

Public Document Pack

Southend-on-Sea City Council

Civic Centre
Southend-on-Sea

14 February 2024



I hereby summon you to attend the meeting of the Southend-on-Sea City Council to be held in the Council Chamber, Civic Centre, Southend-on-Sea on, **Thursday, 22nd February, 2024** commencing **6.30 p.m.** for the transaction of the following business.

C Ansell
Chief Executive

A G E N D A

- 1 Apologies for Absence**
- 2 Declarations of Interest**
- 3 Communications**
- 4 Questions from the Public**
- 5 Questions from Councillors**
- 6 Budget Proposals - 2024/25 to 2028/29 (Pages 3 - 92)**
Report of Executive Director (Finance and Resources)
- 7 Pay Policy Statement 2024/25 (Pages 93 - 146)**
Report of Executive Director (Strategy and Change)

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

Meeting: Council

Date: 22 February 2024

Classification: Part 1

Policy Context: All Corporate Priorities

Key Decision: Yes

Executive Director: Joe Chesterton, Finance and Resources

Report Author: Joe Chesterton – Executive Director (Finance and Resources) and s151 Officer

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 request Council to approve the setting of a revenue budget and Council Tax level for 2024/25 and a Capital Investment Programme for 2023/24 to 2028/29 including the associated Prudential Indicators and Treasury Management arrangements.
- 1.2 To request Council to approve the setting of the Housing Revenue Account (HRA) budget, recommended rent levels and associated service charges for 2024/25.
- 1.3 For Council to consider the comprehensive reports that were presented to Cabinet on 11 January 2024 and 13 February 2024 which set out the issues affecting the Council's budgetary position for 2024/25 and provided an assessment over the medium term to 2028/29. This included the details of the provisional Local Government Finance Settlement, which has since been confirmed as final and is in line with the expectations of the provisional information, with the only material financial change for Southend-on-Sea City Council is an **additional £1.717M of Social Care Grant for 2024/25 only**.

- 1.4 For Council to consider the recommendations agreed by Cabinet at its meeting on 13 February 2024. To approve a revenue budget (including the HRA), a Council Tax level, five-year financial projections and a package of initiatives for 2024/25 that includes unavoidable cost pressures, savings, income generation proposals, plans for overspend reductions and cost avoidance intentions. The proposed approach for the development and implementation of a new themed transformation programme, proactive management of demand for social care services, a Capital Investment Programme and range of Prudential Indicators is also recommended.
- 1.5 To seek approval from Council to the formal Council Tax setting resolutions contained within this report.
- 1.6 To request Council to consider and formally agree all these matters.

2. Recommendations

That the Council considers the information contained in this report and the related reports to Cabinet on 11 January 2024 and 13 February 2024 to agree:

- 2.1 The Section 151 Officer's statement on the robustness of the proposed budget, the adequacy of the Council's reserves and the Council's Reserves Strategy (Appendix 1).**
- 2.2 A 2024/25 revenue budget (Appendices 2 and 3 (i) to (iv)) and**
- a Council Tax increase of 4.99% for the Southend-on-Sea element of the Council Tax for 2024/25, being 2.99% for general use and 2.0% for Adult Social Care.**
 - the use of £1 million of the collection fund surplus for the 2024/25 budget.**
 - to note the increase in the Council Tax level of 2.91% for the precepting authority the Essex Fire & Rescue Services.**
 - to note the increase in the Council Tax level of 5.55% for the precepting authority the Essex Police.**
 - to note the increase in the Council Tax level of 2.31% for Leigh-on-Sea Town Council.**
- 2.3 The final levy position for 2024/25.**
- 2.4 A Capital Investment Programme for 2023/24 to 2028/29 (Appendices 4 (i) and (ii)).**
- 2.5 The recommendations from Cabinet 13 February 2024 for the HRA and associated rent levels, service charges & heating charges, Treasury Management, and Prudential Indicators.**
- 2.6 The Statutory Budget Determinations and amount of Council Tax for Southend-on-Sea City Council (Appendix 5).**
- 2.7 The Council's five-year financial forecast (Appendix 6) and associated Medium Term Financial Strategy.**

2.8 The direction of travel for 2025/26 and beyond and endorse the approach and key elements proposed for the development and implementation of a new transformation programme for the Council (Section 9).

3. Background Information

3.1 The continuing impact of the cost-of-living crisis has contributed to major increases in costs, complexity and volume of service demand and is the latest in a decade-long series of events, including austerity, a global pandemic and war in Ukraine that continue to erode the financial sustainability of local public services. In this context the various fiscal and operational challenges, budget development plans, business uncertainty concerns and associated matters of Southend-on-Sea City Council have been considered at the Cabinet meetings of 11 January 2024 and 13 February 2024.

3.2 The overall package of budget proposals was launched for consultation with local residents, businesses and relevant stakeholders on 4 January 2024. The relevant reports were also presented and considered at the Council's Policy and Resources Scrutiny Committee on 1 February 2024 and discussed at the Business and Voluntary Sector consultation meeting on 11 January 2024, as outlined below:

- *Draft Budget Proposals 2024/25 to 2028/29*
- *Housing Revenue Account Budget and Rent Levels 2024/25*
- *Treasury Management Policy 2024/25 (Treasury Management scrutinised at Audit Committee on 10 January 2024 and not at Policy & Resources Scrutiny Committee)*

3.3 Based on feedback received during the consultation, confirmation of the final Local Government Settlement for 2024/25 on 5 February 2024 and updated financial performance information, some changes to the original package of budget proposals presented on 11 January were included in the Cabinet report on 13 February. The Cabinet has listened to the feedback that was received from the budget engagement and consultation exercise and are proposing a budget that responds sensibly and pragmatically to the major financial challenges that have been experienced locally and replicated right across the local government sector. The final overall budget package proposed has been assessed as robust and deliverable, despite the current challenging fiscal and operating environment.

3.4 The Cabinet recommends to Council that it: -

Approves the proposals for the Revenue Budget and Council Tax Level as set out at **Appendices 2 & 3** and approves the Capital Investment Programme as set out at **Appendix 4**. Other recommendations requesting approval include the HRA Budget and associated rent levels and service & heating charges for 2024/25, Treasury Management arrangements and Prudential Indicators. Details of all these items and relevant recommendations are all contained in the suite of Cabinet reports presented on 13 February 2024.

- 3.5 The Council must set its revenue budget and Council Tax by 11 March of the preceding year. If, for whatever reason, the Council cannot agree a budget and Council Tax level on 22 February 2024, Members should be aware that it is unlikely that the Council Tax bills could be sent out on time for the 1 April instalment date (considering the necessary notice period and the time required to print the bills and the accompanying leaflet). Such a delay will increase costs significantly by circa **£150k - £250k** and will need to be built into the budget. It is also highly likely that this will also translate into a higher level of uncollectable debt and increased debt collection costs which will have a significant negative impact on a range of local Council Tax performance indicators.
- 3.6 In setting its budget, the Council is required to approve a full Council Tax resolution which includes the Adult Social Care, Police, Fire and parish precepts, including any recommendations for special expenses. The Statutory budget determination to set the amount of Council Tax for Southend-on-Sea City Council for all valuation bands from A to H is shown in **Appendix 5**.

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

- 4.1 The Chief Finance Officer is required to make a statement on the adequacy of reserves and the robustness of the budget. This is a statutory duty under section 25 of the Local Government Act 2003 and a key requirement of CIPFA's Financial Management Code.
- 4.2 The assessment of the Council's reserves is addressed within the S151 Officer Statement as set out in **Appendix 1**. In addition, further detail was also contained in the updated Medium Term Financial Strategy 2024/25 – 2028/29, which was presented to Cabinet on 13 February 2024 (Appendix 1 of the Budget Proposals 2024/25 to 2028/29 report).
- 4.3 The Chief Finance Officer is under a statutory duty to issue a formal report if they believe that the council is unable to set or maintain a balanced budget. This is often known as a 'section 114 notice' as it refers to section 114 of the Local Government Act 1988. The Local Government Act requires billing authorities to complete and approve their budgets and set a council tax before 11 March immediately prior to the start of the financial year on 1 April. If the Council cannot agree a balanced budget before that date, the Chief Finance Officer would be under a statutory duty to issue a section 114 notice.
- 4.4 This would be significant as, after a section 114 notice is issued, a local authority may not incur new expenditure commitments, and the full Council must meet within 21 days to discuss the Chief Finance Officer's report. It would significantly increase the Council's risk of potential Government inspection and direct intervention and cause major reputational damage.

5. Corporate Issues

- 5.1 For 2024/25, the overall level of contingency not earmarked for a specific purpose within the proposed revenue base budget is **£0.9 million** (representing 0.2% of the City Council's gross expenditure). Given the speed of widespread inflationary pressures experienced over the last couple of years combined with major increases in the scale and complexity of local service demand, this level of contingency is not ideal. However, due to the prudent financial management of the Council over the last decade or so, this has enabled the building up of a level of reserves that if the contingency is insufficient 'in year' it will allow for reserves to be utilised (only if absolute necessary) in difficult and unforeseen circumstances. The unearmarked contingency is therefore considered to be at a reasonable level given the prevailing circumstances and challenges to help to deal with any additional minor unforeseen/emergency issues that may arise during the year.
- 5.2 For major and/or extensive exposure to additional financial volatility, particularly in connection with the regularly reported national and local challenges of social care pressures then the Council is also able to utilise 'on a one-off basis' its specific earmarked reserves to protect the Council's budget. The s151 Officer has taken additional steps to protect the financial resilience of the Authority by earmarking **£2.5M each (£5M total)** in specific risk reserves for Adult Social Care and Children's Social Care and placing **£1.617M** of the one-off additional Social Care Grant (see Section 1.3) into a ringfenced Grant reserve, which will be drawn upon first during 2024/25 as required.
- 5.3 The position on Council Tax capping was amended by the introduction of the Localism Act in December 2011. The provisions in the Localism Act 2011 abolished Whitehall capping in England and instead provides local residents with a power to approve or veto excessive council tax rises. The new provisions require the Secretary of State to propose principles defining an excessive increase in council tax for any financial year. The main principle to be determined relates to the increase in the Band D council tax level (subject to certain adjustments) from one year to the next.
- 5.4 A Council Tax referendum will only be required to be held in relation to an authority's council tax increase in 2024/25 if the amount set by the authority exceeds the council tax excessiveness principles applying to that year. For 2024/25 the position is as follows:
- The Secretary of State has set the council tax referendum principles for 2024/25 as part of the Local Government Finance settlement. As a minimum, local authorities can increase their relevant basic amount of council tax by up to 3% without having to hold a referendum. In addition, Councils with responsibility for Adult Social Care can increase their council tax by an additional 2% Adult Social Care Precept.
 - This means that a referendum will be required if an authority sets an increase of 5% (comprising 2% for Adult Social Care Precept and 3% for other expenditure) or more than 5%.

- 5.5 In agreeing a proposed increase of 4.99% for the Southend-on-Sea element of the Council Tax for 2024/25, being 2.99% for general use and 2.0% for the Adult Social Care precept, the Council is in line with the requirements from the Secretary of State and therefore no referendum is triggered.
- 5.6 Therefore, in my view as the Council's Chief Financial Officer, I can confirm that the budget for 2024/25, as reported in the suite of Cabinet reports in January and February 2024 and considering the issues highlighted in this report, is challenging to deliver in the current circumstances but is also sufficiently robust to be recommended for approval by the Council. My opinion on the Council's future financial sustainability is predicated on the Council's commitment and intention to implement a new Transformation Programme and proactively and effectively respond to the pressures of managing social care demand which will be designed to ensure that the Council remains financially resilient over the medium term. I am also able to advise the Council that the current and future predicted level of Reserves are adequate and to recommend a Reserves Strategy which is achievable in 2024/25 and over the medium term in line with the factors outlined in my S151 Officer Statement (set out in **Appendix 1**).

6. Council Tax and Collection Fund 2024/25

- 6.1 The Council Tax Base for 2024/25 was approved by Cabinet on 11 January 2024 at **60,409.19** (equivalent Band D properties).
- 6.2 The estimated accumulated surplus on the Collection Fund at the end of 2023/24 is sufficient to allow **£1 million** to be attributed to the Council and which has been used in calculating the Council Tax, as statutorily required.
- 6.3 The proposed budget assumes a Council Tax **increase of 2.99% for general use** on the Southend-on-Sea element of the total Council Tax. In addition, no referendum limit will be breached by approving this level of increase for 2024/25.
- 6.4 Council may wish to bear in mind that a **1% change** in Southend-on-Sea City Council's element of the Council Tax is **£16.32** per annum for a Band D property. This equates to an amount of circa **£0.986 million** in the revenue budget for each 1% change.
- 6.5 The proposed Council Tax **increase of 2.99%** will mean a Band D level of **£1,465.12** per annum on the Southend-on-Sea element of the Council Tax. This equates to an annual increase of **£48.73** and a **weekly increase of 94p**.
- 6.6 This budget also includes the **Adult Social Care Precept at an increase of 2.0%** over the previous year. The proposed level equates to an annual increase of **£32.63** (from £215.49 to £248.12) equivalent to a **weekly increase of 63p** at the Band D Council Tax level.
- 6.7 The total Council Tax payable by taxpayers consists of the Southend-on-Sea City Council precept, the Adult Social Care precept and the precepts for Essex Fire & Rescue Services and Essex Police. Where applicable it also includes Leigh-on-Sea Town Council precept.

6.8 The Statutory Budget Determinations and amount of Council Tax for Southend-on-Sea City Council is shown in **Appendix 5**.

Precepts

- 6.9 For Essex Police an increase in its Council Tax has been approved by the Police, Fire & Crime Commissioner. This represents a Council Tax of **£246.42** (2023/24 = £233.46) per Band D property, which equates to an increase on the respective 2023/24 level of **5.55%**.
- 6.10 For Essex Fire & Rescue Services an increase in its Council Tax has been approved by the Police, Fire and Crime Commissioner. This represents a Council Tax of **£82.62** (2023/24 = £80.28) per Band D property which equates to an increase on the respective 2023/24 level of **2.91%**.
- 6.11 Leigh-on-Sea Town Council has declared its precept for 2024/25 at £466,656 (2023/24 = £462,056). Based on their council tax base of 9,017.50, there will be an **increase of 2.31%** in the Town Council element of the total Council Tax bill from £50.58 to **£51.75** at Band D. This only applies to the area covered by the Town Council.

Levies

- 6.12 The Council is required to pay relevant levying bodies, who have all now provided their required levy for 2024/25 and the position for 2024/25 compared to 2023/24 is identified in the table below:

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

The 2024/25 budget proposed at Cabinet on 13 February 2024 included a total sum for levies of £840,300. The final approved levies and year-end adjustments for 2024/25 total **£840,300**. Therefore, no amendment is required to the levies budget for 2024/25. However, if there are any final adjustments to the above levies for 2024/25 this will be funded through contingency.

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

- 6.13 Parish and Town Councils can precept on the Authority for services provided in the Parish or Town Council area. The Local Government Finance Act 1992 requires these precepts to be deemed a special item. In the Council's geographical area, the only parished area is Leigh-on-Sea.
- 6.14 The cost of Southend-on-Sea's services are spread uniformly over the Authority's area. However, in some parishes, the Town Council may provide services which in other parts of the Authority are provided by the Council. Under Section 35 (2) (d) of the 1992 Act, the cost of these services is regarded as special expenses unless the Council has resolved otherwise. Special expenses are deemed to be included as part of the special items for Council Tax setting purposes.
- 6.15 The costs of special expenses are deducted from the council's total expenditure when setting the basic Council Tax and are charged as an additional amount to the areas receiving the benefit of these specific services.
- 6.16 At its meeting on 13 February 2024, the Cabinet considered the special expenses to apply in 2024/25 and recommended that there were no special expenses in addition to the Leigh-on-Sea Town Council's precept.
- 6.17 The proposed Band D Council Tax excluding and including Leigh-on-Sea Town Council is set out at **Appendix 2**.

7. Capital Investment Programme

- 7.1 The Cabinet also considered proposals for the Capital Investment Programme for 2023/24 to 2028/29 and referred the proposals set out at **Appendix 4 (i) and (ii)** to this report.
- 7.2 The Cabinet also agreed to refer to Council the approval of the Capital Investment Strategy and Prudential Indicators.
- 7.3 The full impact of the borrowing costs required to fund the proposed programme have been included in the Council's current financial planning for 2023/24 to 2028/29. The 2024/25 revenue budget incorporates the required borrowing costs as part of the budget requirement for 2024/25. In summary, it is my view, as the Council's Chief Financial Officer, that the 2023/24 to 2028/29 Capital Investment Programme is proportionate, prudent, affordable and sustainable.
- 7.4 To demonstrate compliance with these objectives a set of prudential indicators, as required by statute, is also recommended for approval.

8. Medium Term Financial Strategy (MTFS)

8.1 Given the constantly changing events in 2023/24, together with the late publication by the Government of the provisional finance settlement on 18 December 2023 and final settlement on 5 February 2024, the updated MTFS to 2028/29 still requires some further development and confirmation of some outstanding elements. However, a comprehensive draft was included within the Budget Proposals 2024/25 to 2028/29 report to Cabinet on 13 February 2024 at Appendix 1. This updated strategy builds on what was approved in February 2023 and looks to provide an integrated view of the whole of the Council’s finances and outlook over the medium term and tries to illustrate some medium-term financial planning parameters using the best information and the most likely set of scenarios/assumptions that are currently available.

8.2 Any final cosmetic and background changes not impacting on the overall strategy and recommendations in the MTFS will be undertaken by the Executive Director (Finance & Resources) before final publication. This strategy will be kept under regular review and a formal annual refresh will be presented to Cabinet as part of the Council Tax setting proposals for 2025/26.

8.3 This strategy is the Council’s key financial planning document which informs business and resource planning and shows how spending needs to be balanced with the amount of available funding. It identifies budget gaps in the medium term to enable the Council sufficient time to address them in a considered, measured, and planned way.

8.4 It is good practice to update the rolling MTFS as part of setting the Council budget and Council Tax to ensure our financial planning is fully aligned and integrated.

8.5 The MTFS currently shows a projected further budget gap for the Council of £33.1 million for the following four financial years. This is set out in detail in **Appendix 6** and in summary as follows:

2025/26	£6.6 Million
2026/27	£9.9 Million
2027/28	£8.2 Million
2028/29	£8.4 Million
Total	£33.1 Million

8.6 The estimated calculation of the future gap of **£33.1 million** needs to be considered with a degree of caution. Although all relevant information that the Council is currently aware of has been factored into this assessment, attempting to predict the future in the current set of constantly changing circumstances is incredibly difficult.

8.7 Given the impending general election, uncertainty remains over what the UK (United Kingdom) Government may do in response to the ongoing impact of inflation, the cost-of-living crisis and increased service demand on the country's public finances. There is also a clear need and requirement to assess and implement the previously suggested future 'funding reform' for local government. The return to 3-year Comprehensive Spending Reviews for Government Departments is also vital for future business and service planning across the sector. We will continue to monitor developments and update our forecasts as more clarity over national policy choices becomes available. Other national and international events may also have a major impact on the Council's future operating environment and financial resilience challenge.

9. 2025/26 and Beyond

9.1 It continues to be important to reassess, understand and take responsibility for determining our financial future. We must remain proactive in the delivery of our agreed Corporate Plan priorities, evaluation of the local economic recovery progress and to provide the best possible value for money services to our local residents, businesses and visitors. Our financial sustainability will be enhanced by embracing the City's economic potential, growing our local tax bases and by increasing our income generating and commercial capabilities.

9.2 Our future financial sustainability will be reliant on a comprehensive programme of service redesign and transformation that considers how these opportunities can be integrated into a renewed, sustainable, operating model. The Council worked during 2023 with Ernst and Young (EY), who supported senior leaders within the organisation to develop five design principles for transformation. These will 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.

9.3 An 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.

9.4 The transformation programme will also focus on 4 key cross cutting workstreams over the medium term as follows:

- Estate Optimisation
- Demand Management in Adults & Children
- Front Door Redesign
- Procurement / Commissioning / Contract Management

Although all these cross cutting workstreams will be important to the success of the transformation programme, the most crucial one will be the need to manage Adults and Childrens Social Care demand proactively and effectively. Failure to achieve that ambition poses a significant risk to the Council's future sustainability, which is a key challenge across most upper tier local authorities right across the country.

9.5 Traditionally, and particularly over recent years, the nature of Council activity has seen an increase in the level of directly delivered services for the local populace and for local businesses and visitors. Many discretionary services have been delivered on a universal basis and free or subsidised. These arrangements and service levels will need to be reviewed as greater pressure is being placed upon the core statutory services provided by the Council.

9.6 The Council will need to increase focus on the delivery of its services in a more targeted way, concentrating on delivering services to those residents who most need the Council's support. The Council will also need to review and change its approach to tailoring the delivery of its many statutory services. To underpin these new arrangements the Council will continue to reposition its role as one to work alongside the community, its residents and businesses, to try to improve the many contributing factors that affect people's lives.

9.7 The Council will continue to have a positive commitment to working, and delivering services, in partnership with other agencies, the voluntary and commercial sectors, and the community itself. As part of this approach the Council will encourage the sustenance of community services in collaboration with local communities, encouraging community capacity to operate effectively in appropriate circumstances and within a supported environment.

9.8 The Council will also seek to address critical issues such as equality, disadvantage, lack of attainment and poverty by working with communities themselves, seeking enhanced training support and opportunity. It will foster and promote the local economy and thereby enhancing local opportunities for aspiration, attainment, increasing household income and personal achievement.

10. Corporate Implications and Conclusion

10.1 The corporate implications of the proposed Council Budget have been set out in the relevant reports to the Cabinet meetings of 11 January 2024 and 13 February 2024.

10.2 In reaching decisions on budget proposals and Council Tax, Members will need to bear in mind all the detailed advice provided by officers both in reports presented to Cabinet and information supplied directly. Careful consideration must be made of the impact of decisions both in the coming year and subsequent years.

10.3 Members should also note that in approving the Council budget and setting the Council tax level that all the information, advice and recommendations contained in the full suite of reports presented to Cabinet on 11 January 2024 and 13 February 2024 represent part of the decision-making process. All that detailed report information needs to be fully considered and recognised alongside this Council report.

10.4 It should be noted that if the Council cannot agree a balanced budget the Chief Finance Officer would be under a statutory duty to issue a section 114 notice. It is therefore important for the City, the Council's reputation and for our medium-term financial sustainability that the Council reaches a consensus at this meeting and approves an overall 2024/25 Budget package and the required associated resolutions.

11. Background Papers

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

11.2 In addition, Background Papers include:

- (i) Minutes of the Cabinet meeting 11 January 2024.
- (ii) Minutes of the Cabinet meeting 13 February 2024.
- (iii) Minutes of the Policy and Resources Scrutiny Committee on 1 February 2024 and feedback from the Business Sector and Voluntary Sector consultation meeting on 11 January 2024.

12. Appendices

- Appendix 1 Section 151 Officer’s Statement on the Adequacy of Balances and the Robustness of the Budget
- Appendix 2 Revenue Budget and Council Tax 2024/25
- Appendix 3 (i) General Fund Budget Unavoidable Cost Pressures 2024/25
- Appendix 3 (ii) General Fund Budget Savings and Income Generation 2024/25 to 2026/27
- Appendix 3 (iii) General Fund Overspend Reductions 2024/25
- Appendix 3 (iv) General Fund Cost Avoidance 2024/25
- Appendix 4 (i) Capital Investment Programme 2023/24 to 2028/29
- Appendix 4 (ii) Proposed Capital Investment 2024/25 to 2028/29
- Appendix 5 Council Tax Resolution 2024/25
- Appendix 6 Medium Term Financial Forecast 2024/25 to 2028/29

Report Authorisation

This report has been approved for publication by:

This report has been approved for publication by:		
	Name:	Date:
S151 Officer	Joe Chesterton	14/02/2024
Monitoring Officer	Kim Sawyer	14/02/2024
Executive Director(s)	Joe Chesterton	14/02/2024
Relevant Cabinet Member(s)	Councillors Cox and Moyies	14/02/2024

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COUNCIL BUDGET 2024/25 TO 2028/29SECTION 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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SOUTHEND-ON-SEA - REVENUE BUDGET AND COUNCIL TAX 2024/25

	£000			
Base Budget 2024/25	145,254			
Budget Unavoidable Cost Pressures	18,810		<i>See Appendix 3(i)</i>	
Budget Savings and Income Generation	(13,990)		<i>See Appendix 3(ii)</i>	
Total Budget Requirement 2024/25	150,074			
Less:				
Revenue Support Grant	(7,590)			
Business Rates Retained	(37,989)			
Collection Fund Surplus	(1,000)			
	<u>(46,579)</u>			
Council Tax Requirement (Council Tax and Adult Social Care Precept)	103,495			
Council Tax Base	60,409.19			
Council Tax Band D (Southend-on-Sea element)	1,713.24			
<u>Overall Council Tax - Band D equivalent</u>				
	Band D	Increase	Band D	Increase
	Council		Council	
	Tax		Tax	
	£	%	£	%
	Leigh on Sea		Unparished Area	
Southend-on-Sea City Council *	1,713.24	4.99%	1,713.24	4.99%
Essex Police	246.42	5.55%	246.42	5.55%
Essex Fire & Rescue Services	82.62	2.91%	82.62	2.91%
Leigh on Sea Town Council	51.75	2.31%	-	-
	<u>2,094.03</u>	<u>4.90%</u>	<u>2,042.28</u>	<u>4.97%</u>

* including Adult Social Care Precept

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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	<p>Levies</p> <p>Essex County Council have notified the Council that the Coroners Court Levy in 2024/25 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
36		
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	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]	90
Leader: Corporate Matters and Performance Delivery Total		355
Deputy Leader: Environment		
01-DLENV 37	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]	1,300
Deputy Leader: Environment Total		1,300
Adult Social Care, Health, Public Health, and Constitutional Affairs		
01-AHCA	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]	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	<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
38	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 39	<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	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]	100
Economic Growth and Investment Total		100
Highways, Transport and Parking		
01-HTP 40	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]	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
41	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	18,810

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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 43	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 11th January Cabinet Council Tax Base Report Appendix C. [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 (Updated FTE) 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)
45	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 46	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 (Updated FTE) 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: - Reduction of unused telephone lines [EDSC] - Cleaning in libraries [EDAC] - Southend Leisure and Tennis Centre (SLTC) Netball Courts [EDAC]	-	(15)	(15)	(15)
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 52	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) 54	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)

Overspend Reductions

Appendix 3(iii)

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

Overspend Reductions

Appendix 3(iii)

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
56	<p>OSR-10 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

Overspend Reductions

Appendix 3(iii)

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

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Cost Avoidance

Appendix 3(iv)

Reference	Detail of Proposal	Cost Avoidance 2024/25 £000
CAV-01	Overtime Reduction Review of overtime arrangements across all departments being undertaken by Executive Directors. [All EDs]	200
CAV-02	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]	140
CAV-03	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]	100
CAV-04	Holiday Buy Back Employees to be able to buy up to 10 additional days holiday per year subject to service constraints. [EDSC]	150
CAV-05	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]	1,250
Total Cost Avoidance		1,840

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

Appendix 4(i)

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 4(i)

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

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

Appendix 4(i)

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 4(i)

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 4(i)

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 4(i)

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

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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 - Priors 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

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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

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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

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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

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 PRIORITY 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 OTHER 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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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	<p align="center">975,000</p> <p align="center"><i>Funded by: Reserves</i></p> <p align="center"><i>Delivered by South Essex Homes</i></p>	<p>HRA Right to Buy – Buybacks Refurbishment (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	<p align="center">4,500,000</p> <p align="center"><i>Funded by: 40% Right to Buy Receipts and 60% HRA Capital Investment Reserve</i></p>	<p>HRA Affordable Housing Acquisitions Programme (24/25 to 26/27 - £1,500,000 p.a.)</p> <p>Housing is a clear priority of this council and through purchasing suitable private homes for council use, the acquisitions programme is already helping to ensure that everyone has a home that meets their needs, including those with complex needs.</p> <p>It is 40% financed by retained Right to Buy capital receipts. 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

PURPOSE

The purpose of this Appendix is to enable the Council to calculate and set the Council Tax for 2024/25.

PRECEPT LEVELS

The following precept levels have been received.

- The Cabinet of **Southend-on-Sea City Council** met on 13 February 2024 and decided to recommend a Council Tax Requirement of **£103,495,441**, which includes an Adult Social Care Precept of **£14,988,728**. Assuming this is approved by the Council on 22 February 2024, this will result in a Southend-on-Sea City Council Band D Council Tax of **£1,713.24**, an increase of £81.36 (4.99%) on the previous year.
- **Essex Police, Fire and Crime Panel** met on 1 February 2024 and approved the proposals of the Office of the Police and Crime Commissioner for a precept of **£14,886,033**. This results in a 2024/25 Police and Crime Commissioner Band D Council Tax of **£246.12**, an increase of £12.96 (5.55%) on the previous year.
- **Essex Police, Fire and Crime Panel** met on 1 February 2024 and approved the proposals of the Fire and Rescue Authority for a precept of **£4,991,007**. This results in a 2024/25 Fire Authority Band D Council Tax of **£82.62**, an increase of £2.34 (2.91%) on the previous year.
- The **Leigh Town Council** met on 16 January 2024 and set their precept at **£466,656**. This results in a Town Council Band D Council Tax of **£51.75**, an increase of £1.17 (2.31%) on the previous year.

The total of all precepts levied is therefore £123,839,137. This results in an average total Band D Council Tax of £2,050.00 across all areas, an increase of £96.65 (4.95%) on the previous year. For the unparished area, the total Band D Council tax will be £2,042.28, an increase of £96.66 (4.97%) on the previous year, and for the parished area the total Band D Council tax will be £2,094.03 an increase of £97.83 (4.90%) on the previous year.

Subject to the Council approving the Council Tax Resolution, the following tables summarise Council Tax bills for 2024/25.

RESOLUTION 0 – Substantive Motion

Table 1 – summary of average Band D Council Tax bill

Authority	2023/24 Band D £	2024/25 Band D £	Increase %	Increase/ year £	Increase/ week £
Southend-on-Sea City Council	1,631.88	1,713.24	4.99%	81.36	1.56
Essex Police CC	233.46	246.42	5.55%	12.96	0.25
Essex Fire Authority	80.28	82.62	2.91%	2.34	0.05
Total Band D Unparished Area	1,945.62	2,042.28	4.97%	96.66	1.86
Leigh Town Council	50.58	51.75	2.31%	1.17	0.02
Total Band D Parished Area	1,996.20	2,094.03	4.90%	97.83	1.88
TOTAL Band D Average all areas	1,953.35	2,050.00	4.95%	96.65	1.86

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

Band	Proportion of Band D	2023/24 Council Tax before Discounts £	2024/25 Council Tax before Discounts £	Increase over 2023/24 £	Weekly increase over 2023/24 £	Weekly increase SCC element £
A	6/9ths	1,297.08	1,361.52	64.44	1.24	1.04
B	7/9ths	1,513.26	1,588.44	75.18	1.45	1.22
C	8/9ths	1,729.44	1,815.36	85.92	1.65	1.39
D	9/9ths	1,945.62	2,042.28	96.66	1.86	1.56
E	11/9ths	2,377.98	2,496.12	118.14	2.27	1.91
F	13/9ths	2,810.34	2,949.96	139.62	2.68	2.26
G	15/9ths	3,242.70	3,403.80	161.10	3.10	2.61
H	18/9ths	3,891.24	4,084.56	193.32	3.72	3.13

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

Band	Proportion of Band D	2023/24 Council Tax before Discounts £	2024/25 Council Tax before Discounts £	Increase over 2023/24 £	Weekly increase over 2023/24 £	Weekly increase SCC element £
A	6/9ths	1,330.80	1,396.02	65.22	1.25	1.04
B	7/9ths	1,552.60	1,628.69	76.09	1.46	1.22
C	8/9ths	1,774.40	1,861.36	86.96	1.67	1.39
D	9/9ths	1,996.20	2,094.03	97.83	1.88	1.56
E	11/9ths	2,439.80	2,559.37	119.57	2.30	1.91
F	13/9ths	2,883.40	3,024.71	141.31	2.72	2.26
G	15/9ths	3,327.00	3,490.05	163.05	3.14	2.61
H	18/9ths	3,992.40	4,188.06	195.66	3.76	3.13

The formal Council Tax Resolution is set out overleaf.

COUNCIL TAX RESOLUTION

The Council is recommended to resolve as follows:

1. To note that on 11 January 2024 the Cabinet calculated the Council Tax Base 2024/25:
 - (a) for the whole Council area as 60,409.19
 - (b) for dwellings in those parts of its area to which a Parish precept relates (Leigh Town Council) as 9,017.50.
2. To determine that the Council Tax requirement for the Council's own purposes for 2024/25 (excluding town/parish precepts) is £103,495,441.
3. That the following amounts be calculated for the year 2024/25 in accordance with Sections 31 to 36 of the Local Government Finance Act 1992, as amended (the Act):
 - (a) £431,060,656 Being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by town/parish councils.
 - (b) -£327,098,559 Being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
 - (c) £103,962,097 Being the amount by which the aggregate of 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year (including town/parish precepts).
 - (d) £1,720.96 Being the amount at 3(c) above, divided by the Council Tax Base shown at 1(a) above, as the basic amount of its Council Tax for the year (including town/parish precepts)
 - (e) £466,656 Being the aggregate amount of all special items (town/parish precepts) referred to in Section 34(1) of the Act (as per the attached Annex 1)
 - (f) £1,713.24 Being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by the Council Tax Base shown at 1(a) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Town/Parish precept relates.
4. To note that the Essex Police and Crime Commissioner and the Fire Authority have issued precepts to the Council in accordance with Section 40 of the Act for each category of dwellings in the Council's area as indicated in the table below.

RESOLUTION 0 – Substantive Motion

5. That the Council, in accordance with Sections 30 and 36 of the Act, hereby sets the aggregate amounts shown in the tables below as the amounts of Council Tax for 2024/25 for each part of its area and for each of the categories of dwellings.

£	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
Southend-on-Sea City Council	1,142.16	1,332.52	1,522.88	1,713.24	2,093.96	2,474.68	2,855.40	3,426.48
Essex Police Authority	164.28	191.66	219.04	246.42	301.18	355.94	410.70	492.84
Essex Fire Authority	55.08	64.26	73.44	82.62	100.98	119.34	137.70	165.24
Aggregate amounts excluding town council	1,361.52	1,588.44	1,815.36	2,042.28	2,496.12	2,949.96	3,403.80	4,084.56

6. Determines that the Council's basic amount of Council Tax for 2024/25 is **not excessive** in accordance with the principles approved under Section 52ZB of the Act, and as shown in the calculation below.

(a) Percentage increase defined by the Secretary of State as constituting an excessive increase for 2024/25: 5% (comprising 2% for the Adult Social Care Precept and 3% for other expenditure).

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

2023/24 amount	£1,631.88
2024/25 amount	£1,713.24
Percentage increase:	4.99%

The figure at 6(b) is less than the figure at 6(a) above and therefore the Council's basic amount of Council Tax for 2024/25 is **not excessive** and no referendum is required.

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

RESOLUTION 0 – Substantive Motion

LEIGH TOWN COUNCIL – 2024/25 TAXBASE AND PRECEPT

Taxbase	2024/25 Precept	2024/25 Band D	2023/24 Band D	Increase / (Decrease)	Amount Required by Parish 2024/25							
					£							
	£	£	£	%	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
9,017.50	466,656	51.75	50.58	2.31	34.50	40.25	46.00	51.75	63.25	74.75	86.25	103.50

COMBINED COUNCIL TAX 2024/25

Council Tax 2024/25	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
Ratio to Band D	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9
	£	£	£	£	£	£	£	£
Unparished Area	1,361.52	1,588.44	1,815.36	2,042.28	2,496.12	2,949.96	3,403.80	4,084.56
Parished Area	1,396.02	1,628.69	1,861.36	2,094.03	2,559.37	3,024.71	3,490.05	4,188.06

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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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Meeting: Full Council
Date: 22 February 2024
Classification: Part 1
Key Decision: Yes
Title of Report: Pay Policy Statement & Reward Policy Annual Updates

Executive Director: Claire Shuter, Executive Director, Strategy and Change
Report Author: Meryl Harry, HR Service Manager, Pay & Reward
Executive Councillor: Cllr Tony Cox

1. Executive Summary

- 1.1. This report brings the annual update of the employee Pay Policy Statement and Reward Policy to Full Council for approval. These two documents together form the Council's overall Reward Strategy.
- 1.2. This is a requirement of the Localism Act.

2. Recommendations

It is recommended that Council agree the Pay Policy Statement as recommended by the Senior Manager Pay Panel.

3. Background

- 3.1. Section 38 (1) of the Localism Act 2011 required English and Welsh Local Authorities to produce a Pay Policy Statement for 2012/13 and for each financial year after that.
- 3.2. Pay Policy statements have been completed annually from 2013 and have been agreed by Council each year.
- 3.3. This Policy Statement has been reviewed for 2024/25 and is attached at **Appendix A**. Attached at **Appendix B** is the Council's Reward Policy which has also been reviewed. It is important that the two documents are read together to be able to set senior pay in the context of the Council's overall Reward Strategy.

4. Reasons for Decisions

- 4.1. It is a requirement of the Localism Act that the Policy Statement is approved by Full Council annually.

5. Other Options

- 5.1. None

6. Financial Implications

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

- 6.2 It should be noted that the nationally negotiated Pay Award for 2024/25 has not yet been agreed and therefore the salaries quoted are as at April 2023. The 2024/25 pay award will be applied and backdated in line with the Policy once it has been agreed nationally.

7. Legal Implications

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

8. Policy Context

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

9. Carbon Impact

- 9.1. None

10. Equalities

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

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

11. Consultation

- 11.1. The recognised trade unions, Unison and GMB, are informed of the annual Pay Policy Statement update.

12. Appendices

- 12.1 Appendix A: Pay Policy Statement 2024/25
12.2 Appendix B: Reward Policy including appendices

13. Report Authorisation

This report has been approved for publication by:		
	Name:	Date:
S151 Officer	Joe Chesterton	26 Jan 2024
Monitoring Officer	Kim Sawyer	25 Jan 2024
Executive Director(s)	Claire Shuter	26 Jan 2024
Relevant Cabinet Member(s)	Cllr Tony Cox	30 Jan 2024

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PAY POLICY STATEMENT 2024/25

1. Introduction

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

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

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

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

2. Background

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

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

3. Legislation

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

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

- a. Level and elements of remuneration for each chief officer (for Southend City

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

4. Level and Elements of Remuneration for each Chief Officer

Southend will have the following posts at chief officer level with effect from 1 April 2024:

- Chief Executive x1
- Executive Directors x 5
- Directors x 11
- Director of Public Health x 1

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

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

SMG1 (Chief Executive)	£196,818
SMG3A Executive Directors	£131,525
SMG3 (Directors)	£101,916
Director of Public Health	£107,805

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

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

Chief Officer salaries do not attract annual increments. Chief Officers in Southend are employed on JNC terms and conditions for everything EXCEPT pay. Although the Council is not part of the national negotiating body, since 2024/2025 Chief Officers pay awards are based on the nationally agreed pay award for Chief Executives and Chief Officers, as determined by the Senior Managers Pay Panel.

**At the time of updating this Statement, a decision has been made to replace the Hay Job Evaluation scheme with the sector specific JNC Senior Managers Job Evaluation scheme. The NJC scheme will continue to be used, alongside this new scheme. The change will take place during 2024/25 after due process has been completed, and after which this Statement will be updated to reflect the new arrangements.*

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

a. Market Supplements

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

This is a discretionary payment and will be determined by the Senior Managers Pay Panel and or Appointments & Disciplinary Committee on an individual basis.

In 2022/23, Southend reviewed market supplements paid to Chief Officers. As a result, the Senior Managers Pay Panel agreed to the Chief Executive salary being uplifted, and, the market supplements paid to Executive Directors being integrated into the substantive salary of the role.

In 2024/2025 the following market supplements will be paid to Directors:-

Director of Public Health:	£7,213
Director of Digital and ICT:	£5,000
Director of Adult Social Care Operations:	£12,116
Director Children's Social Work, Early Help and Youth Support:	£10,116
Director of Financial Services (Deputy S151 Officer):	£15,000
Director of Highways Transportation & Waste	£6,531
Director of Education, Inclusion & Early Years	£10,000
Director of Legal and Monitoring Officer	£14,531

b. Returning Officer

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

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

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

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

The Council's lowest paid employees (excluding trainees) are paid at Level 1 £22,737. The Council currently employs 5 staff at this level.

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

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

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

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

Southend Council's current ratio in this respect is 4.4:1 i.e. the Chief Executive (top earner) earns 4.4 times more than the Council's median earner (£34,381).

The Government has also recommended publishing the ratio in respect of the mean earner. Southend Council's current ratio in this respect is 4.2:1 i.e. the Chief Executive (top earner) earns 4.2 times more than the Council's mean earner (£35,884).

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

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

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

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

7. Other specific aspects of chief officer remuneration

- a. Salary at recruitment. This is detailed in paragraph 11 of the Council's Reward Policy and is in line with the approach taken for all staff.
- b. Performance reviews. This is detailed in Appendix 3 of the Council's Reward Policy.
- c. Termination Payments. This is detailed in paragraph 16 of the Council's Reward Policy and is in line with the approach taken for all staff.
- d. Ex Gratia Payments. Ex Gratia Payments must be agreed in advance by the Council's Appointments & Disciplinary Committee.

8. Disclosure

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

SOUTHEND CITY COUNCIL
STAFF NUMBERS (HEADCOUNT) BY PAY GRADE (EXCLUDING TEACHERS)
(DECEMBER 2023)

Staff Numbers	Pay Grade
5	Level 1
1	Level 2
1	Level 3
79	Level 4
174	Level 5
315	Level 6
341	Level 7
366	Level 8
241	Level 9
147	Level 10
56	Level 11
21	Level 12
30	Level 13
11	SMG3
5	SMG3a
0	SMG2
1	SMG1
1	HV03 (Health Visitor)
0	Soulbury A (Educational Psychologists)
2	Soulbury B (Senior Educational Psychologists)
0	Soulbury C (Educational Improvement Specialists)
4	Youth & Community – Support Workers – Range 1
1	Youth & Community – Professional Range
8	Teacher Grades
1810	TOTAL

Reward Policy for all Southend City Council Employees

Summary	The Reward Policy aims to ensure the way in which the Council rewards its employees is fair, equitable, consistent, transparent, and flexible. The Reward Policy forms a key part of the Council's People Vision which in turn underpins the Corporate Plan and organisational ambitions and outcomes.	
Keywords	Reward, Pay, Benefits,	
Target audience	All employees of the Council employed on Council Terms and Conditions (excluding schools)	
Date issued	First Issue June 2003 This issue January 2024	
Approved & Ratified by	Full Council	Date of meeting: 22 February 2024
Next review date	December 2025	
Author	Meryl Harry, HR Service Manager – People and Organisation	
Executive Director	Claire Shuter	

Equality Impact Assessment (for policies only)

Equality Impact Assessment carried out 25 April 2006.

Version Control

Change Record

Date	Author	Version	Page	Section	Description of amendment
June 2003	Not referenced	Not referenced			New policy
January 2006	"	"			Amendment
January 2007	"	"			Amendment
January 2009	"	"			Amendment
April 2010	"	"			Clarification
September 2010	"	"			Amendment
January 2012	Joanna Ruffle	V1 (of revised policy)			Policy revised to incorporate requirements of the Localism Act 2011 and other legislative changes
January 2013	Joanna Ruffle	V2			Updated to reflect annual review
January 2014	Joanna Ruffle	V3			Updated to reflect annual review
January 2015	Joanna Ruffle	V4			Updated to reflect annual review
January 2016	Joanna Ruffle	V5			Updated to reflect annual review
January 2017	Joanna Ruffle	V6			Updated to reflect annual review
January 2018	Joanna Ruffle	V7			Updated to reflect annual review
January 2019	Joanna Ruffle	V8			Updated to reflect annual review
December 2019	Joanna Ruffle	V9			Updated to reflect annual review
January 2021	Sue Putt	V10			Updated to reflect annual review
January 2022	Sue Putt	V11			Updated to reflect annual review
January 2023	Meryl Harry	V12			Updated to reflect annual review
January 2024	Meryl Harry	V13			Updated to reflect annual review

Reviewers/contributors

Name/Team	Position	Version Reviewed & Date
HR	Head of HR & Payroll, HR Service Manager (Pay & Reward), HR Consultant (Analytics)	V13 January 2024
Senior Officers	S151 Officer, Monitoring Officer, Executive Director	V13 January 2024
Councillors	Relevant Cabinet Member (Cllr Tony Cox) and Senior Managers Pay Panel	V13 January / February 2024
Trade Unions	GMB & Unison	V13 February 2024

Appendices

Appendix B1	Salary Levels 1 – 13
Appendix B2	SMG Grades 1 – 3
Appendix B3	Senior Managers Pay: Terms of the Scheme
Appendix B4	Soulbury Salary Levels
Appendix B5	Soulbury Agreement
Appendix B6	Salary Levels – Youth and Community Workers
Appendix B7	Senior Managers Pay Panel

Reward Policy

1. Introduction

Pay is a key factor affecting relationships at work and helps determine an organisational culture. The level and distribution of pay and benefits can have a considerable effect on the performance of an organisation, and on the engagement and productivity of its workforce.

The Council recognises the importance of pay systems that are appropriate, transparent, provide value for money and reward staff fairly for the work they perform. In addition, through its pay system, the Council ensures that jobs are evaluated effectively and fairly; that all work is aligned to the organisational priorities and that only good performance is rewarded. This is particularly important in an organisation where job roles are complex and diverse and high standards of performance and conduct are expected by service users/customers.

2. Principles

In developing and implementing this reward policy, the Council will ensure that the way in which its workforce is rewarded will be:

- Fair
- Equitable
- Consistent
- Transparent
- Flexible

The following factors will also be included:

- The delivery of the organisational priorities
- The reinforcement of the organisational values and behaviours
- The recruitment and retention of high calibre staff
- The motivation, engagement and development of staff
- The reward of good and excellent performance
- The promotion of staff flexibility – mobility, development, and future organisational needs
- The management of pay costs and ensuring value for money, both in the short and long term

This Reward Policy forms a key part of the Council's People Strategy which in turn underpins the Corporate Plan ambition and relevant outcomes. How staff are rewarded for their contribution is directly linked to the delivery of the council's key aims. This is done through an annual Performance Framework which is applied to ALL staff.

3. Legislation

The legislation covering pay and reward includes:

- a) Equal Pay Act 1970: The Council will ensure:
- All staff are appointed or assimilated, e.g. after re-grading, restructuring, or promotion at the same level into the pay grades where experience, skills, qualifications and hours of work are comparable, irrespective of gender
 - All new starters are given the substantive rate for the job
 - The average pay to men and women is equal for like work
 - Staff involved in applying and administering pay schemes will be trained in equalities awareness
 - Any differences in pay between men and women will be objectively justified
 - Access to additional payments and allowances e.g. payments for skills, responsibility allowances will be based on equitable criteria
 - All staff will be treated equally irrespective of gender
 - Men and women doing like work or in the same grade will receive progression through the appropriate pay scale
 - If there are bars to progression between grades/spinal column points, progression will be based on fair and objective criteria that staff are aware of and men and women will pass through them on an equitable basis
- b) Localism Act 2011: Section 38(1) of the Localism Act 2011 requires Local Authorities to produce an annual pay policy statement about chief officers, low paid employees and the relationship between the two. This policy provides the detailed background to that statement.

4. Conditions of Service

a1) Apprentices

These staff are employed on NJC terms and Conditions (Green book) supplemented by the Councils Collective Agreement 2005 (as amended) with the exception of their pay rate which is determined locally. The rate of pay will always meet the National Apprenticeship wage and National Minimum wage according to their age.

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

These staff are employed on NJC terms and conditions (Green Book) supplemented by the Council's Collective Agreement 2005 (as amended). This agreement can be found on the intranet.

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

d) Staff on Soulbury salary levels (Appendix B4)

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

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

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

f) Teachers

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

5. Delegated Authority

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

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

Actual salary will be determined by the Council's Senior Managers Pay Panel (Appendix 7). Chief Officers cost of living pay awards are based on the nationally agreed pay award for Chief Executives and Chief Officers.

6. Confidentiality

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

7. Process for Grading Posts

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

**At the time of updating this report, a decision has been made to replace the Hay Job Evaluation scheme with the sector specific JNC Senior Managers Job Evaluation scheme. The NJC scheme will continue to be used, alongside this new scheme. The change will take place during 2024/25 after due process has been completed, and after which the Reward Policy will be updated to reflect the new arrangements.*

8. Pay Structure and Progression

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

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

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

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

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

(ii) An increment may be withheld due to poor performance but will only apply where correct capability procedures have been followed. Any increment withheld may be paid subsequently if the officer's performance improves.

(iii) Employees with less than six month's service in the grade by 1 April shall be granted their first increment six months from the actual date of their appointment, promotion or re-grading. All future increments will then be paid on 1 April.

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

c) Staff on Senior Management grades (Appendix B2)

Chief Officers cost of living pay awards are based on the nationally agreed pay award for Chief Executives and Chief Officers. Other pay changes would be determined by the Senior Managers Pay Panel.

d) Staff on Soulbury salary levels (Appendix B4) will be paid in line with national agreement.

e) Staff on Youth and Community Worker Salary levels (Appendix B6) Increments will be paid as per paragraph 8(a).

f) Teachers

Progression will be in accordance with the current School Teachers Pay & Conditions document.

9. Pay Protection

The Council has developed a pay protection policy for those staff whose posts are downgraded as a consequence of implementing structural change or job evaluation where this results in a salary reduction.

This policy can be found on the Intranet.

10. Pay Awards

Staff on all terms and conditions other than chief officers will receive an annual cost of living pay award where this is negotiated nationally by the relevant negotiating committee. Although the Council is not part of the national negotiating body, since 2024/2025 Chief Officers pay awards are based on the nationally agreed pay award for Chief Executives and Chief Officers.

11. Salary at Recruitment

New members of staff will start at a salary point within the job evaluated range for the post having regard to the knowledge, skills and competencies of the individual as well as their current and previous salary levels. Consideration must also be given to the salary levels of any existing members of staff in the same job group and the impact this may have on them.

All requests to appoint above the minimum of the level must be agreed by the relevant Director and HR before any salary offer is made to the candidate.

In the case of chief officers, salaries are 'spot' salaries and represent the 'rate for the job'. New entrants may be recruited to a 'development rate' at 90% of the spot salary for the first 12 months where he/she needs to grow into the role. Starting salaries will be agreed by the relevant Appointments Committee of the Council.

12. Pay on Promotion or Transfer

a. Move to a new post at the same level

Where a member of staff moves to a new permanent post at the same level, they will normally be appointed on the same salary point and retain the incremental date (where this is relevant) from their original post.

b. Pay on promotion

Where a member of staff receives a promotion they will normally be appointed on the minimum point for the new level unless their qualifications or relevant experience qualify them for additional points.

All requests to appoint above the minimum level must be agreed by the relevant Director and HR before a salary offer is made to the candidate.

c. Move to a new post when the member of staff is at the top of their current level

Where a member of staff is at the top of their level and is appointed to a post at the next level which starts at the same salary point:

- (i) where the appointment is due to re-evaluation or “slotting-in”, there will be no movement and the member of staff will be appointed on the same salary point if it already exists.
- (ii) where the appointment is due to promotion or “ring-fencing” and the member of staff has gone through a selection process (i.e. interview) then an additional increment will be given.

d. Move to a new post at a lower level

Where a member of staff moves to a new post at a lower level as part of a restructuring process, then the Council’s Pay Protection Policy will apply. Pay Protection will not apply however where such a move is voluntary.

13. Allowances: Overtime, Bank Holiday Working, Night Work, Standby etc

Staff on all terms and conditions **other than Chief Officers** may be paid allowances, where appropriate, in accordance with Appendix 3 of the Council’s Collective Agreement.

Chief Officers are not eligible for such allowances but are expected to undertake duties outside their contractual hours and working patterns as is commensurate with their salary level without additional payment.

14. Additional Payments

Staff on all terms and conditions **other than Chief Officers** may be eligible for additional payments in accordance with the Additional Payments scheme (see Appendix 4 of the Council’s Collective Agreement).

Chief Officers will not normally be eligible for additional payments other than:

- a. Market Supplements – where market fluctuations and demands are such that an additional payment is necessary in order to recruit or retain high calibre staff with the appropriate skills, knowledge and experience.
- b. Payment for Monitoring Officer, Section 151 Officer and Executive Director, Adults and Communities and Executive Director, Childrens and Public Health in respect of the additional statutory functions undertaken by the postholders on behalf of the Authority the statutory payments are included in the substantive salary for the post.

15. Other payments

Returning Officer

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

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

Other Council staff may undertake duties on behalf of the Returning Officer, e.g. polling clerks, count supervisors, etc. They will receive separate payments for these duties based on their role in any election process.

16. Payments on Termination of Employment

Staff on all terms and conditions will receive payment on termination of their employment (other than in cases of dismissal for misconduct) in accordance with the following Council policies:

- a. Pensions Policy
- b. Severance Policy for Redundancy and Early Retirement

In the unlikely event of a severance payment exceeding £100,000 this will require the approval of full Council. In addition, any severance payments will be subject to relevant statutory regulations governing exit payments in force at the time.

Staff who have left the Authority on grounds of redundancy or early retirement will not normally be re-employed by the Council in the same capacity unless there is an exceptional business reason to do so. This will be determined by the Chief Executive (in the case of all staff below Chief Officer level) and by the Senior Managers Pay Panel (in the case of Chief Officers). These staff earning in excess of £80,000 p.a. will be subject to the Public Sector Exit Payment Recovery Regulations 2016.

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Appendix B1

Pay structure – with effect from 1 April 2023

Level 1	Level 2	Level 3
SCP 3 £22,737	SCP 4 £23,144	SCP 5 £23,500

Level 4	Level 5	Level 6
SCP 6 £23,893 7 £24,294	SCP 8 £24,702 9 £25,119 10 £25,545 11 £25,979 12 £26,421	SCP 13 £26,873 14 £27,334 15 £27,803 16 £28,282 17 £28,770 18 £29,269 19 £29,777 20 £30,296

Level 7	Level 8	Level 9
SCP 21 £30,825 22 £31,364 23 £32,076 24 £33,024 25 £33,945 26 £34,834 27 £35,745	SCP 28 £36,648 29 £37,336 30 £38,223 31 £39,186 32 £40,221 33 £41,418 34 £42,403	SCP 35 £43,421 36 £44,428 37 £45,441 38 £46,464 39 £47,420 40 £48,474 41 £49,498

Level 10	Level 11	Level 12
SCP 42 £50,512 43 £51,515 44 £52,592 45 £53,647 46 £54,729 47 £55,737	SCP 48 £56,810 49 £57,892 50 £59,014 51 £60,158 52 £61,321 53 £62,501 54 £63,719	SCP 55 £64,948 56 £66,208 57 £67,493
		Level 13
		Spot salary of £75,445 with a development rate of

		90% (£67,901) for the first 12 months
--	--	---------------------------------------

Appendix B2

Southend City Council Senior Management Grades 2023/24

Chief Executive (SMG1)	£196,818 Rate for the Job £177,137 Development rate up to 12 months
Executive Directors (SMG 3A)	£131,525 rate for the job £118,372 Development rate up to 12 months
Directors (SMG3)	£101,916 Rate for the job £91,724 Development rate for up to 12 months
Director of Public Health	£107,805

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Appendix B3

Senior Managers Pay & Performance Terms of the Scheme

Updated January 2024

1. This scheme applies to the Chief Executive, Executive Directors and Directors.
2. The pay review year will run from 1st April to 31st March.
3. Objectives agreed targets and leadership behaviours and values will need to be in place at the start of each review year on 1st April to ensure that staff have a clear idea of what is expected of them.
4. A review of the scheme will be undertaken at the end of each year and changes may be made in the light of this evaluation.
5. A key date checklist is attached (Appendix A).
6. The scheme seeks to measure the achievement of objectives and actions within target dates. (The 'What'). It also measures the behaviours/values that are brought to the working environment by the individual through the use of the Council's Behaviours and Values framework (The 'How').
7. The objectives need to be clearly defined and actions need to have a time and quality indicator to ensure that individuals can evidence their performance and show what they have achieved by the end of the review year. The objectives/targets set must be SMART (Specific, Measurable, Achievable, Relevant and Timebound) and will be independently verified by the Senior Managers Pay Panel to ensure consistency across the organisation. Objectives may be reviewed during the year if circumstances change. Some objectives will be set corporately and will apply across the Senior Leadership Group.
8. The required leadership behaviours and values need to be demonstrated and will count towards the assessment of overall performance.
9. The scheme provides for a mid-year review of performance normally in October, in order that progress can be monitored and if there are development areas required these can be addressed within the Personal Development Plan.
10. For new recruits previous experience and existing salary level will be used to determine if an individual is placed on the 'rate for the job' or the 'development rate' appropriate to the grade.
11. Individuals deemed as less than satisfactory within this scheme will not receive an annual pay award for that particular review year. In these cases, performance issues should be addressed through other mechanisms e.g. capability procedures.
12. Staff subject to this scheme will cease to have a contractual entitlement to NJC pay awards as the Council will no longer be part of the national machinery for pay bargaining for staff within the Senior Manager Pay Scheme. All other terms and conditions of service remain within NJC unless otherwise stated in contractual documents and amendments.
13. Grades are determined by the relevant job evaluation scheme.
14. All payments, including annual pay awards, are superannuable.

15. Although the Council is not part of the national negotiating body for Chief Executives and Chief Officers, since 2024/2025 Chief Officers pay awards are based on the negotiating body's nationally agreed pay award.
16. The expectation is that the organisation will continuously improve through the use of this scheme.

Scope:	The scheme will apply to the Chief Executive, Executive Directors and Directors.
Delegations:	Decisions on changes to pay arrangements will be taken by a Member panel based on recommendations from the Chief Executive and advised by the Head of People and Organisation.
Amendments in this Issue:	New Policy : September 2006 Amended November 2009 Amended annually since November 2009 Latest amendment January 2024

Key Dates/Checklist

<u>DATE</u>	<u>ACTION</u>	<u>ACTION BY</u>
February	Prepare end of year evidence to support delivery of objectives and demonstration of the Council's behaviours and values. Prepare draft objectives for the forthcoming year and highlight any known development needs	Individual
March	<p><u>Chief Executive</u> Appraisal meeting with Group Leaders to agree final year assessment and new year's objectives, behaviours and values</p> <p><u>CLT Members</u> Appraisal meeting with Chief Executive to agree final year assessment and new year's objectives, behaviours and values</p> <p><u>Directors</u> Appraisal meeting with Executive Director to agree final year assessment and new year's objectives, behaviours and values</p>	<p>Individual / Group Leaders</p> <p>Individual / Chief Executive</p> <p>Individual / /Executive Director</p>
April	<p><u>CLT Members</u> Documentation to be forwarded to the Leader and the Leader of the largest opposition group for review and comment. NB Both leaders may choose to consult other members, including relevant Cabinet Members as part of this review.</p> <p><u>Directors</u> Documentation to be forwarded to the Chief Executive or Executive Director for review and comment</p>	<p>Individual / Leader / Leader of the largest opposition group</p> <p>Individual / Chief Executive</p>
May	Senior Managers Pay Panel meet to moderate all assessments and new objectives.	Senior Managers Pay Panel
June	Cabinet to endorse any recommendations of the Pay Panel	Cabinet
June / July	Individuals are notified of any annual pay awards	HR Services
October	Mid-year review is held with the individual and Line Manager to review progress	Line Manager / Individual

Soulbury Pay Agreement (Southend Pay Range)

wef September 2023

Educational Improvement Professionals

SCP	
1	40540
2	41920
3	43224
4	44545
5	45857
6	47170
7	48550
8	49878 *
9	51425
10	52805
11	54166
12	55484
13	56976 **
14	58308
15	59777
16	61106
17	58113
18	63748
19	65097
20	65794 ***

Notes to Educational Improvement Professionals above

Salary scales to consist of not more than four consecutive points based on the duties and responsibilities attaching to posts and the need to recruit and motivate staff.

*normal minimum point for EIP undertaking the full range of duties at this level.

**normal minimum point for senior EIP undertaking the full range of duties at this level.

***normal minimum point for leading EIP undertaking the full range of duties at this level.

Educational Psychologists - Scale A

SCP	From 01/09/2023
1	42422
2	44474
3	46525
4	48575
5	50627
6	52678
7	54609
8	56540
9	58348
10	60160
11	61848
12	62540*
13	63836*
14	65120*

Notes to Educational Psychologists - Scale A above

Salary scales to consist of six consecutive points based on the duties and responsibilities attaching to posts and the need to recruit retain and motivate staff.

*Extension to scale to accommodate structured professional assessment points.

Senior and Principal Educational Psychologists

SCP	From 01/09/2021
1	52678
2	54609
3	56540
4	58348
5	60160
6	61848*
7	62540
8	63836
9	65120
10	66425
11	67706
12	69010
13	70337
14	71621
15	72966
16	74297
17	75637**
18	76976**
19	80055**
20	83257**
21	86587**

Notes to Senior and Principal Educational Psychologists above

Salary scales to consist of not more than four consecutive points based on the duties and responsibilities attaching to posts and the need to recruit retain and motivate staff.

*Normal minimum point for the principal educational psychologist undertaking the full range of duties at this level.

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

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Southend on Sea City Council

SOULBURY AGREEMENT

PROCEDURE FOR STRUCTURED PROFESSIONAL ASSESSMENTS

PREAMBLE

1. The Soulbury Committee has an agreement for local assessments which recognise the contribution of Soulbury officers to the authority's role in raising standards in schools, improving involvement of young people in community activities and the promotion of child development and learning.
2. The national agreement provides a framework for local decisions relating to an assessment of the officer's contribution.
3. This procedure has been subject to local consultation and negotiation with the relevant trades unions and professional associations and will be kept under regular review. It builds on the national framework in order to provide a local mechanism by which Soulbury officers may apply to the Director of Children and Learning to progress to the first or, subsequently, the second or third levels. Successful enhancement to the first level will result in the award of one additional point on the Soulbury spine and successful enhancement to the second level will result in the award of a further additional point. Thus there is the provision for a Soulbury officer to extend his or her pay scale by up to 3 points, subject to satisfactory assessment.
4. The local assessment process is part of the LA's overarching performance management process and performance appraisal and development scheme, and as such links to service planning, team planning and the Children and Young Persons Plan. The appraisal scheme will be used as a basis for officers to evidence applications for assessment.

THE ASSESSMENT PROCESS

5. Soulbury officers may apply for assessment after four years' continuous Soulbury service with one or more local authorities. In normal circumstances this will be after not less than two years in the current post (see para. 7 below). Only in exceptional circumstances, which should be discussed with the Head of School Support & Preventative Services, will applications be considered before the four years have elapsed. A Head of Service may also agree, as an exception, the transfer of SPA points from another LA, where the job to be undertaken is the same or broadly similar, but not a promotion to a higher post.

Assessments will be based on the officer's contribution over the four year period. This will be at three levels:

LEVEL 1

5.1 Local assessments will be based on the range of duties and responsibilities and achievements against targets and objectives for the post. This assessment of the overall contribution will need to take account of the following national criteria:

- Development - Officers must show that they are fully informed of the developments in their area of specialism;
- Developing the Services - Officers must make a recognised contribution to the policy, planning and meeting of performance targets for their authority;
- Improving Standards - Officers must make an identified contribution to the improvement and evaluation of service delivery across all appropriate aspects of the authority's functions;
- Management and Administration - Officers must manage and assess resources to provide efficient delivery of services;
- Equal Opportunities - Officers must contribute to the development of the authority's policies in improving access to their services in raising achievement levels for their local communities.

LEVEL 2

5.2 Assessment of officers' contributions to the service of the LA will be based on showing that they have made a sustained contribution to the efficiency and effectiveness of the service.

LEVEL 3

5.3 Officers will:

- Demonstrate that they have made an exceptional contribution to the development of the service over a sustained period, for instance in developing the Children's Services agenda in the authority.
- Be involved in a programme of cpd focused on the requirements of the service and the aspirations of the officers for their own professional development.

PROCEDURE

6. On completion of four years' continuous Soulbury service with one or more local authorities, two of which have been in the current post, an officer may choose to apply for Level 1 Assessment. For the purpose of this procedure 'current post' means overall job 'type', at the same level, as it is recognised that some responsibilities within that may change from time to time. These areas of responsibility will also be reflected in the officer's current specialism. A Head of Service may also agree, as an exception, the transfer of SPA points from another LA, where the job to be undertaken is the same or broadly similar, but not a promotion to a higher post.
7. Form SASS1 should be completed, providing evidence on how the officer meets the national criteria, in relation to the range of duties and responsibilities outlined in the job description and to achievements against targets and objectives for the post, as discussed by means of the Performance Management Development Scheme and 1 to 1 meetings. The paperwork may be supplemented by a portfolio of evidence, other written records, including externally verified records, but the completion of the proforma is not expected to be extensive.
8. Form SASS1 should be endorsed by the relevant line manager, who will not be involved in the assessment process, but may support the officer should any review be necessary (paragraph 18). The applicant may choose to proceed even where the application is not supported by the line manager. Regardless of whether or not the application is endorsed, a brief written commentary will be provided by the line manager.
9. The application will be considered by the appropriate Head of Service (where this is the line manager, this will be the Corporate Director of Children and Learning).
10. Successful assessment to the first level will result in the payment of an additional point on the Soulbury spine from the date on which the application was made.

11. Assessment to the second level will be subject to a sustained contribution to the efficiency and effectiveness of the service. There is no automatic entitlement to progression. Where annual reviews have taken place the officer's line manager may submit a written recommendation, with documentary evidence, for progression to Level 2. Should the officer wish to apply without the recommendation of the line manager, or where annual review information is not available, the officer may submit a written application. Form SASS2 is provided for this purpose. Regardless of whether or not the application is endorsed, a brief written commentary will be provided by the line manager. Application to the second level will normally be after a minimum of at least one year on the first level and will relate to the annual appraisal interview.
12. The award of a third SPA point will not be made until at least two years after officers have achieved SPA2. Application should be made on form SPSS3, as outlined in paragraph 12.
13. The assessment process will be as outlined in paragraph 10. After each assessment the officer is entitled to oral feedback from the line manager, which may feed into the annual appraisal process.

REVIEW

14. Should officers wish to challenge an assessment to Levels 1, 2 or 3 they have the right to request a review. This right should be exercised in writing, to the Director of Children and Learning, within 14 calendar days of written notification of the formal assessment, outlining the reasons for the review.
15. The Director of Children and Learning will undertake a review of the application. Where the Director of Children and Learning is the line manager, the review will be undertaken by an alternative Corporate Director of the Council.
16. The applicant may be accompanied by a trades union representative or work colleague to that meeting, and may wish to call their line manager in support of their case.
17. The decision will be given in writing within seven calendar days of the date of the review.
18. The decision of the Director will be final. No other procedure will take precedence over the Assessment and Review procedure outlined above.

SOULBURY ASSESSMENT

LEVEL 1

NAME: _____

SERVICE: _____

JOB TITLE: _____

SPECIALISM: _____

DATE APPOINTED TO SOULBURY POST AT SOUTHEND CITY COUNCIL:

DATE APPOINTED TO CURRENT POST: _____

CURRENT SALARY RANGE: _____

CURRENT SPINE POINT: _____

SIGNATURE OF APPLICANT: _____

DATE: _____

This application is/is not* supported by the line manager. The applicant does/does not* meet all five standards.

LINE MANAGER: ----- SIGNATURE: _____

DATE: _____

HEAD OF SERVICE: -----SIGNATURE: _____

DATE: _____

A PORTFOLIO OF EVIDENCE MAY BE ATTACHED.

*Delete as appropriate.

REF SASS1

1.

DEVELOPMENT

Please summarise evidence that you are fully informed of the development in your area of responsibility/specialism over the last 4 years.

(As part of your ongoing professional development it is anticipated that this section will include evidence of **outcomes** arising from up to date knowledge and understanding of local and national developments).

2.

DEVELOPING THE SERVICES

Please summarise your personal, and recognised, contribution to the policy, planning and meeting of performance targets for the LEA.

(It is anticipated that the evidence in this section will have a direct correlation to service plans, the Education Development Plan, the Equal Opportunities Action Plan, the Education Strategic Plan and any other departmental plans over the past 4 years. Please cross reference the evidence as appropriate).

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

4.

MANAGEMENT AND ADMINISTRATION

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

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

6. EVALUATION BY LINE MANAGER

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

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

SOULBURY ASSESSMENT

LEVEL 2

NAME: _____

SERVICE: _____

JOB TITLE: _____

SPECIALISM: _____

CURRENT SPINE POINT: _____

DATE PROGRESSED TO LEVEL 1: _____

SIGNATURE OF APPLICANT: _____ DATE: _____

This application is/is not* supported by the line manager.
The application has/has not* made a sustained contribution to the efficiency and effectiveness of the service.

LINE MANAGER: _____ SIGNATURE: _____

DATE: _____

HEAD OF SERVICE: _____ SIGNATURE: _____

DATE: _____

* Delete as appropriate.

REF SASS2

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

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

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

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

SIGNED: _____ LINE MANAGER: _____

SOULBURY ASSESSMENT LEVEL 3

NAME: _____

SERVICE: _____

JOB TITLE: _____

SPECIALISM: _____

DATE PROGRESSED TO LEVEL 2: _____

SIGNATURE OF APPLICANT: _____ DATE _____

This application is/is not* supported by the line manager.
The application has/has not* made a sustained contribution to the efficiency and effectiveness of the service.

LINE MANAGER: _____ SIGNATURE: _____

DATE: _____

HEAD OF SERVICE: _____ SIGNATURE: _____

DATE: _____

* Delete as appropriate

REF SASS3

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

1. CONTRIBUTION TO SOUTHEND'S CHILDREN'S SERVICE

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

2. CPD

Youth & Community Workers Salary Levels
from 1 September 2023

Youth and Community Support Worker Range

Pay Points

5.	23,496
6.	23,825
7.	24,121
8.	24,799
9.	25,664
10.	26,341
11.	27,434
12.	28,501
13.	29,606
14.	30,750
15.	31,528
16.	32,341
17.	33,141

Professional Range

Pay Points

13.	29,606
14.	30,750
15.	31,528
16.	32,341
17.	33,141
18.	33,946
19.	34,745
20.	35,547
21.	36,447
22.	37,467
23.	38,461
24.	39,459
25.	40,465
26.	41,470
27.	42,475
28.	43,493
29.	44,502
30.	45,513
31.	46,195*
32.	47,316*

* Discretionary Points

SLEEPING IN DUTY ALLOWANCE

Sleeping in Allowance	41.00
Disturbance Element	23.00

Support Worker Range (1)

Points 5 – 6 JNC 369 – 370

Advanced Practitioner

Points 22-25 JNC 394 – 397

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4.3 The Senior Managers' Pay Panel

4.3.1 Membership

- Leader (Chairman)
- Deputy Leader
- 1 Other Cabinet Member
- The Leader of the 2 largest Opposition Groups

(
Substitutes: Permitted in accordance with Standing Order 31
Proportionality: Does not apply

4.3.2 Quorum

3

4.3.3 Terms of Reference

- To consider and moderate objectives set for the Senior Managers (the Chief Executive & Town Clerk, Executive Directors and Directors).
- To consider recommendations from end of year reviews and agree pay awards within the parameters of the Council's Senior Managers' Pay Scheme.

4.3.4 Status of Meeting

Private

4.3.5 Reports to

The Cabinet

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