

**ADDITIONAL CAPITAL INVESTMENT PROPOSALS, INCLUDING THOSE
SUBJECT TO VIABLE BUSINESS CASES: 2022/23 to 2026/27**

1. Summary

| Theme | Proposed additional investment (£000) | Proposed additional investment subject to viable business cases – Rolling Programmes (£000) |
|--------------------------------------|--|--|
| Pride and Joy | - | 5,000 |
| Safe and Well | - | 18,445 |
| Connected and Smart | 11,405 | 6,000 |
| Opportunity and Prosperity | - | 1,500 |
| Future Ways of Working | 1,200 | 3,000 |
| Total | 12,605 | 33,945 |
| <i>General Fund:</i> | 12,605 | 15,500 |
| <i>Housing Revenue Account (HRA)</i> | - | 18,445 |

| Proposed additional investment – main programme | <u>2022/23 (£'000)</u> | <u>2023/24 (£'000)</u> | <u>2024/25 (£'000)</u> | <u>2025/26 (£'000)</u> | <u>2026/27 (£'000)</u> | <u>5 Year Total (£'000)</u> |
|--|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|------------------------------------|
| Proposed investment each year | 7,405 | | | 600 | 4,600 | 12,605 |
| Financed by: | | | | | | |
| Borrowing | 7,405 | | | 600 | 4,600 | 12,605 |

| Proposed additional investment subject to viable business cases – Rolling programmes | <u>2022/23 (£'000)</u> | <u>2023/24 (£'000)</u> | <u>2024/25 (£'000)</u> | <u>2025/26 (£'000)</u> | <u>2026/27 (£'000)</u> | <u>5 Year Total (£'000)</u> |
|---|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|------------------------------------|
| Proposed investment each year | 825 | 825 | 2,825 | 11,735 | 17,735 | 33,945 |
| Financed by: | | | | | | |
| Borrowing | 500 | 500 | 500 | 3,250 | 9,250 | 14,000 |
| External Funding | | | 500 | 500 | 500 | 1,500 |
| Right to Buy Capital Receipts | | | 600 | 600 | 600 | 1,800 |
| HRA Reserves | 325 | 325 | 1,225 | 7,385 | 7,385 | 16,645 |

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2. Proposed Additional Investment into the main Capital Investment Programme

| Theme | | Total (£) | Proposed Initiatives |
|--|--|---|---|
|  | <p align="center">C1</p> <p align="center"><i>Additional</i></p> | <p align="center">355,000</p> <p><i>Funded by: Corporate borrowing</i></p> <p>Roadmap 2025:</p>  | <p>East Beach Car Park – Phase 1 (22/23 - £355,000)</p> <p>This investment is to widen the existing vehicular entrance/exit and install a height barrier and vehicle flow plates. The footway entrance would be improved to include street lighting and improved access for pedestrians and cyclists. The car parking area would be future proofed to ensure that Electric Vehicle Charging can be accommodated.</p> <p>Phase 2 of this project would be the construction of the car park and which would require planning permission. Detailed cost estimates for this phase are being sought but it is estimated that the full project cost (phases 1 and 2) would be up to £825,000. In addition to these capital costs, £40,000 has been allocated from the revenue budget for professional fees regarding all relevant surveys and flood risk assessments to enable a more detailed business case to be worked through.</p> <p>Inclusion of phase 2 into the main programme would be subject to approval of a viable business case.</p> |
|  | <p align="center">C2</p> <p align="center"><i>Additional</i></p> | <p align="center">1,050,000</p> <p><i>Funded by: Corporate borrowing</i></p> | <p>ICT – Smart Council (22/23 - £1,050,000)</p> <p>This investment is for the equipment and application and infrastructure licences for the 22/23 financial year to enable the project to progress whilst the necessary business cases and governance processes are being worked through for the rest of the project.</p> <p>This investment is in addition to the budget request of £146,000 for the approved capital investment programme in 21/22.</p> <p>Inclusion of the rest of the Smart Council project in the main programme is subject to approval of appropriate viable business cases.</p> <p>This capital investment is to continue to provide the ICT core services to the Council (software and hardware). This project proposes a fast-track migration to the cloud which</p> |
| <p>Southend is a leading digital city with world class infrastructure that reflects equity of digital provision.</p> | | | |

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| | | | <p>enables the Council's transformation, mitigates the disaster recovery risk, negates the need for a cyclical investment and realises the cost savings that can be achieved from such a strategy. By utilising the cloud for the Council's infrastructure there is no longer a need to replace ICT Infrastructure, resulting in significant cost savings. The additional work has been broken down into projects, which, when delivered together, will achieve quantitative and qualitative benefits and mitigates risk.</p> <p>Part of the project is to provide regular device refreshes, to ensure the estate does not go beyond the end of its supported life and result in security risks and to enable officers and members to carry on working remotely.</p> <p>The COVID-19 pandemic meant that the Council was required to begin a move to the Cloud, to enable remote working. Reversing this or stopping this will add additional costs.</p> <p>The ICT Smart Council project has a total estimated cost of £16,396,000 over the years from 21/22 to 25/26. The remaining £15,200,000 is estimated to be £5,505,000 of capital investment over the years 23/24 to 25/26 and £9,695,000 of revenue investment over the years from 21/22 to 25/26.</p> <p>This proposed solution offers stable costs after initial investment, reduces risk and offers the ability to transform the Council.</p> |
|  | <p>C3 <i>Additional</i></p> | <p>1,200,000 <i>Funded by: Corporate borrowing</i></p> | <p>Priority Works <i>(25/26 to 26/27 - £600,000 p.a.)</i></p> <p>This investment is to ensure a £600,000 annual budget is available to deal with any urgent or priority works to Council owned assets that may arise during the year.</p> <p>This investment is in addition to the £2,274,000 budget already in the approved capital investment programme for the years 21/22 to 24/25.</p> |

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|  | <p align="center">C4</p> <p align="center"><i>Additional</i></p> | <p align="center">6,500,000</p> <p align="center"><i>Funded by: Corporate borrowing</i></p> | <p>Footways Improvements (22/23 - £4,000,000, 26/27 - £2,500,000)</p> <p>Improving local pavements is a priority for local people and for this council. This investment is to create better conditions for walking and improve public safety by reducing instances of trips and falls.</p> <p>The 22/23 amount is to be brought up into the main programme from the Subject to Viable Business Case section. The 26/27 amount is to ensure the continuation of the rolling programme. This is in addition to the budget of £16million already in the approved capital investment programme for the years 21/22 to 25/26.</p> <p>The programme of works includes some of the highest priority pavements that need repair, across a range of wards and is part of more major investment across future years that will be needed to enable all the highest priority pavements to be brought up to standard across the borough.</p> |
| <p align="center">Deliver on the ambitious programme of investment in improving our pavements and highways.</p> | | <p>Roadmap 2020:</p>  | |
|  | <p align="center">C5</p> <p align="center"><i>Additional</i></p> | <p align="center">3,500,000</p> <p align="center"><i>Funded by: Corporate borrowing</i></p> | <p>Carriageways Improvements (22/23 - £2,000,000, 26/27 - £1,500,000)</p> <p>Improving local roads is a priority for local people and for this council. This investment is to improve the highways infrastructure, reduce long term structural maintenance and improve public safety.</p> <p>The 22/23 amount is to be brought up into the main programme from the Subject to Viable Business Case section. The 26/27 amount is to ensure the continuation of the rolling programme. This is in addition to the budget of £10million already in the approved capital investment programme for the years 21/22 to 25/26.</p> <p>The programme of works includes some of the highest priority roads that need repair, across a range of wards and is part of more major investment across future years that will be needed to enable all the highest priority roads to be brought up to standard across the borough.</p> |
| <p align="center">Deliver on the ambitious programme of investment in improving our pavements and highways.</p> | | <p>Roadmap 2020:</p>  | |
| <p align="center">Total</p> | | <p align="center">12,605,000</p> | <p align="center">General Fund</p> |

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**3. Proposed Additional Investment Subject to Viable Business Cases
– Rolling Programmes**

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 |
|--|------------|---|---|
|  | C6 | 2,500,000 | <p>Southend Pier – Condition Works (25/26 to 26/27 - £1,250,000 p.a.)</p> <p>This investment is to deliver the ongoing planned approach to addressing the condition works and bearing refurbishment identified within the condition survey. This proactive approach reduces the requirement for urgent and/or reactive condition works and ensures the integrity of this landmark structure that helps drive millions of visitors to Southend-on-Sea each year.</p> <p>This investment is in addition to the £4,976,000 budget already in the approved capital investment programme for the years 21/22 to 24/25.</p> <p>Inclusion in the main programme is subject to approval of a viable business case.</p> |
| | Additional | Funded by: Corporate borrowing | |
| <div style="border: 1px solid black; padding: 5px;"> Promote the cultural and tourism life of the Borough creating a true Destination Southend. </div> | | | |
|  | C7 | 2,500,000 | <p>Coastal Defence Refurbishment Programme (22/23 to 26/27 - £500,000 p.a.)</p> <p>This investment is to deliver a planned approach for the essential refurbishment works to the borough's coastal defences. This proactive approach reduces the requirement for urgent and/or reactive condition works.</p> <p>This investment is in addition to the £150,000 budget already in the approved capital investment programme for 21/22.</p> <p>Inclusion in the main programme is subject to approval of a viable business case.</p> |
| | Additional | Funded by: Corporate borrowing | |
| | | Roadmap 2022: | |
| | |  | |

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|  <p>Deliver on the ambitious programme of investment in improving our pavements and highways.</p> | <p align="center">C8</p> <p align="center"><i>Additional</i></p> | <p align="center">4,000,000</p> <p><i>Funded by: Corporate borrowing</i></p> <p>Roadmap 2020:</p>  | <p>Footways Improvements <i>(26/27 - £4,000,000)</i></p> <p>Improving local pavements is a priority for local people and for this council. This investment is to create better conditions for walking and improve public safety by reducing instances of trips and falls. This is in addition to the budget of £16million already in the Subject to Viable Business Case section of the capital investment programme for the years 21/22 to 25/26.</p> <p>The programme of works includes some of the highest priority pavements that need repair, across a range of wards and is part of more major investment across future years that will be needed to enable all the highest priority pavements to be brought up to standard across the borough.</p> <p>Inclusion in the main programme is subject to approval of a viable business case.</p> |
|  <p>Deliver on the ambitious programme of investment in improving our pavements and highways.</p> | <p align="center">C9</p> <p align="center"><i>Additional</i></p> | <p align="center">2,000,000</p> <p><i>Funded by: Corporate borrowing</i></p> <p>Roadmap 2020:</p>  | <p>Carriageways Improvements <i>(26/27 - £2,000,000)</i></p> <p>Improving local roads is a priority for local people and for this council. This investment is to improve the highways infrastructure, reduce long term structural maintenance and improve public safety. This is in addition to the budget of £8million already in the Subject to Viable Business Case section of the capital investment programme for the years 21/22 to 25/26.</p> <p>The programme of works includes some of the highest priority roads that need repair, across a range of wards and is part of more major investment across future years that will be needed to enable all the highest priority roads to be brought up to standard across the borough.</p> <p>Inclusion in the main programme is subject to approval of a viable business case.</p> |

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|  <p>Maintain our commitment to school improvement</p> | <p>C10 <i>Additional</i></p> | <p>1,500,000 <i>Funded by: External funding</i></p> <p>Roadmap 2020:</p>  | <p>Schools – Condition Works <i>(24/25 to 26/27 - £500,000 p.a.)</i></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> <p>This investment is in addition to the budget of £1,710,000 already in the approved capital investment programme.</p> |
|  | <p>C11 <i>Additional</i></p> | <p>1,500,000 <i>Funded by: Corporate borrowing</i></p> | <p>Property Refurbishment Programme <i>(25/26 to 26/27 - £750,000 p.a.)</i></p> <p>This investment is to enable the Council’s Property and Estate Management service to take a proactive approach to maintaining the buildings for which it is responsible. This will ensure investment is made in the fabric and services within building before they get to a stage that capital works become urgent or have a detrimental impact on service users’ use of the building or leads to urgent repairs and maintenance works which are usually more costs long term.</p> <p>This investment is in addition to the budget of £2,639,000 already in the approved capital investment programme for the years 21/22 to 24/25.</p> <p>Inclusion in the main programme is subject to approval of a viable business case.</p> |
|  | <p>C12 <i>Additional</i></p> | <p>1,500,000 <i>Funded by: Corporate borrowing</i></p> | <p>Fire Improvement Works <i>(25/26 to 26/27 - £750,000 p.a.)</i></p> <p>This scheme is for the implementation of fire safety and associated compliance works across the Council’s corporate property estate arising as a result of any changes to building regulations and/or other standards or updated fire risk assessments.</p> <p>This investment is in addition to the budget of £3,211,000 already in the approved capital investment programme for the years 21/22 to 24/25.</p> <p>Inclusion in the main programme is subject to approval of a viable business case.</p> |
| <p align="center">Total</p> | | <p align="center">15,500,000</p> | <p align="center">General Fund</p> |

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|  | <p align="center">C13</p> <p align="center"><i>Additional</i></p> | <p align="center">4,500,000</p> <p align="center"><i>Funded by: 40% Right to Buy Receipts and 60% Capital Investment Reserve</i></p> | <p>HRA Affordable Housing Acquisitions Programme (24/25 to 26/27 - £1,500,000 p.a.)</p> <p>Housing is a clear priority of this council and through purchasing suitable private homes for council use, the acquisitions programme is already helping to ensure that everyone has a home that meets their needs, including those with complex needs.</p> <p>It is 40% financed by retained Right to Buy capital receipts. 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 five financial years with targets in each quarter. The balance of 60% is financed from the HRA capital investment reserve.</p> <p>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.</p> <p>This investment is in addition to the budget of £6,706,000 already in the approved capital investment programme for the years 21/22 to 23/24.</p> <p>The profile of these budgets across 2022/23 and future years is subject to change as the Government will be introducing a cap on the use of Right to Buy receipts on acquisitions, to encourage new builds to help drive new supply of Council Housing. The cap will come in from April 2022 and will be phased in over 2022/23 to 2024/25.</p> |
| <p>We are well on our way to ensuring that everyone has a home that meets their needs.</p> | | | |
|  | <p align="center">C14</p> <p align="center"><i>Additional</i></p> | <p align="center">12,320,000</p> <p align="center"><i>Funded by: Reserves</i></p> <p align="center"><i>Delivered by South Essex Homes</i></p> | <p>HRA Future Investment Programme (25/26 to 26/27 - £6,160,000 p.a.)</p> <p>The investment relates to</p> <ul style="list-style-type: none"> • continuing of the Decent Homes programme to keep the housing stock at decency levels; • common area improvements; • environmental health and safety works; <p>These works are wholly funded through the HRA, from the Major Repairs Reserve. This investment is in addition to the budget of £25,755,000 already in the approved capital investment programme for 21/22 to 24/25.</p> |
| <p>We are well on our way to ensuring that everyone has a home that meets their needs.</p> | | | |

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|  | <p align="center">C15</p> <p align="center"><i>Additional</i></p> | <p align="center">1,625,000</p> <p align="center"><i>Funded by: Reserves</i></p> <p align="center"><i>Delivered by South Essex Homes</i></p> | <p>HRA Right to Buy – Buybacks Refurbishment <i>(22/23 to 26/27 - £325,000 p.a.)</i></p> <p>This investment is support the continuation of the programme to buy back ex-council houses and other properties to increase the stock on the housing register. These funds would be used to refurbish the properties that are purchased in order to bring them up to Decent Homes standard.</p> <p>These works are wholly funded through the HRA, from the Capital Investment Reserve. This investment is in addition to the budget of £324,000 already in the approved capital investment programme for 21/22.</p> |
| <p align="center">We are well on our way to ensuring that everyone has a home that meets their needs.</p> | | | |
| | Total | 18,445,000 | Housing Revenue Account |
| | | 33,945,000 | TOTAL CAPITAL INVESTMENT PROPOSALS – SUBJECT TO VIABLE BUSINESS CASES – ROLLING PROGRAMMES |