

**CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS**  
**2019/20 to 2023/24**

**SUMMARY OF NEW SCHEMES/ADDITIONS SET OUT IN SECTION 1 (Pages 4 to 15)**

Investment Area/Theme	Code	Scheme Description	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	Total Budget (all years) £000
Southend Pier	New	Southend Pier - Replacement of Pier Trains	250	3,000				3,250
<b>Total Pride and Joy</b>			<b>250</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,250</b>
Social Care	C10960	Children's Residential Care Home	300					300
Works to Property	New	Crematorium Drives and Car Park Resurfacing	10	60				70
Works to Property	New	Crematorium - Urgent Structural Repairs to Chimney	500					500
Community Safety	C10894	CCTV Upgrade	1,040	1,000				2,040
Culture and Tourism	New	Cliffs Pavilion - Power Supply Equipment	30	140				170
Culture and Tourism	New	Palace Theatre - Power Supply Equipment	30	140				170
Schools	New	Chalkwell Hall Infants Energy Project	300					300
Works to Property	C10980	Civic Centre Boilers	300	1,000				1,300
Works to Property	New	Public Toilet Provision	40	660				700
<b>Total Safe and Well</b>			<b>2,550</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,550</b>
Works to Property	New	Civic Campus - Efficient Use of Space	200	150	150			500
ICT	C11002	ICT - Extending WiFi in Council Premises	70					70
Highways & Infrastructure	C10786	Highways Planned Maintenance Investment	1,000	1,000	1,000			3,000
Highways & Infrastructure	New	Car Park Improvements	100	100	100	100	100	500
Highways & Infrastructure	C10058	Southend on Sea Traffic Model	525	325	95	95	95	1,135
Highways & Infrastructure	New	Traffic Signs Upgrade	100	100	100	100	100	500
<b>Total Connected and Smart</b>			<b>1,995</b>	<b>1,675</b>	<b>1,445</b>	<b>295</b>	<b>295</b>	<b>5,705</b>
<b>TOTAL GENERAL FUND</b>			<b>4,795</b>	<b>7,675</b>	<b>1,445</b>	<b>295</b>	<b>295</b>	<b>14,505</b>
Housing and New Build Programme	Various	HRA Future Investment Programme	640	480	6,600	6,560	6,560	20,840
<b>Total Safe and Well</b>			<b>640</b>	<b>480</b>	<b>6,600</b>	<b>6,560</b>	<b>6,560</b>	<b>20,840</b>
<b>TOTAL HOUSING REVENUE ACCOUNT</b>			<b>640</b>	<b>480</b>	<b>6,600</b>	<b>6,560</b>	<b>6,560</b>	<b>20,840</b>
<b>New schemes/additions:</b>			<b>5,435</b>	<b>8,155</b>	<b>8,045</b>	<b>6,855</b>	<b>6,855</b>	<b>35,345</b>

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**SUMMARY OF SCHEMES SUBJECT TO EXTERNAL FUNDING APPROVAL SET OUT IN SECTION 2 (Pages 16 and 17)**

Schemes Subject to External Funding Approval:			2019/20	2020/21	2021/22	2022/23	2023/24	Total Budget (all years)
Investment Area	Code	Scheme Description	Budget	Budget	Budget	Budget	Budget	
			£000	£000	£000	£000	£000	£000
Highways & Infrastructure	C10553	A127 Bell Junction Improvements		2,150				2,150
Culture and Tourism	New	Cart and Wagon Shed	200	650				850
<b>Total Local Growth Fund</b>			<b>200</b>	<b>2,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,000</b>

**SUMMARY OF SCHEMES SUBJECT TO VIABLE BUSINESS CASE APPROVAL SET OUT IN SECTION 3 (Pages 18 to 20)**

Schemes Subject to Viable Business Case Approval:			2019/20	2020/21	2021/22	2022/23	2023/24	Total Budget (all years)
Investment Area	Code	Scheme Description	Budget	Budget	Budget	Budget	Budget	
			£000	£000	£000	£000	£000	£000
ICT	C10904	ICT - Southend Operation Centre	1,000	1,000				2,000
Culture and Tourism	C10876	Cliffs Pavilion - External Refurbishment Works	100	900				1,000
Southend Pier	New	Southend Pier - Pavilion Platform Technical Design (Gateway Review Two) and Construction	500	7,000	3,000			10,500
<b>Schemes Subject to Viable Business Case Approval</b>			<b>1,600</b>	<b>8,900</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>13,500</b>
Works to Property	C10749	Commercial Property Investment						20,000
<b>Total Schemes Subject to Viable Business Case Approval:</b>								<b>33,500</b>

**CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS**  
**2019/20 to 2023/24**

**SUMMARY BY INVESTMENT AREA**

<b>Area of investment</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>	<b>Total £000</b>
Council Housing and New Build Programme	640	480	6,600	6,560	6,560	20,840
Social Care	300	-	-	-	-	300
Schools	300	-	-	-	-	300
Southend Pier	250	3,000	-	-	-	3,250
Culture and Tourism	60	280	-	-	-	340
Community Safety	1,040	1,000	-	-	-	2,040
Highways and Infrastructure	1,725	1,525	1,295	295	295	5,135
Works to Property	1,050	1,870	150	-	-	3,070
ICT	70	-	-	-	-	70
<b>Total</b>	<b>5,435</b>	<b>8,155</b>	<b>8,045</b>	<b>6,855</b>	<b>6,855</b>	<b>35,345</b>

**CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS**  
**2019/20 to 2023/24**

**1. PROPOSED INVESTMENT SCHEMES BY THEME**

**THEME 1: PRIDE AND JOY**

**C1 Southend Pier – Replacement of Pier Trains - £3,250,000**

**19/20 - £250,000**

**20/21 - £3,000,000**

The Pier Trains were introduced in 1986 with a 20 year lifespan. Replacement parts have now become impossible to source and a replacement system is required. The improvement to the system with replacement trains will enhance the visitor offer and will support growth in overall visitor numbers and satisfaction levels.

The trains form part of the evacuation procedure for the pier and are important in providing access to facilities for people with disabilities. The full process from procurement to delivery of trains will take around 19 months with the construction and implementation phase in place during financial year 2020/21.

*Southend 2050:*

*Outcome - the variety and quality of our outstanding cultural and leisure offer has increased and we have become the first choice English coastal destination for visitors;*

*Roadmap – 2021 - potentially links to the Pier Pavilion as it will be a key means of accessing the facility;*

*Justification - without the train system as part of the evacuation plan there is a possibility that the Pier would have to close. Electric golf carts have previously been used but have been found to damage the boarding on the pier.*

*Funding:*

*Capital – corporate borrowing;*

*Revenue – none.*

**Sub-Total – Pride and Joy:**

**£3,250,000**

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**THEME 2: SAFE AND WELL**

**C2 Children's Residential Care Home - £300,000**

**19/20 - £300,000**

This scheme is to purchase a property to increase the level of Residential Care provision in Southend. This will reduce the number of high cost out of borough placements and offer the option of respite/interim care provision to reduce the need for long term placements.

This is in addition to the £400,000 already in the approved capital programme in 2019/20 funded from corporate borrowing.

*Southend 2050:*

*Outcome - we are all effective at protecting and improving the quality of life for the most vulnerable in our community;*

*Roadmap - 2020 – reviewing and delivering a more integrated children's pathway across health and social care to include community paediatrics service;*

*Justification - if deferred it puts at risk one of the Roadmap projects.*

*Funding:*

*Capital – corporate borrowing;*

*Revenue – placement savings from a combination of children's residential care, part time placements and respite placements were included in the original bid.*

**C3 HRA Future Investment Programme – £20,840,000**

**19/20 - £640,000**

**20/21 - £480,000**

**21/22 - £6,600,000**

**22/23 - £6,560,000**

**23/24 - £6,560,000**

The investment relates to

- the continuance of completing the Decent Homes programme to bring the housing stock to decency levels;
- common area improvements;
- environmental health & safety works;
- disabled adaptations works;

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*Southend 2050:*

*Outcome – we are well on our way to ensuring that everyone has a home that meets their needs;*

*Roadmap – no specific link;*

*Justification – to continue to keep the Council’s housing stock in a decent and safe condition.*

*Funding:*

*Capital – wholly funded through the HRA, from the Major Repairs Reserve;*

*Revenue – none.*

**C4 Crematorium Drives and Car Park Resurfacing - £70,000**

**19/20 - £10,000**

**20/21 - £60,000**

This scheme is to resurface the crematorium drives and car park which are breaking up, to avoid further damage and more costly infrastructure repairs.

*Southend 2050:*

*Outcome - no specific link;*

*Roadmap - no specific link;*

*Justification – there are no contractual commitments but delay will lead to further deterioration and higher costs of repair.*

*Funding:*

*Capital – corporate borrowing;*

*Revenue – avoiding more costly infrastructure works if the drives and car park deteriorate further.*

**C5 Crematorium – Urgent Structural Repairs to Chimney - £500,000**

**19/20 - £500,000**

This scheme is to stabilise and repair the crematorium chimney stack. Following a survey and report from property services, the chimney stack has been found to be unstable and needs urgent repairs. Additional supports have temporarily been put in place. The scheme cost allows for a temporary flue for the cremators, the scaffolding and access requirements to the tower and for the cost of stonemasons.

*Southend 2050:*

*Outcome - no specific link;*

*Roadmap - no specific link;*

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*Justification – works must be completed to address structural weaknesses, should parts of the chimney collapse, the crematorium would be unable to operate and there would be no cremation service in Southend.*

*Funding:*

*Capital – corporate borrowing;*

*Revenue – avoiding the costs of temporary closure.*

*Funding:*

*Capital – corporate borrowing;*

*Revenue – none.*

**C6 CCTV Upgrade - £2,040,000**

**19/20 - £1,040,000**

**20/21 - £1,000,000**

This scheme is for Phase 2 of the upgrade from analogue to digital for existing CCTV cameras and installation of a number of new cameras in priority locations following consultation. £40,000 of this scheme is for a facial recognition pilot in conjunction with the Business Improvement District and the Police. 75% of the scheme cost is for the equipment with the rest to cover integration with the control centre, project management and testing.

This is in addition to the £400,000 currently in the approved capital programme profiled across the years 2018/19 and 2019/20 financed by corporate borrowing.

*Southend 2050:*

*Outcome – people in all parts of the borough feel safe and secure at all times;*

*Roadmap – 2019 – A Town Centre that feels safe with an active approach to the street community;*

*Justification – the town centre and safety is a significant priority.*

*Funding:*

*Capital – corporate borrowing;*

*Revenue – £37,000 p.a. for increased camera support and maintenance costs.*

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**2019/20 to 2023/24**

**C7 Cliffs Pavilion – Power Supply Equipment - £170,000**

**19/20 - £30,000**

**20/21 - £140,000**

This scheme is to replace the main incoming power supply which is the original switch gear (the combination of electrical disconnect switches, fuses or circuit breakers used to control, protect and isolate electrical equipment). In the long term this will fail if not replaced. If the electricity supply fails causing the theatre to close the Council will be liable to a claim from HQ theatres for loss of income. The works are anticipated to take three months and if the theatre is unable to close for that period then the power will need to be run from generators with an extra cost of £280,000.

The theatre is scheduled to close for three months in summer 2020 to allow works to take place.

*Southend 2050:*

*Outcome - people in all parts of the borough feel safe and secure at all times;*

*Roadmap – 2021 – Cliffs Pavilion upgraded;*

*Justification – to progress a Roadmap project – works need to be scheduled in a period where the building can close to avoid a £280,000 additional cost for generators.*

*Funding:*

*Capital – corporate borrowing;*

*Revenue – loss of theatres revenues if theatre closes.*

**C8 Palace Theatre – Power Supply Equipment - £170,000**

**19/20 - £30,000**

**20/21 - £140,000**

This scheme is to replace the main incoming power supply which is the original switch gear (the combination of electrical disconnect switches, fuses or circuit breakers used to control, protect and isolate electrical equipment). In the long term this will fail if not replaced. If the electricity supply fails causing the theatre to close the Council will be liable to a claim from HQ theatres for loss of income. The works are anticipated to take three months and if the theatre is unable to close for that period of dark then the power will need to be run from generators with an extra cost of £280,000.

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Most of the Palace Theatre is a trust asset owned by The Palace Theatre Charity, with the exception of the extension which includes the entrance area and the Dixon Studio.

*Southend 2050:*

*Outcome - people in all parts of the borough feel safe and secure at all times;*

*Roadmap – no specific link;*

*Justification – possible electrical failure - works need to be scheduled in a period where the building can close to avoid a £280,000 additional cost for generators.*

*Funding:*

*Capital – corporate borrowing;*

*Revenue – loss of theatres revenues if theatre closes.*

**C9 Chalkwell Hall Infants Energy Project - £300,000**

**19/20 - £300,000**

This scheme is to replace three demountable classrooms which are 39 years old, with new modern buildings to house four classrooms, together with new LED lighting, solar PV, boiler room insulation and in-classroom heating controls. The existing classrooms are so poor in their heating and insulation that children are being taught in coats during the winter. There is not enough available in the education budget to replace these classrooms whilst a lesser project to insulate them leaves us with old insulated wooden boxes that would still need replacing.

The total scheme cost would be £485,000, with £100,000 of this from the school's capital programme and £85,000 financed by a Salix interest free loan taken out by the school.

*Southend 2050:*

*Outcome – we act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, streets, transport and recycling;*

*Roadmap – 2021 – All schools will be good or outstanding;*

*Justification – without funding the replacement of the classrooms will not proceed with a consequent impact on the school children.*

*Funding:*

*Capital – £110,000 of Government grant relating to schools, £190,000 of corporate borrowing with the revenues generated covering the financing costs;*

*Revenue – the shared benefits to cover the financing costs.*

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**2019/20 to 2023/24**

**C10 Civic Centre Boilers - £1,300,000**

**19/20 - £300,000**

**20/21 - £1,000,000**

This scheme is for the replacement of life expired plant and to ensure the continued provision of heating and hot water to both the Civic Centre and the Court House. Works would include new boilers, replacement flues, hot water systems, heating circulation pumps, cold water booster system, building management system and the pipework.

*Southend 2050:*

*Outcome – we act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, streets, transport and recycling;*

*Roadmap – no specific link;*

*Justification – the boilers are in need of urgent replacement and a temporary solution has already been introduced. The temporary solution has a limited life expectancy and if works aren't carried out there is a significant risk that there will be no heating in the winter of 2021.*

*Funding:*

*Capital – discussions would need to take place with the Court House regarding a contribution to the works, with the rest from corporate borrowing;*

*Revenue – £5,000 savings in gas costs through greater efficiency.*

**C11 Public Toilet Provision - £700,000**

**19/20 - £40,000**

**20/21 - £660,000**

This scheme is to investigate and review the public toilet provision and location and implement the construction of a new toilet facility to meet the requirement identified. This may be in the form of one large block or multiple small blocks. The main focus will be the seafront facing wards that contain the main facilities. For instance, following the successful pilot during Summer 2018 a proposal for permanent improvements to the City Beach toilet provision has been identified.

*Southend 2050:*

*Outcome – no specific link;*

*Roadmap – no specific link;*

*Justification – the profile of this proposal allows for the purchase of 'portaloos' which can be deployed along the seafront during 2019/20. It*

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*would also allow for the completion of design work for the new facilities which could be implemented from 2020/21.*

*Funding:*

*Capital – corporate borrowing;*

*Revenue – cleaning and maintenance costs anticipated to be covered by the existing revenue budgets.*

**Sub-Total – Safe and Well:**

**£26,390,000**

**CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS**  
**2019/20 to 2023/24**

**THEME 5: CONNECTED AND SMART**

**C12 Civic Campus – Efficient Use of Space - £500,000**

**19/20 - £200,000**

**20/21 - £150,000**

**21/22 - £150,000**

This scheme is to fund feasibility studies, plans, furniture and physical changes at the Civic Campus to enable improved agile working and space efficiency, potentially releasing additional space to let to partners.

*Southend 2050:*

*Outcome – no specific link;*

*Roadmap – 2020 – Agile working culture being embedded in Council;*

*Justification – if deferred it puts at risk one of the Roadmap projects.*

*Funding:*

*Capital – corporate borrowing;*

*Revenue – at this stage it is not possible to quantify the reduced costs or savings which will arise from the delivery of enhanced space and digital enablement. The potential rental income from partner organisations is also unquantifiable at this pre-planning stage.*

**C13 ICT – Extending WiFi in Council Premises - £70,000**

**19/20 - £70,000**

This scheme is to provide WiFi services in Council owned sites in order to enable flexible working for staff and internet access for visitors/guests. There is demand for improved use of Council premises and extended use of mobile equipment.

This scheme will incur £10,000 p.a. of extra software licencing costs from 2020/21 which would need accommodated within the ICT – Software Licencing scheme.

*Southend 2050:*

*Outcome – Southend is a leading digital city with world class infrastructure;*

*Roadmap – 2020 – Agile working culture being embedded in Council;*

*Justification – if deferred it puts at risk one of the Roadmap projects.*

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**2019/20 to 2023/24**

*Funding:*

*Capital – £20,000 contribution from the University of Essex and £10,000 contribution from the South Essex College in relation to the Forum, with the rest from corporate borrowing;*

*Revenue – none*

**C14 Highways Planned Maintenance Investment - £3,000,000**

**19/20 - £1,000,000**

**20/21 - £1,000,000**

**21/22 - £1,000,000**

This scheme is for additional investment in the highway network including the classified and unclassified carriageway network as well as the entire footway network. It will focus on changing the status of the highway condition from critical to good.

This scheme is in addition to the £1,000,000 p.a. budget for Carriageways and Footways Improvements already in the approved capital programme until 2019/20, funded by corporate borrowing. This scheme is also in addition to the £2,373,000 budget already in the approved capital programme profiled across the years 2018/19 to 2020/21, funded by Local Transport Plan (LTP) grant monies.

*Southend 2050:*

*Outcome – It is easier for residents, visitors and people who work here to get around the borough;*

*Roadmap – no specific link;*

*Justification – to focus on changing the status of the highway condition from critical to good.*

*Funding:*

*Capital – corporate borrowing;*

*Revenue – none.*

**C15 Car Park Improvements - £500,000**

**19/20 - £100,000**

**20/21 - £100,000**

**21/22 - £100,000**

**22/23 - £100,000**

**23/24 - £100,000**

**CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS**  
**2019/20 to 2023/24**

This scheme is for improvements and major works to car parks such as resurfacing, signage, pay and display machines. All of the Borough's pay to park areas have been awarded ParkMark, a national scheme designed to inform motorists that a car park is safe, secure and well managed. Some areas require resurfacing, replacement of signage and fencing replacement to contribute to a good appearance and to indicate that the car parks are well managed.

The car parks scheduled for 2019/20 are: Tylers Avenue, Clarence Road, Warrior Square and Fairheads Green.

*Southend 2050:*

*Outcome – people have a wide choice of transport options;*

*Roadmap – no specific link;*

*Justification – if deferred there is increased risk of injury, risk of reduced revenues and the safer car parks accreditation may be affected.*

*Funding:*

*Capital – corporate borrowing;*

*Revenue – to maintain car parking income and prevent future increases in maintenance costs.*

**C16 Southend-on-Sea Traffic Model - £1,135,000**

**19/20 - £525,000**

**20/21 - £325,000**

**21/22 - £95,000**

**22/23 - £95,000**

**23/24 - £95,000**

This scheme is for the extension and update to the Council's traffic modelling system to ensure compliance with the Department for Transport's (DfT) appraisal guidance and toolkit. This proposal includes Rochford District Council although discussions are ongoing with them regarding their involvement and funding of this project.

*Southend 2050:*

*Outcome – it is easier for residents, visitors and people who work here to get around the borough;*

*Roadmap – no specific link;*

*Justification – if the model is not compliant it could not be used for DfT/LTP funding bids and the Council will lose its opportunities for receiving funding.*

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**2019/20 to 2023/24**

*Funding:*

*Capital – anticipated external contributions from Rochford District Council of £360,000 if the scheme includes their area, with the rest funded by corporate borrowing;*

*Revenue – none.*

**C17 Traffic Signs Upgrade - £500,000**

**19/20 - £100,000**

**20/21 - £100,000**

**21/22 - £100,000**

**22/23 - £100,000**

**23/24 - £100,000**

This scheme is upgrade the Council's traffic signs in accordance with regulation and to evaluate the impact of the parking and access strategy on the rest of the Borough including where traffic signing needs to be upgraded.

*Southend 2050:*

*Outcome – it is easier for residents, visitors and people who work here to get around the borough;*

*Roadmap – no specific link;*

*Justification – to reduce the Council's liability in the event of any accidents involving a sign requiring replacement.*

*Funding:*

*Capital – corporate borrowing;*

*Revenue – none.*

**Sub-Total – Connected and Smart: £5,705,000**

**All proposed schemes by year:**

<b>2019/20</b>	<b>£5,435,000</b>
<b>2020/21</b>	<b>£8,155,000</b>
<b>2021/22</b>	<b>£8,045,000</b>
<b>2022/23</b>	<b>£6,855,000</b>
<b>2023/24</b>	<b>£6,855,000</b>
<b><u>TOTAL CAPITAL SCHEMES – ALL YEARS</u></b>	<b><u>£35,345,000</u></b>
<b><u>TOTAL CAPITAL SCHEMES – ALL YEARS – GENERAL FUND</u></b>	<b><u>£14,505,000</u></b>
<b><u>TOTAL CAPITAL SCHEMES – ALL YEARS – HRA</u></b>	<b><u>£20,840,000</u></b>

**CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS**  
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**2. SCHEMES SUBJECT TO EXTERNAL FUNDING APPROVAL**

**C18 A127 Bell Junction Improvements - £2,150,000**

**20/21 - £2,150,000**

This scheme is for improvements at the A127 Bell Junction including an additional left turn lane and the extension of the right turn lane on the eastbound carriageway, the provision of new pedestrian crossings.

The total for this Growth Corridor scheme is £7,170,000 with £4,300,000 to be funded by existing Local Growth Fund (LGF) monies and £720,000 already funded by borrowing.

*Southend 2050:*

*Outcome – it is easier for residents, visitors and people who work here to get around the borough;*

*Roadmap – 2021 - A127 Bell Junction improvement completed;*

*Justification – if deferred it puts at risk one of the Roadmap projects.*

*Funding:*

*Capital – LGF monies if the SELEP bid is successful, if not this will need to be financed by corporate borrowing;*

*Revenue – none.*

**C19 Cart and Wagon Shed - £850,000**

**19/20 - £200,000**

**20/21 - £650,000**

This scheme is to fit out the space of this building at Shoebury for the coastal community team to use as part of their community interest company. The building is just a shell at present but is starting to deteriorate.

*Southend 2050:*

*Outcome – a range of initiatives help communities come together to enhance their neighbourhood and environment;*

*Roadmap – links to the tourism strategy, Destination Southend ;*

*Justification – avoiding more costly infrastructure works if the building deteriorates further.*

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*Funding:*

*Capital – LGF monies if the SELEP bid is successful, if not this will need to be financed by corporate borrowing;*

*Revenue – repairs and maintenance costs of the newly fitted building are anticipated to be no more than the current costs for the deteriorating building.*

**Sub-Total Schemes Subject to External Funding approval**      **£3,000,000**

**CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS**  
**2019/20 to 2023/24**

**3. SCHEMES SUBJECT TO VIABLE BUSINESS CASES:**

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

**C20 Commercial Property Investment - £20,000,000**

The Commercial Property Investment Strategy was approved as part of the Corporate Asset Management Strategy 2015-2025 at Cabinet on 22 September 2015. In accordance with that, this scheme is to continue to grow an investment portfolio to enable the Council to secure and maintain long-term growing income streams and capital appreciation. The portfolio will require active management in terms of acquisition, management and disposal decisions. Decisions will need to be made commercially and often quickly and efficiently.

This is a budget provision and the profile across years and whether it will be spent in full will depend on the number and size of appropriate and cost effective opportunities that arise.

*Southend 2050:*

*Outcome – no specific link;*

*Roadmap – 2021 – Council moving towards financial independence;*

*Justification – to continue to grow an investment portfolio to secure and maintain long-term growing income streams and capital appreciation.*

*Funding:*

*Capital - corporate borrowing;*

*Revenue – the rental incomes from the commercial investment to at least cover the financing costs.*

**C21 ICT – Southend Operation Centre - £2,000,000**

**19/20 - £1,000,000**

**20/21 - £1,000,000**

This scheme comprises two phases, each distinct but to be delivered simultaneously. Phase 1 (£1,560,000) refers to the construction of an Operation Centre which can discharge 24/7 control of core council services including CCTV, Parking and Transport, Careline/Telehealth and Environmental Monitoring. This includes £320,000 for the re-provision of the museum store. As yet no alternative for the store has been identified – the service may want to rationalise other stores while they are doing this.

**CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS**  
**2019/20 to 2023/24**

Phase 2 (£440,000) refers to the ability to improve the use of data for both day to day operational and longer term strategic planning purposes.

This scheme is in addition to the £478,000 budget already in the approved capital programme profiled across the years 2018/19 and 2019/20, funded from corporate borrowing.

This scheme will incur £325,000 p.a. of extra software licencing costs from 2020/21, this would need to be considered as part of the viable business case and if agreed this amount would need to be included in the ICT – Software Licencing scheme.

*Southend 2050:*

*Outcome – Southend is a leading digital city with world class infrastructure;*

*Roadmap – 2020 – Data Warehouse using Real Time information;*

*Justification – if deferred beyond 2020/21 it puts at risk one of the Roadmap projects.*

*Funding:*

*Capital – corporate borrowing;*

*Revenue – £198,000 p.a. income from 2021/22 generated by selling services to other organisations. £5,000 p.a. running costs for the new museum store;*

**C22 Cliffs Pavilion – External Refurbishment Works - £1,000,000**

**19/20 - £100,000**

**20/21 - £900,000**

This scheme is to address all of the external areas to rejuvenate the building and present this as an upmarket offer for the Borough. A three month closure (during summer 2020) has been agreed with HQ theatres to allow the work to take place. As a consequence works cannot be slipped.

This scheme is in addition to the £306,000 budget already in the approved capital programme, funded from corporate borrowing.

*Southend 2050:*

*Outcome - the variety and quality of our outstanding cultural and leisure offer has increased and we have become the first choice English coastal destination for visitors;*

*Roadmap - 2021 – Cliffs Pavilion upgraded;*

*Justification - if deferred it puts at risk one of the Roadmap projects.*

**CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS**  
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*Funding:**Capital – corporate borrowing;**Revenue – by completing refurbishment works this will save further repair costs in the future.***C23 Southend Pier – Pavilion Platform Technical Design (Gateway Review Two) and Construction - £10,500,000****19/20 - £500,000****20/21 - £7,000,000****21/22 - £3,000,000**

This scheme is to progress a preferred option for developing the Pavilion Deck of the Pier including development of a full technical design for construction tendering and a construction budget allocation (subject to Gateway Review Two sign off).

The only option to defer would require the opening date on the 2050 roadmap to change.

*Southend 2050:**Outcome - the variety and quality of our outstanding cultural and leisure offer has increased and we have become the first choice English coastal destination for visitors;**Roadmap - 2021 – Pier Pavilion opens;**Justification - if deferred it puts at risk one of the Roadmap projects.**Funding:**Capital – corporate borrowing;**Revenue – none.***Sub-Total Schemes Subject to Viable Business Cases****£33,500,000**

**CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS**  
**2019/20 to 2023/24**

The annual profile of this total investment would be as follows;

Year	Pride and Joy £000	Safe and Well £000	Connected and Smart £000	Total £000	Scheme Subject to External Funding Approval £000	Scheme Subject to Viable Business Cases £000
2019/20	250	3,190	1,995	5,435	200	1,600
2020/21	3,000	3,480	1,675	8,155	2,800	8,900
2021/22	-	6,600	1,445	8,045	-	3,000
2022/23	-	6,560	295	6,855	-	-
2023/24	-	6,560	295	6,855	-	-
Commercial Property Investment						20,000
<b>TOTAL</b>	<b>3,250</b>	<b>26,390</b>	<b>5,705</b>	<b>35,345</b>	<b>3,000</b>	<b>33,500</b>

The annual funding for this total investment would be as follows;

Year	General Fund Borrowing £000	General Fund Borrowing where financing costs to be met from savings/income generation £000	General Fund External Funding £000	General Fund Existing Funding <sup>(1)</sup> £000	Housing Revenue Account Self- Funded £000	Total £000	Scheme Subject to External Funding Approval £000	Scheme Subject to Viable Business Cases £000
2019/20	4,265	190	340	-	640	5,435	200	1,600
2020/21	7,575	-	100	-	480	8,155	2,800	8,900
2021/22	1,425	-	20	-	6,600	8,045	-	3,000
2022/23	275	-	20	-	6,560	6,855	-	-
2023/24	275	-	20	-	6,560	6,855	-	-
Commercial Property Investment								20,000
<b>TOTAL</b>	<b>13,815</b>	<b>190</b>	<b>500</b>	<b>-</b>	<b>20,840</b>	<b>35,345</b>	<b>3,000</b>	<b>33,500</b>

Note 1- Capital receipts or revenue contributions to capital including from earmarked reserves

**CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS**  
**2019/20 to 2023/24**

The funding by total cost of scheme would be as follows;

No.	Scheme name	Capital						Revenue per annum			
		General Fund Borrowing £000	General Fund Borrowing where financing costs to be met from savings/income generation £000	General Fund External Funding £000	General Fund Existing Funding <sup>(1)</sup> £000	Housing Revenue Account Self-Funded £000	Total £000	Corporate Financing Costs £000	Additional Budget for Service Costs £000	Service Savings / Income Generation £000	Total £000
C1	Southend Pier - Replacement of Pier Trains	3,250	0	0	0	0	3,250	228	0	0	228
	<b>Pride and Joy Total</b>	<b>3,250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,250</b>	<b>228</b>	<b>0</b>	<b>0</b>	<b>228</b>
C2	Children's Residential Care Home	300	0	0	0	0	300	21	0	0	21
C3	HRA Future Investment Programme	0	0	0	0	20,840	20,840	0	0	0	0
C4	Crematorium Drives and Car Park Resurfacing	70	0	0	0	0	70	5	0	0	5
C5	Crematorium - Urgent Repairs to Chimney	500	0	0	0	0	500	35	0	0	35
C6	CCTV Upgrade	2,040	0	0	0	0	2,040	143	37	0	180

**CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS**  
**2019/20 to 2023/24**

No.	Scheme name	Capital						Revenue per annum			
		General Fund Borrowing £000	General Fund Borrowing where financing costs to be met from savings/income generation £000	General Fund External Funding £000	General Fund Existing Funding <sup>(1)</sup> £000	Housing Revenue Account Self-Funded £000	Total £000	Corporate Financing Costs £000	Additional Budget for Service Costs £000	Service Savings / Income Generation £000	Total £000
C7	Cliffs Pavilion - Power Supply Equipment	170	0	0	0	0	170	12	0	0	12
C8	Palace Theatre - Power Supply Equipment	170	0	0	0	0	170	12	0	0	12
C9	Chalkwell Hall Infants Energy Project	0	190	110	0	0	300	13	0	(13)	0
C10	Civic Centre Boilers	1,300	0	0	0	0	1,300	91	0	(5)	86
C11	Public Toilet Provision	700	0	0	0	0	700	49	0	0	49
	<b>Safe and Well Total</b>	<b>5,250</b>	<b>190</b>	<b>110</b>	<b>0</b>	<b>20,840</b>	<b>26,390</b>	<b>381</b>	<b>37</b>	<b>(18)</b>	<b>400</b>
C12	Civic Campus - Efficient Use of Space	500	0	0	0	0	500	35	0	0	35
C13	ICT - Extending WiFi in Council Premises	40	0	30	0	0	70	3	0	0	3

**CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS**  
**2019/20 to 2023/24**

No.	Scheme name	Capital						Revenue per annum			
		General Fund Borrowing £000	General Fund Borrowing where financing costs to be met from savings/income generation £000	General Fund External Funding £000	General Fund Existing Funding <sup>(1)</sup> £000	Housing Revenue Account Self-Funded £000	Total £000	Corporate Financing Costs £000	Additional Budget for Service Costs £000	Service Savings / Income Generation £000	Total £000
C14	Highways Planned Maintenance Investment	3,000	0	0	0	0	3,000	210	0	0	210
C15	Car Park Improvements	500	0	0	0	0	500	35	0	0	35
C16	Southend-on-Sea Traffic Model	775	0	360	0	0	1,135	54	0	0	54
C17	Traffic Signs Upgrade	500	0	0	0	0	500	35	0	0	35
	<b>Connected and Smart Total</b>	<b>5,315</b>	<b>0</b>	<b>390</b>	<b>0</b>	<b>0</b>	<b>5,705</b>	<b>372</b>	<b>0</b>	<b>0</b>	<b>372</b>
	<b>Overall Total</b>	<b>13,815</b>	<b>190</b>	<b>500</b>	<b>0</b>	<b>20,840</b>	<b>35,345</b>	<b>980</b>	<b>37</b>	<b>(18)</b>	<b>999</b>

**CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS**  
**2019/20 to 2023/24**

No.	Scheme Subject to External Funding Approval:	Capital						Revenue per annum			
		General Fund Borrowing £000	General Fund Borrowing where financing costs to be met from savings/income generation £000	General Fund External Funding £000	General Fund Existing Funding <sup>(1)</sup> £000	Housing Revenue Account Self-Funded £000	Total £000	Corporate Financing Costs £000	Additional Budget for Service Costs £000	Service Savings / Income Generation £000	Total £000
C18	A127 Bell Junction Improvements	0	0	2,150	0	0	2,150	0	0	0	0
C19	Cart and Wagon Shed	0	0	850	0	0	850	0	0	0	0
	<b>Scheme Subject to External Funding Approval Total</b>	<b>0</b>	<b>0</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS**  
**2019/20 to 2023/24**

No.	Schemes Subject to Viable Business Cases:	Capital						Revenue per annum			
		General Fund Borrowing £000	General Fund Borrowing where financing costs to be met from savings/income generation £000	General Fund External Funding £000	General Fund Existing Funding <sup>(1)</sup> £000	Housing Revenue Account Self-Funded £000	Total £000	Corporate Financing Costs £000	Additional Budget for Service Costs £000	Service Savings / Income Generation £000	Total £000
C20	Commercial Property Investment	0	20,000	0	0	0	20,000	1,400	0	(1,400)	0
C21	ICT - Southend Operation Centre	2,000	0	0	0	0	2,000	140	5	(198)	(53)
C22	Cliffs Pavilion - External Refurbishment Works	1,000	0	0	0	0	1,000	70	0	0	70
C23	Southend Pier - Pavilion Platform Technical Design (Gateway Review Two) and Construction	10,500	0	0	0	0	10,500	735	0	0	735
	<b>Schemes Subject to Viable Business Cases Total</b>	<b>13,500</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>33,500</b>	<b>2,345</b>	<b>5</b>	<b>(1,598)</b>	<b>752</b>