



REPORT TITLE:	2024/25 BUDGET AND 2024-29 MEDIUM TERM FINANCIAL STRATEGY
REPORT OF:	Executive Lead Member – Resources, Climate Change & Economy, Cllr Michael Hoy

1 REPORT SUMMARY

- 1.1 The Council is legally obliged to set a budget each year which must balance service expenditure against available resources. It is a key element of effective financial management for the Council to compile a financial strategy that ensures it is well placed to meet future challenges, such as changes to funding levels, demographic and legislation changes, and other external risk factors outside the Council's direct control.
- 1.2 This report sets out the proposed Medium Term Financial Strategy (MTFS) for the period 2023/24 to 2025/26, including the 2023/24 Budget and Council Tax level. The MTFS outlines the anticipated budget changes over the next five years, including assumptions regarding changes to funding levels, inflation, pressures and savings.

2 RECOMMENDATIONS

- 2.1 It is proposed that the Council **RESOLVES:**
- R1** That the 2024/25 Budget and 2024-29 Medium Term Financial Strategy for both Revenue and Capital are approved
- R2** That the Section 151 Officer be authorised to adjust capital project budgets in 2024/25 after the 2023/24 accounts are closed and the amounts of slippage and budget carry forward required are confirmed.
- R3** That the increase in Rochford District Council Tax of £7.55 for a Band D property (2.99%) for 2024/25 is approved by recorded vote.
- R4** That the proposed Council Tax requirement for the Council's own purposes (excluding Parish & Town Councils and Precepts) for 2024/25 is £8.583m is noted.

R5 That the statement on the robustness of the estimates and reserves at Section 14 is noted.

R6 To approve the Pay Policy Statement in Appendix 3.

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BACKGROUND INFORMATION

4 STRATEGIC CONTEXT

- 4.1 There remains significant uncertainty about the future of local government finance. Potential changes to the Business Rates Retention Scheme, the reviews of Fair Funding and New Homes Bonus have been delayed again, meaning that the future allocation of funding within local government also remains unclear pending consultation with the sector and further detail on the Government's plans. This uncertain funding position makes it difficult to plan for the long term.
- 4.2 The Government published the Final Financial Settlement for Local Government (the "Settlement") on 5 February 2024. The Settlement increases local authorities' spending power by a minimum of 4%. It has been assumed that authorities will increase Band D Council Tax levels by the maximum amount without a referendum. The core Council Tax referendum principle for shire districts is to permit an increase of 3% or £5 (whichever is higher) without a referendum.
- 4.3 There is a continuation of Business Rates Pooling arrangements for a further year. Rochford will continue to be part of an Essex Business Rates Pool in 2024/25. Any late changes to the calculations regarding Business Rates will be accommodated within the Business Rates smoothing reserve.
- 4.4 The main sources of Government funding provided in the Settlement are:
- Services Grant of £12,133 in 2024/25 (£70,284 in 2023/24). The Services Grant has reduced nationally, as well as for Rochford.
 - New Homes Bonus of £432,729 in 2024/25 (£839,687 in 2023/24) recognises housing growth above 0.4%. It is one-off and expected to be the last year of the current scheme.
 - Revenue Support Grant of £85,354 in 2024/25 (£80,051 in 2023/24) which represents a top-up to Business Rates retention.
 - Funding Guarantee of £693,743 in 2024/25 (£zero in 2023/24). This enables a minimum Government funding increase of at least 4% in Core Spending Power.
 - The district will receive a Homelessness Prevention Grant, designed to tackle homelessness and rough sleeping, which is awaiting confirmation.
- 4.6 During the past year, inflation and interest rates have remained high, although inflation appears to be past its peak. Economic forecasts are for both inflation and interest rates to fall during 2024. Lower inflation will assist with cost

management, although lower interest rates, in the absence of debt, will have a detrimental impact for Rochford through reduced investment income.

- 4.7 Demand on services is driven by a growing and changing population. Rochford's population is growing and the proportion aged over 65 is also growing. Demand is also driven by a high cost of living which can (for example) have an adverse impact on income (fees and charges, Council Tax and Business Rates) and increase the cost of Council Tax Support.

5 COUNCIL PRIORITIES AND PROGRAMMES

- 5.1 The corporate priorities are below. The Budget/MTFS has been prepared with these in mind:

- Being Financially Sustainable
- Maximise Our Assets
- Early Intervention
- Enable Communities.

- 5.2 Following the agreement to create a formal strategic partnership between the Council and Brentwood Borough Council (BBC), savings have been delivered at the senior management levels and are reflected in the MTFS. In future, it is anticipated that a fresh approach will be adopted to the identification of savings as a result of transformation/reorganisation. Ongoing savings are budgeted to be £160,000 in 2024/25 and £115,000 in 2025/26 and thereafter.

- 5.3 Full Council on 7 September 2023 agreed a new approach to the Council's asset strategy that replaced the Asset Delivery Programme. Although business cases are still to be produced to set out how the new strategy will be implemented, the Capital Programme has been updated to accommodate the new approach.

6 MEDIUM TERM FINANCIAL STRATEGY 2024-2029

- 6.1 The MTFS has been extended to a period of five years, 2024-29. This is primarily to enable a slightly longer-term view, especially for the Capital Programme, as compared to the previous MTFS term of three or four years. There are still many uncertainties regarding local government finance beyond 2024/25, so projections are subject to change, especially for the later years of the MTFS.

- 6.2 The main assumptions for the MTFS are:

- The minimum level of General Fund balance should be held at 10% of the net budget requirement.

- Inflation is set at 2% each year for pay and non-pay, except where there are known contractual increases.
- There is an ongoing revenue contribution to capital of £255,000.
- Council Tax increases are 2% each year.
- There is 1% growth in the Council Tax baseline.
- Government funding – currently defined as covering Revenue Support Grant, Services Grant, New Homes Bonus and Funding Guarantee – remains at the 2024/25 level throughout the MTFS period.
- Use of a newly-established Budget Equalisation reserve to enable shortfalls (budget gaps) in some years to be offset by surpluses in other years.

6.3 Over the period of the MTFS the Council's financial priorities will be:

- To deliver a balanced budget and long-term financial sustainability, while maintaining appropriate levels of reserves, balances and contingencies to protect council services and assist in mitigating future risks.
- To maintain unqualified accounts each year.
- To maximise recovery of income due to the council and minimise the impact of fraud on council business.
- To support sustainable economic growth and strong communities, ensuring the district is a great place in which to invest, live, work and visit.
- To create an agile and flexible workforce, including maximising ICT efficiencies, including through its partnership with BBC.
- To deliver the objectives of the Council's Asset Strategy.

6.4 The challenge to balance the MTFS over the full five years is extremely difficult, and one being faced by very many other local authorities. The Settlement is for one year only (2024/25) and there are few indications of what to expect from Government funding beyond that. There are also macro-economic uncertainties that could have an impact on inflation and interest rates. It is therefore acceptable to approve an MTFS that does not balance expenditure and income over the five years. However, it is important for the Council to commit to a strategy that identifies ways to bridge future budget gaps.

6.5 The strategy over the coming years is proposed to be:

- Increase Council Tax by the maximum permissible without a referendum.

- Aim to increase fees and charges (in general) by at least inflation prevalent at the time the charges are set.
- Develop an efficiency strategy that continues the transformation process begun through OneTeam, to achieve savings through reorganisations achievable by partnership working and the use of information systems that enhance customer service.
- Identify ways in which front-line services can offer improved value for money, through efficient ways of working and maximising income generation.

6.6 The above strategy could feasibly deliver significant savings and/or additional income each year, which would assist in funding the projected shortfalls in years four and five of the MTFS. Depending on the quantum they could also be used to invest in services, either directly or to enhance funding for the Capital Programme.

7 REVENUE BUDGET 2024/25

7.1 The Budget has been developed over a period of many months, taking into account external factors, corporate priorities and the resident survey. Members have been engaged throughout, as indicated below. The list does not include the actual meetings, calls and emails that go to make up the extent of dialogue that involves members sharing thoughts and having questions answered by officers. The intention has been to give every member an opportunity to be adequately informed about the Budget, not only the Joint Administration and the Opposition as collective bodies.

- 26 October – Financial priorities awayday for all members.
- 8 November – Notes from financial priorities awayday sent to all members.
- 27 November – invitation to all Group Leaders to meet to discuss with the S151 Officer any Budget issues or questions, and to receive a briefing.
- 13 December – report on the results of the residents Budget survey circulated to all members.
- 19 December – Briefing note on the impact of the 18 December Provisional Settlement on Rochford circulated to all members.

7.2 The table below sets out a summary of the 2024/25 Budget and MTFS:

	2024/25	2025/26	2026/27	2027/28	2028/29
	£m	£m	£m	£m	£m
Leader	1.594				
Resources, Climate Change & Economy	0.600				
Governance & Communications	1.346				
Communities & Health	0.394				
Housing	1.023				
Strategic Planning	0.317				
Environmental Services	3.926				
Public Space & Assets	1.225				
Leisure Tourism & Wellbeing	0.344				
Customer Services	2.349				
Staffing Vacancy Factor and anticipated one team savings	(0.224)				
Total Service Expenditure	12.896	13.478	14.161	14.860	15.575
Funding Sources:					
Revenue Support Grant	(0.085)	-	-	-	-
Retained Business Rates	(3.396)	(3.430)	(3.464)	(3.499)	(3.534)
Business Rates Collection Fund (Surplus)/Deficit	-	-	-	-	-
New Homes Bonus	(0.433)	-	-	-	-
Council Tax (Proposed)	(8.583)	(8.841)	(9.107)	(9.381)	(9.663)
Council Tax Collection Fund Surplus)/Deficit	-	-	-	-	-
Contribution / (Withdrawal) from Earmarked Reserves	0.025				
Investment Fund Contribution / (Withdrawal)	0.089	-	-	-	-
Business Rates Smoothing Reserve Contribution / (Withdrawal)	-	-	-	-	-
Funding Guarantee	(0.694)	(1.100)	(1.100)	(1.100)	(1.100)
Budget Equalisation Reserve	0.193	(0.107)	(0.486)	-	-
Services Grant	(0.012)	-	-	-	-
Total Funding	(12.896)	(13.478)	(14.157)	(13.980)	(14.297)
General Fund Contribution / (Withdrawal)	0.000	0.000	(0.004)	(0.880)	(1.278)
(Surplus) / Deficit / Balanced budget	-	-	-	-	-

ESTIMATED General Fund Balance Brought Forward	1.359	1.359	1.359	1.355	0.475
Contribution to / From Reserves	0.000	0.000	-0.004	-0.880	-1.278
General Fund Balance Carried forward	1.359	1.359	1.355	0.475	-0.803
10% General Fund Balance required	1.290	1.348	1.416	1.486	1.558

7.3 After taking income and specific grants into account, the net cost of 2024/25 services amounts to £12.896m, compared to £12.080m in 2023/24. The service budget summary is shown in Appendix 1.

7.4 The key pressures and growth items are:

- Contract inflation/specification changes (£0.464m): price increases in relation to major contracts including waste, IT, insurance, audit costs and utilities.
- Staffing costs (£0.406m): this includes the pay award for 2023/24, future annual uplifts and incremental increases.
- Increase in the MRF contract costs (£0.300m).
- Loss of income (0.136m): Loss of land charges income due to transfer of service and demand decrease in Building Control.
- Staffing increase (£0.115m) for a technical accountant post and asset project officer.

7.5 Key savings, efficiencies and income are:

- Additional Fees and Charges income from review of charges (£0.325m); includes an increase in statutory charges on planning.
- Increase in investment income due to increased interest rates (£0.375m).
- Increase in recycling income (£0.103m).

7.6 There may be some changes to forecasts in 2024/25 after this Budget report has been finalised. These will be accommodated within reserves. This will potentially apply to Business Rates and the net cost of Housing Benefits.

8 BUSINESS RATES

8.1 Local authorities currently retain 50% of Business Rates across the local government sector (with the other 50% returned to central Government). Within the local government share there is a system of redistribution, based on relative need, which means that each individual authority is subject to a top up or tariff payment to bring their nominal share of rates in line with their assessed need. Each authority can individually retain up to 50% of any growth in business rates revenue over an agreed baseline. Rochford remains part of the Essex Business Rates Pool in 2024/25 which means that collectively, the Pool can retain the remaining 50% of any growth over a shared baseline position.

8.2 The business rate multiplier for small businesses will be frozen in 2024/25, meaning the rates business pay will not increase; however, the Council will be fully compensated for this loss of income.

8.3 As a Billing Authority, the Council collects Business Rates on behalf of central government, Essex County Council and the Essex Fire and Rescue Authority via the Essex Business Rates Pool. The amount of Business Rates to be collected includes an assumption about collection rates. If the amount actually collected during the year varies compared to this assumption, then the balance is held in the Collection Fund.

9 COUNCIL TAX

9.1 The Settlement sets out a 3% (or up to £5 if higher) referendum limit on Council Tax increases for shire districts in 2024/25. Government illustrations of local authorities' core spending power assume that councils will increase their Council Tax when calculating the total funding available to each authority.

9.2 When considering the Council Tax level for 2024/25, it should be noted that the current level of Council Tax is:

	2023/24 Band D Average £
Essex County Council	1,252.71
Essex County Council Social Care Levy	197.46
Essex Fire Authority	80.28
Police & Crime Commissioner	233.46
Town/Parish Councils (average)	59.76
Rochford District Council	252.45
Total	2,076.12

- 9.3 The Council is proposing an increase in its share of Council Tax by 2.99% in 2024/25; this equates to £7.55 per year or an extra 15 pence per week on a Band D property.
- 9.4 The Section 151 Officer has delegated powers to set the Council Tax base, which is based on the current council tax valuation list plus an estimate of changes anticipated to occur in 2024/25. This has been set at 33,010.
- 9.5 The Local Council Tax Support Scheme (LCTS) is based on a discount rather than a benefit, so results in a reduction in the tax base. For 2024/25, the tax base is calculated as follows:

	Band D Equivalent	
	2023/24	2024/25
Tax Base	34,652.0	35,002.6
Less LCTS Adjustment	(2,290.8)	(1,992.6)
Equals Tax Base for Council Tax Collection	32,888.9	33,010.0

- 9.6 The calculation of the indicative Council Tax for Rochford District is set out below (please note that the Parish position currently reflects the 2023/24 position as not all have yet been received):

	2023/24 Current	2024/25 Original
	£m	£m
Gross Expenditure	14.897	14.861
Reversal of Parish Precept	(1.966)	(1.966)
Total Service Expenditure	12.931	12.896
Contribution to /(from) Reserves	(0.899)	0.000
Net Expenditure for Budget Purposes	12.032	12.896
Revenue Support Grant	(0.080)	(0.085)
Retained Business Rates	(3.129)	(3.396)
New Homes Bonus	(0.840)	(0.433)
Collection Fund Adjustments	0.390	-
Funding Guarantee	-	(0.694)
Budget Equalisation Reserve	-	0.193
Earmarked Reserves	-	0.114
Lower Tier Services Grant	-	-
Services Grant	(0.070)	(0.012)
Rochford's Element of Council Tax Requirement	(8.303)	(8.583)
Council Tax Base	32,889	33,010
TOTAL COUNCIL TAX (BAND D EQUIVALENT)	252.45	260.00

9.7 The total Council Tax, including the amounts for Essex County Council, Essex Police and Crime Commission, Essex Fire Authority and the Town and Parish Councils are set out in the separate report being considered by Council.

9.8 As a billing authority, the Council collects Council Tax on behalf of Essex County Council, Essex Fire and Rescue Authority and Police and Crime Commissioner (known as main precepting bodies). The amount of Council Tax to be collected includes an assumption about collection rates. If the amount actually collected during the year varies compared to this assumption, then the balance is held in the Collection Fund. This reserve is ring fenced and is distributed between the billing authority and the main precepting bodies on a proportionate basis, based on the Band D Council Tax amount for each body.

10 RESIDENT ENGAGEMENT

10.1 The Rochford District Council Budget Consultation ran between 18 September to 29 October 2023 using a new engagement tool, Engage With Us. It was publicised across a variety of channels including an article in the Echo newspaper, business bulletins, emails to various local community-based groups and social media posts. The consultation report was published on the Council's website here: [Rochford District Council Budget Consultation |](#)

[Engage With Us](#). There was a total of 329 responses from residents across all wards within the district.

- 10.2 Detailed findings can be explored in the consultation report. Most residents wanted to spend the same on Council services. Most residents felt that to "Maintain, protect, and enhance our many green parks, playgrounds and open spaces" was most important. When it came to raising funds and driving efficiencies, most residents opted for "Increase the use of modern technologies in the delivery of services" and "Increase commercial activity to make money that can be used to fund local services".

11 GRANTS FOR SPECIFIC SERVICES

- 11.1 The following table shows the amounts of grant that are included in the baseline budget that are assumed to be received in 2024/25:

Grants for specific services:	2024/25 £
Local Council Tax Support Scheme (now part of central funding)	-
Homelessness Prevention Fund	(287,448)
Housing Benefit Admin	(110,000)
Business Rates collection	(103,585)
New Burdens - Universal Credits	-
New Burdens - Housing Benefits	-
Disabled Facilities Grant (estimated)	(540,059)
Police Crime Commissioner Funding	(12,400)
Health and Wellbeing Grant (Public Health Improvement Officer)	(20,000)
Total Specific Grants	(1,073,492)

12 FEES AND CHARGES

- 12.1 There is a separate report on this agenda that sets out the proposed fees and charges for 2024/25. These have assumed to have been agreed for the purposes of this report.

13 CAPITAL PROGRAMME

- 13.1 A proposed capital programme covering the period 2024/25 to 2028/29 has been developed to enable effective planning, prioritisation and financial management. This is detailed at Appendix 2.
- 13.2 Both revenue and capital funding must work to complement each other in support of the delivery of the Business Plan, which is dependent upon both investment in capital infrastructure and transformation and modernisation in operational service delivery.
- 13.3 External borrowing (if required and endorsed) would create an ongoing revenue cost pressure as a result of the capital financing charges arising (interest payments and principal repayment of debt), so any business case for borrowing would need to be supported with an appropriate mitigation strategy. None has been assumed.

- 13.4 It should be noted that the Programme contains specific projects as listed in the paragraphs below, but one line for “Other Capital Projects”. This is to address the difficulty with inadequate funding to deliver all of the projects identified in previous programmes. The sums previously identified for these projects, compared to the amounts that can be funded now, are:

	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £
Previously identified projects	720,600	510,600	510,600	545,600	485,600
Funding available	639,000	285,000	135,000	285,000	205,000
Difference	81,600	225,600	375,600	260,600	280,600

- 13.5 The Programme includes a £1.4m allocation for the Rochford District Council Office Relocation, which is assumed to be funded from the receipts from the sale of the existing offices. Essential works to the Mill Hall in line with a condition survey report are funded from UKSPF (£200k) the Community Investment Fund (£290k) and the remainder from reserves. There are two capital projects identified through the UK Shared Prosperity Fund, value £178k. Two new waste vehicles are proposed to be acquired for £380k, funded from reserves. Disabled Facilities Grants of £540k are funded from a central pot by Government.
- 13.6 The Programme does not include any rolled forward amounts from 2023/24 projects that have not yet spent their allocations. These will be picked up once the 2023/24 accounts have been finalised and built in to the 2024/25 Capital Programme. There is a recommendation in this report to authorise the S151 Officer to make these changes, which will be reported to members in the summer.
- 13.7 It is recognised that the programme cannot accurately predict all demands for the future and that will require periodic review and revision at least annually to enable the Council to allow adjustments in the light of changing circumstances.

14 ROBUSTNESS OF THE BUDGET ASSUMPTIONS; ASSURANCE FROM THE S151 OFFICER

- 14.1 The Section 151 Officer is required under section 25 of the Local Government Act 2003 to report to the Council on the robustness of the estimates and adequacy of reserves when determining the Budget and level of Council Tax.
- 14.2 The financial planning process for 2024/25 has taken place in an environment of significant uncertainty due to inflationary pressures and uncertainty over the economic outlook and local government funding levels. Despite these challenges the Council has been able to set a balanced budget in 2024/25.

- 14.3 The financial planning process takes into account the strategic context for the district, medium-term resource projections, and the quantification of new pressures on resources, and the identification of potential budget savings and efficiencies, including income generation.
- 14.4 The feedback from the budget survey has been taken into consideration in the development of the Medium Term Financial Strategy.
- 14.5 At Member level, budget discussion has taken place to share information and provide national and local context. Lead members have been engaged and provided with the evidence required to enable the MTFs recommendations outlined to be referred to Council for approval. The Opposition have had opportunities to receive briefings and have questions answered.
- 14.6 The Council will continue to face challenging financial times for the foreseeable future, with the impact of ongoing pressures on local government funding, inflationary pressures and increasing demand. The process that has been undertaken to set the Budget has included engagement of officers throughout the year who have provided regular feedback of ideas into the process, engagement with the public and members and benchmarking exercises, along with due consideration of statutory duties, including in respect of equalities.
- 14.7 The Council has a credible track record of delivery of savings and holds reserves and contingencies to help mitigate against risks and uncertainties, as well as to support specific projects and grant funded work. Any pressures that cannot be met through grant funding or in-year cost reductions will need to be met from reserves; however, I am satisfied that the Council has sufficient reserves and balances to operate over the medium term.
- 14.8 The financial climate reinforces the need for on-going robust financial management, strict budgetary control and the on-going monitoring of both savings and investment delivery plans, and I am confident that there are adequate processes in place to promote these.
- 14.9 Risks have been taken into account when setting the budget and in considering the adequacy of reserves. For these reasons, it can be confirmed that the 2024/25 budget setting process has been robust.

15 RESERVES & BALANCES

- 15.1 The continued provision of adequate reserves is essential. Without these, it may be necessary to take remedial urgent action in-year to mitigate challenges that arise, which could lead to longer term consequences.
- 15.2 The Section 151 Officer recommends the level of reserves within the Council's budget. However, it is important that members understand the level

of reserves that the council holds and ensure that the reserves policy fits in line with the organisational strategy.

- 15.3 There is no statutory minimum level of reserves, but it is important to manage the level of reserves in order to:
- Maintain adequate balances to provide contingency funds for unforeseen events.
 - Provide resources to support the Council's long-term spending plans.
 - Avoid holding excessive amounts because of the opportunity costs in not utilising these resources.

General Fund Balance

- 15.4 This is a contingency fund i.e., money set aside for emergencies or to cover any unexpected costs that may occur during the year, such as flooding or unexpected repairs.
- 15.5 The current strategy is to maintain the General Fund balance at a minimum of 10% of the annual net budget requirement. This will provide a short-term contingency to manage the risks identified in this report.
- 15.6 The level of the General Fund reserve is reviewed annually as part of the budget process and the current 2024/25 target for General Fund balances is £1.3m.

Earmarked Reserves

- 15.7 These comprise monies that are set aside for a particular purpose, such as infrastructure or investment funds or funds held on behalf of partnership arrangements, which cannot therefore be used to support general Council expenditure.
- 15.8 The total forecast movement in earmarked reserves and balances during 2024/25 is £2.832m to a projected total of £5.092. The main movements are use of reserves for funding of the Capital Programme. These are estimates at the time of formulating the Budget and a further update on balances will be made to Council as part of the closure of the accounts for 2023/24.
- 15.9 Earmarked reserves are set out in the table below:

Earmarked Reserves	Opening balance 2023/24 £'s	Transferred Out £'s	Transferred In £'s	Projected Opening balance 2024/25 £'s	Forecast Mov't In Year £'s	Estimated Closing Balance 2024/25 £'s
Transformation Reserve	(257,186)	239,831	-	(17,355)	17,355	-
Waste Provision Reserve	(341,592)	341,592	-	(0)	-	-
Legal/Insurance Reserve	(248,576)	63,665	-	(184,911)	-	(184,911)
Elections Reserve	(37,644)	1,522	-	(36,122)	-	(36,122)
Housing Reserve	(214,068)	-	-	(214,068)	-	(214,068)
Hard / Soft Infrastructure Reserve	(1,350,816)	142,413	(400,000)	(1,608,403)	1,608,403	-
Business Rates Smoothing Reserve	(1,666,735)	389,703	-	(1,277,032)	-	(1,277,032)
Housing Benefit Equalisation Reserve	(312,727)	94,199	-	(218,528)	-	(218,528)
Leisure Smoothing Reserve	(133,385)	161,840	(28,455)	-	-	-
Investment Fund	(3,547,433)	2,961,255	(255,000)	(841,178)	841,178	-
IT Transformation Reserve	(257,552)	147,801	(64,691)	(174,442)	-	(174,442)
COVID 19 Smoothing Reserve	(67,036)	67,036	-	-	-	-
Collection Fund New Burdens	(669,672)	72,663	(9,602)	(606,611)	-	(606,611)
Connect - Invest to Save	(335,266)	335,265	-	(0)	-	-
Grant Funding	(254,239)	11,720	-	(242,519)	60,000	(182,519)
Housing Grant Reserve	(775,974)	44,277	-	(731,697)	144,103	(587,594)
Corporate Priorities	(250,000)	-	-	(250,000)	250,000	-
SEPP Partnership	(150,000)	70,000	-	(80,000)	80,000	-
Corporate Staffing	(356,771)	229,852	-	(126,918)	-	(126,918)
Community Investment Fund	(970,947)	230,000	-	(740,947)	290,000	(450,947)
Budget Equalisation Reserve	-	-	(400,000)	(400,000)	(193,000)	(593,000)
Service Based	(1,152,873)	586,475	(4,370)	(570,768)	131,000	(439,768)
Total Earmarked Reserve	(13,350,491)	6,191,110	(1,162,118)	(8,321,499)	3,229,039	(5,092,460)

15.10 The Council regularly reviews the reserves as part of the budget setting and closure of accounts processes to make sure that they are appropriate. Reserves should be used in accordance with the reasons they were set up and their use is authorised by the Section 151 Officer. If necessary, the Section 151 Officer may approve the use of earmarked reserves to cover unforeseen expenditure, in line with Council's financial regulations.

16 CAPITAL AND TREASURY MANAGEMENT STRATEGY

16.1 The Prudential Code for Capital Finance in Local Authorities (the Prudential Code) plays a key role in capital finance in local authorities, and it requires the Section 151 Officer to comment specifically on the Capital Strategy adopted by the Council. The full strategy is set out in a separate report on this agenda.

16.2 Local authorities determine their own programmes for investment. In order to demonstrate that capital expenditure and investment decisions are taken in line with service objectives and properly take account of stewardship, value for money, prudence, sustainability and affordability, the Prudential Code requires authorities to have in place a Capital Strategy that sets out the long term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes.

- 16.3 The Council's approach to treasury management investment activities is set within the Treasury Management Strategy and includes the criteria for determining how and where funds will be invested to ensure that the principal sums are safeguarded from loss and that sufficient liquidity is maintained to ensure that funds are available when needed. The treasury management investment strategy proposed for 2024/25 is consistent with that applied in previous years.

17 CONCLUSION

- 17.1 The MTFS has been prepared against a background of significant uncertainty as a result of increasing cost pressures, mainly due to high rates of inflation, and a lack of clarity around future funding levels. These factors could jeopardise the Council's sustainable financial position without continued budgetary vigilance alongside the delivery of the Council's priorities.
- 17.2 The MTFS covers a five-year period over which time there is significant uncertainty. Although the financial context is increasingly challenging, the Council has a track record of identifying and delivering significant savings within the approved budget, supported by a framework of effective financial planning. This approach will need to continue to ensure that a sustainable medium-term financial position can be maintained.
- 17.3 The Corporate Leadership Team will review the strategy annually to ensure that it continues to be aligned to overall Council objectives and priorities and that the Council continues to be able to set a balanced budget each year.

18 RELEVANT RISKS

- 18.1 There are a number of risks and opportunities to the Council's financial position as a result of changes in demographics, changes to legislation and other factors. The Council holds reserves and contingency balances to address future risks and concerns. These risks will be kept under review, if and when they materialise:
- Inflation - there is risk posed by rising inflation in that amounts budgeted for significant cost headings such as staffing, major contracts and utilities could be insufficient. It is difficult to predict this accurately, as it will depend on wider market factors and mitigating actions taken by the Bank of England and Government to manage the economy. The Council will continue to monitor this risk and any cost pressures can be managed through general reserves if needed over the short term, with appropriate adjustments being made to the MTFS if required in future years.
 - BBC Partnership Arrangements – the partnership presents an opportunity to reduce costs over the medium term. Estimated savings have been included in the MTFS and provision has been made within earmarked

reserves to fund the Council's share of one-off costs associated with the Transformation Programme required to deliver these ongoing savings.

- Homelessness - ongoing prevention and partnership work continues to help with the supply of temporary and settled accommodation, which has significantly reduced the number of residents in emergency accommodation and directly helped to reduce budget pressures. The number of households requiring temporary accommodation has been put under increased pressure and demand will continue to be closely monitored.
- Housing Benefit Net Costs - this is a demand driven budget linked to housing need across the district and is therefore subject to fluctuation. An equalisation reserve has been set up to help manage these fluctuations on the net budget position.
- Recycling Costs - the budget has been set based on the revised unit prices and best intelligence of probable volumes; however, if either of these assumptions are higher than anticipated a further cost pressure could arise.

19 FINANCIAL IMPLICATIONS

19.1 These are contained in the report.

20 LEGAL IMPLICATIONS

20.1 The Council is obliged by Section 151 of the Local Government Act 1972 to make proper arrangements for the management of its financial affairs. It is consistent with sound financial management and the Council's obligation under Section 151 of the Local Government Act 1972 for the Council to adopt and monitor a medium-term financial strategy. The medium-term financial strategy informs the budget process and may be viewed as a related function.

20.2 The report provides information about risks associated with the medium-term financial strategy and the budget. This is consistent with the Council's obligation to make proper arrangements for the management of its financial affairs. It is also consistent with the Council's obligation under the Accounts and Audit (England) Regulations 2011 to have a sound system of internal control which facilitates the effective exercise of the Council's functions and includes arrangements for the management of risk.

21 EQUALITY AND DIVERSITY IMPLICATIONS

21.1 The Council has formulated its budget proposals having regard to the duties under the Equality Act 2010. At the time of developing specific service plans and policies the Council will consider in greater detail the specific impact of the proposals that might be implemented within the budgetary framework.

Proposals shall only be implemented after due regard has been paid to the need to achieve the three aims set out in Section 149 of the Equality Act.

22 ENVIRONMENT AND CLIMATE IMPLICATIONS

22.1 The MTFS includes budget allocations that enable service areas to deliver our responsibilities in this area.

23 ECONOMIC IMPLICATIONS

- 23.1 The Capital Programme includes investments which help enable economic growth.

**Tim Willis
Interim Director – Resources/ Section 151 Officer**

Background Papers:-

None.

For further information please contact Tim Willis, Interim Director of Resources, on:-

Phone: 07870 863270

Email: Tim.willis@brentwood.rochford.gov.uk

If you would like this report in large print, Braille or another language please contact 01702 318111.

BUDGET BOOK MEMBER LEAD STRUCTURE 2024-25					
LEAD MEMBER NAME	DIRECTOR	ALL SERVICES	2023/24 ORIGINAL	2023/24 LATEST	2024/25 ESTIMATE
Leader					
Cllr John Mason	People & Governance	Human Resources	186,680	188,429	193,798
Cllr John Mason	Chief Executive	Corporate Management	304,425	306,960	356,122
Cllr John Mason	Chief Executive	Corporate Leaders	593,948	555,198	616,800
Cllr John Mason	Chief Executive	Strategic Directors	200,877	198,177	120,830
Cllr John Mason	Chief Executive	Managing Director	112,455	108,355	120,930
Cllr John Mason	Communities & Health	Emergency Planning	54,600	53,600	42,880
Cllr John Mason	Policy & Delivery	Policy & Transformation	0	0	143,139
			1,452,985	1,410,719	1,594,499
<u>Resources.ClimateChange&Economy</u>					
Cllr Michael Hoy	Place	Economic Development	114,850	114,850	158,737
Cllr Michael Hoy	Resources	Audit	127,500	127,500	132,750
Cllr Michael Hoy	Resources	Financial Services	446,030	505,480	499,686
Cllr Michael Hoy	Resources	Non Distributed Costs	394,000	394,000	394,000
Cllr Michael Hoy	Resources	Other Operating Income & Expenditure	(275,000)	(275,000)	(650,000)
Cllr Michael Hoy	Resources	Procurement	76,700	74,700	64,870
			884,080	941,530	600,043
<u>Governance&Communications</u>					
Cllr James Newport	Policy & Delivery	Communications	132,400	138,700	102,570
Cllr James Newport	People & Governance	Members and Committee Services	472,200	533,400	606,650
Cllr James Newport	People & Governance	Civics	80,000	78,100	83,330
Cllr James Newport	People & Governance	Conducting Elections	159,050	155,072	164,822
Cllr James Newport	People & Governance	Registration of Electors	92,350	92,350	96,430
Cllr James Newport	People & Governance	Legal Services	119,500	115,580	111,350
Cllr James Newport	Customer & Data Insight	Information	30,000	28,800	31,280
Cllr James Newport	People & Governance	Leadership Support Team	141,900	136,350	149,880
			1,227,400	1,278,352	1,346,312
<u>Communities&Health</u>					
Cllr Lisa Newport	Communities & Health	Community Safety	30,700	29,500	74,980
Cllr Lisa Newport	Communities & Health	Licensing	55,250	51,050	37,100
Cllr Lisa Newport	Communities & Health	Public Health	23,500	23,500	23,500

Cllr Lisa Newport	Communities & Health	Environmental Health	354,700	350,897	337,000
Cllr Lisa Newport	Communities & Health	Hackney Carriage	(78,200)	(78,200)	(78,200)
			385,950	376,747	394,380
<u>Housing</u>					
Cllr Adrian Eves	Housing	Housing Strategy	10,000	10,000	10,000
Cllr Adrian Eves	Housing	Private Sector Housing Renewal	74,620	72,420	78,800
Cllr Adrian Eves	Housing	Homelessness	871,704	835,504	934,054
			956,324	917,924	1,022,854
<u>Strategic Planning</u>					
Cllr Jim Cripps	Place	Development Management	322,100	334,373	151,880
Cllr Jim Cripps	Place	Planning Policy	193,980	600,150	164,681
			516,080	934,523	316,561
<u>Environmental Services</u>					
Cllr Chris Stanley	Environment	Cemeteries & Churchyards	(135,870)	(130,870)	(131,879)
Cllr Chris Stanley	Environment	Street Cleansing	15,900	15,900	15,900
Cllr Chris Stanley	Environment	Public Conveniences	42,540	42,540	39,770
Cllr Chris Stanley	Environment	Coast Protection	2,300	2,300	2,300
Cllr Chris Stanley	Environment	Depot	18,090	18,090	19,019
Cllr Chris Stanley	Environment	Recycling Collection	4,184,500	4,178,900	4,433,830
Cllr Chris Stanley	Environment	Recycling Disposal	(795,000)	(495,000)	(598,000)
Cllr Chris Stanley	Environment	Highways/ Roads Routine	3,500	600	1,570
Cllr Chris Stanley	Environment	Building Control - Client Account	263,750	254,950	272,280
Cllr Chris Stanley	Environment	Building Control - Fee Account	(225,000)	(225,000)	(180,000)
Cllr Chris Stanley	Assets & Investments	Health & Safety	51,600	50,600	51,430
			3,426,310	3,713,010	3,926,220
<u>Public Space & Assets</u>					
Cllr Vilma Wilson	Assets & Investments	Off Street Parking	(818,938)	(827,788)	(893,285)
Cllr Vilma Wilson	Assets & Investments	Office Accommodation Rayleigh	58,810	78,980	49,279
Cllr Vilma Wilson	Assets & Investments	Office Accommodation Rochford	339,270	337,870	365,950
Cllr Vilma Wilson	Assets & Investments	Estates Management Services	322,900	313,700	423,740
Cllr Vilma Wilson	Environment	Parks & Open Spaces	741,790	726,090	764,159
Cllr Vilma Wilson	Assets & Investments	Leisure Premises	433,760	433,760	514,680
			1,077,592	1,062,612	1,224,523
<u>Leisure, Tourism & Wellbeing</u>					
Cllr Julie Gooding	Assets & Investments	Culture & Heritage - Windmill	(15,530)	(15,410)	(17,570)
Cllr Julie Gooding	Assets & Investments	Leisure Client Account	102,000	99,000	69,850

Cllr Julie Gooding	Communities & Health	Sports Development & Promotion	58,349	65,869	106,880
Cllr Julie Gooding	Communities & Health	Corporate Policy & Partnership	162,200	159,800	168,680
Cllr Julie Gooding	Communities & Health	Safeguarding	15,700	15,200	16,580
			322,719	324,459	344,420
Customer Services					
Cllr Arthur Williams	Customer & Data Insight	Digital Services	180,400	173,500	187,620
Cllr Arthur Williams	People & Governance	Support Services	135,750	132,850	169,650
Cllr Arthur Williams	Customer & Data Insight	Computer Services	1,262,647	1,258,504	1,287,371
Cllr Arthur Williams	Resources	Housing Benefit Administration	343,797	366,056	378,620
Cllr Arthur Williams	Resources	Housing Benefit Payments	(136,023)	(136,023)	(136,023)
Cllr Arthur Williams	Customer & Data Insight	Customer Services	485,300	466,300	461,980
Cllr Arthur Williams	Resources	Council Tax	78,800	88,110	93,140
Cllr Arthur Williams	Resources	Business Rates	(46,320)	(38,035)	(43,871)
Cllr Arthur Williams	Customer & Data Insight	Local Land Charges	(140,000)	(140,000)	(49,000)
			2,164,351	2,171,263	2,349,487
		Staff Vacancy Factor	(333,374)	(200,000)	(223,581)
		Service Related Costs	12,080,417	12,931,138	12,895,718

Appendix 2

Capital Programme 2024/25 to 2028/29

Item	2024/25 FORECAST £	2025/26 FORECAST £	2026/27 FORECAST £	2027/28 FORECAST £	2028/29 FORECAST £
HQ relocation	1,400,000				-
Mill Hall	845,000		150,000		80,000
Waste vehicles	380,000				
UKSPF projects	178,000				
Disabled Facilities Grant	540,059	540,059	540,059	540,059	540,059
Other Capital Projects	639,000	285,000	135,000	285,000	205,000
Total Cost	3,982,059	825,059	825,059	825,059	825,059
Capital Receipts Reserve	(1,400,000)				
Hard/Soft Infrastructure Reserve					
Prior year New Homes Bonus	-	-			
Capital Grants - DFGs	(540,059)	(540,059)	(540,059)	(540,059)	(540,059)
Capital Grants - UKSPF	(378,000)				
Capital Grants - DEFRA	(100,000)				
Developer Contributions	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Community Investment Plan	(290,000)				
Investment Reserve / Revenue Contribution	(1,244,000)	(255,000)	(255,000)	(255,000)	(255,000)
Total Funding	(3,982,059)	(825,059)	(825,059)	(825,059)	(825,059)

ROCHFORD DISTRICT COUNCIL PAY POLICY STATEMENT 2024/25

1. Introduction

- 1.1 This Pay Policy Statement (PPS) sets out the Council's approach to the remuneration of its employees to comply with provisions of the Localism Act 2011 to increase accountability, transparency and fairness in the setting of local pay.
- 1.2 In addition, it describes the pay arrangements for the Leadership Team and other roles, following the partnership agreement with Brentwood Borough Council as part of the #OneTeam Transformation Programme.
- 1.3 This PPS is produced in accordance with Chapter 8 of the Localism Act 2011 ("the Act"). It is made available on the Council's website which also includes separately published data on salary information relating to the Leadership Team.
- 1.4 This PPS complies with the requirements of the Localism Act and the guidance "Openness and accountability in local pay: Guidance under section 40 of the Localism Act 2011", published 17 February 2012).

2. Definitions

- 2.1 Pay Spine - For employees subject to the 'National Agreement on Pay and Conditions of Service of the National Joint Council for Local Government Services' (commonly known as the 'Green Book'), the Council uses a pay spine based on national Spinal Column Points up to PO17. The rest of the pay line has been determined based on locally agreed Pay and Conditions. The pay scales are shown at the end of this statement.
- 2.2 Section 43 of the Localism Act defines the meaning of a Chief Officer. In relation to Rochford District Council's management structure the following is included in the definition of a Chief Officer:
 - Statutory Chief Officers (Head of Paid Service and Section 151 Officer)
 - Non-Statutory Chief Officers (Strategic Director and Monitoring Officer)
 - Deputy Chief Officers (Directors)
- 2.3 Employees on Scale 3 are defined as our lowest-paid employees. The Council also employs apprentices who are paid on a fixed rate below the pay spine and receive free professional training as part of their employment. The Council may employ temporary staff to deliver specific time limited activities on occasion. The remuneration may be based on market rates if appropriate.

3. General Principles Applying to Remuneration of The Leadership Team and other Employees

- 3.1 All posts have been subject to a job evaluation process to determine the correct grading for the post and to ensure consistency and equality.
- 3.2 The recruitment of the Leadership Team is covered by the Council's Constitution.
- 3.3 The salary for new appointments or promotions will be made at a salary point within the range for the post dependent on skills, knowledge, experience and abilities. Full Council, or a meeting of Members, would be offered the opportunity to vote before salary packages exceeding £100,000 in respect of new appointments are offered. For this purpose, salary packages would include salary, allowances and any benefits in kind.
- 3.4 Increments - Employees will normally receive an annual increment, subject to the top of their grade not being exceeded and subject to satisfactory performance. In exceptional circumstances (e.g. examination success), individuals will receive accelerated increments. Again, this is subject to the top of their grade not being exceeded. Some employees are on a career matrix where progression through the increments will depend on meeting certain criteria. For the Leadership Team incremental progression will be determined locally subject to performance. The Leadership Team comprises the Joint Chief Executive, Joint Strategic Directors and Joint Directors (shared with BBC).
- 3.5 Pay Awards - For posts evaluated at PO17 or below the values of the scale points in the pay grades are uprated by the pay awards notified from time to time by the National Joint Council for Local Government Services. For posts evaluated at PO 18-20 the values of the scale points in the pay grades are uprated in line with the pay awards notified from time to time by the National Joint Council for Local Government Services. For the Leadership Team the values of the scale points will be reviewed in line with the JNC nationally agreed cost of living pay award and determined locally in terms of its application by the Head of Paid Services.
- 3.6 Market Supplements – Where market fluctuations and demands are such an additional payment may be necessary in order to recruit and retain staff with appropriate and essential knowledge and skills. This is a discretionary payment. A robust business case must be submitted to the Chief Executive/Strategic Director and the Section 151 Officer for consideration. Market supplements will only be paid in exceptional cases where there is evidence submitted such as local and regional benchmarking data and a history or failure to recruit or retain staff in key posts. Market supplements which are in place will be reviewed annually and may be withdrawn at the discretion of the Council. They do not form part of basic pay and there is no contractual right to receive or retain a market supplement. Market supplements allow flexibility for the Council to attract and retain high calibre

staff in key posts which, particularly during times of financial challenge, is crucial if the Council is to retain high performance levels and deliver services to local people. Market supplements are currently only considered for posts within the Planning and Building Control Services.

- 1.1 The Head of Paid Service has delegated authority to determine and issue guidelines with regard to national and local pay awards.
- 1.2 If there is a future agreement for a pay award this PPS will be updated.
- 1.3 The Council does not apply performance-related pay or bonuses.
- 1.4 On ceasing to be employed by the Council, individuals will only receive compensation in circumstances that:
 - are relevant (e.g. redundancy); and
 - are in accordance with the various employer discretions provided by the Local Government Pension Scheme (LGPS);
 - comply with the specific term(s) of a settlement agreement; and/or
 - are in accordance with the public sector exit cap
- 1.5 Any decision to re-employ an individual who was previously employed by the Council and, on ceasing to be employed, was in receipt of a severance or redundancy payment, or to appoint a member of the Leadership Team who is already in receipt of a pension under the LGPS, will be made on merit.
- 1.6 The Council has a Flexible Retirement Policy setting out when this might be allowed. This is where an individual aged 55 or over who reduces their grade or hours of work (or both) may receive all or part of their LGPS benefits immediately, even though they haven't left the Council's employment. This will be allowed only in circumstances where it is demonstrated to be in the Council's interests.
- 1.7 Where changes to a job description result in the downgrading of a post or an employee is permanently redeployed to a post with a lower salary, the individual may be entitled to a limited period of pay protection as per the Council's Managing Organisational Change Policy.
- 1.8 Salary sacrifice schemes are available.

4. Additional Payments for PO20 and below

- 1.1 In addition to the basic salary for the post, staff at PO20 and below may be eligible for other payments including, but not limited to:
- 1.2 Subsistence in line with the National Agreement on Pay and Conditions.
- 1.3 Essential and casual car user payments.

- 1.4 Acting Up allowance where an officer covers the duties of a higher grade position.
- 1.5 An award in relation to maintaining 100% attendance during a 6 month period may qualify to receive an award
- 1.6 The Council may pay subscription or other regulatory fees where membership of a professional organisation is a requirement to carry out the role.
- 1.7 Overtime is paid in line with the Council's policy, up to staff grade PO2. No overtime is paid to staff above grade PO2, apart from in exceptional circumstances.
- 1.8 Holiday Pay Adjustment allowance, as determined by case law related to Working Time Regulations

5. Additional Payments for all staff

- 5.1 Additional payments are made to staff who undertake additional duties such as emergency on-call officers, health and safety departmental co-ordinators, first aiders and fire marshals.
- 5.2 An officer undertaking the statutory role of Deputy Returning Officer receives the relevant fee in respect of County, District and Town/Parish Council elections. The fee for undertaking this role is calculated in accordance with a formula previously agreed by the Council. Fees for conducting Parliamentary Elections, European, Police and Crime Commissioner Elections and referenda are determined by way of a Statutory Instrument.

6. Remuneration and job evaluation of the Leadership Team and other roles as part of the Strategic Partnership

- 6.1 On the 25 January 2022 the Council resolved to agree the Strategic Partnership between the Council and Brentwood Borough Council (BBC) and appointed a Joint Chief Executive for both Councils and the Council's Head of Paid Service with effect from 1 February 2022. In addition, Council delegated authority to the Joint Chief Executive to undertake a restructure of Tiers 2 and 3 of the councils in consultation with the Leader of each council. To align a Leadership Team that would be a shared across both Councils.
- 6.2 The Leadership Team comprises the Chief Executive, 2x Strategic Directors and 9x Directors. These roles are expected to work across the partnership with Brentwood Borough Council.
- 6.3 The Leadership Team's salary range has been set on the advice of the East of England Local Government Association (EELGA) on the basis of benchmarking against appropriate regional comparators and have been job evaluated using the Senior Manager LGA scheme. Salary details are

published on the Council's website and are also detailed below. Staff are subject to ongoing appraisal, and progression on the scale only happens if satisfactory progress is evidenced.

- 6.4 The statutory posts of the Chief Finance Officer (section 151) and Monitoring Officer will be paid an annual allowance of £5,000 if undertaking this role solely for Brentwood Borough Council or £10,000 if undertaking this role across both Councils, this will be in addition to their salary for these responsibilities. The allowance has been benchmarked in consultation with EELGA and will be reviewed periodically. This allowance can be applied up to and including Strategic Director roles.
 - 6.5 The salaries and any other applicable payments are shared equally with Brentwood Borough Council. Other conditions of service for these posts are determined by the Joint Negotiating Committee for Chief Executives of Local Authorities and local collective agreements.
 - 6.6 Car mileage is paid at HMRC rates. Essential car payments are not paid. Subsistence allowances will be paid in line with those for other staff.
 - 6.7 The members of the Leadership Team undertaking the statutory roles of Returning Officer and Deputy Returning Officer receive the relevant fee in respect of County, District and Town/Parish Council elections. The fee for undertaking this role is calculated in accordance with a formula previously agreed by the Council. Fees for conducting Parliamentary Elections, European, Police and Crime Commissioner Elections and referenda are determined by way of a Statutory Instrument.
 - 6.8 For staff that undertake work as part of the Strategic Partnership with Brentwood Borough Council, a joint pay framework has been established. This consists of 15 grades, with Band 1 being the lowest and CE being the highest (see pay scales attached to this statement).
 - 6.9 Each grade has a number of increments assigned to it which staff progress through, on average there are five increments per grade. Each employee will be on one of the 15 grades based on the job evaluation of their role. Employees can progress to the salary range maximum of their grade subject to assessment of their performance.
 - 6.10 Job evaluation of these roles are undertaken using the National Joint Council (NJC) job evaluation scheme and is used for all grades up to Band 10.
 - 6.11 For the purposes of roles within the Strategic Partnership the pay scales are aligned to the National Joint Council, Joint Negotiating Committee for Chief Offices (JNC) and the Association of Local Authority Chief Executives and Senior Managers (ALACE) for the purposes of pay awards, which are negotiated on a nationally level.
- 7. Relationship between the lowest and highest paid employees**

- 1.1 The Act requires authorities to set out the relationship between the remuneration for their highest paid staff compared to their lowest paid employees and to explain what they think the relationship should be. The Hutton Review recommended the publication of an organisation's pay multiple – the ratio between the highest paid employee and the median average earnings across an organisation - as a means of illustrating that relationship and this is the approach adopted in this PPS.
- 1.2 The Council's current pay multiples based on its establishment (including vacant posts), set out below for general guidance, are:
 - The ratio of the highest earning officer to the median average of all other employees is 1:4.6
 - The ratio of the median average Chief Officers earnings to the median average of all other employees is 1:2.8
- 1.3 The relationship between earnings at the highest and lowest levels is controlled by job evaluation.

8. Tax

- 8.1 IR35 rules took effect from 6th April 2017. In some circumstances, it can be more cost effective and appropriate to employ individuals through private companies. In these rare instances, compliance with HMRC tax legislation is checked and value for money would need to be demonstrated.

9. Transparency and Access to Information

- 9.1 This Policy will be published on the Council's website once it has been approved by Full Council. The Council also publishes details and the salary ranges of the Leadership Team on its website.
- 9.2 The Council will publish details of the remuneration for the Leadership Team in its Financial Statements on the website by 30 June after the year end. The Financial Statements will also include a note setting out the number of employees whose remuneration was £50,000 or more in bands of £5,000.

10. Review

- 10.1 The Localism Act 2011 requires relevant authorities to prepare a Pay Policy Statement for each subsequent financial year. Our next Statement will be for 2023/24.
- 10.2 If it should be necessary to amend the Statement during the year that it applies, an appropriate resolution will be made by Full Council. This does not apply to the updating of salary scales if there is a nationally set pay award agreed.

Rochford District Council Pay Scales

1 April 2023

RDC SCP		01.04.22023
1	Scale 1	Deleted wef 01 Apr 2023
2	End of Scale 1	£22,366
3	Scale 2	£22,737
4	End of Scale 2	£23,114
5	Scale 3	£23,500
6	End of Scale 3	£23,893
7	Scale 4	£24,294
8		£24,702
9		£25,119
10		£25,545
11	End of Scale 4	£25,979
12	Scale 5	£26,421
13		£26,873
14		£27,334
15		£27,803
16		£28,282
17	End of Scale 5	£28,770
19	Scale 6	£29,777
20		£30,296
21		£30,825
22	End of Scale 6	£31,364
23	SO1	£32,076
24		£33,024
25	End of SO1	£33,945

Appendix 3

26	SO2	£34,834
27		£35,745
28	End of SO2	£36,648
27	PO 1	£35,745
28	PO 2	£36,648
29	PO 3	£37,336
30	PO 4	£38,223
31	PO 5	£39,186
32	PO 6	£40,221
33	PO 7	£41,418
34	PO 8	£42,403
35	PO 9	£43,421
36	PO 10	£44,428
37	PO 11	£45,441
38	PO 12	£46,464
39	PO 13	£47,420
40	PO 14	£48,474
41	PO 15	£49,498
42	PO 16	£50,512
43	PO 17	£51,515
44	PO 18	£54,006
45	PO 19	£55,385
46	PO 20	£56,740

BRENTWOOD BOROUGH COUNCIL and ROCHFORD DISTRICT COUNCIL

One Team Pay Scales

1 April 2023

Band 1

SCP	Annual Salary	Hourly Rate
1	<i>Deleted wef 01 Apr 2023</i>	
2	22,366	11.59

Band 2

SCP	Annual Salary	Hourly Rate
3	22,737	11.79
4	23,114	11.98
5	23,500	12.18

Band 3

SCP	Annual Salary	Hourly Rate
6	23,893	12.38
7	24,294	12.59
8	24,702	12.80

Band 4

SCP	Annual Salary	Hourly Rate
9	25,119	13.02
10	25,545	13.24
11	25,979	13.47
12	26,421	13.69
13	26,873	13.93

Appendix 3

Band 5

SCP	Annual Salary	Hourly Rate
14	27,334	14.17
15	27,803	14.41
16	28,282	14.66
17	28,770	14.91
18	29,269	15.17

Band 6

SCP	Annual Salary	Hourly Rate
19	29,777	15.43
20	30,296	15.70
21	30,825	15.98
22	31,364	16.26
23	32,076	16.63

Band 7

SCP	Annual Salary	Hourly Rate
24	33,024	17.12
25	33,945	17.59
26	34,834	18.06
27	35,745	18.53
28	36,648	19.00

Band 8

SCP	Annual Salary	Hourly Rate
29	37,336	19.35
30	38,223	19.81

Appendix 3

31	39,186	20.31
32	40,221	20.85
33	41,418	21.47

Band 9

SCP	Annual Salary	Hourly Rate
34	42,403	21.98
35	43,421	22.51
36	44,428	23.03
37	45,441	23.55
38	46,464	24.08

Band 10

SCP	Annual Salary	Hourly Rate
39	47,420	24.58
40	48,474	25.13
41	49,498	25.66
42	50,512	26.18
43	51,515	26.70

SM1

SCP	Annual Salary	Hourly Rate
1	53,940	27.96
2	59,134	30.65
3	63,289	32.80

SM2

SCP	Annual Salary	Hourly Rate
1	64,328	33.34
2	69,522	36.03

Appendix 3

3	73,677	38.19
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Director Grade

SCP	Annual Salary	Hourly Rate
1	84,790	43.95
2	89,970	46.63
3	95,140	49.32

Strategic Director Grade

SCP	Annual Salary	Hourly Rate
1	105,490	54.68
2	110,670	57.36
3	115,840	60.05

Chief Executive Grade

SCP	Annual Salary	Hourly Rate
1	146,890	76.14
2	157,240	81.51
3	167,590	86.87