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SOUTHEND-ON-SEA CITY COUNCIL

**Policy and Resources Scrutiny Committee**

Date: Thursday, 13th February, 2025

Time: 6.30 pm

Place: Committee Room 1 - Civic Suite

Contact: Stephanie Cox (Principal Democratic Services Officer)

Email: [committeesection@southend.gov.uk](mailto:committeesection@southend.gov.uk)

**A G E N D A**

- 1 Chair's Introduction & Apologies for Absence
- 2 Declarations of Interest
- 3 Questions from Councillors
- 4 Questions from Members of the Public
- 5 Minutes of the Meeting held on Thursday, 30th January 2025 (Pages 3 - 10)

\*\*\*\* **ITEMS FOR PRE-CABINET SCRUTINY**

- 6 Corporate Performance Report Q3 2024/25 (October to December 2024) including Corporate Delivery Plan Actions update Q3 2024/25 (Pages 11 - 36)
- 7 Approval of the Annual Procurement Plan for 2025/26 (Pages 37 - 52)
- 8 Quarter Three Treasury Management Report - 2024/25 (Pages 53 - 76)

\*\*\*\* **OTHER SCRUTINY MATTERS**

- 9 **South Essex Councils - Joint Committee** (Pages 77 - 78)  
To receive the draft minutes of the meeting of South Essex Councils Joint Committee held on Tuesday, 3<sup>rd</sup> December 2024.

**Chair & Members:**

Cllr I Gilbert (Chair), Cllr I Ferguson (Vice-Chair), Cllr Sam Allen, Cllr M Borton, Cllr C Campbell, Cllr J Courtenay, Cllr T Cox, Cllr M Faulkner-Hatt, Cllr N Folkard, Cllr D Garston, Cllr R Longstaff, Cllr J McMahan, Cllr R McMullan, Cllr J Moyies, Cllr S Wakefield, Cllr N Ward and Cllr C Webster

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## SOUTHEND-ON-SEA CITY COUNCIL

### Meeting of Policy and Resources Scrutiny Committee

**Date: Thursday, 30th January, 2025**  
**Place: Committee Room 1 - Civic Suite**

# 5

**Present:** Councillor I Gilbert (Chair)  
Councillors I Ferguson (Vice-Chair), Sam Allen, M Borton,  
C Campbell, J Courtenay, T Cox, N Folkard, D Garston, R Longstaff,  
J McMahon, R McMullan, J Moyies, S Wakefield and C Webster

(\*Substitute in accordance with Council Procedure Rule 30.)

**In Attendance:** Councillors D Cowan, P Collins, M Dent, A Jones, K Robinson and  
M Sadza  
J Chesterton, M Harvey, M Marks, A Richards, C Shuter and S Cox

**Start/End Time:** 6.30 - 10.00 pm

#### **45 Chair's Introduction & Apologies for Absence**

##### **(a) Chair's Introduction**

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

##### **(b) Apologies for Absence**

Apologies for absence were received from Councillor M Faulkner-Hatt (no substitute) and Councillor N Ward (no substitute).

#### **46 Declarations of Interest**

The following interests were declared at the meeting:

- a) Councillor M Borton, (general business of the meeting) – concessionary bus pass holder and Board Member of South Essex Homes.
- b) Councillor S Wakefield, (general business of the meeting) – sub-contractor of South Essex Homes.
- c) Councillor A Jones (Cabinet Member), Board Member of South Essex Homes.
- d) Councillor N Folkard, (general business of the meeting) – concessionary bus pass holder.
- e) Councillor I Gilbert, (general business of the meeting) – employed by a Member of Parliament (MP).

- f) Councillor T Cox, (general business of the meeting) – has a child in receipt of a Education, Health and Care Plan (EHCP).
- g) Councillor J McMahon, (general business of the meeting) – is a qualified care act assessor and works with children with complex needs.

**47 Questions from Members of the Public**

The Committee noted the response of the Cabinet Member for Finance, Assets and Investments to a question presented by Mr Webb.

**48 Minutes of the Meeting held on Monday, 16th December 2024**

Resolved:

That the minutes of the meeting of the Committee held on Monday, 16<sup>th</sup> December 2024 be confirmed as a correct record and signed.

**49 Financial Performance Report for November 2024 (Period 8)**

The Committee received a report from the Executive Director (Finance & Resources) which had been referred direct by Cabinet on 13<sup>th</sup> January 2025. The report summarised the forecast position as at the end of November 2024 (period 8) which showed an overspend of £4,683 million which was an improvement of £0.962 million compared to the position reported at the end of September 2024. (Period 6).

The Committee asked a number of questions which were responded to by the Leader of the Council and the Cabinet Member for Finance, Assets and Investments.

During the debate there was a discussion on the reporting process, use of reserves and contingency provisions to reduce the projected overspend.

Resolved:

That the following recommendations to Cabinet, be noted:

“That, in respect of the 2024/25 Revenue Budget Performance as set out in appendix 1 to this report, Cabinet:

1. Notes the forecast outturn for 2024/25 for the General Fund and the Housing Revenue Account as at 30 November 2024.
2. Notes the plans and intentions to try to reduce the forecast overspend of the Council’s revenue budget for 2024/25 and agrees that the Chief Executive and Executive Director (Finance & Resources) continue to explore all opportunities within their delegated powers and authority to improve the financial position by the year-end (section 5).

That, in respect of the 2024/25 Capital Budget Performance as set out in appendix 2 of this report, Cabinet:

3. Notes the expenditure to date and the forecast outturn as at 30 November 2024 and how it will be financed.
4. Approves the requested changes to the capital investment programme for 2024/25 and future years, as set out in section 4 of appendix 2.”

Note: This is an Executive Function

Cabinet Members: Councillor D Cowan, Leader of the Council and Cabinet Member for Infrastructure and Corporate Strategy. Councillor P Collins, Cabinet Member for Finance, Assets and Investments.

## 50 **Draft Housing Revenue Account Budget 2025/26 and Rent Setting**

The Committee considered the report of the Executive Director of Finance and Resources and the Executive Director of Environment and Place, which had been referred direct by the Cabinet from the meeting held on 13 January 2025.

The report set out how investment from the Housing Revenue Account (HRA) would contribute towards meeting housing needs in Southend-on-Sea and presented the outcome of Southend-on-Sea City Council’s annual rent review and associated rent setting proposals for all council dwellings within the HRA for 2025/26.

The Cabinet Member responded to a number of questions in relation to:

- The projected build cost of the planning passive homes and whether in future the build cost could be separated from the infrastructure cost and reported by square metre.
- Benchmarking of garage rents and keep the figure under for review.
- Condition of garage stock and small units which cannot fit in modern cars, and whether there is scope to look at potential redevelopment or consider open parking.
- The percentage difference in rent between a council home compared to privately rented homes and whether rents could be means tested.
- There was a debate on whether the proposed passive housing scheme was best value for money.

Resolved:

That the following decisions of the Cabinet be noted:

“That Cabinet recommends to Council that, as part of the budget setting process, it approves the following increases with effect from 7 April 2025:

1. An average rent increase of 2.7% on all tenancies.
2. An average rent increase of 2.7% on shared ownership properties.
3. An increase of 2.75% on garage rents for tenants and leaseholders to £15.80 per week, a rise consistent with the standard approach taken across the range of City Council’s fees and charges for 2025/26. An increase of

20% on private garage rents to £22.15 (inclusive of VAT). All variants on a standard garage will receive a proportionate increase.

That Cabinet recommends to Council that, as part of the budget setting process, it approves:

4. South Essex Homes core management fee be agreed at £8,275,000 for 2025/26.
5. South Essex Homes proposals for an average decrease of 6.1% in service charges to reflect the estimated costs incurred be agreed for 2025/26.
6. South Essex Homes proposals for an average 22.3% decrease in heating charges for sheltered housing tenants and for hostel tenants to reflect the estimated costs incurred be agreed for 2025/26.
7. The following appropriations be agreed: • £60,000 to the Repairs Contract Pensions Reserve. • £4,720,000 to the Capital Investment Reserve. • £7,237,000 from the Capital Investment Reserve.
8. Subject to the approval of items 2.1 through to 2.7 above, the HRA budget for 2025/26 as set out in Appendix 1 be agreed and 2
9. The value of the Council's capital allowance from 2025/26 be declared as £70,937,000 as determined in accordance with regulation 16 of the Local Authorities (Capital Finance and Accounting) (England) Regulations.
10. To delegate authority to the Executive Director for Environment and Place to submit the final bid for the Warm Homes Wave 3 bid once completed.

Note: This is an Executive Function, save that approval of the final budget following the 11 February 2025 meeting of Cabinet is a Council Function.

Cabinet Members:

Councillor A Jones, Cabinet Member for Planning and Housing

Councillor P Collins, Cabinet Member for Finance, Assets and Investments

## **51 Council Tax Base and Non Domestic Rating Base 2025/26**

The Committee considered the report of the Executive Director of Finance and Resources, which had been referred direct by the Cabinet from the meeting held on 13 January 2025, concerning the calculation of the Council Tax Base for 2025/26 and the submission of the National Non-Domestic Rates (NNDR1) form to the Ministry of Housing, Communities and Local Government (MHCLG) by 31<sup>st</sup> January 2025.

Resolved:

That the following decision of Cabinet, be noted:

“That Cabinet approves:

1. In accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 1992 (as amended by the Local Authorities (Calculation of Council Tax Base) (Amendment) (England) Regulations 2003) and Local Government Finance Act 2012 (Calculation of billing authority's council tax base Section 15):
2. The 2025/26 Council Tax Base will be set as follows:  
  
 Southend-on-Sea City Council 60,860.63 (Appendix A)  
 Leigh-on-Sea Town Council 9,104.04 (Appendix B)
3. The continuation of the locally defined discounts for the 2025/26 financial year commencing 1 April 2025. (Paragraphs 4.12 (i – vi), 4.13, 4.14 and 4.15)
4. Council approved the implementation of a 100% premium charge, payable from 1 April 2025 for properties that are classified as second homes (furnished but not the main residence of any individual). This report seeks to endorse this decision. At the time of the last report, the Council agreed to apply the premium in line with the government guidance in respect of exceptions; this guidance has since been set as legislation and is now mandatory. The Council Tax (Prescribed Classes of Dwellings and Consequential Amendments) (England) Regulations 2024
5. The National Non-Domestic Rates Base for 2025/26, to be submitted to Department of Levelling Up, Housing & Communities (DLUHC). The NNDR1 return for 2025/26 (to follow) will be presented at Appendix C.
6. The updated Non-Domestic Rates Discretionary Rate Relief Policy presented at Appendix D.
7. The updated Council Tax Young Care Leavers Policy presented at Appendix E.”

Note: This is an Executive Function

Cabinet Member: Cllr P Collins, Cabinet Member for Finance, Assets and Investments

## **52 Draft Budget Proposals - 2025/26 to 2029/30**

The Committee considered the report of the Executive Director of Finance and Resources, which had been referred direct by the Cabinet from the meeting held on 13 January 2025.

The report presented the draft budget proposals for 2025/26 to 2029/30 and illustrated over the medium term how the Council's revenue and capital resources were being prioritised to respond to increasing demand and unavoidable cost pressures for the delivery of key statutory services.

The Committee asked a number of questions which were responded to by the relevant Cabinet members, highlights included:

- How many voluntary redundancies were expected. (net position 13, 21 voluntary redundancies and 7 additional roles).

- The outcomes of the in-depth children's services review (internal officer led deep-dive in children's social care cases, significant volume of spend goes to new brokerage team to ensure value for money)
- Another in-depth review would be undertaken of children's services by a number of Cabinet Members and senior officers to understand where the high costs were coming from and identify why children were coming into care.
- The volume of debt to Essex County Council and how long it would take to pay this back.
- Why electric vehicle charging had been deferred in the budget (work not mature enough for this budget reporting, although work had been progressed).
- The settlement for supporting the cost of the national insurance contributions.
- Estate efficiencies (EAP-01) – staff disproportionately impacted by a change in their workplace location.
- The £350,000 proposed saving in relation to the Connected Southend Transformation focused care package review (SOC-02) and how this could disproportionately affect the most vulnerable with the top 10% and bottom 10% cost profile.
- The estimated cost of National Insurance and Living Wage contributions and cost differential between the estimated government settlement (settlement details expected to be released in February 2025).

The Leader of the Council confirmed that Cabinet would consider the views of the Committee in respect of the following matters, in proposing the Council's General Fund Revenue Budget for 2025/26 for adoption by the Council at its meeting to be held on 20 February 2025.

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

- A breakdown of the additional National Insurance and Living Wage contributions for the Council's wholly owned companies and the total exposure for the local authority. (Councillor D Cowan).
- What projects were earmarked for the £1.238 million spend under the Climate Change provision, to deliver suitable projects aimed at reducing the impact of climate change and support the Council's aspirations to achieve net zero emissions by 20230 in line with the Climate Emergency Declaration (Councillor P Collins).

At 9.25pm the Chair advised the Committee that the meeting was approaching the 3-hour time limit. In accordance with Overview and Procedure rule 2.48 of Part 5 section 2 of the Council Constitution, the Committee decided by a simple unanimous vote to extend the meeting for a period of up to 30 minutes to 10.00pm.

Councillor T Cox proposed a new recommendation, which was seconded by Councillor C Campbell, that read as follows:

*"To request that the administration remove the proposed £350,000 saving from the 'Connected Southend Transformation: Focused Care Package Review' (SOC-*



*02) and review the language for the planned review of packages in the top 10% and bottom 10% of the cost profile.”*

The Chair undertook a vote on the new proposed recommendation, the result of which was:

For: 4

Against: 6

Abstentions: 5

The Chair declared the motion was lost and the substantive recommendations to Cabinet were noted.

Resolved:

That the following decisions of the Cabinet be noted:

“That Cabinet recommend to Council that it:

1. Notes that a detailed Medium Term Financial Strategy for 2025/26 – 2029/30 will be available for consideration in February 2025 and approves the draft Medium Term Financial Forecast and estimated Earmarked Reserves Balances up to 2029/30 (Annexes 1 and 2 to Appendix 1).
2. Considers and acknowledges the draft Section 151 Officer’s statement on the robustness of the proposed budget, the adequacy of the Council’s reserves and the Council’s Reserves Strategy (Appendix 2).
3. Approves the appropriation of the sums to Earmarked Reserves totalling £3.619M (Appendix 3).
4. Approves the appropriation of the sums from Earmarked Reserves totalling £1.695M (Appendix 3).
5. Approves a General Fund Budget Requirement for 2025/26 of £165.059M and Council Tax Requirement of £109.472M (Appendix 4) (Paragraph 12.10, Table 5) and any required commencement of consultation, statutory or otherwise.
6. Notes that the 2025/26 revenue budget has been prepared based on using £1.400M from accumulated Collection Fund surpluses to support the core budget and to allow for a smoothing of the budget gap (Paragraph 12.13).
7. Approves a Council Tax increase of 4.99% for the Southend-on-Sea element of the Council Tax for 2025/26, being 2.99% for general use and 2.00% for Adult Social Care (Paragraph 12.14).
8. Notes the position of the Council’s preceptors is to be determined:
  - Essex Police – no indication of Council Tax position
  - Essex Fire & Rescue Services – no indication of Council Tax position
  - Leigh-on-Sea Town Council – proposed Band D precept increase of 2.90%.

9. Approves that no Special Expenses be charged other than Leigh-on-Sea Town Council precept for 2025/26.
10. Considers and approves the proposed General Fund revenue budget investment and unavoidable cost pressures of £25.050M (Paragraph 9.2, Table 3 and Appendix 5).
11. Considers and approves the proposed General Fund revenue budget savings and income generation initiatives for 2025/26 of £3.590M (Paragraph 9.3, Table 4 and Appendix 6).
12. Approves the Dedicated Schools Grant budget and its relevant distribution as recommended by the School Forum (Appendix 7).
13. Considers and approves the Capital Investment Strategy for 2025/26 to 2029/30 (Appendix 8) and the Capital Investment Policy (Annex 1 to Appendix 8).
14. Considers and approves the proposed:
  - (i) new schemes and additions to the Capital Investment Programme for the period 2025/26 to 2029/30 totalling £28.3M for the General Fund and £11.9M for the Housing Revenue Account (Appendix 9).
  - (ii) schemes subject to viable business cases that have been identified as a priority, totalling £9.7M for the General Fund and £8.1M for the Housing Revenue Account (Appendix 9).
15. Notes the proposed changes to the current Capital Investment Programme that were considered for approval as part of the Financial Performance Report – Period 8 earlier on this agenda (Appendix 10).
16. Approves the proposed Capital Investment Programme for 2025/26 to 2029/30 of £158.0M (Appendix 11) of which £59.2M is supported by external funding.
17. Approves the revised Minimum Revenue Provision (MRP) Policy for 2024/25 and the Minimum Revenue Provision (MRP) Policy for 2025/26 (Paragraphs 17.12 to 17.15 and Appendices 12a and 12b) and the prudential indicators (Appendix 13).
18. Approves the operational boundary and authorised limits for borrowing for 2025/26 which are set at £380M and £390M respectively (Appendix 13).”

Note: This is an Executive Function save that approval of the final budget following Cabinet on 11<sup>th</sup> February 2025 is a Council Function

Cabinet Members:

Councillor D Cowan, Leader of the Council

Councillor P Collins, Cabinet Member for Finance, Assets and Investments

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

<b>Meeting:</b>	Cabinet
<b>Date:</b>	3 March 2025
<b>Classification:</b>	Part 1
<b>Key Decision:</b>	No
<b>Title of Report:</b>	<b>Corporate Performance Report Q3 2024/25 (October to December 2024) including Corporate Delivery Plan Actions update Q3 2024/25</b>
<b>Executive Director:</b>	Claire Shuter, Executive Director, Strategy and Change
<b>Report Author:</b>	Leo Lord, Service Manager – Policy and Performance, and Kelly Jenkins, Strategy and Performance Advisor
<b>Executive Councillor:</b>	Councillor Daniel Cowan – Leader of the Council

## 1 Executive Summary

The Corporate Performance Report is a key tool in scrutinising the council's overall performance against the priorities set out in the Corporate Plan alongside the financial performance report. It is designed to provide an overview to all relevant stakeholders at regular stages throughout the financial year. It is essential that the council monitors and assesses its performance regularly to ensure that it is meeting its strategic objective and providing value for money. This approach highlights where corrective action is necessary and reasonable mitigation is required to try and deliver against performance targets alongside a balanced financial position by the end of the year.

## 2 Recommendations

- 2.1 **That Cabinet notes the Corporate Performance Report as at 31 December 2024 set out in Appendix 1.**
- 2.2 **That Cabinet notes the Corporate Delivery Plan Report as at 31 December 2024 set out in Appendix 2.**

## 3 Background

- 3.1 The Corporate Performance for Q3 2024/25 (October to December 2024) report covers Key Performance Indicators (KPIs) and progress of Corporate Delivery Plan actions which align to the corporate priorities set out in the Corporate Plan 2024-2028 and highlight the council's overall performance against agreed corporate priorities.
- 3.2 Appendix 1 of the report shows our performance predominantly up to the period of December 2024, with some exceptions where data is unavailable at this time. Data has been rated against targets using Red, Amber Green (RAG) ratings where applicable and compares our current position to the previous month and previous year where data is available.

3.3 Appendix 2 of the report shows the progress of actions outlined in the Corporate Delivery Plan up to the end of December 2024. Progress has been rated using Red, Amber, Green (RAG) ratings with an update of activity provided.

3.4 The report reflects the council’s recently refreshed Corporate Plan (2024-2028) and how the council is performing against the agreed priorities detailed within the plan. This is presented by the four refreshed priorities:

A city that is:

- **proud and prosperous**
- **safe, clean and green**
- **caring with a good quality of life for all**
- **led by a transformative, responsive council**

3.5 The council’s corporate KPIs demonstrate measures that provide an indication of the council’s performance towards our corporate priorities. They are often short to medium term in the time taken to see a difference in performance and the council has greater influence in affecting them. The strategic KPIs are fulfilled by council services through strategies, action plans, programmes, projects and initiatives detailed in Service Plans.

3.6 Of the 24 key performance indicators, 14 are on target, 2 are progressing, 5 are failing to meet the target and 3 are annual, therefore without a RAG rating. Where indicators are not on track, explanation is given and for many indicators this relates to challenges outside of the council’s control.

3.7 Compared to Quarter 2 2024/25 performance has remained stable. One indicator has moved from green to amber; one indicator has changed from amber to green:

	Quarter 2	Quarter 3
CP02.01	Green	Amber
CP03.04	Amber	Green

3.8 Of the 53 actions within the corporate delivery plan, 30 are green (significant progress/due date met), 22 are amber (progressing), 1 is red (little or no progress/due date missed).

3.9 The Corporate Performance Report is considered by all three scrutiny committees. The report clearly sets out which measures are to be considered by each of the scrutiny committees.

3.10 For ease of reading, a Glossary of Terms is provided in the Corporate Performance report – Q3 2024/25 (Appendix 1 page 9).

**4 Reasons for Decisions**

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

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

## **5 Other Options**

- 5.1 The council could choose to monitor its corporate performance against an alternative timeframe, but it is considered that the current reporting schedule provides the appropriate balance to allow strategic oversight of the budget by members. More frequent monitoring is undertaken by officers and considered by individual service Directors and the council's Corporate Leadership Team (CLT) including the implementation of any necessary remedial actions.

## **6 Financial Implications**

- 6.1 The delivery of the council's Corporate Plan and its related performance is undertaken within the overall budget resources of the council and any adverse spending and its funding to achieve the related performance is identified within the finance budget monitoring report elsewhere on this agenda.

## **7 Legal Implications**

- 7.1 The report provides performance information. It is good governance and sensible management practice for the council to consider monitoring information in relation to plans and budgets that it has adopted.
- 7.2 Section 3 of the Local Government Act 1999 requires the council as a best value authority to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". Monitoring of financial and other performance information is an important way in which that obligation can be fulfilled.

## **8 Carbon Impact**

- 8.1 None arising from this report.

## **9 Equalities**

- 9.1 Some of the actions may have equality and diversity implications and these will be considered as part of our normal equalities impact assessments.

## **10 Consultation**

- 10.1 Not applicable for this report.

## **11 Background Papers**

Southend-on-Sea City Council Corporate Plan 2024-28

## **12 Appendix**

- 12.1 Appendix 1: Corporate Performance report – Q3 2024/25  
12.2 Appendix 2: Corporate Delivery Plan Actions report – Q3 2024/25

## Report Authorisation

This report has been approved for publication by:

<b>This report has been approved for publication by:</b>		
	<b>Name:</b>	<b>Date:</b>
Executive Director(s)	Claire Shuter	29/01/2025
S151 Officer	Joe Chesterton	30/01/25
Deputy Monitoring Officer	Jayne Middleton	30/01/25
Relevant Cabinet Member(s)	Councillor Daniel Cowan	31/01/25

# Corporate Performance Report - Q3 2024/25

The Corporate Performance Report is a key tool in scrutinising the Council's overall performance against the priorities set out in the Corporate Plan alongside the financial performance report. It is designed to provide an overview to all relevant stakeholders at regular stages throughout the financial year. It is essential that the Council monitors and assesses its performance regularly to ensure that it is meeting its strategic objective and providing value for money. This approach highlights where corrective action is necessary and reasonable mitigation is required to try and deliver against performance targets alongside a balanced financial position by the end of the year.

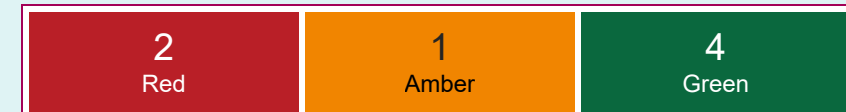


## A city that is:

proud and prosperous



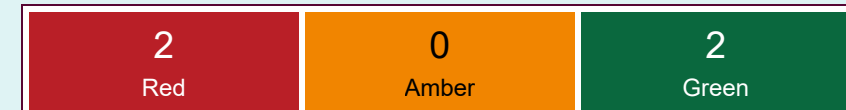
caring with a good quality of life for all



safe, clean and green



led by a transformative, responsive Council



Q3 2024/25 (October to December 2024).

For further information, please contact [kellyjenkins@southend.gov.uk](mailto:kellyjenkins@southend.gov.uk).

Glossary

# A city that is proud and prosperous

1

Red

0

Amber

5

Green

Measure	Aim	Time period	Latest value	Target	RAG rating	Previous period	Previous year	Scrutiny Committee	
Southend-on-Sea businesses start ups and closures CP01.01	Start ups	Maximise	Q2 2024/25	220	257	RED	230	235	Place
			Quarterly	Snapshot	Quarterly target		Q1 2024/25	Q2 2023/24	
		<p>Latest note</p> <p>The Economic Development team has been working hard to leverage soft power/synergies available to it from partners e.g. Oxford Innovation's social value commitment to the council via the business Catapult and Peer to Peer start up network. Victoria shopping centre has had seven new businesses occupy vacant retail units through the 'The Bridge' competition. Utilising UK Shared Prosperity Fund (UKSPF) monies the council continues to offer the 'New Enterprise Grant', providing capital grants of up to £2k for local residents with bright business ideas. 30 grants have now been paid out with new business starts. The Council continues to offer Pre-Start/ Start Up support from our UKSPF contracted business partner 'Let's Do Business' and have introduced a Young Entrepreneurs Southend (YES) Network. This continues to be a challenging area given the current economic environment. Please note, this measure is calculated a quarter behind.</p>							
19	Closures	Minimise	Q2 2024/25	195	205	GREEN	220	210	Place
			Quarterly	Snapshot	Quarterly target		Q1 2024/25	Q2 2023/24	
		<p>Latest note</p> <p>The Economic Development Team has provided support and business advice to help local businesses thrive. CIPFA benchmarking data shows local businesses are performing well in comparison to our neighbours. However, national and broader issues are affecting their success.</p> <p>The team is monitoring but lacks control over this measure. Work is currently underway on the planning of financial support workshops in 2025 to help support business be financially stable. Please note, this measure is calculated a quarter behind.</p>							
Number of businesses supported through engagement with the Economic Inclusion Service CP01.02	Maximise	December 2024	989	340	GREEN	868	--	Place	
		Monthly	Cumulative - year to date	Monthly target		November 2024			
		<p>Latest note</p> <p>171 businesses were contacted in December in addition to the businesses that contacted us for support and were personally invited to attend our National Apprenticeship Week event taking place in February 2025. The Southend Business Partnership (SBP) newsletter has 2,081 subscribers with a unique open rate of 821 for the December issue. There were 14,900 website visitors for the month of December.</p> <p>UK Shared Prosperity Fund (UKSPF) startup grant funding has gone over its target of 30 businesses and we now have a holding list for businesses that would like to apply for this grant.</p>							



Measure	Aim	Time period	Latest value	Target	RAG rating	Previous period	Previous year	Scrutiny Committee
<b>Average processing time in days for Essential Living Fund applications</b> CP01.03	Minimise	December 2024	<b>5.76</b>	31.00	GREEN	2.86	--	People
		Monthly	Cumulative - year to date	Annual target		November 2024		
	<b>Latest Note</b> There were 575 claims made and 534 claims paid in December. Since October we have been processing applications for general living expenses under the Household Support Fund. We have seen a continuing increase in claims since October. However, we have been maintaining a good turnaround on the claims and working on them as they come in. Any increase in time to process is just from time taken to gather supporting evidence and the sheer number of claims. We are well under the target set for the turnaround of these claims.							
<b>Amount of Council's spend with local businesses</b> CP01.04 ↑	Maximise	Q1 and Q2 2024/25	<b>£40,734,833</b>	£30,000,000	GREEN	£76,571,896	--	Policy and Resources
		Bi-annual	Snapshot	Bi-annual target		Q4 2023/24		
	<b>Latest Note</b> The council's local spend for Quarter 1 and 2 was £34,699,887.67. South Essex Homes (SEH) spend for the same period was £6,034,944.88. This is a total of £40,734,832.55 for quarter 1 and 2 of 2024/25. For reference, the full year total for 2023/24 was £76,751,896.01, including £8,647,288.60 of SEH spend.  The half-yearly figures do not reflect 50% of the year's projection, as larger spending occurs in Quarter 4 due to the flow of spending. Due to these spending patterns, the mid-year target has been set at £30,000,000, with the year-end target of £76,000,000.							
<b>Total footfall for all identified council-run cultural assets (museums, galleries, arts, libraries and the pier) and Council-owned/affiliated sports and leisure centres and events</b> CP01.05	Maximise	Q3 2024/25	<b>1,117,266</b>	1,064,000	GREEN	822,280	--	Place
		Quarterly	Cumulative - year to date	Quarterly target		Q2 2024/25		
	<b>Latest Note</b> Council/owned/affiliated sports and leisure centres saw an average of 34,412 visitors during Q3, with October being the busiest month. This is compared to 43,178 for the previous quarter.  Library visits average at 41,842 visitors for each month in Q3, with October being the busiest month. It is worth noting that data was not collected for the Forum in December due to issues with a faulty door. This is compared to 43,812 for Q2.  We have seen 8,964 visitors on the Pier throughout December. This is -(213) compared to 9,177 visitors for the same month in 2023, and -(2,527) compared to 11,491 visitors in 2022. The weather has been stormy and windy with Storm Darragh closing the Pier on Saturday 7th December with gusts of wind reaching 52-60mph. The walkway was also closed on Sunday 22nd December with wind speeds reaching gusts of 47mph.  Events have included 'Santa On The Pier' and the 'Christmas Walking Trail'. The walking trail attracted 151 participants and was extended from 24th December to 31st December to capture more of the school holidays and offer another family friendly activity on the Pier. The Southend Athletics Club also held their annual Boxing Day Run on the Pier attracting both participants and spectators.							

# A city that is safe, clean and green

0

Red

1

Amber

3

Green

Measure	Aim	Time period	Latest value	Target	RAG rating	Previous period	Previous year	Scrutiny Committee
<b>The number of anti-social behaviour (ASB) incidents reported to the Community Safety Unit</b> CP02.01	Balanced	December 2024	23	54 - 60	AMBER	39	31	Policy and Resources
		Monthly	Snapshot	Annual target		November 2024	December 2023	
	Latest note		This measure has moved from green to amber since quarter 2 2024/25. In December, the number of anti-social behaviour (ASB) incidents reported to the Community Safety Unit totalled 23, this is compared to 39 for November 2024 and 31 for the same month in the previous year (December 2023). The decrease in reports from November is consistent with a seasonal dip in previous years, however we have seen a small increase year on year with 533 ASB reports for this current financial year (April-December), compared to 518 ASB reports for the same period in 2023/24.  Based on historical data from the past three years, it is likely an increase in reports will occur in the next few months with numbers typically rising in February and March. This trend suggests ASB reports will gradually increase as we move towards the spring months and will continue to be closely monitored. Considering the current and trend data the indicator has been rated at Amber.					
<b>Monitor air quality level in air quality management area in line with Local Air Quality Management (LAQM) statutory guidance</b> CP02.02	Minimise	2024/25	--	40	--	--	34.1	Place
		Annual	Year end figure	Annual target			2023/24	
	Latest note		The detailed modelling study for the Air Quality Management Area 1 (AQMA1) has modelled the maximum annual NO2 mean in AQMA1 to be 39.8µg/m3. The Air Quality Action Plan (AQAP) lists measures to be delivered to assist in improving the air quality in this area. The AQAP is currently undergoing a consultation, following which it will go through the committee process. We are planning to repeat the Anti-Idling Campaign in 2025 to refresh the Cough! Cough! Engine Off! Message and the impact engine idling has on air quality.					
<b>Percentage of carriageway potholes repairs, that have been inspected and meet required investigatory levels, are repaired within 28 days</b> CP02.03	Maximise	December 2024	100.0%	90.0%	GREEN	100.0%	100.0%	Place
		Monthly	Snapshot	Annual target		November 2024	December 2023	
	Latest note		For December 2024, there were 34 repairs across the city completed that required a 28 day repair. Of these, all (100%) were completed within required timescales. The team continue to work hard to ensure all relevant repairs are done in the timeframe set.					
<b>Percentage of safety inspections completed on time (footways and carriageways)</b> CP02.04	Maximise	Q3 2024/25	100.0%	90.0%	GREEN	100.0%	100.0%	Place
		Quarterly	Snapshot	Annual target		Q2 2024/25	Q3 2023/24	
	Latest note		The overall return is that there were 941 Safety Inspections undertaken in the period of October 2024 to December 2024 and ALL were completed within required timescales so a 100% return.					

Measure	Aim	Time period	Latest value	Target	RAG rating	Previous period	Previous year	Scrutiny Committee
<b>Percentage of waste collections carried out on schedule</b> CP02.05	Maximise	November 2024	<b>99.98%</b>	99.00%	GREEN	99.98%	99.96%	Place
		Monthly	Cumulative - year to date	Monthly target		October 2024	November 2023	
	Latest note We are currently awaiting December 2024 data. In November 2024, there were 813 reported missed collections, which is a decrease of 222 on the previous month. To date, 99.98% of collections have been carried out on time, exceeding the annual target of 99.00%							
<b>Percentage of waste recycled</b> CP02.06 19	Maximise	2024/25	--	50.00%	--	--	43.47%	Place
		Annual	Awaiting audited data	Annual target			2023/24	
	Latest note The recycling rate for 2023/24 has increased from 41.72% in 2022/23 to 43.47% in 2023/24. Quarter 1 2024/25 data has been submitted to Defra and is pending. Conclusions cannot be provided until the data is audited, which can take months. This measure is reported annually due to delays and seasonal changes.  The team is actively promoting recycling in the city through monthly communications activities, delivered in partnership with Veolia. These include social media campaigns, press releases, a schools education programme, events and roadshows and a community liaison group. Regular engagement with residents occurs during daily operations and includes letter drops.							
<b>Tree net gain in the city</b> CP02.07	Maximise	2024/25	--	100	--	--	44	Place
		Annual	Year end figure	Annual target			2023/24	
	Latest note The council's tree planting programme takes place between November and March each year. Tree net gain is measured at the end of the tree planting season to give an accurate figure for the measure. This measure only includes trees planted and doesn't cover whips or shrubs.  We planted 217 trees in 2023/24 and removed 173, making the tree net gain 44. We also planted approximately 600 mixed tree and shrub whips last year, which gave the total of 644.							

# A city that is caring with a good quality of life for all

2  
Red

1  
Amber

4  
Green

Measure	Aim	Time period	Latest value	Target	RAG rating	Previous period	Previous year	Scrutiny Committee
<b>Take up of the NHS Health Check programme</b> CP03.01	Maximise	December 2024	<b>4069</b>	3690	GREEN	3709	2386	People
		Monthly	Cumulative - year to date	Monthly target		November 2024	December 2023	
	Latest note We are on trajectory to reach the target by March 2025. This dataset does not include the November and December uptake data from four GPs due to access issues with their databases. We are actively working to resolve this issue							
<b>MMR immunisation - one dose at 5 years old</b> CP03.02	Maximise	Q2 2024/25	<b>92.3%</b>	95%	AMBER	92.6%	--	People
		Quarterly	Snapshot	Annual target		Q1 2024/25		
	Latest note Measles, Mumps and Rubella (MMR) call and recall clinics continue until March 2025. There has been a decrease of 0.3% compared with Quarter 1. Uptake is higher than National but 0.8% below regional average. Community and School-aged Immunisation Service (CSAIS) has been recommissioned to Hertfordshire Partnership University NHS Foundation Trust (HERTS NHSFT) from September 2025 to include Make Every Contact Count (MECC), call and recall and opportunistic vaccination measures. Please note, this measure is calculated a quarter behind.							
<b>Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services</b> CP03.03	Maximise	December 2024	<b>80.6%</b>	80.0%	GREEN	77.4%	85.5%	People
		Monthly	Snapshot	Annual target		November 2024	December 2023	
	Latest note December's performance of 80.6% demonstrates a robust upward trend from 77.4% performance in November 2024 and is on target for this measure this month. This relates to 25 out of 31 discharges from 1 August 2024 to 30 September 2024 which led to a short term plan being opened, 4 Deceased; 1 newly admitted to a care home. The council has reduced input into this measure as hospital discharge into reablement services is led by the NHS via the D2A model; however, collaboration across all pathways for intermediate care focuses on reablement potential for the people of Southend-on-Sea and this measure will continue to be closely monitored							
<b>Proportion of adults with a learning disability in paid employment</b> CP03.04	Maximise	December 2024	<b>9.7%</b>	9.5%	GREEN	9.2%	9.4%	People
		Monthly	Snapshot	Annual target		November 2024	December 2023	
	Latest note This measure has moved from amber to green since quarter 2 2024/25. December performance shows that 9.7% of people are in Paid Employment. This equates to 49 people out of 507, with a Learning Disability and in receipt of Care and Support. 9.7% exceeds both National and Regional comparators and we have exceeded our target of 9.5%. Our performance is largely attributed to the support provided by Southend-on-Sea City Council's commissioned Learning Disability Employment Service – Making It Work. Making It Work is a longstanding service supporting people with a Learning Disability to access both paid and voluntary work. They support people to develop the skills required for work; to apply for work and they maintain regular contact with the person and the employer once in work.							

Measure	Aim	Time period	Latest value	Target	RAG rating	Previous period	Previous year	Scrutiny Committee
<b>Rate of children in care per 10,000 population under 18 years old</b> CP03.05	Balanced	December 2024	<b>84.55</b>	66 - 76	RED	85.59	82.61	People
		Monthly	Snapshot	Annual target		November 2024	December 2023	
	<p>Latest note</p> <p>There has been an increase since the last report (81.16% - September 2024). This is due to a net increase in Q3 of 11 new care entrants (20 Children and Young People (CYP) exited care whilst 31 entered care). Of the new CYP coming into care, 4 were Separated Migrant Children, 2 were remanded into local authority care, 16 were made subject to interim care orders and 9 under section 20 of the Children Act (2 qualifying a 16/17 year old homeless).</p> <p>Of the 20 CYP exiting care, 6 were unified home, 1 adopted, 2 granted a Special Guardianship Order (SGO), 1 designated by court to another local authority, and 10 turned 18. The service is focused on working with families and carers to encourage use of SGOs as an alternative to foster care and on reunification work (returning children home with their parents), where it is safe to do so. This work will continue to be a priority for Q4 and into 2025/26 where we hope to see an increase in the number of SGOs and reunifications leading to a net reduction in our children cared for numbers.</p>							
<b>Percentage of Council homes meeting the Decent Home Standards</b> CP03.06	Maximise	December 2024	<b>98.4%</b>	97.9%	GREEN	98.4%	97.0%	Policy and Resources
		Monthly	Cumulative - year to date	Monthly target		November 2024	December 2023	
	<p>Latest note</p> <p>Quarter 3 results shows that 98.4% of Council owned homes, managed by South Essex Homes, are currently meeting the Decent Homes standard. The scheduled programme is completed for the year and a plan has been developed for 2025/26 to bring all properties to the current Decent Homes Standard.</p>							
<b>Total number of households in temporary accommodation</b> CP03.07	Minimise	December 2024	<b>350</b>	219	RED	344	338	Policy and Resources
		Monthly	Snapshot	Annual target		November 2024	December 2023	
	<p>Latest note</p> <p>At quarter end we had 350 households in Temporary Accommodation (TA), of which 263 were in council owned hostels/Queensway flats (75%), 38 were in private B&amp;B (11%) and 49 were in private properties let at a nightly rate (14%). This is a favourable position when compared to most local housing authorities as this means we are not reliant on the private sector to the same degree that many are and therefore not as financially exposed.</p> <p>In December 2024 the government announced that Southend-on-Sea will receive an increase to the Homelessness Prevention Grant (HPG) it receives. The grant will come with revised terms and conditions attached which require that a minimum of 49% of the grant must be deployed for prevention, relief and staffing. These conditions have been imposed as, across the country, the HPG has been used by councils to fund temporary accommodation, which is not the intended use of the fund. Additionally government has recently announced a funded pilot project on reducing TA spending across Essex. A meeting between central government leads and Essex, Southend-on-Sea and Thurrock housing officer leads in January will seek to ensure there is a clear, achievable project focus through which to identify improvements to TA pressures in Southend and across other Essex housing authorities.</p>							

# A city that is led by a transformative, responsive Council

2  
Red

0  
Amber

2  
Green

Measure	Aim	Time period	Latest value	Target	RAG rating	Previous period	Previous year	Scrutiny Committee
<b>Delivering the approved capital budget for 2024/25</b> CP04.01	Maximise	Q3 2024/25	<b>50.27%</b>	53.0%	RED	21.90%	--	Policy and Resources
		Quarterly	Cumulative - year to date	Quarterly target		Q2 2024/25		
	Latest note Based on budgets approved by Cabinet in November 2024. The proposed budget to be presented to Cabinet in January for approval will result in the budget for 2024/25 reducing by c£3m. Spend against the proposed budget is 53.6%.							
<b>Percentage of complaints responded to in time</b> CP04.02 N N	Maximise	December 2024	<b>74.59%</b>	85.00%	RED	73.85%	63.82%	Policy and Resources
		Monthly	Cumulative - year to date	Annual target		Nov 2024 - year to date	December 2023	
	Latest note From October to December 2024, 131 complaints were received, with an average of 44 per month, which is similar to past levels. The percentage of complaints responded to in time has been steadily improving year to date. Although cumulative performance is still under the required level of 85%, it should be noted that performance for the month of December reached 84.85%, the second highest in-month performance of 2024/25. Services continue to be regularly reminded of their open complaints through central monitoring and case management. The Corporate Leadership Team is closely monitoring performance levels and identifying areas of concern for remediation.							
<b>Percentage of Freedom of Information (FOI) requests responded to in time</b> CP04.03	Maximise	December 2024	<b>95.03%</b>	90.00%	GREEN	95.07%	58.55%	Policy and Resources
		Monthly	Cumulative - year to date	Annual target		November 2024	December 2023	
	Latest note From October to December 2024, 292 Freedom of Information (FOI) requests were received, an average of 97 per month. This is a slight increase from an average of 92 each month in Quarter 2, but less than the Quarter 1 average of 126. The percentage of information requests responded to in time remains above the Information Commissioner's Office required 90%. This will be maintained through prioritisation by service areas and continued central monitoring and case management.							
<b>Percentage of MySouthend cases responded to in the prescribed timescale</b> CP04.04	Maximise	Q3 2024/25	<b>96.6%</b>	90.0%	GREEN	93.6%	--	Policy and Resources
		Quarterly	Snapshot	Annual target		Q2 2024/25		
	Latest note From October to December 2024, 21,248 cases were created. Of these, 712 cases (3.4%) remained at 'New' for longer than 20 working days. This means that 96.6% of cases in this period were progressed within this timescale. This is an improvement over the last quarter (93.6%).  The top five focus areas - Highways, Licensing, Resident Parking, Recycling and Waste (Household), Recycling and Waste (Environmental) - saw 98.9% of cases progressed within 20 working days. This is a slight reduction from 99.1% last quarter.							



# Glossary of terms

Priority 1 - A city that is proud and prosperous	Priority 2 - A city that is safe, clean and green	Priority 3 - A city that is caring with a good quality of life for all	Priority 4 - A city that is led by a transformative, responsive Council
CP01.01 Southend-on-Sea businesses start ups and closures - A long standing government metric which is considered a reliable barometer for assessing overall business 'health' in a locality i.e. more start ups suggests more favourable trading conditions, potentially more disposable income, local business confidence. More closures i.e. the opposite. These measures are a quarter behind. Source: Office for National Statistics (ONS)	CP02.01 The number of anti-social behaviour (ASB) incidents reported to the Community Safety Unit - The number of anti-social behaviour (ASB) incidents reported to the Community Safety Unit in Southend-on-Sea.	CP03.01 Take up of the NHS Health Check programme - The total number of NHS Health Checks delivered at GP practices and outreach throughout Southend-on-Sea.	CP04.01 Delivering the approved capital budget for 2024/25 - Percentage of the approved capital budget that has been delivered for each financial period of 2024/25.
CP01.02 Number of businesses supported through engagement with the Economic Inclusion Service - This metric describes the number of businesses the Council provides business support brokerage/signposting to in any one month to assist growth. Engagement includes emails, phone calls and face to face and excludes social media contacts, newsletter and events. The target is based off 2023 engagement figures. Source: SCC UKSPF tracker (internal).	CP02.02 Monitor air quality level in air quality management area in line with Local Air Quality Management (LAQM) statutory guidance - This will include air quality monitoring in Southend-on-Sea's Air Quality Management Area 1 (AQMA 1) – The Bell Junction and AQMA 2 - A127 Victoria Avenue.	CP03.02 MMR immunisation - one dose at 5 years old - Number of children who reached their fifth birthday during the evaluation quarter who have received at least one dose of MMR (measles, mumps and rubella) vaccine. This measure is a quarter behind.	CP04.02 Percentage of complaints responded to in time - The percentage of complaints the Council receives that are responded to in the prescribed timescale. Stage 1 complaints are to be dealt with within 15 working days of receiving the complaint, Stage 2 within 20 and Stage 3 within 25 working days. This measure excludes statutory complaints.
CP01.03 Average processing time by days for Essential Living Fund applications - A cumulative look at the average number of days taken to process new claims to the Essential Living Fund.  Σ	CP02.03 Percentage of carriageway potholes repairs, that have been inspected and meet required investigatory levels, are repaired within 28 days - Percentage of carriageway potholes repairs that have been inspected by the council's highways team and meet required investigatory levels and are repaired with a permanent repair within 28 days. The only exception is on key routes such as the A127, where a temporary fix will be carried out within 24 hours to reduce the risk, ahead of a permanent repair.	CP03.03 Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services - The proportion of people at home after 91 days following a period of reablement post hospital divided by the total number of hospital discharges to reablement.	CP04.03 Percentage of Freedom of Information (FOI) requests responded to in time - The percentage of Freedom of Information (FOI) requests responded to in the prescribed timescales of 20 working days.
CP01.04 Amount of council's spend with local businesses - Total spend by the Council and South Essex Homes with external suppliers based in Southend-on-Sea and the Essex area.	CP02.04 Percentage of safety inspections completed on time (footways and carriageways) - Percentage of required inspections undertaken across the whole highways network and completed within the required timescales. There is no differentiation of carriageway/footway for this measure, as they are undertaken at a street level basis i.e. at the same time.	CP03.04 Proportion of adults with a learning disability in paid employment - Those recorded as in paid employment where the information has been captured within the financial year. Divided by the number of working-age clients with a primary support reason of learning disability support in long term services.	CP04.04 - Percentage of MySouthend cases responded to in the prescribed timescales - The percentage of MySouthend cases that have been progressed in the prescribed timescales of 20 working days. This is based on MySouthend forms that are currently live and this will increase as more forms are brought over from the old system.
CP01.05 Total footfall for all identified council-run cultural assets (museums, galleries, arts, libraries and the pier) and Council-owned/affiliated sports and leisure centres and events - The number of footfall (attendees) for all identified council-run cultural assets, which includes museums, galleries, arts, libraries and the pier and Council-owned/affiliated sports and leisure centres and events. Theatres are not included in this measure due to the Council limited input/influence.	CP02.05 Percentage of waste collections carried out on schedule - How well household waste is collected in line with the Council's collection dates and times.	CP03.05 Rate of children in care per 10,000 population under 18 years old - The number of children who are looked after on last date of the month (have an open Children Looked After (CLA) episode), excluding those who cease to be looked after on the last date of the month, against the total population of children who are 17 years old or under in Southend-on-Sea.	
	CP02.06 Percentage of waste recycled - The amount of household waste that is collected by Southend-on-Sea City Council that is sent for reuse, recycling and composting.	CP03.06 Percentage of council homes meeting the Decent Home Standards - The percentage of council homes meeting the Decent Home Standards. A decent home meets the following four criteria: a) It meets the current statutory minimum standard for housing. b) It is in a reasonable state of repair. c) It has reasonably modern facilities and services. d) It provides a reasonable degree of thermal comfort.	
	CP02.07 Tree net gain in the city - The total number of trees planted minus the total number of trees removed in Southend-on-Sea. This measure doesn't include whips or shrubs as planting trees will help to increase the canopy cover in the city. Survival rate of trees can vary, so we aim to plant high numbers to maximise canopy cover.	CP03.07 Total number of households in temporary accommodation - The number of households in temporary accommodation on the last date of the month.	

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# Corporate Delivery Plan Report 2024/25

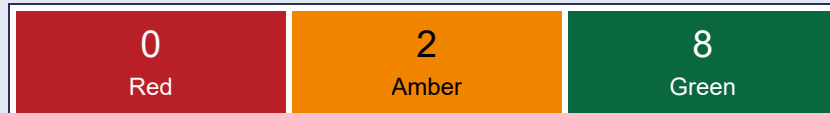
The Corporate Delivery Plan Report is a key tool in scrutinising the Council's projects and plans against the priorities set out in the Corporate Plan alongside the corporate performance report and financial performance report. It is designed to provide an overview to all relevant stakeholders at regular stages throughout the financial year. It is essential that the Council monitors and assesses its performance regularly to ensure that it is meeting its strategic objective and providing value for money. This approach highlights where corrective action is necessary and reasonable mitigation is required to try and deliver in the relevant timescales alongside a balanced financial position by the end of the year.



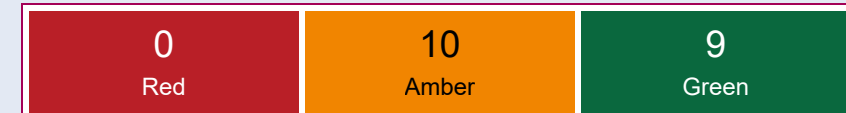
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## A city that is:

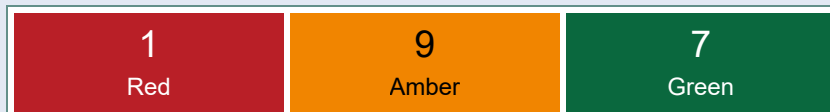
proud and prosperous



caring with a good quality of life for all



safe, clean and green



led by a transformative, responsive Council



# A city that is proud and prosperous

0

Red

2

Amber

8

Green

Outcome	Action	Deadline	Completed Date	Progress Update	RAG	Direction of travel	Portfolio	Scrutiny Committee
1.Thriving businesses, a strong local economy and a healthier, more productive community	1.1 Deliver on major regeneration projects to support jobs, growth and opportunity, including Better Queensway	Ongoing		Cabinet has taken a number of key decisions since May including agreement to progress the road infrastructure for Better Queensway and the updated transaction for Fossett's Farm (subject to due diligence), together paving the way for over 2,500 homes to be delivered. Good progress has also been made on a number of smaller housing delivery projects.	Green	↑	Regeneration, Major Projects, and Regulatory Services	Place
1.Thriving businesses, a strong local economy and a healthier, more productive community	1.2 Build on the Economic Growth Strategy to enable business to thrive across the entire city	Ongoing		The Economic Growth Strategy has been agreed by Cabinet. The delivery plan is currently in development and will be presented to Cabinet during 2025.	Amber	↑	Regeneration, Major Projects, and Regulatory Services	Place
2. Our spending is having the greatest impact possible on local communities	2.1 Ensure council investment levels are maintained and support the commercial success of the High Street	Ongoing		A number of the Civic Pride commitments support and unlock investment in to the central and seafront areas to help improve street scene. Investment and initiatives in the Victoria Centre have enabled B&M to open in former Wilkinson's unit in 2025, and using c.£600k of SELEP funding, 'The Bridge' units opened in December supporting start-up businesses. Diagnostic Health Centre planned to open during 2025.	Amber	↑	Culture, Tourism, and Business	Place
2. Our spending is having the greatest impact possible on local communities	2.2 Increased supplier/contractual spend with local businesses	Ongoing		Local spend is one of the councils corporate performance indicators and is currently on target (mid year spend - £40.7m against target of £30m) . The use of local suppliers and the local business directory is promoted within procurement process where appropriate.	Green	—	Culture, Tourism, and Business	Policy and Resources
3. Growing tourism trade, flourishing culture sector and enhanced leisure offer, which are all boosting the local economy, creating a vibrant city for our residents and visitors and contributing to better health and wellbeing	3.1 Promote the culture and tourism life of the city, including events across the city, supporting and sustaining the museum service and promoting the use of commercial spaces for community benefit	Ongoing		The museum service continues to promote high quality exhibitions and events, showing work of the highest calibre from not only our own community (Essex Open) but our own unique collection (Romans), and through working with national partners such as London College of Fashion. New exhibitions are now in the planning phase to replace the Romans in the spring. this will be a nationally significant exhibition which will continue to draw visitors to the city	Green	—	Culture, Tourism, and Business	Place

Outcome	Action	Deadline	Completed Date	Progress Update	RAG	Direction of travel	Portfolio	Scrutiny Committee
3. Growing tourism trade, flourishing culture sector and enhanced leisure offer, which are all boosting the local economy, creating a vibrant city for our residents and visitors and contributing to better health and wellbeing	3.2 Deliver three major events in the City Centre	March 2025		City Jam, Halloween Parade and Seafront Firework series have all been successfully delivered. Planning for the upcoming City Day continues. Finalisation of the 24/25 city wide events programme is well underway.	Green	—	Culture, Tourism, and Business	Place
3. Growing tourism trade, flourishing culture sector and enhanced leisure offer, which are all boosting the local economy, creating a vibrant city for our residents and visitors and contributing to better health and wellbeing	3.3 Deliver National Portfolio Organisation Exhibition programme	Complete		Focal Point Gallery continues with its programme of excellence, attracting audiences from across the UK and beyond. The Gallery continues to receive its funding from Arts Council England as a National Portfolio Organisation and are applying for an additional year extension to funding alongside other National Portfolio Organisations - this would extend the current funding agreement to include 2026/27.	Green	—	Culture, Tourism, and Business	Place
3. Growing tourism trade, flourishing culture sector and enhanced leisure offer, which are all boosting the local economy, creating a vibrant city for our residents and visitors and contributing to better health and wellbeing	3.4 External funding achieved and increased participation numbers and exhibitions delivered	March 2025		Visitor and audience figures continue to increase across the service. Some external funding and sponsorship has also been received to support delivery including the Drag Exhibition and Bands Stand events. Visitor numbers to the museum during December 2024 were 4550 up from 3672 in December 2023.	Green	—	Culture, Tourism, and Business	Place
3. Growing tourism trade, flourishing culture sector and enhanced leisure offer, which are all boosting the local economy, creating a vibrant city for our residents and visitors and contributing to better health and wellbeing	3.5 Provide a range of volunteering opportunities across a range of culture and tourism service areas	Ongoing		Across the museums service and arts development there are numerous volunteering opportunities, which are largely managed through a volunteer co-ordinator. From October - December 2024 volunteers contributed 1300 hours across the service including supporting , specific events, workshops and conservation activity. Volunteers include students to those retired, many gaining new skills and experiences.	Green	—	Culture, Tourism, and Business	Place
3. Growing tourism trade, flourishing culture sector and enhanced leisure offer, which are all boosting the local economy, creating a vibrant city for our residents and visitors and contributing to better health and wellbeing	3.6 Expand the offer of the Southend Pass	November 2024		There has been a significant drive on the promotion of the Southend Pass (SP), including media campaigns, traditional printed media and digital advertising and advertising on petrol pumps. The number of SP customers remains stable. 6-9pm parking is now free for SP subscribers. No increase in subscription cost proposed in 2025/26 budget. Further initiatives under consideration for development.	Green	↑	Culture, Tourism, and Business	Place

# A city that is safe, clean and green

1

Red

9

Amber

7

Green

Outcome	Action	Deadline	Completed Date	Progress Update	RAG	Direction of travel	Portfolio	Scrutiny Committee
4. Safe, inclusive communities and neighbourhoods improving people's lives	4.1 Implement further CCTV infrastructure	Ongoing		The Community Safety Unit continues to review hot spot areas across the city for CCTV deployment while funding streams are explored.	Amber	—	Community Safety	Policy and Resources
4. Safe, inclusive communities and neighbourhoods improving people's lives	4.2 Generate income by utilising CCTV assets	Ongoing		The Community Safety Unit continues to explore options with other local authorities to provide CCTV monitoring services. Castle Point Borough Council being the most recent authority to agree a contract.	Green	↑	Community Safety	Policy and Resources
4. Safe, inclusive communities and neighbourhoods improving people's lives	4.3 Re-establish Beach Welfare Officers	April 2025	July 2024	Beach Welfare Officers re-established during Summer 2024 and will be returning for Summer 2025 with a strengthened offer.	Green	↑	Community Safety	Policy and Resources
4. Safe, inclusive communities and neighbourhoods improving people's lives	4.4 Strengthen Community Safety Unit resources by employing three officers in the Community Safety Team	April 2025		Two new Community Safety Officers appointed and in post. Recruitment process is ongoing to recruit to the remaining vacant post.	Amber	↑	Community Safety	Policy and Resources
4. Safe, inclusive communities and neighbourhoods improving people's lives	4.5 Renew our City Centre Purple Flag status	April 2025		An external inspection took place on Friday 22nd November by Association of Town & City Management Purple Flag assessors. The outcome of the inspection is expected in January 2025.	Amber	—	Community Safety	Policy and Resources
4. Safe, inclusive communities and neighbourhoods improving people's lives	4.6 Deploy 149 Safe Spaces during April 2024 to March 2025 for the nighttime economy	April 2025		Funding agreed and Safe Space deployed 10pm-5am each Friday and Saturday night until August 2025	Green	↑	Community Safety	Policy and Resources
4. Safe, inclusive communities and neighbourhoods improving people's lives	4.7 Develop a safe zone at the top end of the High Street with businesses and marketing campaign designed to raise awareness of Violence against Women and Girls Initiative	April 2025		Safe Space in place Friday and Saturday evenings from 10pm-5am at the top of the High Street. Safe Space is supported by Community Safety Unit, Essex Police and other partners e.g. street pastors. Community safety colleagues, Essex Police, and partner organisations hosted multiple activities across the city during the White Ribbon - 16 Days of Activism.	Green	↑	Community Safety	Policy and Resources

Outcome	Action	Deadline	Completed Date	Progress Update	RAG	Direction of travel	Portfolio	Scrutiny Committee
4. Safe, inclusive communities and neighbourhoods improving people's lives	4.8 Add further cameras to Southend-on-Sea City Centre and Seafront to help see during nighttime hours	Ongoing		Funding agreed and confirmed from Police, Fire and Crime Commissioner for Essex. New installations under deployment with further additions to come such as live connection between mobile CCTV van and CCTV Operations Centre.	Amber	↑	Community Safety	Policy and Resources
5. Enhanced and protected street scene and environmental and air quality improvements, which support health and wellbeing	5.1 Understand air quality around schools on the main A13 and A127 routes	March 2026		DEFRA have approved the extension of this project for a further year, which will mean working with up to five additional schools. The first schools within the scheme have had mitigation measures applied, including air quality purifiers and a green wall. Offers have been made for cycle, scooter storage.	Green	—	Climate, Environment, and Waste	Place
5. Enhanced and protected street scene and environmental and air quality improvements, which support health and wellbeing	5.2 Implement measures to improve air quality	Ongoing		The action plan for Air Quality Management Area no.1 is ready for consultation subject to agreement at March Cabinet. An Air Quality Technical Working Party will be formed to provide a forum for officers to share and scope out actions the Council can take to improve air quality. Southend is working with other Councils across Essex to co-produce an Essex Air Quality Strategy.	Amber	↑	Climate, Environment, and Waste	Place
5. Enhanced and protected street scene and environmental and air quality improvements, which support health and wellbeing	5.3 Communicate results of our actions to encourage individuals and communities to consider their actions and take on behaviour change	Ongoing		Anti-idling campaign in place as part of schools air quality project. Campaigns planned in relation to graffiti, littering and active travel during 2025. Air Quality information and data is published via our website <a href="https://www.southend.gov.uk/protecting-environment-emergencies/air-quality">https://www.southend.gov.uk/protecting-environment-emergencies/air-quality</a>	Amber	—	Climate, Environment, and Waste	Place
6. Improved and cleaner transport system making Southend-on-Sea a healthier and more accessible place to live, work and visit	6.1 Revise Highway Asset Management Plan to deliver effective Highways service and ensure compliance with Code of Practice and Incentive Funding	April 2025		The revision to the Highways Assets Management Plan is currently on hold while Local Transport Plan 4 is completed so that the two documents align. Guidance from DfT is awaited and required so that the Highways Assets Management Plan impacts are clear and can be reflected. Likely be completed in 2025/26.	Red	—	Infrastructure and Corporate Strategy	Place
6. Improved and cleaner transport system making Southend-on-Sea a healthier and more accessible place to live, work and visit	6.2 Deliver a five-year ambitious capital delivery programme to invest in improving the safety of our pavements and roads, including traffic-calming measures and school streets	April 2029		An outline capital delivery programme is currently being developed and is due for release in early 2025. This will be followed by a full indicative programme by the end of 2025. Future capital funding is set out in 2025/26 budget proposal. It is anticipated it will move to green once a balanced budget will be set for 2025/26	Amber	—	Infrastructure and Corporate Strategy	Place

Outcome	Action	Deadline	Completed Date	Progress Update	RAG	Direction of travel	Portfolio	Scrutiny Committee
6. Improved and cleaner transport system making Southend-on-Sea a healthier and more accessible place to live, work and visit	6.3 Update the Low Emission Strategy	April 2025		The Southend Low Emission Strategy won't be updated as the council is working in partnership with Essex authorities to develop an Essex Air Quality Strategy. It is anticipated that consultation on the draft Essex-wide strategy will take place early in 2025.	Green	↑	Infrastructure and Corporate Strategy	Place
6. Improved and cleaner transport system making Southend-on-Sea a healthier and more accessible place to live, work and visit	6.4 Extend the cycle network across Southend-on-Sea	Ongoing		The emerging Local Cycling & Walking Plan (LCWIP) will be delivered as a component of Local Transport Plan 4 (due second half of 2025). This will outline a strategy for delivering a cohesive and improved cycle network across the city.	Amber	—	Infrastructure and Corporate Strategy	Place
7. Minimise waste, promote re-use and increase recycling	7.1 Recycling and Waste Management – successful waste contract award and subsequent mobilisation/demobilisation processes	April 2025		New waste contract has been awarded, mobilisation /demobilisation is underway, the resourcing budget has been agreed, governance established and workstreams identified and in progress alongside member briefings, drop ins and engagement sessions to identify potential challenges and work through them with SUEZ UK. Officers continue to work with Veolia to maintain current contract performance and progress demobilisation and transition arrangements.	Amber	—	Climate, Environment, and Waste	Place
7. Minimise waste, promote re-use and increase recycling	7.2 Reduce use of single-use plastics in our retail offer	Ongoing		Guidance has been provided to businesses about the regulation of single-use plastics. The use of single-use plastics is checked during routine inspections to these premises. The Licensing Policy has been updated to encourage businesses to minimise waste, in addition to complying with the regulations on single use plastics.	Green	↑	Climate, Environment, and Waste	Place

# A city that is caring with a good quality of life for all

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Red

10

Amber

9

Green

Outcome	Action	Deadline	Completed Date	Progress Update	RAG	Direction of travel	Portfolio	Scrutiny Committee
8. People live well, age well and care well and remain living independently in the community for as long as possible	8.1 All Adult Disability Service implemented reflecting the priorities of Connected Southend	Complete		All Adult Disability Service implemented.	Green	—	Social Care and Healthier Communities	People
8. People live well, age well and care well and remain living independently in the community for as long as possible	8.2 Develop a Market Shaping Strategy and suite of documents that accurately outlines our ambition for the Care Market in Southend-on-Sea	March 2025		Work is ongoing to shape the strategy and build on the market position statement already published. Interim arrangements and market engagement are in place to support the market and help shape the strategy. First formal draft for discussion is planned for March 2025.	Amber	—	Social Care and Healthier Communities	People
8. People live well, age well and care well and remain living independently in the community for as long as possible	8.3 Implement new Commissioning Framework to ensure best value for money for the council and individuals in Southend-on-Sea	March 2025		This work is ongoing and progressing. The supported living framework is live and has been reopened to new providers. Planning for the home care framework is underway and has included direct work with providers to help shape our planning. The final phase will be our nursing and residential care Framework.	Green	—	Social Care and Healthier Communities	People
9. Children and young people, including those in care, feel and are safe at home, school and in their communities, have success in education and the same opportunities as their peers	9.1 Establish integrated 0-5 Early Years childcare service	April 2025	September 2024	Integrated 0-5 early years childcare service established as part of Education, Inclusion and Early years service development.	Green	—	Children, Young People and SEND	People
9. Children and young people, including those in care, feel and are safe at home, school and in their communities, have success in education and the same opportunities as their peers	9.2 Deliver an improvement and recovery programme for statutory special educational needs and disabilities (SEND) assessment services	Ongoing		Interim resources have been provided to increase the capacity of statutory SEND assessment, review and Educational Psychology teams to implement a range of recovery programmes around the statutory assessment process. The Education Select Committee has called for evidence nationally due to the SEND statutory process crisis across the country. This area remains at risk for all local authorities. Additional resources will be required in Southend to manage increased demand and sustain improvement.	Amber	—	Children, Young People and SEND	People



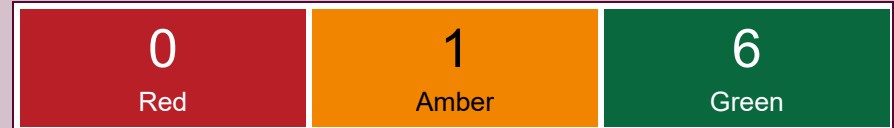
Outcome	Action	Deadline	Completed Date	Progress Update	RAG	Direction of travel	Portfolio	Scrutiny Committee
9. Children and young people, including those in care, feel and are safe at home, school and in their communities, have success in education and the same opportunities as their peers	9.3 Establish central specialist support service for SEND children and young people	April 2025	September 2024	In place and being delivered to schools from Sept 2024. Offer includes specialist teaching service, speech and language service, occupational therapy support to schools service and emotional wellbeing service.	Green	—	Children, Young People and SEND	People
9. Children and young people, including those in care, feel and are safe at home, school and in their communities, have success in education and the same opportunities as their peers	9.4 Strengthen safeguarding support and monitoring in schools	Ongoing		Education, Inclusion and Early Years restructure has resulted in greater focus on safeguarding in schools with dedicated support in place.	Green	—	Children, Young People and SEND	People
9. Children and young people, including those in care, feel and are safe at home, school and in their communities, have success in education and the same opportunities as their peers	9.5 Improve outcomes for children we care for and care experienced young people	Ongoing		Ofsted ILACS in October 2024 children's service were judged as good overall. The sub-judgement for Services for Care Leavers as Good and Services for children we care for as requiring improvement to be Good. Inspectors reflected that 'Care leavers who receive a service are well supported by skilled and purposeful personal advisers who are attuned with and responsive to their needs'. Action plan in place to target areas for improvement identified within the inspection.	Amber	↑	Children, Young People and SEND	People
9. Children and young people, including those in care, feel and are safe at home, school and in their communities, have success in education and the same opportunities as their peers	9.6 Strive to ensure that children and young people get the 'Right Help, Right Service at the Right Time'	Ongoing		Ofsted judged services for children in need of help and protection as good (ILACS October 2024). Inspectors reflected that 'considerable improvement is evident in help and protection services, including early help services. Children service's offer of help, alongside the support from strong partnerships, enables children and their families who need help to be well supported to achieve the necessary improvements in their circumstances'.	Green	↑	Children, Young People and SEND	People



Outcome	Action	Deadline	Completed Date	Progress Update	RAG	Direction of travel	Portfolio	Scrutiny Committee
9. Children and young people, including those in care, feel and are safe at home, school and in their communities, have success in education and the same opportunities as their peers	9.7 Develop a 'super zone' model around schools to work towards a healthy food environment	April 2025		There has been a lot of work around various initiatives to improve both the 'in-school' and 'out of school' food environment. Exploring the development of principles for schools to consider when commissioning school based catering as well as exploring opportunities to work with private sector catering companies maximising social value and healthy meal options in learning environments. The new National Policy Planning Framework that came out December 2024, looks positive in terms of addressing the 'out of school' food environment by giving more powers to local authority planning teams to refuse fast food outlets applications within walking distance of schools. The new Health Impact Assessment Guidance will also strengthen our position.	Amber	—	Children, Young People and SEND	People
9. Children and young people, including those in care, feel and are safe at home, school and in their communities, have success in education and the same opportunities as their peers	9.8 Refreshed Healthy Schools digital package to schools and early years settings	April 2025		The new digital health schools platform has been procured for schools and the resources being developed through collaboration with partners. Four schools have been recruited to test the resources, access and recording. The digital resource are planned to be ready for April. The early years model is developed and being tested with multiple sites from January 2025.	Amber	↑	Children, Young People and SEND	People
9. Children and young people, including those in care, feel and are safe at home, school and in their communities, have success in education and the same opportunities as their peers	9.9 Supervised toothbrushing pilot scheme in a selection of schools	April 2025		Six primary school settings have been recruited from central and east localities to participate in the Supervised Toothbrushing Programme, enrolling approximately 700 Reception & Year 1 (where applicable) children. Community Dental Services are delivering the programme as well as providing ongoing support and resources around training and development needs focusing on prevention. The 1st phase that includes training has been completed for 5 out of 6 settings.	Amber	↑	Children, Young People and SEND	People
9. Children and young people, including those in care, feel and are safe at home, school and in their communities, have success in education and the same opportunities as their peers	9.10 Upgrade of play areas	Ongoing		Senior management currently reviewing options for accessing additional funding so that the procurement process can be initiated.	Amber	—	Climate, Environment, and Waste	Place

Outcome	Action	Deadline	Completed Date	Progress Update	RAG	Direction of travel	Portfolio	Scrutiny Committee
10. Quality, affordable and safe homes are available for residents in Southend-on-Sea	10.1 Consult on the next stage of the Local Plan, a Preferred Approach document, in 2024/25	April 2025		Report to Cabinet seeking approval to consult on final Regulation 18 stage of the Local Plan is due June 2025 as identified in the forward plan.	Amber	—	Planning and Housing	Policy and Resources
10. Quality, affordable and safe homes are available for residents in Southend-on-Sea	10.2 Stock optimisation work for better use of assets	April 2025		Housing Stock Optimisation and Housing Pipeline workstreams, which both seek to better use Council assets for housing, are progressing well. Work is nearing completion on 12 new Council homes in Shoebury as part of the HRA Land Review Phase 3a. Phase 3b for 16 Council homes is currently out for contractor procurement. Planning permission is secured for the second site for the Passivhaus pilots (3 council homes). Final design works are also progressing for the Cattery scheme for c30 new Passivhaus council homes with enabling works planned for next year and BLRF funding in place. Acquisition of street properties and other initiatives continue.	Green	↑	Planning and Housing	Policy and Resources
10. Quality, affordable and safe homes are available for residents in Southend-on-Sea	10.3 Homelessness service prioritises evidence-led prevention to address demand	Ongoing		This remains challenging due to rising demands on housing services locally and nationally. In keeping with recent govt. funding which now prioritises preventative practise there is work underway to embed evidence led approaches to this. There is a continued need to embed further changes and align resources in order to progress this to the requisite extent.	Amber	—	Planning and Housing	Policy and Resources
10. Quality, affordable and safe homes are available for residents in Southend-on-Sea	10.4 Southend to lead on an Essex wide protocol for the agreed principles to adhere to if/ when placing homeless households in B&B out of area	Ongoing		Essex wide series of meetings continue, with strong engagement. These meetings are contributing to the development of a draft protocol.	Green	—	Planning and Housing	Policy and Resources
10. Quality, affordable and safe homes are available for residents in Southend-on-Sea	10.5 Work towards City of Sanctuary Status	Ongoing		Work is well underway with the Steering Group meeting frequently and all sub groups having met at least once. The project is on track for accreditation by Spring 2026.	Green	—	Planning and Housing	Policy and Resources
10. Quality, affordable and safe homes are available for residents in Southend-on-Sea	10.6 Develop a care leavers housing and support protocol	April 2025		A lot of foundational work has been undertaken but further to some personnel changes there is more required to fully develop this work. Positive cross-departmental work is underway on this and linking into corporate parenting workstreams.	Amber	—	Planning and Housing	Policy and Resources

# A city that is led by a transformative, responsive council



Outcome	Action	Deadline	Completed Date	Progress Update	RAG	Direction of travel	Portfolio	Scrutiny Committee
11. Value for money is achieved for the taxpayer	11.1 Set an annual 2025/26 balanced budget within statutory deadlines	February 2025		A robust and balanced budget for 2025/26 is due to be set at budget council 20th February 2025.	Green	—	Finance, Assets, and Investments	Policy and Resources
11. Value for money is achieved for the taxpayer	11.2 Deliver a robust procurement plan for 2025/26 and reduced volume of unplanned procurements	March 2025		Extensive consultation with all areas of the council to populate the annual procurement plan for 2025/26 has taken place. This plan is due to be approved at Cabinet 3rd March.	Green	—	Finance, Assets, and Investments	Policy and Resources
11. Value for money is achieved for the taxpayer	11.3 Introduce a programme of zero-based budget reviews from 2025/26	April 2025		A programme of zero based budget reviews in being developed for 2025/26, the first of which will be the One Council transformation programme.	Amber	↑	Finance, Assets, and Investments	Policy and Resources
12. Services designed around the needs of our residents and prioritised against our highest cost services to get maximum value early, and residents provided with digitally enhanced information, advice and guidance and access to services	12.1 Develop a strategic Transformation programme to deliver service improvement, modernisation and improved outcomes	October 2024	October 2024	The Transformation Programme is established. Foundation projects (data, IT systems, workforce, estates) are in delivery. Service transformation projects are identified and in mobilisation. The programme will deliver over the next 12-18 months.	Green	—	Infrastructure and Corporate Strategy	Policy and Resources
12. Services designed around the needs of our residents and prioritised against our highest cost services to get maximum value early, and residents provided with digitally enhanced information, advice and guidance and access to services	12.2 Review the council's constitution to enable effective and efficient decision making	December 2024	December 2024	Between July and November 2024 the new constitution was drafted through a series of Standards Committee meetings and member engagement activities. The draft proposed constitution was considered and agreed at Full Council on 12th December 2024. Adoption of the main body of the constitution will take effect from 1 January 2025 with additional elements coming into force after the Annual Meeting of the Council in May 2025.	Green	↑	Infrastructure and Corporate Strategy	Policy and Resources

Outcome	Action	Deadline	Completed Date	Progress Update	RAG	Direction of travel	Portfolio	Scrutiny Committee
13. Clear service standards for our residents and customers	13.1 Develop a reporting cycle of key performance measures that provide clear direction and assurances of strategic direction and performance	October 2025	October 2024	A range of key performance indicators covering council priority areas are reported quarterly to Scrutiny and Cabinet. An annual report will be produced following the end of the financial year that will outline year-end performance against these key indicators.	Green	—	Infrastructure and Corporate Strategy	Policy and Resources
13. Clear service standards for our residents and customers	13.2 Achieve 'excellent' status on the Local Government Association equality framework by 2026	April 2026		The Council has entered year two of its three-year equality, diversity and inclusion improvement plan. Good progress has been made against all actions so far. Corporate Leadership Team are kept informed each quarter of progress against the actions.	Green	—	Infrastructure and Corporate Strategy	Policy and Resources

**Meeting:** Cabinet  
**Date:** 3<sup>rd</sup> March 2025  
**Classification:** Part 1  
**Key Decision:** Yes  
**Title of Report:** Approval of the Annual Procurement Plan for 2025/26

**Executive Director:** Joe Chesterton (Executive Director for Finance and Resources)  
**Report Author:** Georgia Ireland (Head of Corporate Procurement)  
**Executive Councillor:** Cllr Paul Collins

## 1. Executive Summary

- 1.1. This report provides the Annual Procurement Plan for 2025/26 as well as draft tabs for the years 2026/27 and 2027/28. The attached procurement plan covers all procurements with a total contract value of £500,000 or above. It should be noted that there will be a number of other procurements that will be delivered within 2025/26 which will be of a total contract value below £500,000. There may be a need to add any capital funded procurements to the plan throughout the year.

## 2. Recommendations

### It is recommended that cabinet:

- 2.1 Approve the annual procurement plan for 2025 – 2028 (Appendix 1) which contains those procurements with a total contract value of £500,000 and above.
- 2.2 Approve the extension of contracts listed within the procurement plan with a total contract value of £500k above, as permitted within the terms and conditions of the current contract.
- 2.3 Agree to a mid-financial year review of the procurement plan by Cabinet to reflect the additional activity that may occur throughout the year, including new grant announcements for contract spend within the financial year.
- 2.4 Agree that any key decision procurements arising from approvals in the capital investment programme will be added to the procurement plan as required (both SCC and South Essex Homes).

## 3. Background

- 3.1 Each year Cabinet review and approve the Council's annual procurement plan in line with the current constitution (Part 7 Section 6 Contracts Procedure Rules). The attached procurement plan covers all procurements with a total contract value of £500,000 and above. By approving the procurement plan prior to the start of the financial year this supports effective governance and streamlines the approvals process. Appendix 1 also shows the required procurement activity for 2026/27 and 2027/28 and these will continue to be reviewed against the corporate contract register. It is recommended that there is mid-financial year review of the procurement plan by Cabinet to reflect the additional activity that may occur throughout the year, including new grant announcements for contract spend within the financial year.
  
- 3.2 The procurement plan provides authority to commence procurement activity of those services with a total contract value of £500k and above. It also provides authority to extend those contracts with a total contract value of £500k or above if required, in line with the contractual terms and conditions. This then enables a timely extension, removing the need for an additional key decision process to take place. The procurement plan for 2025-2028 highlights which key decision activity is either the procurement of a new service, a re-procurement of an existing service or an extension to a current contract.
  
- 3.2 It is a requirement under the new Procurement Act 2023, which commenced in February 2025, that a Pipeline Notice is issued setting out specified information about any public contract with an estimated total contract value of more than £2m and therefore the approval of the procurement plan supports this.
  
- 3.3 Work is underway to automate and align both the procurement plan and the corporate contract register to enable the Council to update and report in a more user-friendly way in line with the requirements of the Procurement Act 2023.
  
- 3.4 The speed at which Local Government reorganisation is likely to progress may require the procurement plan to be presented to Cabinet on a more frequent basis as it will be subject to change.
  
- 3.5 The new constitution was approved by Full Council on the 12<sup>th</sup> December 2024 and came into effect on the 1<sup>st</sup> January 2025. This incorporates the revised Contract Procedure Rules. The Contract Procedure Rules have extended the threshold for obtaining formally tendered quotes (previously £10,000 - £24,999.99) up to £74,999.99 and only procurement activity with a total contract value of £500,000 and above will require a key decision by Cabinet.

#### **4. Reasons for Decisions**

- 4.1 Approval of the Council's annual procurement plan is required under Part 7 Section 6 of the Council's constitution.
- 4.2 Members are aware of the development of the comprehensive contracts register and pipeline procurement plan and the benefits this will provide in terms of the Council's commissioning plans, financial planning as well as future planning for suppliers and local businesses.
- 4.3 The pipeline plan now aligns with the requirements of the Procurement Act that came into effect on the 24<sup>th</sup> February 2025.

#### **5. Other Options**

- 5.1 Annual approval of the Council's procurement plan is required under the constitution. We could decide to just publish an annual plan, but it is felt that the development of a pipeline plan will assist the Council and businesses in their resource and future planning. The move to a 3-year rolling plan (2025-28) aligns with the requirements of the Procurement Act which commenced on the 24<sup>th</sup> February 2025.

#### **6. Financial Implications**

- 6.1 Delivery of the annual procurement plan will contribute towards the Council's financial sustainability. As in previous years, delivery of the plan has supported reductions in revenue expenditure as well as cost avoidance through ensuring best value is achieved against capital projects. During 2024/25 (as at the 10<sup>th</sup> January 2025) delivery of the procurement plan has led to £126k efficiencies against revenue funded contracts and £297k in cost avoidance.
- 6.2 Timely approval of the procurement plan ensures that new contracts commence promptly at the expiration of the previous contract. It also ensures that procurements associated with the expenditure of grants can be delivered on time.
- 6.3 In addition, approval of the plan means that those corporate contracts which are due to expire in 2025/26 can be re-tendered in time and without the need to extend existing contracts (notably suppliers would look to increase prices during these extensions) and so again it supports the Council's financial sustainability.

#### **7. Legal Implications**

7.1 The development of a corporate contracts register, which is publicly available, supports the requirement for transparency in terms of expenditure in the public sector. Where the Council has contracts which are due to complete their contract term, it is a legal requirement that these contracts are once again market tested (unless the decision is to de-commission). As the Procurement Act 2023 is now live, the publication of a future pipeline plan will be one of the requirements of local government.

7.2 This report, if approved, allows us to commence these procurements as listed. It must be noted that each award will need to then be signed off separately via the Key Decision process.

## **8. Policy Context**

8.1. Approval of the Council's annual procurement plan is required under Part 7 Section 6 of the Council's constitution.

8.2 Within the annual procurement plan there will be a number of contracts that support outcomes in terms of improving the city's environment. Social Value is also tested through a number of procurements which can deliver added value in terms of our local environment. The Social Value policy and the Southend Themes and Outcomes Measures (STOMS) framework will continue to be embedded across the organisation.

## **9. Equalities**

9.1 This report is to seek approval of the annual procurement plan but within each project on the plan there will be consideration of equalities (namely the completion of Equality Assessments by commissioners). The development of the corporate contracts register will support transparency and assist suppliers and local businesses in their future planning and equality of access to contract opportunities.

## **10. Consultation**

10.1 This report is to approve the annual procurement plan. For each individual procurement there will be consideration of what consultation and engagement will be required. In terms of the annual procurement plan itself, we have consulted on the content via the Council Extended Corporate Leadership Team (ECLT), Executive Director Leadership Teams (EDLTs) and within the Procurement Team itself. This consultation commenced in November 2024.

## **11. Appendices**

11.1. **Appendix 1:**  
Annual Procurement Plan 2025-26



**12. Report Authorisation**

<b>This report has been approved for publication by:</b>		
	<b>Name:</b>	<b>Date:</b>
S151 Officer		
Deputy Monitoring Officer	Jayne Middleton	30.01.25
Executive Director(s)		
Relevant Cabinet Member(s)		

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## Appendix 1 – Procurement Plan 25/26

### Environment & Place

Contract Title	Current Supplier	CLT Area	Contract Value (Lifetime inc. extensions)	Current Annual Value/Budget	Revenue, Capital or Income	Start Date	End Date	Option to extend until?	Extend or Procure
Vehicle Maintenance, MOTs, Servicing and Repair & Recovery Services	Castle Point Motors	Environment and Place	£520,000.00	£104,000.00	Revenue	1 August 2021	31 July 2024	31 July 2026	Extend and Re procure
Leigh Port Works	To be procured	Environment and Place	£6,000,000 - £7,000,000	TBC	Capital- grant via LUF	TBC	TBC	TBC	Procure
Leigh Port Dredging	To be procured	Environment and Place	£6,000,000 - £7,000,000	TBC	Capital- grant via LUF	TBC	TBC	TBC	Procure
A13 Safer Roads	To be procured	Environment and Place	£3,000,000.00	N/A	Grant	TBC	TBC	TBC	Procure
43 Council Affordable Housing Development (Phase 3B) - Shoeburyness	To be procured	Environment and Place	£3,680,000.00	TBC	Capital	TBC	TBC	TBC	Procure
Housing Construction Scheme - Phase 4 (Lundy Close)	To be procured	Environment and Place	£2,400,000.00	TBC	Capital	TBC	TBC	TBC	Procure
Passivhaus Pilot	To be procured	Environment and Place	£1,156,000.00	TBC	Capital	TBC	TBC	TBC	Procure
WH:SHF Wave 3- Ground Source Heat Pump	To be procured	Environment and Place	£6,500,000.00	TBC	Capital	TBC	TBC	TBC	Procure
WH:SHF Wave 3- Whole House Retrofit	To be procured	Environment and Place	£2,500,000.00	TBC	Capital	TBC	TBC	TBC	Procure
Multi Modal Model (SoSMMM)	To be procured	Environment and Place	£1,482,000.00	£283,750.00	Capital	TBC	TBC	TBC	Procure
New North South Bus Service	To be procured	Environment and Place	£900,000.00	TBC	Revenue	TBC	2 years	TBC	Procure
Provision of Water, Sewage Waste and Trade Effluent services (across all Council sites) (Extension)	To be procured	Environment and Place	£4,340,000.00	£868,000.00	Revenue	1 April 2025	31 March 2027	31 March 2028	Procure
Archer Avenue MCC Housing Pilot	TBC	Environment and Place	£725,000.00	TBC	Capital	TBC	TBC	TBC	Procure

## Appendix 1 – Procurement Plan 26/27 Environment & Place

Contract Title	Current Supplier	CLT Area	Contract Value (Lifetime inc. extensions)	Current Annual Value/Budget	Revenue, Capital or Income	Start Date	End Date	Option to extend until?	Extend or Procure
Contract for the treatment and disposal of residual waste and bulky waste	SUEZ Recycling and Recovery UK Limited	Environment and Place	£50,000,000.00	£5,000,000.00	Revenue	16 January 2023	31 March 2028	31 March 2033	Extend / Procure

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## Appendix 1 – Procurement Plan 27/28 Environment & Place

***No key decision activity to date***

## Appendix 1 – Procurement Plan 25/26

### Finance & Resources

Contract Title	Current Supplier	CLT Area	Service Area Contract Manager	Procurement Lead	Contract Value (Lifetime inc. extensions)	Current Annual Value/Budget	Revenue, Capital or Income	Start Date	End Date	Option to extend until?	Extend or Procure
Provision of Banking Services and Credit Card Facilities	Barclays	Finance and Resources	Joanne Horrex	TBC	£910,000.00	£130,000.00	Revenue	01 April 2019	30 March 2024	30 March 2026	Procure
Contract for the Provision of Internal Audit and Counter-Fraud Services	LB of Barnet - PwC Contract	Finance and Resources	Andrew Barnes	Darryl Mitchell	£780,000.00	£130,000.00	Revenue	01 April 2020	31 March 2024	31 March 2026	Extend and Reprocure
Provision of Insurance Services (excluding the provision of insurance broking services) Lot 1 Combined Liability	Risk Management Partners	Finance and Resources	Kathy Slowther	TBC	£2,275,000.00	£325,000.00	Revenue	01 April 2019	31 March 2024	31 March 2026	Extend and Reprocure
Provision of Insurance Services (excluding the provision of insurance broking services) Lot 2 Motor & Property	Zurich Municipal	Finance and Resources	Kathy Slowther	TBC	£672,000.00	£96,000.00	Revenue	01 April 2019	31 March 2024	31 March 2026	Extend and Reprocure
Enforcement Agent and Debt Recovery services Contract	Marston Holdings Newlyn plc	Finance and Resources	Richard Campbell	TBC	£2,800,000.00	£700,000.00	Revenue	01 December 2023	30 November 2025	30 November 2026	Procure
Provision of Southend Pier Condition Works Engineers	To be procured	Finance and Resources	Mark Murphy, Keith Walker	Liz Green	£2,800,000 - £4,000,000	£1,250,000.00	Capital	01 February 2022	31 March 2025	31 March 2026	Procure
Inspection, Testing and Remedial works for Electrical Installations - 3 Lots	Lot 1 - Quantec; Lot 2 - DSA Electrical; Lot 3 Framework 5 Contractors	Finance and Resources	Jo Bell	Liz Green	£700,000.00	£140,000.00	Revenue	01 September 2021	31 August 2025	31 August 2026	Extend and Reprocure
Frameworks for variety of building works up to the value of £75k inc glazing, decorating and call off Consultancy Services (Structural Engineers, Surveying) up to the value of £10k	To be procured	Finance and Resources	Mark Murphy	Liz Green	£3,900,000.00	TBC	Revenue and Capital	TBC	TBC	TBC	Procure
Asset Management Contract in relation to the Victoria Centre	Rivington Hark	Finance and Resources	Jonathan Mather	Darryl Mitchell	£500,000.00	£100,000.00	Revenue	TBC	TBC	TBC	Procure
Southend Pier - Prince George Extension (Phase Two)	To be procured	Finance and Resources	Mark Murphy, Keith Walker	Liz Green	£4,900,000.00	TBC	Capital	TBC	TBC	TBC	Procure
Southend Pier Head Development Timber (Phase One)	To be procured	Finance and Resources	Mark Murphy, Keith Walker	Liz Green	£1,130,000.00	TBC	Capital	TBC	TBC	TBC	Procure

## Appendix 1 – Procurement Plan 26/27

### Finance & Resources

Contract Title	Current Supplier	CLT Area	Contract Value (Lifetime inc. extensions)	Current Annual Value/Budget	Revenue, Capital or Income	Start Date	End Date	Option to extend until?	Extend or Procure
Provision of Revenues & Benefits Application and Citizens Access Portal (support and hosting)	NEC Software Solutions UK Limited	Finance and Resources	£842,000.00	£168,435.00	Revenue	1 April 2022	31 March 2027	N/A	Procure
Cleaning contract and security contract City wide	South Essex Property Services	Finance and Resources	£4,110,000.00	£1,370,000.00	Revenue	16 June 2023	15 June 2026	15 June 2028	Extend and Reprocure
Transactional Mail and Hybrid Mail	Ricoh	Finance and Resources	£727,000.00	£162,000.00	Revenue	1 April 2021	12 September 2024	12 September 2028 (2x 24 month extensions available)	Extend

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## Appendix 1 – Procurement Plan 27/28

### Finance & Resources

Contract Title	Current Supplier	CLT Area	Contract Value (Lifetime inc. extensions)	Current Annual Value/Budget	Revenue, Capital or Income	Start Date	End Date	Option to extend until?	Extend or Procure
Transactional Mail and Hybrid Mail	Ricoh	Finance and Resources	£727,000.00	£162,000.00	Revenue	1 April 2021	12 September 2024	12 September 2028 (2x 24 months extensions available)	Extend and Reprocure

## Appendix 1 – Procurement Plan 25/26 Strategy & Change

Contract Title	Current Supplier	CLT Area	Contract Value (Lifetime inc. extensions)	Current Annual Value/Budget	Revenue, Capital or Income	Start Date	End Date	Option to extend until?	Extend or Procure
Dark Fibre Circuits provision and Associated Services	CityFibre Ltd.	Strategy and Change	£3,240,000.00	£324,000.00	Revenue	16 March 2016	15 March 2026	N/A	Procure
Provision of a Content and Case Management System for My Southend (myaccount), Website & Livewell via CCS G-Cloud 13 Framework (Extension and Procure New)	Jadu Creative Ltd	Strategy and Change	£673,300.00	£92,000.00	Revenue	6 April 2023	5 April 2026	5 April 2027	Extend and Reprocure
EDRMS (now Workflow 360)	Civica UK Ltd	Strategy and Change	£891,168.00	£113,024.00	Revenue	20 October 2021	19 October 2026	19 October 2028	Extend
Provision of a Recruitment Service via Call off from YPO 942 Managing Temporary and Permanent Recruitment Framework (Lot 12 - Total Talent Management)	Hays	Strategy and Change	£38,000,000.00	£9,500,000.00	Revenue	1 April 2023	31 March 2026	31 March 2027	Extend and Reprocure
Provision of Support Services for Unit4 ERP via CCS G-Cloud 13 - Lot 3 Cloud Support framework (extend)	Embridge Consulting	Strategy and Change	£569,370.00	N/A	Capital	28 June 2023	27 June 2025	27 June 2026	Extend and Variation
ICT Device Refresh	Probrand Ltd	Strategy and Change	£587,269.20	£587,269.20	Capital	13 January 2025	1 December 2026	N/A	Procure
Telephony Replacement	TBC (currently Intuity, BT, Daisy)	Strategy and Change	£1,000,000.00	TBC	Revenue and capital	1 November 2026	31 October 2031	N/A	Procure
Network redesign and renewal	Cisco	Strategy and Change	£1,800,000.00	N/A	Capital	TBC	TBC	N/A	Procure
Provision of Cloud-based Unit 4 Enterprise Resource Planning solution via G-Cloud 12 Cloud Software (Second Extension) (SaaS)	Unit4 Business Software Ltd	Strategy and Change	£571,322.30	£186,295.00 - £201,650.00	Revenue	10 January 2023	30 September 2025	N/A	Procure
Provision of Mobile Phones - Call Off via CCS RM3808 (Lot 6 & Lot 7)	Vodafone Ltd	Strategy and Change	£568,008.00	£189,336.00	Revenue	1 May 2022	1 May 2025	N/A	Procure

## Appendix 1 – Procurement Plan 26/27 Strategy & Change

Contract Title	Current Supplier	CLT Area	Contract Value (Lifetime inc. extensions)	Current Annual Value/Budget	Revenue, Capital or Income	Start Date	End Date	Option to extend until?	Extend or Procure
Extension of Design and Print Services	Formara Limited	Strategy and Change	£536,457.50	£107,291.50	Revenue	1 June 2023	31 May 2026	31 May 2028 (2 x 12 month extensions available)	Extend
Provision of Cloud-based Unit 4 Enterprise Resource Planning solution via G-Cloud 14 Cloud Software	Unit4 Business Software Ltd	Strategy and Change	£1,426,676.48	TBC	Revenue	1 October 2024	30 September 2027	30 September 2028	Extend
IT Device Hardware Refresh	Proband Ltd	Strategy and Change	£587,269.00	£587.269.00	Revenue	13 January 2025	12 January 2026	No	Procure

## Appendix 1 – Procurement Plan 27/28 Strategy & Change

Contract Title	Current Supplier	CLT Area	Contract Value (Lifetime inc. extensions)	Current Annual Value/Budget	Revenue, Capital or Income	Start Date	End Date	Option to extend until?	Extend or Procure
Provision of Design and Print Services	Formara Limited	Strategy and Change	£536,000.00	£107,000.00	Revenue	1 June 2023	31 May 2026	31 May 2028	Procure



## Appendix 1 – Procurement Plan 25/26 Adults & Communities

Contract Title	Current Supplier	CLT Area	Contract Value (Lifetime inc. extensions)	Current Annual Value/Budget	Revenue, Capital or Income	Start Date	End Date	Option to extend until?	Extend or Procure
All Age Carers Support Service: Lot 1 & 2 (Carers Support Services)	New procurement	Adults and Communities	£1,000,000.00	£200,000.00	Revenue	TBC	TBC	TBC	Procure
Intensive Housing Support Service (Variation to Severe & Multiple Disadvantage Service), Severe and Multiple Disadvantage & Ex-offender service	New procurement	Adults and Communities	£1,788,000.00	£596,000.00	Revenue	TBC	TBC	TBC	Procure
Adults & Childrens Direct Payments Advice, Support & Payroll service	New procurement	Adults and Communities	£1,444,000.00	£180,500.00	Revenue	TBC	TBC	TBC	Procure
Older People / LD / Mental Health Residential services	New procurement of a framework	Adults and Communities	£140,000,000.00	£28,000,000.00	Revenue	TBC	TBC	TBC	Procure
Southend Sexual Health Service - Lot 1. Sexual Health Promotions & HIV Prevention - Lot 2 DN495809	New procurement	Adults and Communities	£8,488,323.11	£1,414,808.64	Revenue	TBC	TBC	TBC	Procure
Care and Support at Home Framework	New procurement	Adults and Communities	£80,000,00.00	£20,000,000.00	Revenue	TBC	TBC	TBC	Procure
Healthwatch Southend	New procurement	Adults and Communities	£595,475.50	£119,095.10	Revenue	TBC	TBC	TBC	Procure

## Appendix 1 – Procurement Plan 26/27 Adults & Communities

Contract Title	Current Supplier	CLT Area	Contract Value (Lifetime inc. extensions)	Current Annual Value/Budget	Revenue, Capital or Income	Start Date	End Date	Option to extend until?	Extend or Procure
Extension of Information, Advice and Guidance Service	Citizens Advice Southend and the Royal Association for Deaf	Adults and Communities	£1,250,000.00	£250,000.00	Revenue	1 April 2022	31 March 2027	31 March 2032	Extend
Extension of Southend Treatment and Recovery Service	Forward Trust	Adults and Communities	£19,000,000.00	£1,900,000.00	Revenue	1 April 2022	31 March 2027	31 March 2032	Extend
Syrian Refugees	Peabody Trust	Adults and Communities, Environment and Place	£613,700.00	£122,740.00	Home Office Grant	1 February 2020	02 September 2026	02 September 2026	Extend

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## Appendix 1 – Procurement Plan 27/28 Adults & Communities

Contract Title	Current Supplier	CLT Area	Contract Value (Lifetime inc. extensions)	Current Annual Value/Budget	Revenue, Capital or Income	Start Date	End Date	Option to extend until?	Extend or Procure
Provision of Adults and Children's Social Care System (Liquidlogic) (Support and Maintenance)	Liquidlogic	Adults and Communities	£959,057.63	£104,393.78	Revenue	25 February 2023	24 February 2028	24 February 2030	Extend

## Appendix 1 – Procurement Plan 25/26 Children & Public Health

Contract Title	Current Supplier	CLT Area	Contract Value (Lifetime inc. extensions)	Current Annual Value/Budget	Revenue, Capital or Income	Start Date	End Date	Option to extend until?	Extend or Procure
Approved Provider List (APL) for the provision of Holiday Activities and Food (HAF) Programme Services	To be procured	Children and Public Health	£2,072,370.00	£690,790.00	Revenue (via grant)	TBC	TBC	TBC	Procure

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## Appendix 1 – Procurement Plan 26/27 & 27/28 Children & Public Health

***No key decision activity to date***

**For information only**

Appendix 1 – Procurement Plan 25/26

**South Essex Homes**

Contract Title	Current Supplier	CLT Area	Contract Value (Lifetime inc. extensions)	Current Annual Value/Budget	Revenue, Capital or Income	Start Date	End Date	Option to extend until?	Extend or Procure
External & Internal Decorations	M2425-05	South Essex Homes	£1,000,000.00	£200,000.00	Revenue	TBC	TBC	TBC	Procure
Windows & Door Replacement	To be procured	South Essex Homes	£5,000,000.00	£1,000,000.00	Capital	TBC	TBC	TBC	Procure
Heating Replacement	To be procured	South Essex Homes	£800,000.00	£120,000.00	Capital	TBC	TBC	TBC	Procure
Twr Blk Ventilation	To be procured	South Essex Homes	£2,400,000.00	TBC	Capital	TBC	TBC	TBC	Procure

Appendix 1 – Procurement Plan 26/27 & 27/28

**South Essex Homes**

***No activity to date***

<b>Title:</b>	<b>Quarter Three Treasury Management Report - 2024/25</b>
<b>Meeting:</b>	Cabinet
<b>Date:</b>	3 March 2025
<b>Classification:</b>	Part 1
<b>Policy Context:</b>	All Corporate Priorities
<b>Key Decision:</b>	No
<b>Report Authors:</b>	Caroline Fozzard, Head of Corporate Finance
<b>Executive Councillor:</b>	Councillor Collins - Cabinet Member for Finance, Assets and Investments

## 1. Executive Summary

- 1.1. The Quarter Three Treasury Management Report covers the treasury management activity and compliance with the treasury management strategy for both quarter three and the period from April to December 2024.

## 2. Recommendations

### That Cabinet:

- 2.1. Approves the Quarter Three Treasury Management Report for 2024/25.

### That Cabinet:

- 2.2. Notes that treasury management activities were carried out in accordance with the CIPFA (The Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management in the Public Sector during the period from April to December 2024; and
- 2.3. That the loan and investment portfolios were actively managed to minimise cost and maximise interest earned, whilst maintaining a low level of risk; and
- 2.4. That £4.490m of interest and income distributions for all investments were earned during this nine-month period at an average rate of 4.56%. Also, the

value of the externally managed funds increased by a net of £3.098m due to changes in the unit price, giving a combined overall return of 7.71%. (Section 8); and

- 2.5. That the level of borrowing from the Public Works Loan Board (PWLB) (excluding debt relating to services transferred from Essex County Council on 1<sup>st</sup> April 1998) remained at £347.3m (Housing Revenue Account (HRA): £74.2m, General Fund: £273.1m) during the period from April to December 2024 at an average rate of 3.46%; and
- 2.6. That the level of financing for 'invest to save' capital schemes decreased from £8.03m to £7.93m during the period from April to December 2024.

### **3. Background**

- 3.1. This Council has adopted the 'CIPFA Code of Practice for Treasury Management in the Public Sector' and operates its treasury management service in compliance with this code. The code recommends that local authorities submit reports regularly as part of its Governance arrangements.
- 3.2. Current guidance is that authorities should report formally at least twice a year and preferably quarterly. The Treasury Management Policy Statement for 2024/25 set out that reports would be submitted to Cabinet quarterly on the activities of the treasury management operation. This is the third quarter report for the financial year 2024/25, covering both quarter three and the period from April to December 2024.
- 3.3. Appendix 1 shows the in-house investment position at the end of quarter three of 2024/25.
- 3.4. Appendix 2 shows the treasury management performance specifically for quarter three of 2024/25.

### **4. National Context**

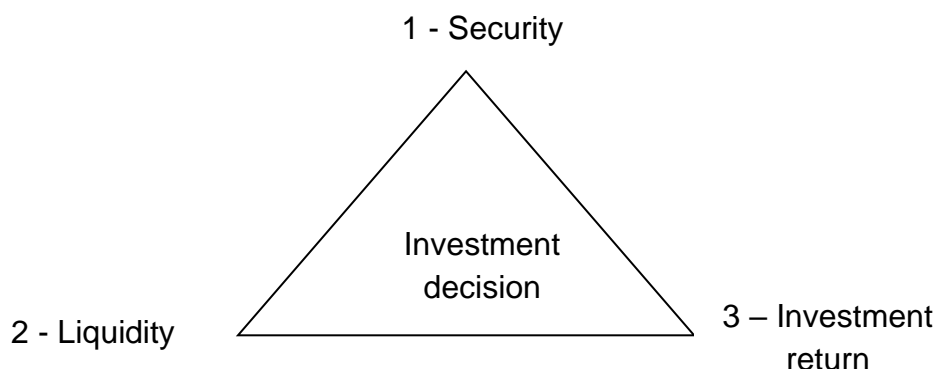
- 4.1 Given the ongoing economic and fiscal challenges UK gross domestic product (GDP) is estimated to have shown no growth in the quarter from July to September 2024, downwardly revised from a first estimate of an increase of 0.1%. There was no growth in the services sector in the latest quarter, whilst a 0.7% increase in construction was offset by a 0.4% fall in production.
- 4.2 The unemployment rate for the quarter from September to November 2024 was 4.4%, an increase of 0.1% on the previous quarter. In the quarter the UK economic inactivity rate for people aged 16 to 64 years was estimated at 21.6%. The estimated number of vacancies in the UK fell by 24,000 on the quarter to 812,000.
- 4.3 The Consumer Prices Index including owner occupiers' housing costs (CPIH) was at 3.2% in October, at 3.5% in November and 3.5% in December. (The Consumer Prices Index excluding owner occupiers' housing costs (CPI) rose by

2.5% in the 12 months to December 2024.) The largest upward contributions to the annual CPIH inflation rate in December came from transport while the largest downward contributions came from restaurants and hotels.

- 4.4 During the quarter the Bank of England reduced the bank base rate from 5.00% to 4.75%.
- 4.5 The economic situation together with the financial market conditions prevailing throughout the quarter provided mixed opportunities for in-house treasury management activities. Variable rate instant access accounts started to feel the effects of the reducing bank base rate but fixed term deposits continued to benefit from higher returns than the prevailing interest rates, as those rates were secured at the point at which those monies were invested.
- 4.6 The prevailing economic conditions had a relatively small impact on the monies invested by our Fund Managers, with minimal movement in the unit price of those funds over the quarter. However, the exception to this was the change in the unit price of the Patrizia Hanover Property Unit Trust due to one the properties in the fund being granted outline planning permission which substantially increased its value. More details are set out in paragraph 7.4.

## 5. Investments – quarter three (October to December)

- 5.1. A prime objective of our investment activities is the security of the principal sums invested. To ensure this security before a deposit is made an organisation is tested against a matrix of credit criteria and then other relevant information is considered. During the period from October to December 2024 investment deposits were limited to those who met the criteria in the Annual Treasury Management Investment Strategy when the deposit was placed.
- 5.2. Other investment objectives are to maintain liquidity (i.e. adequate cash resources to allow the council to operate) and to optimise the investment income generated by surplus cash in a way that is consistent with a prudent level of risk. Investment decisions are made with reference to these objectives, with security and liquidity being placed ahead of the investment return. This is shown in the diagram below:



Security:

- 5.3. To maintain the security of sums invested, we seek to lower counterparty risk by investing in financial institutions with good credit ratings, across a range of

sectors and countries. The risk of loss of monies invested is minimised through the Annual Treasury Management Investment Strategy.

- 5.4. Pie chart 1 of Appendix 1 shows that at the end of quarter three; 11% of our in-house investments were placed with financial institutions with a long-term rating of AAA, 28% with a long-term rating of A+, 61% with a long-term rating of A.
- 5.5. As shown in pie chart 2 of Appendix 1, these monies were placed with various counterparties, 89% being placed directly with banks and 11% placed with a range of counterparties via money market funds.
- 5.6. Pie chart 3 of Appendix 1 shows the countries where the parent company of the financial institution with which we have monies invested is registered. For money market funds there are various counterparties spread across many countries. The cumulative balance of funds held with any one institution was kept within agreed limits.

Liquidity:

- 5.7 At the end of quarter three £28.5m of our in-house monies were available on an instant access basis, £10.0m were held in notice accounts and £25.0m were held in fixed term deposits. The table below shows the fixed term deposits during the period October to December 2024.

Table 1: Fixed Term Deposits

Counterparty	Date of Deposit	Return Date	Number of days	Interest rate (%)	Amount (£m)
National Bank of Kuwait (International) plc	13/08/2024	13/11/2024	92	5.07	5
Lloyds Bank Corporate Markets (NRFB)*	27/09/2024	26/09/2025	364	4.56	10
National Bank of Kuwait (International) plc	11/06/2024	11/06/2025	365	5.34	5
National Bank of Kuwait (International) plc	15/11/2024	14/11/2025	364	4.94	10

\* NRFB – Non Ring-Fenced Bank

- 5.8. The maturity profile of our investments is shown in pie chart 4 of Appendix 1.

Investment return:

- 5.9. During the quarter the Council used the enhanced cash fund manager Payden & Rygel to manage monies on our behalf. An average balance of £5.1m was invested in these funds during the quarter. The table on the next page shows the movement in the fund value over the quarter, the income distributions for that quarter, the returns both for each element and the combined return. See also Table 3 of Appendix 2.



Table 2: Payden Sterling Reserve Fund

<b>Quarter 3</b>	<b>£m</b>	<b>Annualised investment return (%)</b>
Value of fund at start of quarter	5.055	
Decrease in fund due to value of unit price	(0.007)	(0.54)
Value of fund at end of quarter	5.048	
Income distributions	0.055	4.29
Combined investment income (income distribution plus change in fund value due to unit price)	0.048	3.75

5.10. The Council had an average of £78.5m of investments managed in-house over the period from October to December, and these earned an average interest rate of 4.60%. Of the in-house managed funds:

- an average of £26.8m was held in the Council's main bank account earning an average of 4.02% over the quarter.
- an average of £19.3m was held in money market funds earning an average of 4.97% over the quarter. These work in the same way as a deposit account but the money in the overall fund is invested in a number of counterparties, therefore spreading the counterparty risk.
- an average of £10.0m was held in notice accounts earning an average of 4.82% over the quarter.
- an average of £22.4m was held in fixed term deposits and earned an average return of 4.87% over the quarter.

5.11. In accordance with the Treasury Management Strategy the in-house performance during the quarter is compared to the SONIA rate. Overall, average in-house investment performance was 0.20% lower than the average SONIA rate (Sterling Overnight Index Average). This was due to the amounts held in the Council's main bank account for liquidity purposes, which attract bank base rate less 1%.

5.12. The SONIA rate fluctuated between 4.700% and 4.950% during the quarter. The bank base started the quarter at 5.00% and decreased to 4.75% on 7 November 2024. Performance is shown in Graph 1 of Appendix 2.

5.13. As investment balances fluctuate, all investment returns quoted in this report are calculated using the average balance over the period and are quoted as annualised returns.

## **6. Short Dated Bond Funds – quarter three (October to December)**

6.1. Throughout the quarter medium term funds were invested in two short-dated bond funds: Royal London Investment Grade Short Dated Credit Fund and the AXA Sterling Credit Short Duration Bond Fund.

- 6.2. The monies are invested in units in the fund, the fund is then invested as a whole by the fund managers into corporate bonds in the one-to-five-year range. An income distribution will be generated from the coupon on the bond and income distributions are paid to the Council. The price of units can rise and fall, depending on the value of the corporate bonds in the fund. So, these investments would be over the medium term with the aim of realising higher yields than short term investments.
- 6.3. In line with the capital finance and accounting regulations the Council's Financial Instrument Revaluation Reserve will be used to capture all the changes in the unit value of the funds and therefore there will be no impact from these changes on the revenue budget. Members should be aware that investment returns in some quarters will look very good and in other quarters there may be losses reported, but these will not impact the revenue account as only the distributions paid to the Council will impact that and not the change in the unit price.
- 6.4. An average of £7.5m was managed by AXA Investment Managers UK Limited. the table below shows the movement in the fund value over the quarter, the income distributions for that quarter, the returns both for each element and the combined return. See also Table 2 of Appendix 2.

Table 3: AXA Sterling Credit Short Duration Bond Fund

<b>Quarter 3</b>	<b>£m</b>	<b>Annualised investment return (%)</b>
Value of fund at start of quarter	7.562	
Decrease in fund due to value of unit price	(0.029)	(1.56)
Value of fund at end of quarter	7.533	
Income distributions*	0.080	4.23
Combined investment income (income distribution plus change in fund value due to unit price)	0.051	2.67

\* This income distribution is an estimate and will be confirmed and distributed in quarter 4.

- 6.5. An average of £7.2m was managed by Royal London Asset Management. The table below shows the movement in the fund value over the quarter, the income distributions for that quarter, the returns both for each element and the combined return. See also Table 2 of Appendix 2.

Table 4: Royal London Investment Grade Short Dated Credit Fund

<b>Quarter 3</b>	<b>£m</b>	<b>Annualised investment return (%)</b>
Value of fund at start of quarter	7.268	
Decrease in fund due to value of unit price	(0.038)	(2.13)
Value of fund at end of quarter	7.230	
Income distributions	0.090	4.94
Combined investment income (income distribution plus change in fund value due to unit price)	0.052	2.81

## 7. Property Funds – quarter three (October to December)

- 7.1. Throughout the quarter long term funds were invested in two property funds: Patrizia Hanover Property Unit Trust and Lothbury Property Trust.
- 7.2. The monies are invested in units in the fund, the fund is then invested as a whole by the fund managers into properties. An income distribution is generated from the rental income streams from the properties in the fund. Income distributions are paid to the Council. There are high entrance and exit fees and the price of the units can rise and fall, depending on the value of the properties in the fund, so these funds are invested over the long term with the aim of realising higher yields than other investments.
- 7.3. In line with the capital finance and accounting regulations the Council's Financial Instrument Revaluation Reserve will be used to capture all the changes in the unit value of the funds and therefore there will be no impact from these changes on the revenue budget. Members should be aware that investment returns in some quarters will look very good and in other quarters there may be losses reported, but these will not impact the revenue account as only the distributions paid to the Council will impact that and not the change in unit price.
- 7.4. An average of £19.3m was managed by Patrizia Property Investment Managers LLP. The table below shows the movement in the fund value over the quarter, the income distributions for that quarter, the returns both for each element and the combined return. See also Table 1 of Appendix 2.

Table 5: Patrizia Hanover Property Unit Trust

<b>Quarter 3</b>	<b>£m</b>	<b>Annualised investment return (%)</b>
Value of fund at start of quarter	18.667	
Increase in fund due to value of unit price	2.662	54.63
Value of fund at end of quarter	21.329	
Income distributions*	0.176	3.62
Combined investment income (income distribution plus change in fund value due to unit price)	2.838	58.25

\* This income distribution is an estimate and will be confirmed and distributed in quarter 4.

It should be noted that this large increase in the fund value is one-off in nature as it relates to the receipt of outline planning permission for one of the properties in the fund, for change of use to a data centre. This had the effect of substantially increasing the value of that property. The annualised investment return is calculated on a pro-rata basis, however, we do not expect such large increases to be regularly repeated. Although, at certain points, there may be some future increases as the development of the site progresses and the site is sold.

- 7.5. As the Lothbury Property Trust has now terminated there will be no further valuations undertaken. At the termination date of 30 May 2024 the redemption value of the units in the Lothbury Property Trust was notified as £9.968m. As the property disposal programme progresses it is the intention of the fund managers that distributions will be made in the first week of each month where sufficient sales have been achieved. During quarter three there was one distribution of £0.741m completed in the first week of November, from the proceeds of the asset disposals that had taken place to that date. There were no distributions

made in October or December as no further sales had been made at those points in time.

Table 6: Lothbury Property Trust

<b>Quarter 3</b>	<b>£m</b>	<b>Annualised investment return (%)</b>
Value of fund at start of quarter	4.079	
Distributions completed	(0.741)	
No change in fund due to value of unit price	(0.000)	(0.0)
Value of fund at end of quarter	3.338	
Income distributions*	0.036	3.88
Combined investment income (income distribution plus change in fund value due to unit price)	0.036	3.88

\* This income distribution is an estimate and will be confirmed and distributed in quarter 4.

- 7.6. The Council has opted to have its fund distributions re-directed to the UBS Triton Property Unit Trust and during November, £0.741M of units were purchased. The table below shows the movement in the fund value over the quarter, the income distributions for that quarter, the returns both for each element and the combined return. See also Table 1 of Appendix 2.

Table 7: UBS Triton Property Unit Trust

<b>Quarter 3</b>	<b>£m</b>	<b>Annualised investment return (%)</b>
Value of fund at start of quarter	5.904	
Purchase of units	0.741	
Increase in fund due to value of unit price	0.052	3.35
Value of fund at end of quarter	6.697	
Income distributions*	0.034	2.15
Combined investment income (income distribution plus change in fund value due to unit price)	0.086	5.50

\* This income distribution is an estimate and will be confirmed and distributed in quarter 4.

## 8. Investments – quarter three cumulative position

- 8.1. During the period from April to December 2024 the Council complied with all the relevant statutory and regulatory requirements which limit the levels of risk associated with its treasury management activities. Its adoption and implementation of the Code of Practice for Treasury Management means its treasury practices demonstrate a low-risk approach.
- 8.2. The Council is aware of the risks of passive management of the treasury portfolio and has proactively managed levels of debt and investments over the nine-month period with the support of its treasury management advisers.

8.3. The table below summarises the Council’s investment position for the period from April to December 2024:

Table 8: Investment position

	At 31 March 2024	At 31 December 2024	April to December 2024	
	Actual Balance (£000s)	Actual Balance (£000s)	Average Balance (£000s)	Average Rate (%)
Call accounts <sup>#</sup>	19,038	20,497	22,864	4.25
Money market funds	14,000	8,000	29,455	5.19
Notice Accounts	10,000	10,000	11,073	5.40
Fixed term deposits	22,500	25,000	19,136	5.31
<b>Total investments managed in-house</b>	<b>65,538</b>	<b>63,497</b>	<b>82,528</b>	<b>4.99</b>
Enhanced Cash Funds	5,034	5,048	5,057	4.92
Short Dated Bond Funds	14,697	14,762	14,703	5.10
Property Funds	28,345	31,364	28,328	17.50
<b>Total investments managed externally</b>	<b>48,076</b>	<b>51,174</b>	<b>48,088</b>	<b>12.38</b>
<b>Total investments</b>	<b>113,614</b>	<b>114,671</b>	<b>130,616</b>	<b>7.71</b>

<sup>#</sup> This includes the council’s main current account.

When the quarter two figures were considered at the Policy and Resources Scrutiny Committee meeting of 7 November a request was made for benchmarking information to be included for the externally managed funds, at the most appropriate points in the year.

Each fund has an index against which they compare their performance. However, the figures vary as to whether they are quoted net or gross of fees, charges and tax and vary as to the timescales, often on a rolling period that doesn’t match our financial years. Given this, we will liaise with the fund managers and our treasury management advisors so that we can gather and report this information in a meaningful way. It is therefore our intention to include this in the treasury management outturn report to June Cabinet.

8.4. In summary the key factors to note regarding Table 8 are:

- An average of £82.5m of investments were managed in-house. These earned £3.101m of interest during this nine-month period at an average rate of 4.99%. This is 0.02% below the average SONIA rate and 0.07% below the average bank base rate of 5.06%.

- An average of £5.1m was managed by an enhanced cash fund manager. During this nine-month period this earned £0.173m from income distributions at an average rate of 4.54% and the value of the fund increased by £0.014m giving a combined overall return of 4.92%.
- An average of £14.7m was managed by two short-dated bond fund managers. During this nine-month period these earned £0.500m from income distributions at an average rate of 4.51% and the value of the funds increased by £0.065m giving a combined overall return of 5.10%.
- An average of £28.3m was managed by three property fund managers. During this nine-month period these earned £0.716m from income distributions at an average rate of 3.35% and the value of the funds increased by £3.019m giving a combined overall return of 17.50%.

8.5. The total for interest and income distributions in paragraph 8.4 above is £4.490m. The total change in external fund values due to the unit price is a net increase of £3.098m, which is set out in the table below. In line with the capital finance and accounting regulations the Council's Financial Instrument Revaluation Reserve will be used to capture all the changes in the unit value of the funds and therefore there will be no impact from these changes on the revenue budget.

Table 9: Externally managed funds – changes in unit price

<b>Fund</b>	<b>Table Number</b>	<b>Amount (£m)</b>
Payden Sterling Reserve Fund	Paragraph 8.4	0.014
AXA Sterling Credit Short Duration Bond Fund	12	0.037
Royal London Investment Grade Short Dated Credit Fund	13	0.028
Patrizia Hanover Property Unit Trust	14	3.000
Lothbury Property Trust	15	(0.048)
UBS Triton Property Unit Trust	16	0.067
<b>Total net increase due to changes in unit price</b>		<b>3.098</b>

8.6. Some cash balances managed in-house are required to meet short term cash flow requirements and therefore throughout the nine-month period monies were placed 4 times for periods of one year or less. The table on the next page shows the most used counterparties overall and the countries in which they are based. All deals are in sterling despite the country the counterparties are based in.

Table 10: Counterparties used

Counterparty	Country	No. of Deals	Value of Deals (£m)
Aberdeen Liquidity Fund	Money Market Fund (Various Counterparties)	2	28
BlackRock	Money Market Fund (Various Counterparties)	1	16
Insight	Money Market Fund (Various Counterparties)	1	10
<b>Total</b>		<b>4</b>	<b>54</b>

8.7. In addition to the above, use was also made of call accounts during the year because they provide instant access to funds. This meant that funds were available for cash flow movements to avoid having to pay higher rates to borrow from the market. During the period from April to December 2024 an average of £22.9m was held in such accounts.

8.8. For cash balances that are not needed to meet immediate or very short-term cash flow requirements, monies were invest in:

- a 35-day notice account with Santander UK plc.
- a 95-day notice account with Santander UK plc.

8.9. Monies were also invested in fixed term deposits of up to one year, depending on the liquidity requirements. The table below shows the fixed term deposits held during the period from April to December 2024.

8.10. Table 11: Fixed Term Deposits

Counterparty	Date of Deposit	Return Date	Number of days	Interest rate (%)	Amount (£m)
National Bank of Kuwait (International) plc	13/08/2024	13/11/2024	92	5.07	5
Lloyds Bank Corporate Markets (NRFB)*	29/09/2023	27/09/2024	364	5.87%	10
Lloyds Bank Corporate Markets (NRFB)*	27/09/2024	26/09/2025	364	4.56%	10
National Bank of Kuwait (International) plc	17/05/2023	16/05/2024	365	5.27	12.5
National Bank of Kuwait (International) plc	11/06/2024	11/06/2025	365	5.34	5
National Bank of Kuwait (International) plc	15/11/2024	14/11/2025	364	4.94	10

\* NRFB – Non Ring-Fenced Bank

## 9. Short Dated Bond Funds – quarter three cumulative position

- 9.1. An average of £7.5m was managed by AXA Investment Managers UK Limited. The table below shows the movement in the fund value over the period from April to December, the income distributions for that period, the returns both for each element and the combined return.

Table 12: AXA Sterling Credit Short Duration Bond Fund

<b>April to December 2024</b>	<b>£m</b>	<b>Annualised investment return (%)</b>
Value of fund at start of financial year	7.496	
Increase in fund due to value of unit price	0.037	0.66
Value of fund at end of quarter 3	7.533	
Income distributions*	0.238	4.21
Combined investment income (income distribution plus change in fund value due to unit price)	0.275	4.87

\* Q3 of this income distribution is an estimate and will be confirmed and distributed in quarter 4.

- 9.2. An average of £7.2m was managed by Royal London Asset Management. The table below shows the movement in the fund value over the period from April to December, the income distributions for that period, the returns both for each element and the combined return.

Table 13: Royal London Investment Grade Short Dated Credit Fund

<b>April to December 2024</b>	<b>£m</b>	<b>Annualised investment return (%)</b>
Value of fund at start of financial year	7.202	
Increase in fund due to value of unit price	0.028	0.51
Value of fund at end of quarter 3	7.230	
Income distributions	0.262	4.83
Combined investment income (income distribution plus change in fund value due to unit price)	0.290	5.34

## 10. Property Funds – quarter three cumulative position

- 10.1. An average of £18.7m was managed by Patrizia Property Investment Managers LLP. The table on the next page shows the movement in the fund value over the period from April to December, the income distributions for that period, the returns both for each element and the combined return.



Table 14: Patrizia Hanover Property Unit Trust

<b>April to December 2024</b>	<b>£m</b>	<b>Annualised investment return (%)</b>
Value of fund at start of financial year	18.329	
Increase in fund due to value of unit price	3.000	21.31
Value of fund at end of quarter 3	21.329	
Income distributions*	0.490	3.48
Combined investment income (income distribution plus change in fund value due to unit price)	3.490	24.79

\* Income distribution for Q3 is an estimate and will be confirmed and distributed in Q4.

The large increase in fund value relates mainly to the activity in quarter three. Please see paragraph 7.4 for further information.

- 10.2. As the Lothbury Property Trust has now terminated there will be no further valuations undertaken. At the termination date of 30 May 2024 the redemption value of the units in the Lothbury Property Trust was notified as £9.968m. As the property disposal programme progresses it is the intention of the fund managers that distributions will be made in the first week of each month where there are disposal proceeds to distribute. The initial distribution of £4.373M was completed in the first week of June, with further distributions in July of £1.011M, in August of £0.505M and in November of £0.741M, from the proceeds of the asset disposals that had taken place to those dates. There were no distributions made in September, October or December as no further sales had been made at those points in time.
- 10.3. The table below shows the movement in the fund value over the period from April to December, the income distributions for that quarter, the returns both for each element and the combined return.

Table 15: Lothbury Property Trust

<b>April to December 2024</b>	<b>£m</b>	<b>Annualised investment return (%)</b>
Value of fund at start of financial year	10.016	
Distributions completed	(6.630)	
Decrease in fund due to value of unit price	(0.048)	(1.14)
Value of fund at end of quarter 3	3.338	
Income distributions*	0.128	3.03
Combined investment income (income distribution plus change in fund value due to unit price)	0.080	1.89

\*Income distribution for Q3 is an estimate and will be confirmed and distributed in Q4.

- 10.4. The Council has opted to have its fund distributions re-directed to the UBS Triton Property Unit Trust and during June, July, August and November £4.373M, £1.011M, £0.505M and £0.741M of units were purchased respectively. The table below shows the movement in the fund value over the period from April to September, the income distributions for that quarter, the returns both for each element and the combined return.

Table 16: UBS Triton Property Unit Trust

<b>April to December 2024</b>	<b>£m</b>	<b>Annualised investment return (%)</b>
Value of fund at start of financial year	0.000	
Purchase of units	6.630	
Increase in fund due to value of unit price	0.067	2.19
Value of fund at end of quarter 3	6.697	
Income distributions	0.098	3.22
Combined investment income (income distribution plus change in fund value due to unit price)	0.165	5.41

\*Income distribution for Q3 is an estimate and will be confirmed and distributed in Q4.

## 11. Borrowing – quarter three

- 11.1. The Capital Financing Requirement (CFR) is the Council's theoretical need to borrow but the Section 151 Officer can manage the Council's actual borrowing position at any one time by either:

- 1 - Borrowing to the CFR.
- 2 - Choosing to use temporary cash flow funds instead of borrowing (internal borrowing) or
- 3 - Borrowing for future increases in the CFR (borrowing in advance of need).

Over time the Section 151 Officer can manage the Council's actual borrowing position in a combination of the above.

- 11.2. The Council began quarter three in the second of the above scenarios, with actual borrowing below CFR.
- 11.3. This, together with the Council's cash flow, the prevailing Public Works Loans Board (PWLB) interest rates and the future requirements of the capital programme, were taken into account when deciding the amount and timing of any loans. During the quarter no new PWLB loans were taken out, no loans matured, and no debt restructuring was carried out.
- 11.4. The level of PWLB borrowing (excluding debt relating to services transferred from Essex County Council on 1<sup>st</sup> April 1998) remained the same at £347.3m during the quarter. The average rate of borrowing over all the PWLB loans at the end of the quarter was 3.46%. A profile of the PWLB loan repayment dates is shown in Graph 2 of Appendix 2.

- 11.5. The level of PWLB borrowing at £347.3m is in line with the financing requirements of the capital investment programme and the revenue costs of this borrowing are fully accounted for in the revenue budget. The current level of borrowing is also in line with the Council’s prudential indicators and is proportionate, prudent, affordable, and sustainable.
- 11.6. Interest rates from the PWLB fluctuated throughout the quarter in response to economic events: 10-year PWLB rates between 4.77% and 5.47%; 25-year PWLB rates between 5.27% and 5.92% and 50-year PWLB rates between 5.06% and 5.69%. These rates are after the PWLB ‘certainty rate’ discount of 0.20%.
- 11.7. During quarter three no short-term loans were taken out for cash flow purposes. This is shown in Table 4 of Appendix 2.

**12. Borrowing – quarter three cumulative position**

12.1. The Council’s borrowing limits for 2024/25 are shown in the table below:

Table 17: Borrowing limits

	<b>2024/25 Original (£m)</b>
Authorised Limit	395
Operational Boundary	385

- 12.2. The Authorised Limit is the “Affordable Borrowing Limit” required by the Local Government Act 2003. This is the outer boundary of the Council’s borrowing based on a realistic assessment of the risks and allows sufficient headroom to take account of unusual cash movements.
- 12.3. The Operational Boundary is the expected total borrowing position of the Council during the year and reflects decisions on the amount of debt needed for the Capital Investment Programme. Periods where the actual position is either below or over the Boundary are acceptable subject to the Authorised Limit not being breached.

12.4. The Council’s outstanding borrowing as at 31<sup>st</sup> December 2024 was:

Southend-on-Sea City Council	£355.2m
PWLB:           £347.3m	
Invest to save: £7.93m	
ECC transferred debt	£8.38m

12.5. Repayments in the first 9 months of 2024/2025 were:

Southend-on-Sea City Council	£0.10m
PWLB:           £0.0m	
Invest to save: £0.10m	
ECC transferred debt	£0.41m

- 12.6. Outstanding debt relating to services transferred from Essex County Council (ECC) on 1<sup>st</sup> April 1998, remains under the management of ECC. Southend Borough Council reimburses the debt costs incurred by the County. Regarding the repayments the Council repays this debt at 4% per annum on a reducing balance basis and can choose to make voluntary overpayments to repay the debt at a faster rate, if the budget allows. The debt is recognised as a deferred liability on our balance sheet.
- 12.7. The interest payments for PWLB and excluding transferred debt, during the period from April to December 2024 were £8.1m which is the same as the original budget for the same period.
- 12.8. The table below summarises the PWLB borrowing activities over the period from April to December 2024:

Table 18: PWLB borrowing activities

Quarter	Borrowing at beginning of quarter (£m)	New borrowing (£m)	Re-financing (£m)	Borrowing repaid (£m)	Borrowing at end of quarter (£m)
April to June 2024	347.3	0	0	(0)	347.3
July to September 2024	347.3	0	0	(0)	347.3
October to December 2024	347.3	0	0	(0)	347.3
<i>Of which:</i>					
General Fund	273.1	0	0	(0)	273.1
HRA	74.2	0	0	(0)	74.2

All PWLB debt held is repayable on maturity.

### 13. Funding for Invest to Save Schemes (included in Section 12)

- 13.1. Capital projects have been completed on energy efficiency improvements at the new Beecroft Art Gallery, replacement lighting on Southend Pier, lighting replacements at University Square Car Park and LED lighting at the Priory Park workshop which will generate on-going energy savings. These are invest-to-save projects and the predicted revenue streams cover as a minimum the financing costs of the project.
- 13.2. To finance these projects in total the Council took out interest free loans of £0.161m with Salix Finance Ltd which is an independent, not for profit company, funded by the Department for Energy and Climate Change that delivers interest-free capital to the public sector to improve their energy efficiency and reduce their carbon emissions. The loans are for a period of four and five years with equal instalments to be repaid every six months. There are no net revenue budget implications of this funding as there are no interest payments to be made and the revenue savings generated are expected to exceed the amount needed for the repayments. £0.003m of these loans were repaid during the period from April to December 2024. At 31 December 2024 the loans regarding the lighting replacements at University Square Car Park, the replacement lighting on

Southend Pier and the energy efficiency improvements at the Beecroft Art Gallery have been fully repaid. The total loan amounts outstanding for the LED lighting at the Priory Park workshop is £0.001m and this amount is due to be repaid during Q1 of 2025/26.

- 13.3. At the meeting of Cabinet on 23<sup>rd</sup> June 2015 the LED Street Lighting and Illuminated Street Furniture Replacement Project was approved which was to be partly funded by 25 year reducing balance 'invest to save' finance from L1 Renewables Finance Limited. The balance outstanding at the end of quarter three was £7.929m. A repayment of £0.100m was made during the period from April to December 2024.
- 13.4. Funding of these invest to save schemes is shown in Table 5 of Appendix 2.

#### **14. Compliance with Treasury Management Strategy – quarter three**

- 14.1. The Council's investment policy is governed by the CIPFA Code of Practice for Treasury Management in the Public Sector, which has been implemented in the Annual Treasury Management Investment Strategy approved by the Council on 22 February 2024<sup>1</sup>. The investment activity during the quarter conformed to the approved strategy, and the cash flow was successfully managed to maintain liquidity. This is shown in Table 7 of Appendix 2.

#### **15. Reasons for Decisions**

- 15.1. The CIPFA Code of Practice on Treasury Management recommends that Local Authorities should submit reports regularly. The Treasury Management Policy Statement for 2024/25 set out that reports would be submitted to Cabinet quarterly on the activities of the treasury management operation.

#### **16. Other Options**

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

#### **17. Financial Implications**

- 17.1. The financial implications of Treasury Management are dealt with throughout this report.

#### **18. Legal Implications**

- 18.1. This Council has adopted the 'CIPFA Code of Practice for Treasury Management in the Public Sector' and operates its treasury management service in compliance with this code.

<sup>1</sup>[https://democracy.southend.gov.uk/documents/s60792/Appendix%203%20-%20Annual%20Treasury%20Management%20Investment%20Strategy%20-%202024\\_2025.pdf](https://democracy.southend.gov.uk/documents/s60792/Appendix%203%20-%20Annual%20Treasury%20Management%20Investment%20Strategy%20-%202024_2025.pdf)

**19. Carbon Impact**

19.1. None arising from this report.

**20. Equalities**

20.1. None arising from this report.

**21. Consultation**

21.1. The key Treasury Management decisions are taken in consultation with our Treasury Management advisers.

**22. Background Papers**

CIPFA Code of Practice for Treasury Management in the Public Sector.

**23. Appendices**

Appendix 1 – In-House Investment Position as at 31 December 2024

Appendix 2 – Treasury Management Performance for Quarter Three – 2024/25

**Report Authorisation**

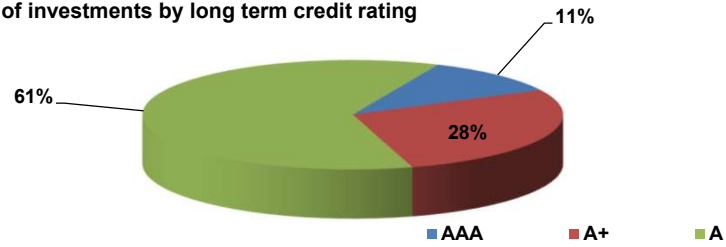
This report has been approved for publication by:

<b>This report has been approved for publication by:</b>		
	<b>Name:</b>	<b>Date:</b>
S151 Officer	Joe Chesterton	03/02/2025
Deputy Monitoring Officer	Jayne Middleton	30/01/2025
Executive Director(s)	Joe Chesterton	03/02/2025
Relevant Cabinet Member(s)	Councillor Collins	03/02/2025

## INVESTMENTS - SECURITY AND LIQUIDITY

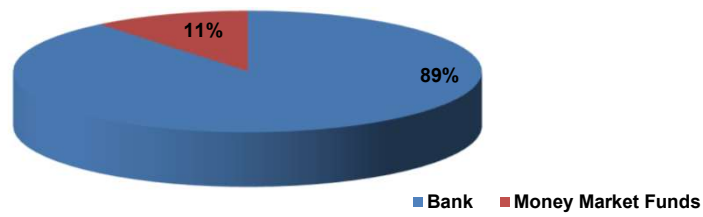
**Pie Chart 1**

**Spread of investments by long term credit rating**



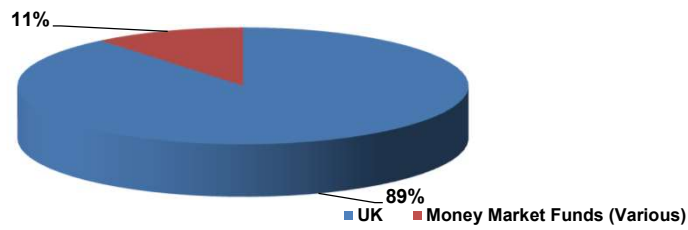
**Pie Chart 2**

**Financial Sector invested in**



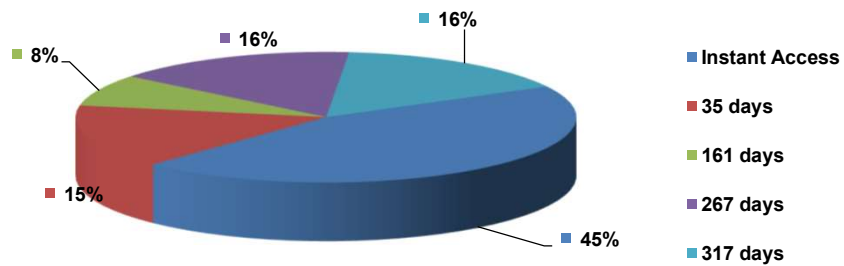
**Pie Chart 3**

**Countries where parent company is registered**



**Pie Chart 4**

**Maturity profile of investments**



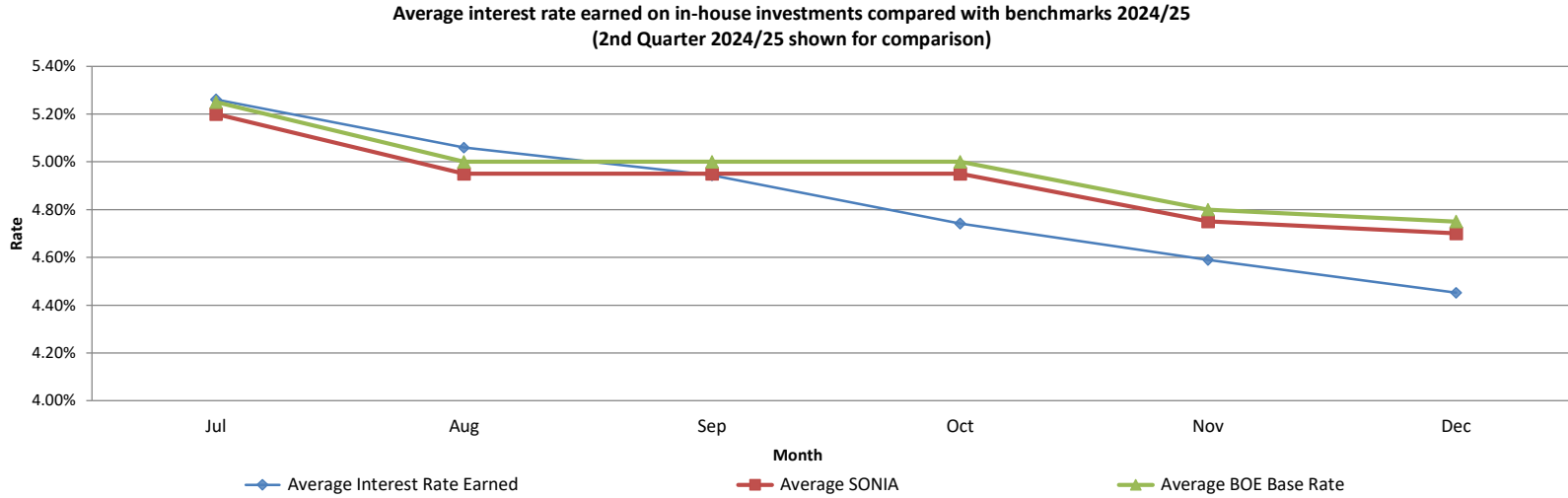
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TREASURY MANAGEMENT PERFORMANCE FOR QUARTER THREE - 2024/25

INVESTMENT

Graph 1 - Investment Return



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Table 1 - Property Funds

Financial Institution	Quarter	Value of fund at the start of the Qtr £	Number of units in the Qtr Units	Increase / (Decrease) in fund value £	Value of fund at end of the Qtr £	Income Distribution for the Qtr £	Combined interest Rate %
Patrizia(Rockspring) Hanover Real Estate Management Limited	3	18,666,906.92	1,327.00	2,662,195.51	21,329,102.42	176,474.76	58.25

\*This income distribution is an estimate and will be confirmed and distributed in quarter 4.

Financial Institution	Quarter	Value of fund at the start of the Qtr £	Value of funds transferred to Triton £	Value of fund at end of the Qtr £	Income Distribution for the Qtr £	Combined interest Rate %
Lothbury Investment Management - Property Fund	3	4,078,626.03	(740,576.85)	3,338,049.18	35,683.51	3.88

\*This income distribution is an estimate and will be confirmed and distributed in quarter 4.

## TREASURY MANAGEMENT PERFORMANCE FOR QUARTER THREE - 2024/25

Financial Institution	Quarter	Value of fund at the start of the Qtr	Number of units at beginning of period	Number of units purchased	Number of units at end of period	Value of new units purchased	Change in unit value during period	Value of fund at end of period
		£	Units	Units	Units	£	£	£
USB Triton Property Unit Trust	3	5,903,609.96	3,589.72	453.45	4,043.17	740,576.85	52,668.34	6,696,855.15

\*This income distribution is an estimate and will be confirmed and distributed in quarter 4.

Table 2 - Short Dated Bond Funds

Financial Institution	Quarter	Value of fund at the start of the Qtr	Number of units in the Qtr	Increase / (Decrease) in fund value	Fund Value at end of the Qtr	Income Distribution for the Qtr	Combined Interest Rate
		£	Units	£	£	£	%
Royal London	3	7,268,364.41	7,751,268.43	(38,756.34)	7,229,608.07	90,100.74	2.81
AXA	3	7,562,421.40	7,406,876.99	(29,627.51)	7,532,793.90	80,165.85	2.67

\*The income distribution for Axa is an estimate and will be confirmed and distributed in quarter 4.

Table 3 - Enhanced Cash Fund

Financial Institution	Quarter	Value of fund at the start of the Qtr	Number of units in the Qtr	Increase / (Decrease) in fund value	Fund Value at end of the Qtr	Income Distribution for the Qtr	Combined Interest Rate
		£	Units	£	£	£	%
Payden & Rygel	3	5,054,987.44	501,591.35	(6,921.96)	5,048,065.48	54,723.60	3.75

TREASURY MANAGEMENT PERFORMANCE FOR QUARTER THREE - 2024/25

BORROWING

Table 4 - Short Term Borrowing

	Counterparty	Rate %	Amount £	From	To
In place during this Quarter	None				
Taken Out This Quarter	None				

Table 5 - Invest to Save Funding

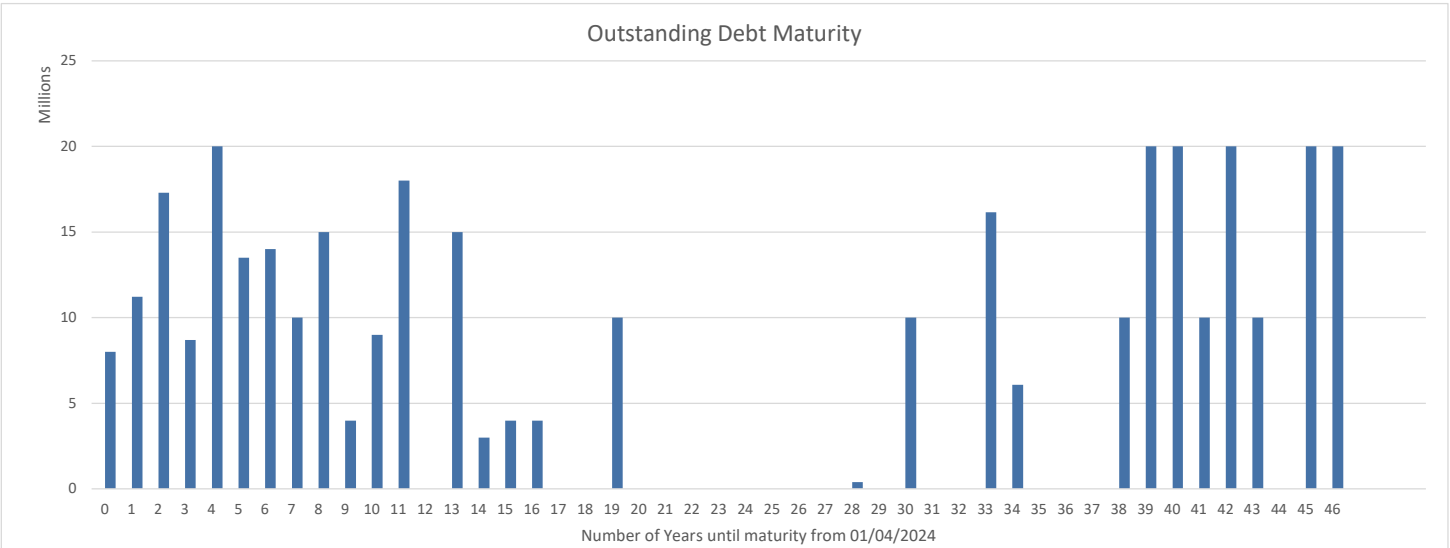
Financial Institution	Date	Period of loan	Final Repayment date	Amount borrowed £	Amount Repaid to Date £	Closing Balance Qtr 3 £	Rate of interest %
Salix Finance Ltd Energy Efficiency Programme	02/07/2020	5 Years	01/06/2025	6,171	(5,553.81)	617.09	0

L1 Renewables Finance Ltd

- 25 year reducing balance finance
- balance of £7.9m outstanding at the end of quarter 3
- there was no repayment in quarter 3

Table 6 - PWLB Borrowing

GRAPH 2 - Long Term Borrowing - PWLB



TREASURY MANAGEMENT PERFORMANCE FOR QUARTER THREE - 2024/25

**PWLB- New this quarter**

None

**PWLB - Repaid this quarter**

None

**PWLB Rates**

	Lowest	Highest
Range of 10 years PWLB new loan rates this quarter (inc certainty rate)	4.77	5.47
Range of 25 years PWLB new loan rates this quarter (inc certainty rate)	5.27	5.92
Range of 50 years PWLB new loan rates this quarter (inc certainty rate)	5.06	5.69

**TABLE 7 - Compliance with Treasury Management Strategy**

All transactions properly authorised	✓
All transactions in accordance with approved policy	✓
All transactions with approved counterparties	✓
Cash flow successfully managed to maintain liquidity	✓
Any recommended changes to procedures	None required

# Public Document Pack

## SOUTHEND-ON-SEA CITY COUNCIL

### Meeting of South Essex Councils Joint Committee

**Date: Tuesday, 3rd December, 2024**

**Place: Brentwood Town Hall, Ingrave Rd, Brentwood, CM15 8AY**

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**Present:** Councillors Aspinall, Newport, Callaghan, McKinlay, Kent, D Blackwell and D Cowan

**In Attendance:** C Ansell, A Hutchings, J Stephenson, R Harris and E Helm

**Start/End Time:** 10.00 am - 10.30 am

#### **1 Apologies for Absence**

There were no apologies for absence.

#### **2 Declarations of Interest**

No declarations of interest were made at the meeting.

#### **3 Appointment of Chair and Vice-Chair**

Resolved:

1. That Councillor Callaghan be appointed Chair for 2024/25.
2. That Councillor Newport be appointed Vice-Chair for 2024/25.

#### **4 Resourcing South Essex Councils (SEC)**

The Joint Committee considered a report setting out a proposal for the provision of dedicated resource for the Joint Committee and also presented the work undertaken by Inner Circle and Metro Dynamics.

On consideration of the matter the Joint Committee noted that the government would shortly publish its White Paper on devolution which may have implications for the resourcing of the SEC.

Resolved:

1. That, in principle, the proposed approach for the next phase of SECs development, be endorsed, subject to further consideration of the implications of the Governments Devolution White Paper and that following consideration of the white paper the decision to approve the approach set out in the report be delegated to the Chair/Vice-Chair in consultation with other Leaders.

2. That the following matters be deferred:

(a) Note the findings of the South Essex Growth Action Plan and its benefits in guiding and informing the Joint Committee's future activity.

(b) Approve the recruitment to a Programme Director to provide dedicated resource and support for the SEC Joint Committee in accordance with the principles and approach set out in the report.

(c) Recruit an interim resource to provide immediate capacity whilst recruitment of a new Programme Director takes place.

## **5 South Essex Councils Finance Report**

The Joint Committee considered the finance report summarising the latest forecast financial position for the various programmes within the SEC.

Resolved:

That the finance report be noted.

## **6 Date and time of future meetings**

A meeting of the Joint Committee would be arranged for early January 2025.

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