

## Budget Savings and Income Generation Initiatives

| Reference                    | Detail of Proposal  | FTE Staffing Implications | Financial Impact |                 |                 |
|------------------------------|---|---------------------------|------------------|-----------------|-----------------|
|                              |   |                           | 2024/25<br>£000  | 2025/26<br>£000 | 2026/27<br>£000 |
| <b>Corporate Initiatives</b> |   |                           |                  |                 |                 |
| COI-01                       | <b>Comprehensive Reserves and Capital Financing Requirement Review</b><br>Implementation of a more prudent policy for the provision of repayment of debt, giving the opportunity for replenishment of reserves that have been depleted over recent years in support of the overall budget position. [X-Council: EDFR]   | -                         | (3,500)          | (3,500)         | (3,500)         |
| COI-02                       | <b>Vacancy Factor (Updated Narrative)</b><br>Introduce a departmental vacancy factor across the organisation. Some services already have a vacancy factor, but this has not been consistent. The saving will be achieved through a vacancy period before recruitment and holding vacancies open where the role can be covered in other ways (i.e. acting up and secondments). The value is an estimate based on 3% of the budget for permanent staff. This is a Head of Paid Service proposal. It is now confirmed that 3 additional roles will be deleted following the response to the VR Programme with an annual saving of around £150K delivered. This saving will be held against this vacancy factor target, structures and work arrangements are being updated accordingly. [All EDs] | -                         | (775)            | (775)           | (775)           |
| COI-03                       | <b>Energy inflation 2023/24 unapplied</b><br>The 2023/24 budget included inflation contingency of £2.350m for energy. Actual rises in energy costs were lower than forecast and £0.5m of this contingency can be released as it is not required in the energy base budget for 2024/25. [EDFR]   | -                         | (500)            | (500)           | (500)           |

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|                                    |  |                           | 2024/25<br>£000  | 2025/26<br>£000 | 2026/27<br>£000 |
| COI-04                             | <p><b>Family Centres - Review</b></p> <p>There are currently nine Family Centres delivering services across the city. Options being considered include retaining some existing sites and other sites focused to selected services, current service and activity offers will be reviewed.</p> <p>Any proposed changes, including which Family Centres would be affected, are subject to a six-week public consultation before a final decision is made. [EDCPH]</p> | tbc                       | (350)            | (350)           | (350)           |
| COI-05                             | <p><b>Redesign the 'Front Door' to the Council (Updated Narrative)</b></p> <p>Optimise digital channels and streamline contact points to improve the response to residents and align resources to the most complex interactions. The new operating model is expected to be implemented in September 2024 so this is a part year effect in 2024/25. [X-Council: EDSC]</p>   | tbc                       | (300)            | (600)           | (600)           |
| COI-06                             | <p><b>Utilisation of Education Grants</b></p> <p>Part funding of Virtual School Officers from the Looked After Child Pupil Premium. [EDCPH]</p>  | -                         | (100)            | (100)           | (100)           |
| COI-07                             | <p><b>Utilisation of Education Grants - High Needs (Dedicated Schools Grant)</b></p> <p>Part fund the Head of Service for Access and Inclusion at an applicable 75% of time allocation through the High Needs Dedicated Schools Grant. [EDCPH]</p>   | -                         | (70)             | (70)            | (70)            |
| COI-08                             | <p><b>Museums Rateable Value Reductions</b></p> <p>The rateable value of Museums will now be calculated by receipts and expenditure, which considers whether the property makes a net surplus, rather than the contractor's method, which assesses the cost of rebuilding the existing museum. Updated rateable values were effective from 1 April 2023 and this is the budget which can be removed as a result. [EDFR]</p>  | -                         | (60)             | (60)            | (60)            |
| COI-09                             | <p><b>Discretionary Rate Relief Savings</b></p> <p>See 11th January Cabinet Council Tax Base Report Appendix C. [EDFR]</p>   | -                         | (60)             | (60)            | (60)            |
| <b>Corporate Initiatives Total</b> |  | -                         | <b>(5,715)</b>   | <b>(6,015)</b>  | <b>(6,015)</b>  |

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|  |  |                           | 2024/25<br>£000  | 2025/26<br>£000 | 2026/27<br>£000 |
| <b>Efficiency and Productivity</b>       |  |                           |                  |                 |                 |
| EAP-01                                   | <b>Equipment and Assistive Technology Pilots</b><br>Initiate projects to achieve better care and support packages with the aid of technology which in turn will reduce the reliance on paid care and prevent the rapid requirement for more care and support. [EDAC] | -                         | (250)            | (250)           | (250)           |
| EAP-02                                   | <b>Operational Estate Efficiencies (Updated FTE)</b><br>Better use of the Civic Campus (Civic One, Civic Two and Tickfield) with the closure of Civic Two and Tickfield. This will include changes to security, cleaning, space availability, controls, etc. [EDFR]  | 2.00                      | (170)            | (170)           | (170)           |
| <b>Efficiency and Productivity Total</b> |  | <b>2.00</b>               | <b>(420)</b>     | <b>(420)</b>    | <b>(420)</b>    |
| <b>Organisational Redesign</b>           |  |                           |                  |                 |                 |
| ORE-01                                   | <b>Restructure Adult Social Care Operations and Commissioning</b><br>Restructure Operations and Commissioning to deliver on new models of care and improved locality working. [EDAC]   | 10.00                     | (530)            | (530)           | (530)           |
| ORE-02                                   | <b>Director Roles and Vacancies</b><br>Remove three unfilled Director Positions from establishment. [X-Council]  | 3.00                      | (400)            | (400)           | (400)           |
| ORE-03                                   | <b>ICT Restructure</b><br>Full service restructure. [EDSC]   | 8.86                      | (395)            | (395)           | (395)           |

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|           |  |                           | 2024/25<br>£000  | 2025/26<br>£000 | 2026/27<br>£000 |
| ORE-04    | <b>Pause Graduate Programme (Updated)</b><br>Pause recruitment onto the National Graduate Development Programme (NGDP) for two years after the current cohort of two graduates ends in October 2024. We will also look to promote further opportunities for Graduates to gain employment within the Council and will continue to develop this to include optimising the apprenticeship levy to further enhance our apprenticeship offer. This will enable the Council to ensure professional qualified roles have a career development pathway into and within the Council. [EDSC] | 4.50                      | (200)            | (265)           | (180)           |
| ORE-05    | <b>Restructure the Senior Leadership Team of the Education, Inclusion and Early Years Service</b><br>Reduce the number of Heads of Service within the Directorate. [EDCPH]   | 1.00                      | (120)            | (120)           | (120)           |
| ORE-06    | <b>Centralisation of Project Managers</b><br>Centralising project management resource to optimise resource and capability. [EDSC]  | 2.00                      | (100)            | (100)           | (100)           |
| ORE-07    | <b>Corporate Strategy Staffing Restructure</b><br>Full service restructure of Corporate Strategy service. The saving is the estimated net impact of all the proposed changes. [EDSC]   | 1.00                      | (100)            | (100)           | (100)           |
| ORE-08    | <b>Service Restructures Excluding Library Restructure</b><br>Review and restructure museum, galleries and wider pier and foreshore teams. [EDAC]   | tbc                       | (100)            | (100)           | (100)           |
| ORE-09    | <b>Environment and Place Leadership Team Restructure</b><br>The Environment and Place department has recently restructured its leadership team, resulting in a reduction in post numbers. The saving is the estimated net impact of all the proposed changes. [EDEP]   | 2.00                      | (85)             | (85)            | (85)            |
| ORE-10    | <b>Post Reduction: Workforce Practice Management</b><br>Deletion of a post which supports both Adults and Children's Services with workforce strategy and regional working initiatives. [EDCPH]  | 1.00                      | (80)             | (80)            | (80)            |

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|--------------------------------------|--|---------------------------|------------------|-----------------|-----------------|
|                                      |  |                           | 2024/25<br>£000  | 2025/26<br>£000 | 2026/27<br>£000 |
| ORE-11                               | <b>Post Reduction: Operational Performance and Intelligence</b><br>This post has been vacant for a few months and will be deleted and therefore its functions will continue to now be distributed across other posts within the team. [EDCPH]  | 1.00                      | (70)             | (70)            | (70)            |
| ORE-12                               | <b>Post Reduction: Procurement</b><br>Review of the service resulting in the reduction of one post. [EDFR]   | 1.00                      | (70)             | (70)            | (70)            |
| ORE-13                               | <b>Reception Staffing Reduction</b><br>Reduction in staffing for reception closure at Tickfield and Civic2 buildings. 2 FTE savings across both buildings. [EDSC]  | 2.00                      | (55)             | (55)            | (55)            |
| ORE-14                               | <b>Post Reduction: People and Organisation</b><br>Restructure of Human Resources service managers. The saving is the estimated reduction in staffing costs offset by a reduction of circa £45,000 in income. [EDSC]  | 1.00                      | (35)             | (35)            | (35)            |
| <b>Organisational Redesign Total</b> |  | <b>38.36</b>              | <b>(2,340)</b>   | <b>(2,405)</b>  | <b>(2,320)</b>  |
| <b>Service Offer Changes</b>         |  |                           |                  |                 |                 |
| SOC-01                               | <b>Parks Service Review (Updated)</b><br>Undertake a thorough review of the Park Service with a view to implementing changes during 2024/25. Implement some short-term measures in 2023/24 through return of leased vehicles, decommissioning the nursery and reducing some agency staff leading to minor reductions in maintenance. It is now confirmed that 4 roles will be deleted following the response to the VR Programme with an annual net saving of around £100K delivered. [EDEP] | tbc                       | (250)            | (250)           | (250)           |
| SOC-02                               | <b>Micro Enterprise Work</b><br>Cease the project to pump prime the setting up of small enterprises to provide personalised care responses as there is not a lack of this provision in the City [EDAC]   | -                         | (100)            | (100)           | (100)           |

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|  |  |                           | 2024/25<br>£000  | 2025/26<br>£000 | 2026/27<br>£000 |
| SOC-03   | <b>Telecare Responder Service</b><br>Cease the Telecare Responder Service and align Telecare services and charging to those delivered by South Essex Homes. [EDAC]   | -                         | (100)            | (100)           | (100)           |
| SOC-04   | <b>Cultural and Pier Services Review</b><br>Reduce costs by limiting the opening hours or days of opening for specific services across Southend to reduce running costs and/ or rationalise rotas and staff numbers within existing opening hours. [EDAC]  | 1.00                      | (20)             | (20)            | (20)            |
| SOC-05   | <b>Concert Series</b><br>Concert services to be delivered as cost neutral. [EDAC]  | -                         | (15)             | (15)            | (15)            |
| <b>Service Offer Changes Total</b>                     |  | <b>1.00</b>               | <b>(485)</b>     | <b>(485)</b>    | <b>(485)</b>    |
| <b>Third Party Payments / Contractual Arrangements</b> |  |                           |                  |                 |                 |
| TPP-01   | <b>Concessionary Fares Scheme</b><br>This is underspending in the current year by an estimated £550k. It is anticipated there may well be an increase in costs / usage in the new year however there is a savings opportunity here. [EDEP]   | -                         | (400)            | (400)           | (400)           |
| TPP-02   | <b>Transitional Supported Housing (Updated Narrative)</b><br>To undertake a review of transitional housing support funding to ensure targeted assistance and 'move on' aid for those most in need but not requiring a statutory level of care. To reduce costs where there is evidence of voids, lower level support required or where need should ideally be met via the care act. [EDAC] | -                         | (300)            | (300)           | (300)           |

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|           |   |                           | 2024/25<br>£000  | 2025/26<br>£000 | 2026/27<br>£000 |
| TPP-03    | <b>Decommission Dementia Community Support Team (Updated FTE)</b><br>In response to the ending of the joint commissioning arrangements with partners, decommission the Dementia Community Support team and ensure that information and advice is available through our new social care structure and ongoing arrangements with the community and voluntary sector. This represents the Council's funding contribution to the partnership that is coming to an end. [EDAC] | 11.95                     | (250)            | (250)           | (250)           |
| TPP-04    | <b>Utilisation of Education Grants - Early Years (DSG)</b><br>Move 3 & 4 year old funding to the 97% passport rate (currently 98%). Timed with legislative duties of Children Care Expansion (will require Education Board approval). [EDCPH]   | -                         | (100)            | (100)           | (100)           |
| TPP-05    | <b>Printing Resources</b><br>The function of the print room has evolved with the move to digital and remote working practices, the service delivery model will be reviewed alongside the print fleet contract which is due for renewal in September 2024. [EDFR]  | -                         | (50)             | (50)            | (50)            |
| TPP-06    | <b>Southend Business Improvement District (BID) Service Level Agreement (SLA)</b><br>Review current SLA that has been in place since 2013 to ensure no cost burden to the Council in line with other BID areas. [EDAC]  | -                         | (50)             | (50)            | (50)            |
| TPP-07    | <b>Essex County Council (ECC) Transferred Debt</b><br>Reduction in the amount we are required to reimburse ECC for the debt costs (interest and provision for repayment) on the remaining balance of the transferred debt. [EDFR]   | -                         | (50)             | (50)            | (50)            |
| TPP-08    | <b>Internal Audit Resourcing</b><br>Review internal audit plan coverage to challenge whether all the assurance being sought is required, with a view to reducing expenditure with contractors in year and removal of vacant posts in the future. [EDFR]   | -                         | (40)             | (40)            | (40)            |
| TPP-09    | <b>Connectivity Savings</b><br>Achieve fibre connectivity savings across the city. [EDSC]   | -                         | (40)             | (40)            | (40)            |

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|  |  |                           | 2024/25<br>£000  | 2025/26<br>£000 | 2026/27<br>£000 |
| TPP-10   | <b>Remove the ATM from Civic One</b><br>The ATM ('cash machine') is at the end of its life and in need of replacement. The number of transactions has been dropping and is well below that considered to be a well-used ATM.<br>[EDFR]   | -                         | (20)             | (20)            | (20)            |
| TPP-11   | <b>Consolidation of Low Value Third Party Payment Items</b><br>This item includes several proposals, each with a value of less than £10,000. Initiatives include:<br>- Reduction of unused telephone lines [EDSC]<br>- Cleaning in libraries [EDAC]<br>- Southend Leisure and Tennis Centre (SLTC) Netball Courts [EDAC] | -                         | (15)             | (15)            | (15)            |
| <b>Third Party Payments / Contractual Arrangements Total</b> |  | <b>11.95</b>              | <b>(1,315)</b>   | <b>(1,315)</b>  | <b>(1,315)</b>  |
| <b>Income Generation Capability</b>                          |  |                           |                  |                 |                 |
| IGC-01   | <b>Reversal of Reduction in Investment Income</b><br>Due to an improvement in investment income, remove the reduction that was previously predicted when the 2023/24 budget was set. [EDFR]  | -                         | (710)            | (960)           | (960)           |
| IGC-02   | <b>Investment Income Growth</b><br>Higher returns expected on many of the Council's treasury management investments as the bank base rate is expected to stay higher for longer, before decreasing again. [EDFR]   | -                         | (1,835)          | (195)           | 785             |



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|           |   |                           | 2024/25<br>£000  | 2025/26<br>£000 | 2026/27<br>£000 |
| IGC-03    | <p><b>Full Cost Recovery for Council Services Provided Externally (Updated)</b><br/>The council has previously subsidised the cost of providing support services (ICT, HR, payroll) to schools, traded companies and other external bodies. Council services will now be charged out at a price that covers the full cost of providing the service (staff, systems etc.). For traded companies wholly owned by the Council full cost recovery is required to comply with subsidy control. The original income generation target of £420K has now been reviewed due to confirmation of a reduction in the level of 'buy-back' of support services received during January 2024 (both in terms of number of clients and level of service required).<br/>This has been funded from the amount released from 04-COP in Appendix 5. [EDSC]</p> | -                         | (95)             | (95)            | (95)            |
| IGC-04    | <p><b>Fees and Charges Increase</b><br/>An 10% increase of all the Council's fees and charges. Currently the Medium-Term Financial Plan (MTFP) assumes a 7% increase.<br/>Exceptions are parking, burials, cremation and planning charges, which are considered separately. [X-Council]</p>   | -                         | (260)            | (260)           | (260)           |
| IGC-05    | <p><b>Increase Planning Charges</b><br/>Planning charges are set nationally and are due to increase by around 25%. [EDEP]</p>   | -                         | (150)            | (150)           | (150)           |
| IGC-06    | <p><b>South Essex Property Services (SEPS) Dividend</b><br/>South Essex Property Services are a profitable subsidiary within our group of companies and it is proposed that a dividend of £150k is passported through to the parent company, the Council due to their successful their commercial activities. [EDEP]</p>  | -                         | (150)            | (150)           | (150)           |
| IGC-07    | <p><b>Increased Cremation Charges</b><br/>After benchmarking cremation charges against neighbouring locations, indications are that we are currently below similar authorities and an overall increase of 15% to the charges is proposed which will still keep the service competitive. [EDEP]</p>  | -                         | (120)            | (120)           | (120)           |

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|           |   |                           | 2024/25<br>£000  | 2025/26<br>£000 | 2026/27<br>£000 |
| IGC-08    | <b>Pier Charging</b><br>Increase Pier ticket prices by 25p above the inflationary uplift that will be applied and review other Pier charges and ticketing schemes. [EDAC]   | -                         | (100)            | (100)           | (100)           |
| IGC-09    | <b>Beach Hut Terms</b><br>Revise the commercial terms for beach huts. It would involve renewing the terms for all beach huts to contain a claw back provision of 10% on non-family sales, extending the ability for all owners to offer day hire of their huts and applying a rent uplift. The 10% provision is already present in around a fifth of the huts. [EDFR] | -                         | (100)            | (100)           | (100)           |
| IGC-10    | <b>Electric Vehicle (EV) Charging Opportunities</b><br>Install EV charging points and receive commission on charging. [EDEP]  | -                         | (50)             | (150)           | (150)           |
| IGC-11    | <b>Increased Burial Charges</b><br>Increase the cost of burials by 20% to help manage burial demand due to land availability. This will also increase the price differential between burial and cremation charges. Agreed by Cabinet 31 October 2023. [EDEP]  | -                         | (40)             | (40)            | (40)            |
| IGC-12    | <b>Review Environment Protection Enforcement Model</b><br>Look at contracted, pro-active enforcement model for fly-tipping, littering, dog fouling, etc. which generates net income. [EDEP]   | -                         | (30)             | (30)            | (30)            |

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|  |   |                           | 2024/25<br>£000  | 2025/26<br>£000 | 2026/27<br>£000 |
| IGC-13   | <p><b>Private Sector Leasing</b><br/>Invest to save - set up leasing arrangements with a number of landlords to secure them working with us and not other councils. Would require some form of incentive over and above guarantees over our offer, liabilities and length of contract, but would speed up access to properties and be cheaper than ad hoc sourcing. Work is now underway to examine opportunities with some landlords, with an intention to pilot the approach and better understand its potential for scaling. Recent changes to Local Housing Allowance, announced as part of the autumn statement, will have some implications in the short term. [EDEP]</p> | -                         | (25)             | (25)            | (25)            |
| IGC-14   | <p><b>Introduce Penalties for Council Tax Reduction Scheme</b><br/>Where discounts are incorrectly claimed through the Council Tax Reduction (CTR) scheme the Council will impose a Government set penalty charge on the claimant. [EDFR]</p>   | -                         | (20)             | (20)            | (20)            |
| IGC-15   | <p><b>Consolidation of Low Value Income Generation Items</b><br/>This item includes several proposals, each with a value of less than £15,000. Initiatives include:</p> <ul style="list-style-type: none"> <li>- Filming Opportunities [EDAC]</li> <li>- HRA contribution to Procurement [EDFR]</li> <li>- Museum Service - Special Exhibition Fee [EDAC]</li> <li>- Create "Pop-Up" or permanent Southend shop [EDAC]</li> </ul>   | -                         | (30)             | (30)            | (30)            |
| <b>Income Generation Capability Total</b>                        |   | -                         | (3,715)          | (2,425)         | (1,445)         |
| <b>Total 2024/25 Budget Saving / Income Generation Proposals</b> |   | <b>53.31</b>              | <b>(13,990)</b>  | <b>(13,065)</b> | <b>(12,000)</b> |

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|  |  |                           | 2024/25<br>£000  | 2025/26<br>£000 | 2026/27<br>£000 |
| <b>Agreed Savings from Prior Years - deferred</b>  |  |                           |                  |                 |                 |
| EAP-06 (2324)  | <b>System for management of sickness absence</b><br>This saving is dependent on enhancements being delivered by the Business World project. Delays in delivery mean the saving in 2023/24 has not been achieved, this line reprofiles the saving across the new timeline for the project.            | -                         | 5                | (60)            | (60)            |
| IGC-16 (2324)  | <b>Long Term Empty Premium/Second Home Premiums</b><br>This was presented in the 2023/24 budget as being achievable from 2024/25 onwards but will now not be achievable until 2025/26 so the saving has been deferred. The delay is due to the legislative process outside of the Council's control. | -                         | -                | (1,000)         | (1,000)         |
| IGC-18 (2324)  | <b>Review allotment rents from 2024/25</b><br>This was presented in the 2023/24 budget as being achievable from 2024/25 onwards but will now not be achievable until 2025/26 so the saving has been deferred.  | -                         | -                | (25)            | (25)            |
| <b>Agreed Savings from Prior Years - Deferred Total</b><br><i>Updated amounts</i>                      |  | -                         | 5                | (1,085)         | (1,085)         |
| <b>Agreed Savings from Prior Years Total</b><br><i>Figures are as per February 2023 Council</i>        |  | -                         | (610)            | (1,453)         | (2,791)         |
| <b>Grand Total 2024/25 Budget Savings / Income Generation<br/>plus Agreed Savings from Prior Years</b> |  | 53.31                     | (14,595)         | (15,603)        | (15,876)        |