 151 officer will appoint one or more new fund managers in 2024/25 to enable investment of monies.
- 3.4 During 2024/25, if appropriate, the Section 151 officer will approve the placing of monies in Property Funds and will approve the direct investment in property. Any resulting updates to the capital investment programme would be submitted to Cabinet for approval.
- 3.5 During 2024/25, if appropriate, the Section 151 officer will approve the placing of monies in Short Dated Bond Funds or Enhanced Cash Funds.

4 Policy on investment of in-house managed funds

- 4.1 The remaining funds will be managed in-house with the investment period and amounts being determined by the daily cash flow requirements of the

Council. Cash flow forecasts will be produced in order to inform in-house investment decisions.

- 4.2 This authority has accepted the risk of placing funds with financial institutions, rather than solely with the UK government Debt Management Office. However, the risk is minimised by this Annual Treasury Management Investment Strategy, which restricts the types of investment, the counterparties used and the limits for these counterparties.
- 4.3 Government guidance recommends that specified and non-specified investments are identified in the Investment Strategies of local authorities. Specified investments have relatively high security and liquidity, with high credit quality and a maturity of no more than a year. Non-specified investments are investments that do not fall into this category. The types of investment in this strategy and whether they are specified or non-specified are set out in Annex A.
- 4.4 During 2024/25 the Section 151 officer will, if appropriate, approve the placing of monies in deposit accounts, fixed term deposits or certificates of sterling cash deposits up to five years, subject to the proposed banks and building societies satisfying the investment criteria in a combined matrix of credit ratings, and having regard to other market information available at the time.
- 4.5 During 2024/25 the Section 151 officer will, if appropriate, approve the placing of monies in Money Market Funds, term repurchase arrangements, Treasury bills, with other Local Authorities or the Debt Management Office. The regulations regarding Money Market Funds have changed and all references to Money Market Funds now relate to Low Volatility Net Asset Value (NAV) funds, Constant NAV funds and Variable NAV funds.
- 4.6 During 2024/25 the Section 151 officer will, if appropriate, approve the investment of monies into Joint Ventures or Development Companies (either partly or wholly owned by the Council) focused on regeneration and other infrastructure related projects, subject to the necessary due diligence being satisfactorily completed and in consultation with our treasury management advisers. The provision of loan facilities to such organisations would count as capital investment and any resulting updates to the capital investment programme would be submitted to Cabinet for approval.
- 4.7 Where credit ratings are used to assess credit risk, they will be checked when an investment is taken out to ensure that investment satisfies the criteria in this Treasury Management Investment Strategy. Our treasury management advisers provide alerts when credit ratings are changed by the three main rating agencies. If the credit ratings of an institution or investment no longer satisfy the criteria the monies will be withdrawn as soon as possible. This would depend on the maturity date or notice period.
- 4.8 During 2024/25 the Section 151 officer will, if appropriate, approve the short term borrowing of monies from other Local Authorities or the PWLB in order to manage the cash flow and maintain liquidity.

- 4.9 Fixed term deposits may be made directly with the banks and building societies or through the use of a broker. Monies will be placed with other Local Authorities through the use of a broker. Investments in Certificates of Deposit and Treasury bills will be made through the use of a custodian account. The Council acknowledges that it retains responsibility for all investment decisions made whether they are made on its behalf or not.
- 4.10 When investing in-house managed funds, the following are considered; the type of investment, the individual counterparty, the amount that can be invested, the method of placement of monies. These are summarised in Annex A.
- 4.11 The services of a treasury management adviser will be used throughout 2024/25 to provide advice as well as credit rating and other market information regarding counterparties and types of investment. However, the Council recognises that responsibility for investment decisions remains with the authority at all times.

5 Investment Criteria for Funds Managed In-house

- 5.1 All financial institutions considered for investment will be assessed for credit worthiness against a combined matrix of pre-determined criteria using available credit ratings. Credit ratings are assessments by professional organisations of an entity's ability to punctually service and repay debt obligations. Credit ratings are used by investors as indications of the likelihood of getting their money back in accordance with the terms on which they invested.
- 5.2 The credit rating components used in the matrices comprise:
- Short term ratings.
 - Long term ratings.

Ratings provided by all three credit rating agencies will be consulted and a counterparty will be considered for investment if it meets the ratings criteria of at least one of the agencies.

- 5.3 The short-term rating covers obligations which have an original maturity not exceeding one year. The short-term rating places greater emphasis on the liquidity necessary to meet financial commitments. All three credit rating agencies provide short term ratings. The ratings are expressed from F1+ (highest credit rating) through to D (highest default risk) for Fitch, from A-1+ (highest credit rating) through to D (highest default risk) for Standard and Poors, and from P-1 (highest credit rating) through to NP (highest default risk) for Moody's.
- 5.4 The long-term ratings generally cover periods in excess of one year. Due to the larger time horizon over which the rating is determined, the emphasis shifts to the assessment of the ongoing stability of the institution's prospective financial condition. All three credit rating agencies provide long term ratings. The ratings are expressed from AAA (highest credit rating) through to D (highest default risk) for Fitch and Standard and

Poors and from AAA (highest credit rating) through to C (highest default risk) for Moody's.

5.5 In order to balance the objective of securing the maximum level of return on investments with a prudent level of risk a matrix of criteria will be adopted as a starting point to determine the acceptability of a potential investment.

5.6 These matrices are set out below:

If the short and long term ratings meet the following criteria from a minimum of one of the ratings agencies:

For Lending of up to 6 months to Banks and Building societies:

	Fitch	S&P	Moody's
Short term rating minimum	F1	A-1	P-1
Long term rating minimum	A-	A-	A3

For Lending of up to 12 months to Banks and Building societies:

	Fitch	S&P	Moody's
Short term rating minimum	F1	A-1	P-1
Long term rating minimum	A	A	A2

For Lending of up to 3 years to Banks and Building societies:

	Fitch	S&P	Moody's
Short term rating minimum	F1	A-1	P-1
Long term rating minimum	AA-	AA-	Aa3

For Lending of up to 5 years to Banks and Building societies:

	Fitch	S&P	Moody's
Short term rating minimum	F1+	A-1+	P-1
Long term rating minimum	AA+	AA+	Aa1

5.7 An example of the use of this credit ratings matrix as at 31 January 2024 is shown below (the long and short term ratings are Fitch, then Standard and Poors, then Moody's).

Financial Institution	Long Term Rating	Short Term Rating	Maximum length of investment
The Bank of New York Mellon	AA AA- Aa1	F1+ A-1+ P-1	5 years
National Bank of Canada	A+ A Aa3	F1 A-1 P-1	3 years
Standard Chartered Bank	A+ A+ A1	F1 A-1 P-1	12 months

- 5.8 The Council's treasury management advisers will continually review the appropriateness of our investment criteria and continue to develop a best practise counterparty list. The latest advice has now been incorporated in this Strategy, which is set out below.
- 5.9 The individual ratings for some banks and building societies are low which means that they do not meet the criteria in our credit ratings matrix. However, this does not take account of part nationalised banks (currently The Royal Bank of Scotland Plc and National Westminster Bank Plc). These banks can be included in the counterparty list if they continue to be part nationalised or they meet the criteria of our credit ratings matrix in paragraph 5.6. An example of the institutions meeting the criteria for the UK will therefore include:
- Bank of Scotland Plc (RFB)
 - Goldman Sachs International Bank
 - Lloyds Bank Plc (RFB)
 - The Royal Bank of Scotland Plc (RFB)
 - National Westminster Bank Plc (RFB)
 - Barclays Bank Plc (NRFB)
 - HSBC Bank Plc (NRFB)
 - Nationwide Building Society
 - Santander UK Plc (RFB)
 - Standard Chartered Bank
- 5.10 The largest UK banks were required, by UK law, to separate core retail banking services from their investment and international banking activities by 1st January 2019. This is known as "ring-fencing" and is a regulatory initiative created in response to the global financial crisis to improve the resilience and resolvability of banks. The initials RFB and NRFB in paragraph 5.9 refer to whether the bank is the Ring-fenced Bank or the Non Ring-fenced Bank. Each part of the bank has an individual credit rating and for any potential investment the counterparty would be considered against the criteria in this strategy in the normal way.
- 5.11 Counterparties that are manually added back to the list will have a maximum length of investment of two years. Amendments to the counterparty list can happen at any point in time.
- 5.12 In addition, for practical purposes the Council's bank will form part of the counterparty list, whether or not it meets the criteria in our credit ratings matrix.
- 5.13 Regard will be given to forward looking rating warnings from the three main credit rating agencies (i.e. rating watches and outlooks) provided by our treasury management advisers.
- 5.14 The current advice from the Department for Levelling Up, Housing & Communities and from CIPFA is not to rely solely on the credit rating agencies and the Council recognises that ratings should not be the sole determinant of the quality of an institution. So regard will also be given to market information such as the financial press, and officers will engage with their advisers to maintain a monitor on market pricing (such as share

and 'credit default swap' prices) and other such information pertaining to the banking sector. Where available credit information, other than credit ratings has been used, this will be documented when the investment decision is made.

- 5.15 Consideration will also be given to any rating methodology approach of our treasury management adviser, where counterparties are put into bands of risk. These reflect the differences in credit quality of suggested duration and counterparties are assigned a risk number/colour.
- 5.16 The achievement of an appropriate balance between short-term and longer-term deposits will be driven by the credit quality of counterparties, the council's cash flow requirements, and the need to achieve optimum performance from our investments consistent with effective management of risk.

6 Investment Limits for Funds Managed In-house

- 6.1 The ratings agencies produce a credit rating for each country, called a sovereign rating. The ratings are expressed from AAA (highest) to D (lowest). The following limits have been set for an investment with a bank or building society whose parent company is registered in a country with a sovereign rating from Fitch and Standard and Poors (S&P) of AAA or AA+ or a sovereign rating from Moody's of Aaa or Aa1. Sovereign ratings provided by all three credit rating agencies will be consulted and the lowest rating will be taken.

Country Sovereign Rating	Limit * All except UK (£ million)
AAA/Aaa	20
AA+/Aa1	5
Lower than AA+/Aa1	0

* These limits relate to the principal sums invested and do not include any accrued interest on that principal.

- 6.2 These limits will also apply to supranationals (international organisations whereby member states transcend national boundaries or interests to share in the decision-making and vote on issues pertaining to the wider grouping). An example of a supranational is the European Investment Bank.
- 6.3 Fitch has set the UK's sovereign rating at AA-, S&P have set it at AA and Moodys have set it at Aa3. Therefore, to ensure the continued use of UK institutions that fall within our investment criteria, the country sovereign rating limits exclude the UK. The limit will therefore remain at £20 million for all counterparties where the parent company is registered in the UK.
- 6.4 Where the parent company of a bank is not registered in a country with a sovereign rating from Fitch and S&P of AAA or AA+ or a sovereign rating from Moody's of Aaa or Aa1 but that bank's UK operations are ring-fenced

to the UK (as is the case for Santander UK), if these banks are included in the counterparty list they will have a counterparty limit of £20 million.

6.5 £20 million is 16% of the authority’s estimated amount of investments for 2024/25 of £124m. £5m is 4% of the total estimated investments. These are upper limits and would only be fully used in exceptional circumstances as, under normal circumstances, diversification is sought to reduce counterparty risk. These limits are deemed appropriate by our Treasury Management advisers.

6.6 To minimise counterparty risk, the limit on any investment with a bank or building society (with the exception of the Council’s bank which is currently Barclays Bank) will be determined in the following way:

- consider the country in which the parent company of the bank or building society is registered
- use the sovereign rating of that country to apply the limits above
- consider the cumulative balance of funds already held in various investment products with that bank or building society
- consider the cumulative balance of funds already held in various investment products for any related group of financial institutions
- determine the remaining amount that can be placed with that bank or building society

For example, the limit on an investment with Lloyds Bank Plc would be determined in the following way:

Steps to determine limit: <i>(for illustrative purposes only and not an indication of actual investments)</i>	Remaining limit available at each stage:
Lloyds Bank Plc is part of the Lloyds Banking Group which is registered in the UK	£20 million
£4 million already placed in an instant access account with Lloyds Bank Plc	£16 million
£5 million already placed in a fixed term deposit with Lloyds Bank Plc	£11 million
£6 million already placed in a notice account with Bank of Scotland Plc (part of the Lloyds Banking Group)	£5 million
Therefore the maximum investment would be £5 million	

6.7 The Council’s bank is the exception to these investment limits however, and under normal circumstances our intention would be to comply with a counterparty limit of £30 million, to enable the efficient and effective management of the Council’s cash flow.

6.8 The limit on deposits in Money Market Funds will be £20 million with any one AAAm/AAAf rated (or equivalent) liquidity fund. These work in the same way as a deposit account but the money in the overall fund is

invested in a number of counterparties, therefore spreading the counterparty risk.

- 6.9 There are products being developed that are similar to, but not the same as Money Market Funds, such as 'term repurchase arrangements'. The risk associated with these funds is somewhere between a fixed term deposit and a Money Market Fund. The Section 151 officer will approve the placing of monies in these types of fund up to a maximum of £20 million per fund, if deemed appropriate and in consultation with our treasury management advisers.
- 6.10 Given the prevailing financial market conditions, financial institutions will inevitably devise various investment products to offer enhanced returns. The Council's Section 151 Officer will consider these in consultation with our treasury management advisers and will approve the placing of monies in such investment products with appropriate limits, only after the options and their associated risks have been fully analysed by the treasury management team and our treasury management advisers.
- 6.11 To maximise flexibility, there is no limit on deposits with the UK Government (e.g. Debt Management Office, HM Treasury bills). These deposits will have a maximum duration of 6 months.
- 6.12 The total limit on deposits with other Local Authorities will be £40 million which is 32% of the authority's estimated amount of investments for 2024/25 of £124m. The limit per individual Local Authority will be £10 million. These deposits will have a maximum duration of 5 years. This is an upper limit and would only be fully used in exceptional circumstances. The limit is higher than the limit for other counterparties such as banks and other financial institutions due to the lower counterparty risk generally associated with Local Authorities. Before placing any deposit with another Local Authority, appropriate due diligence would be undertaken to consider the appropriateness of the counterparty. These limits are deemed appropriate by our Treasury Management advisers.

7 Fund Managers investment criteria

- 7.1 Investments undertaken by external fund managers on behalf of the Council can only be placed in certain types of investment as permitted under the Local Government Act. The types of investment, counterparties and limits used by each fund manager are set out in their Investment Management Agreement.
- 7.2 The Council's Section 151 Officer is authorised to amend these Investment Management Agreements as appropriate to reflect the needs of the Council, after fully considering the options and their associated risk and in consultation with the Council's treasury management advisers. Subject to the relevant due diligence being undertaken, the Investment Management Agreements could include investment in asset classes such as gilts, corporate bonds, property or equities, or investment in a multi asset fund.

- 7.3 The limit on deposits in Property Funds will be £30 million with any one fund that passes the selection process.
- 7.4 The limit on deposits in Short Dated Bond Funds will be £20 million with any one fund that passes the selection process.
- 7.5 The limit on deposits in Enhanced Cash Funds will be £20 million with any one fund that passes the selection process.
- 7.6 The performance and associated risk will be assessed on an on-going basis through half yearly strategy meetings with each fund manager and the Council's treasury management advisers. Any appropriate action would be identified and taken in consultation with those advisers.

8 Markets in Financial Instruments Directive (MiFID II)

- 8.1 MiFID is the framework of European Union legislation for investment intermediaries that provide services to clients around financial instruments such as shares, bonds, units in collective investment schemes and derivatives and the organised trading in such financial instruments.
- 8.2 This was revised by MiFID II to improve the functioning of financial markets in light of the financial crisis and to strengthen investor protection. It recognises that investors have different levels of knowledge, skill and expertise. The application of specific regulatory obligations under MiFID depends on a client's 'regulatory' category.
- 8.3 Local Authorities are categorised as retail clients by default but may 'opt up' to become elective professional clients if certain criteria are satisfied. This Council satisfies the criteria to become an elective professional client and has 'opted up' where appropriate to ensure that it can continue to be eligible to invest in the current range of counterparties and investment products, as some are not available to retail clients.
- 8.4 MiFID II does not cover simple term deposits as it is only focussed on regulated products. This includes our investments in Money Market Funds, enhanced cash funds, short-dated bond funds and property funds. The Council is classed as an elective professional client for all its relevant counterparties except for certain Money Market Funds where the fund has confirmed there is no requirement to 'opt up' as the products can continue to be used as a retail client. The Council's designation under MiFID II will be regularly reviewed to ensure it remains appropriate.

Type of Treasury Management Investment	Individual Counterparty	Limit	Method of placement	Specified/non-specified
Deposit accounts	Bank or building society that meets the criteria of our combined matrix of credit ratings, or one of the part nationalised banks	Per bank or building society, based on country sovereign rating	Directly or through a broker	Specified (if 1 year or less), Non-specified (if more than 1 year)
Fixed term deposits			Directly or through a broker	
Certificates of sterling cash deposits			Custodian account	
Money Market Funds	AAAm/AAAf rated* (or equivalent) liquidity fund	Per fund	Directly or via an on-line site for managing money market funds	Specified
Property Funds	Via selection process	Per fund	Directly or through a broker	Non-specified (more than 1 year)
Short Dated Bond Funds	Via selection process	Per fund	Directly	Non-specified (more than 1 year)
Enhanced Cash Funds	Via selection process	Per fund	Directly	Non-specified (more than 1 year)
Term repurchase arrangements	AAAf/S1 rated#	Per fund	Directly	Specified (if 1 year or less), Non-specified (if more than 1 year)
Other Local Authorities	Depends on which Local Authorities want to borrow money at that time	Per Local Authority	Directly or through a broker	Specified (if 1 year or less), Non-specified (if more than 1 year)
Debt Management Office	UK Government	For total invested with UK Government	Directly	Specified
Treasury Bills			Custodian account	

* A fund with a principal stability rating of 'AAAm/AAAf' (or equivalent) has an extremely strong capacity to maintain stability and to limit exposure to losses of the principal sums invested due to credit, market and/or liquidity risks.

A fund with a credit quality rating of 'AAAf' has a portfolio holding that provides extremely strong protection against losses from credit defaults. A fund with a volatility rating of S1 possesses low sensitivity to changing market conditions.

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SOUTHEND-ON-SEA CITY COUNCIL

CHANGES FROM THE 2023/24 TREASURY MANAGEMENT POLICY

Appendix	Paragraph	Change	Reason for the change
1	1.8	Sentence updated regarding the requirement of the revised CIPFA Code of Practice for Treasury Management to have quarterly reporting.	To reflect the recently updated Code of Practice.
1 401	4.1	Sentence updated to remove the reference to Link Asset Services, as the treasury management adviser from 2024/25 is yet to be determined via a procurement exercise.	To reflect current circumstances.
1	7.3	Regarding borrowing from other Local Authorities, a sentence added "Appropriate due diligence would be undertaken to consider the appropriateness of the counterparty."	To reflect the current situation with Local Authority finances.
1	13.8	References to Porters Place Southend-on-Sea LLP removed.	To reflect current circumstances.
1	Annex 1	Treasury Management activity added for undertaking appropriate due diligence to consider the appropriateness of the counterparty regarding borrowing from or placing any deposit with other Local Authorities. This is delegated to the Chief Finance Office and the Deputy Section 151 Officer.	To support the changes to Appendix 1 paragraph 7.3 and Appendix 3 paragraph 6.12.
2	6.2	Sentence updated to clarify the quarterly reporting to Cabinet on the performance of the treasury management function.	To reflect the recently updated Code of Practice.

Appendix	Paragraph	Change	Reason for the change
3	4.11	Sentence updated to remove the reference to Link Asset Services, as the treasury management adviser from 2024/25 is yet to be determined via a procurement exercise.	To reflect current circumstances.
3	6.12	Sentence added to make it clear that, before placing any deposit with another Local Authority, appropriate due diligence would be undertaken to consider the appropriateness of the counterparty.	To reflect current circumstances.
3	6.12	The first sentence updated to make it clear that the total limit on deposits with other Local Authorities is £40 million. Sentence added “The limit per individual Local Authority will be £10 million.”	To enhance the strategy.
492	Annex A	Updated regarding Other Local Authorities – the method of placement changed from “Through a broker” to “Directly or through a broker”.	To give greater flexibility.
3	Annex A	Updated regarding Other Local Authorities – the limit changed from “For total invested with other Local Authorities” to “Per Local Authority”	To enhance the strategy.