



CAPITAL INVESTMENT PROPOSALS
2020/21 to 2024/25

1. Summary of Proposed Investment





Theme	Proposed Investment (£)	Proposed investment subject to viable business cases (£)	Total (£)
Pride and Joy	5,335,000	-	5,335,000
Safe and Well	17,600,000	-	17,600,000
Connected and Smart	3,200,000	-	3,200,000
Opportunity and Prosperity	7,810,000	-	7,810,000
Enabling	13,165,000	1,780,000	14,945,000
Total	47,110,000	1,780,000	48,890,000

	2020/21 (£'000)	2021/22 (£'000)	2022/23 (£'000)	2023/24 (£'000)	2024/25 (£'000)	5 Year Total (£'000)
Proposed investment each year	17,600	12,510	6,980	2,600	9,200	48,890







2. Proposed Investment by Southend 2050 Theme

Theme		Total (£)	Proposed Initiatives
	C1	5,335,000	<p>Southend Pier – Condition Works (20/21 - £335,000, 21/22 to 24/25 - £1,250,000 p.a.)</p> <p>This investment is to deliver the ongoing planned approach to addressing the condition works and bearing refurbishment identified within the condition survey. This proactive approach reduces the requirement for urgent and/or reactive condition works and ensures the integrity of this landmark structure that helps drive millions of visitors to Southend-on-Sea each year.</p> <p>This investment is in addition to the £915,000 budget already in the approved capital investment programme for 20/21, funded from corporate borrowing.</p>
<p>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</p>			
Pride and Joy	Total	5,335,000	
	C2	9,500,000	<p>HRA Affordable Housing Acquisitions Programme (20/21 - £5,000,000, 21/22 - £3,000,000, 22/23 - £1,500,000)</p> <p>Housing is a clear priority of this council and through purchasing suitable private homes for council use, the acquisitions programme is already helping to ensure that everyone has a home that meets their needs, including those with complex needs.</p> <p>It is 30% financed by retained Right to Buy capital receipts. To ensure all these receipts can be used within the timeframes set by central Government the above amount needs to be spent during the next three financial years with targets in each quarter. The balance of 70% is financed from the HRA capital investment reserve.</p>
<p>We are well on our way to ensuring that everyone has a home that meets their needs.</p>			





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			If the Council exceeds any of the quarterly targets the excess will count towards the next quarter. As conveyancing time frames cannot be guaranteed the timing of these budgets plan to exceed the targets rather than to just meet them, in case any of the planned property purchases do not proceed.
	C3	6,600,000	<p>HRA Future Investment Programme (24/25 - £6,600,000)</p> <p>The investment relates to</p> <ul style="list-style-type: none"> • continuing of the Decent Homes programme to bring the housing stock to decency levels; • common area improvements; • environmental health & safety works; • disabled adaptations works; <p>These works are wholly funded through the HRA, from the Major Repairs Reserve.</p>
<p>We are well on our way to ensuring that everyone has a home that meets their needs.</p>			
	C4	650,000	<p>Junction Protection (20/21 and 21/22 - £325,000 p.a.)</p> <p>Ensuring road safety for pedestrians and road users is vital and this investment is to install road junction protection at approximately 75 locations to help prevent obstructive and indiscriminate parking. This will help to improve sightlines for drivers and pedestrians and help improve the safety of all road users, whilst also aiding accessibility for all but particularly those with mobility impairments.</p>
<p>People in all parts of the borough feel safe and secure at all times</p>			
	C5	600,000	<p>Zebra Crossing Surfacing Replacement (20/21 to 22/23 - £200,000 p.a.)</p> <p>Ensuring road safety for pedestrians and road users is vital and this investment is for the removal of existing anti-skid surfacing and replacement with a high friction road surface at 66 sites across the Borough, almost a quarter of the sites currently in need of re-instatement. The new surface has a greater life expectancy and provides an enhanced surface for drivers to brake under emergency conditions at hazardous locations. A formal audit will be undertaken and work will be prioritised at crossing points on main traffic routes and close to primary and secondary schools over a three year replacement programme.</p>
<p>People in all parts of the borough feel safe and secure at all times</p>			
	C6	250,000	<p>Street Lighting (21/22 to 22/23 - £125,000 p.a.)</p> <p>This investment is to extend the programme of street lighting infill for a further two years to deliver approximately another 100 new lighting columns.</p> <p>This investment is in addition to the £252,000 budget already in the approved capital investment programme for 19/20 and 20/21, funded from corporate borrowing.</p>
<p>We act as a green city with outstanding examples of energy efficient streets.</p>			
Safe and Well	Total	17,600,000	







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 <p>It is easier for residents, visitors and people who work here to get in and around the borough.</p>	C7	500,000	<p>Car Park Resurfacing (20/21 to 21/22 - £250,000 p.a.)</p> <p>This investment is to resurface and re-line car parks which have been surveyed and deemed to require work over the next two years. These include Alexandra Street, Clarence Road, Hamlet Court, Warrior Square and Fairheads Green.</p> <p>Investing in parking infrastructure and ensuring car parks are attractive and well looked after, will ensure better use and reduce the risk of loss of income from parking. This is an important component in implementing our Car Parking Strategy across the Borough.</p>
 <p>It is easier for residents, visitors and people who work here to get in and around the borough.</p>	C8	1,000,000 Roadmap 2020: 	<p>Carriageways and Footways Improvements (20/21 - £1,000,000)</p> <p>Improving local roads and pavements is a priority for local people and for this council. This investment is to improve the highways infrastructure, reduce long term structural maintenance and improve public safety. This is in addition to the budget of £2million already in the approved capital investment programme in 20/21, funded by corporate borrowing.</p> <p>The total £3m programme of works includes 43 of the highest priority roads and footways that need repair, across a range of wards. This is the start of more major investment across future years that will be needed to enable all the highest priority roads and footways to be brought up to standard across the borough.</p>
 <p>It is easier for residents, visitors and people who work here to get in and around the borough.</p>	C9	450,000 Roadmap 2020: 	<p>Improve Footway Condition around Highway Trees (20/21 to 22/23 - £150,000 p.a.)</p> <p>This investment is to improve the condition of footways around existing highway trees and ensure effective remedial works after the removal of highway trees. This will contribute to revenue savings for highways works. This level of investment should enable improvements at approximately 400 tree sites per year.</p>
 <p>Southend is a leading digital city with world class infrastructure that enables the whole population.</p>	C10	1,250,000	<p>ICT – Connected and Smart (20/21 - £350,000, 21/22 to 22/23 - £450,000 p.a.)</p> <p>This investment is to provide a cohesive, centralised ICT response, benefitting a number of key activities that contribute to the 2050 ambition for Connected and Smart. It includes considerations such as smart parking, connected and smart care homes and data warehousing and analytics. This investment will provision a centralised 'Internet of Things' platform capable of supporting the 2050 ambition.</p>
Connected and Smart	Total	3,200,000	






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 <p>Roadmap 2020:</p> 	C11	2,600,000	<p>Schools – Improvement and Provision of Secondary School Places (20/21 - £2,000,000, 21/22 - £600,000)</p> <p>This investment is to continue the ongoing investment to ensure that every secondary aged pupil who lives in Southend can access a school place if they request one. By ensuring that there are sufficient places in local schools, within good quality buildings, pupils will gain better education outcomes, thus increasing aspirations and opportunities to continue into higher and further education and then into employment.</p> <p>Expansions projects so far have been completed at The Eastwood Academy, Shoeburyness High School and Cecil Jones Academy. There are also ongoing projects at St Bernard’s High School, St Thomas More High School and Belfairs Academy to ensure sufficient accommodation for the extra pupils they started to admit from September 2018.</p> <p>This additional funding will allow completion of phase 2 works at Chase High School so they can admit an extra 30 pupils in September 2020 followed by a second increase of 30 in September 2021. Once completed the whole expansion programme will have added 1,250 places across years seven to eleven by September 2024. The programme will have provided sufficient places and a small level of surplus as required by the Department for Education that gives families and children some choice.</p> <p>This is funded from Government Grant (subject to final Government capital funding announcements) with corporate borrowing used until the funding is received;</p>
<p align="center">Our children are school and life ready and our workforce is skilled and job ready</p>			<p>Schools – Condition Works (20/21 - £290,000, 21/22 to 22/23 - £500,000 p.a.)</p> <p>This investment is for condition works at Children Centres and emergency works at schools. These are mainly larger, urgent projects to be agreed between the Council’s property team and head teachers.</p> <p>This is funded from Government Grant (subject to final Government capital funding announcements).</p>
	C12	1,290,000	<p>Roadmap 2020:</p>  <p>Schools – Devolved Formula Capital (20/21 to 22/23 - £100,000 p.a.)</p> <p>This investment will be funded by Government grant and devolved directly to maintained schools to fund capital projects under their direction and control. It is an estimate at this stage for the next three years.</p> <p>This is funded from Government Grant (subject to final Government capital funding announcements).</p>
<p align="center">Our children are school and life ready and our workforce is skilled and job ready</p>			

CAPITAL INVESTMENT PROPOSALS**2020/21 to 2024/25**

 <p>Key regeneration schemes, such as Queensway are underway and bringing prosperity and job opportunities to the borough.</p>	C14	<p>1,020,000</p> <p>Roadmap 2020:</p> 	<p>Better Queensway – Programme Management (20/21 - £540,000, 21/22 - £480,000)</p> <p>Better Queensway is the largest housing and regeneration project the council has undertaken since the 1960's and this investment is vital to ensure the Council is able to support, hold accountable and work in partnership with Porter's Place Southend-on-Sea LLP and Swan Housing Association to deliver this project that will transform central Southend.</p> <p>Whilst this includes the costs of the Project Management Office, meeting the necessarily tight deadlines to keep the project to programme will require the ability to backfill on occasion.</p> <p>The external advisory team have also proved vital with their specialist knowledge and experience and so retaining their capacity, albeit on a diminishing basis, will provide the Partnership Board with the necessary support in managing the relationship with the LLP and in delivering the activities the Council is committed to.</p>
 <p>Roadmap 2020:</p> 	C15	<p>2,600,000</p> <p>Key regeneration schemes, such as Queensway are underway and bringing prosperity and job opportunities to the borough.</p>	<p>Better Queensway – Acquisition of Leasehold Properties (20/21 - £800,000, 21/22 - £1,800,000)</p> <p>This investment is to buy leasehold properties as they become available to facilitate the delivery of the Better Queensway regeneration project. The Council will finance the purchases initially and Porter's Place Southend-on-Sea LLP will reimburse the purchase cost and the associated financing costs.</p>
<p>Opportunity and Prosperity</p>	<p>Total</p>	<p>7,810,000</p>	
	C16	<p>2,400,000</p>	<p>Priority Works (21/22 to 24/25 - £600,000 p.a.)</p> <p>This investment is to ensure a £600,000 annual budget in this area is available to deal with any urgent or priority works to Council owned properties that may arise during the year.</p>
	C17	<p>3,750,000</p>	<p>Property Refurbishment Programme (20/21 to 24/25 - £750,000 p.a.)</p> <p>This investment is to enable the Council's Property and Estate Management service to take a proactive approach to maintaining the buildings for which it is responsible. This will</p>

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			<p>ensure investment is made in the fabric and services within building before they get to a stage that capital works become urgent or have a detrimental impact on service users' use of the building or leads to urgent repairs and maintenance works which are usually more costs long term.</p> <p>This is a rolling programme with £676,000 currently in the approved programme for 2019/20, financed by borrowing.</p>
	C18	3,095,000	<p>ICT – Stabilise and Run (20/21 - £785,000, 21/22 - £1,255,000, 22/23 - £1,055,000)</p> <p>This investment is to provide licensing compliance, third party infrastructure support and better resilience through improved/new hardware. It is also for the provision of a cost effective, fit for purpose, disaster recovery service designed to meet the Council's future requirements as it embarks on its digital journey.</p>
	C19	1,050,000	<p>ICT – Cybersecurity (20/21 - £450,000, 21/22 to 22/23 - £300,000 p.a.)</p> <p>Cybersecurity presents a real risk to large organisations and this investment is to strengthen and enhance ICT security to mitigate key risks identified in a recent security assessment and bring cyber security up to industry standard. It will also enable improved real time alerting and monitoring leading to pro-active interventions that will minimise system outages.</p>
	C20	2,110,000	<p>ICT – Business Enablement (20/21 - £1,735,000, 21/22 - £375,000)</p> <p>Much of the council's ICT equipment is coming to the end of its useful life and needs replacing through a phased programme. This investment is to fully modernise the council's 'laptop estate' (including in public buildings such as libraries) over the next two years, fully deploy Windows 10 and improve productivity by building a Cloud platform to manage the ICT estate.</p>
	C21	660,000	<p>ICT – Business Services (20/21 - £660,000)</p> <p>This investment is for a new and enhanced applications migration platform for improved resilience and reliability. It also includes ICT business services relating to the parking contract renewal, a replacement for Symology and an uplift to the Schools Toolset.</p>
	C22	100,000	<p>Kiosks in Libraries (20/21 - £100,000)</p> <p>The current kiosks are approaching the end of their useful life with an operating system that is now obsolete and no longer supported. The current kiosks also only allow library users to</p>

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			pay fines by cash but not by card. If new kiosks are not installed, customers will not be able to self-serve the borrowing and returning of books. There is already £40k in the approved capital investment programme in 19/20, financed by corporate borrowing. This will be moved to 20/21 and this investment is the extra budget needed to deliver the scheme.
Enabling	Total	13,165,000	
		47,110,000	TOTAL CAPITAL INVESTMENT PROPOSALS

3. Proposed Investment Subject to Viable Business Cases

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

Theme		Total (£)	Proposed Initiatives
	C23	1,780,000	<p>Crematorium Refurbishment (20/21 - £1,780,000)</p> <p>This proposed investment is to fully refurbish the current facilities to ensure the Council can continue to provide high quality crematorium services to local people. The works proposed include: replacement of the three existing cremators and the plant associated with them; rebuilding the chimney; structural and roof works; reconfiguration and upgrade of some front of house areas; reconfiguration of the back of house areas to accommodate new equipment and facilitate better working; resurfacing the parking area.</p> <p>The total investment will be £2,400,000 but there is currently £620,000 in the current programme that will be contributed to this overall cost and also allow the relevant feasibility and design works to commence.</p>
	C24		<p>East Beach Car Park Refurbishment</p> <p>This proposed investment is to upgrade the car park surface with tarmac, mark out parking spaces and to provide lighting to encourage users of Shoeburyness railway station to park there. The project will include provision of a new pathway from the station to the car park with appropriate lighting.</p>

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 <p>People in all parts of the borough feel safe and secure at all times</p>	<p>C25</p>	<p>Roadmap 2019:</p> 	<p>Town Centre and Seafront Security Works</p> <p>A specification for a new High Street automated bollards system is being progressed. The implementation is due to be included with the Sunrise project work, which is due to start in early 2020. Budget estimates will follow in early 2020 once the final specification for this work has been agreed.</p> <p>For the seafront and other security measures there is a review to agree priority locations and develop specification for measures to be implemented. A programme and estimated budget will be proposed by early January 2020.</p>
 <p>We are all effective at protecting and improving the quality of life for the most vulnerable in our community</p>			<p>Shoebury Health Centre</p> <p>Discussions have been taking place with the CCG and in early 2020 pre workshop engagement sessions are planned with key partners in advance of the discovery period in January, which will long list options.</p> <p>During 20/21 further work will take place to consider viability assessments, to short list options and to agree a preferred option, for which an outline business case would be drawn up. In 21/22 the full business case would be then be compiled and considered with development anticipated in 23/24.</p>
 <p>It is easier for residents, visitors and people who work here to get in and around the borough.</p>		<p>Roadmap 2019:</p> 	<p>Car Park Provision</p> <p>A feasibility study has been commissioned and will report back on options by mid-March. This will look at multi-storey car park options at Tylers Avenue and two other possible sites in Leigh-on-Sea and include costs (construction and ongoing revenue), timescales and environmental factors such as air quality and traffic implications.</p>
		<p>1,780,000</p>	<p>TOTAL SCHEMES SUBJECT TO VIABLE BUSINESS CASES (plus investment yet to be costed)</p>

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

Main programme:

Year	Pride and Joy £000	Safe and Well £000	Connected and Smart £000	Opportunity and Prosperity £000	Enabling £000	Total £000
2020/21	335	5,525	1,750	3,730	4,480	15,820
2021/22	1,250	3,650	850	3,480	3,280	12,510
2022/23	1,250	1,825	600	600	2,705	6,980
2023/24	1,250	-	-	-	1,350	2,600
2024/25	1,250	6,600	-	-	1,350	9,200
TOTAL	5,335	17,600	3,200	7,810	13,165	47,110

Subject to viable business cases:

Year	Pride and Joy £000	Safe and Well £000	Connected and Smart £000	Opportunity and Prosperity £000	Enabling £000	Total £000
2020/21	-	-	-	-	1,780	1,780
2021/22	-	-	-	-	-	-
2022/23	-	-	-	-	-	-
2023/24	-	-	-	-	-	-
2024/25	-	-	-	-	-	-
TOTAL	-	-	-	-	1,780	1,780

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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 ⁽¹⁾ £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 - Condition Works	5,335	0	0	0	0	5,335	373	0	0	373
	Pride and Joy Total	5,335	0	0	0	0	5,335	373	0	0	373
C2	HRA Affordable Housing Acquisition Programme	0	0	0	9,500	0	9,500	0	0	0	0
C3	HRA Future Investment Programme	0	0	0	0	6,600	6,600	0	0	0	0
C4	Junction Protection	650	0	0	0	0	650	46	0	0	46
C5	Zebra Crossing Surfacing Replacement	600	0	0	0	0	600	42	0	0	42
C6	Street Lighting	250					250	18	0	0	18

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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 ⁽¹⁾ £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
	Safe and Well Total	1,500	0	0	9,500	6,600	17,600	105	0	0	105
C7	Car Park Resurfacing	500	0	0	0	0	500	35	0	0	35
C8	Carriageways and Footways Improvements	1,000	0	0	0	0	1,000	70	0	0	70
C9	Improve Footway Condition Around Highway Trees	450	0	0	0	0	450	32	0	0	32
C10	ICT - Connected and Smart	1,250	0	0	0	0	1,250	88	0	0	88
	Connected and Smart Total	3,200	0	0	0	0	3,200	224	0	0	224
C11	Schools - Improvement and Provision of Secondary School Places	0	0	2,600	0	0	2,600	0	0	0	0
C12	Schools - Condition Works	0	0	1,290	0	0	1,290	0	0	0	0

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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 ⁽¹⁾ £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
C13	Schools - Devolved Formula Capital	0	0	300	0	0	300	0	0	0	0
C14	Better Queensway – Programme Management	970	0	50	0	0	1,020	71	5	0	76
C15	Better Queensway - Acquisition of Leasehold Properties	0	2,600	0	0	0	2,600	182	0	(182)	0
	Opportunity and Prosperity Total	970	2,600	4,240	0	0	7,810	250	5	(182)	73
C16	Priority Works	2,400	0	0	0	0	2,400	168	0	0	168
C17	Property Refurbishment Programme	3,750	0	0	0	0	3,750	263	0	0	263
C18	ICT - Stabilise and Run	3,095	0	0	0	0	3,095	217	0	0	217
C19	ICT- Cybersecurity	1,050	0	0	0	0	1,050	74	0	0	74
C20	ICT - Business	2,110	0	0	0	0	2,110	148	0	0	148

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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 ⁽¹⁾ £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
	Enablement										
C21	ICT - Business Services	660	0	0	0	0	660	46	0	0	46
C22	Kiosks in Libraries	100	0	0	0	0	100	7	0	0	7
	Enabling Total	13,165	0	0	0	0	13,165	922	0	0	922
	Overall Total	24,170	2,600	4,240	9,500	6,600	47,110	1,874	5	(182)	1,697

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

Note 2 – Unless shown as additional budget for service costs above, the running costs of these schemes will be met from existing budgets

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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 ⁽¹⁾ £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
C23	Crematorium Refurbishment	1,780	0	0	0	0	1,780	125	0	0	125
	Schemes Subject to Viable Business Cases Total	2,080	0	0	0	0	1,780	125	0	0	125