

Public Document Pack
SOUTHEND-ON-SEA BOROUGH COUNCIL

Cabinet

Date: Tuesday, 2nd November, 2021

Time: 2.00 pm

Place: Council Chamber - Civic Suite

Contact: Colin Gamble

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A G E N D A

- 1 Apologies for Absence**
- 2 Declarations of Interest**
- 3 Resourcing Better Outcomes - Financial Performance Report for September (Period 6) (Pages 1 - 50)**
Report of Deputy Chief Executive and Executive Director (Finance and Resources) attached
- 4 Seaway Leisure (Pages 51 - 86)**
Report of Deputy Chief Executive and Executive Director (Finance and Resources) attached
- 5 Highways Safety Improvements (Pages 87 - 138)**
Report of Executive Director (Neighbourhoods and Environment) attached
- 6 Conservation Area Appraisals (Pages 139 - 146)**
Report of Interim Executive Director (Growth and Housing) attached
- 7 Electric Vehicle Charging Supplementary Planning Document (Pages 147 - 198)**
Report of Interim Executive Director (Growth and Housing) attached
- 8 Gambling Act Licensing Policy (Pages 199 - 252)**
Report of Executive Director (Neighbourhoods and Environment) attached
- 9 Southend Theatres Contract Review (Pages 253 - 268)**
Report of Executive Director (Adults and Communities) attached
- 10 Treasury Management Report - Mid Year 2021/22 (Pages 269 - 288)**
Report of Deputy Chief Executive and Executive Director (Finance and Resources) attached
- 11 Annual Report - Comments, Complaints and Compliments 2020/21 (Pages 289 - 312)**
Report of Executive Director (Legal and Democratic Services) attached

- 12 Annual Safeguarding Report** (Pages 313 - 412)
Joint Report of Executive Directors (Children and Public Health / Adults and Communities) attached
- 13 Information, Advice and Guidance Procurement** (Pages 413 - 416)
Report of Executive Director (Adults and Communities) attached
- 14 Minutes of the Environment, Culture, Tourism and Planning Working Party held Thursday 29th July 2021** (Pages 417 - 418)
Minutes attached
- 15 Minutes of the Transport, Asset Management and Inward Investment Working Party held Thursday 23 September 2021** (Pages 419 - 424)
Minutes attached
- 16 SO46 Report** (Pages 425 - 426)
Report attached

Chair & Members:

Cllr I Gilbert (Chair), Cllr R Woodley (Vice-Chair), Cllr L Burton, Cllr P Collins, Cllr A Jones, Cllr C Mulroney, Cllr C Nevin and Cllr M Terry

Southend-on-Sea Borough Council

Report of Executive Director (Finance & Resources)
To
Cabinet
On
2 November 2021

Agenda
Item No.

3

Resourcing Better Outcomes - Financial Performance Report 2021/22 – Period 6
Policy and Resources Scrutiny Committee
Cabinet Members: Councillor Ian Gilbert and Councillor Paul Collins
Part 1 (Public Agenda Item)

1 Purpose of Report

The Resourcing Better Outcomes financial performance report is a key tool in scrutinising the Council's financial performance. It is designed to provide an overview to all relevant stakeholders. It is essential that the Council monitors its budgets throughout the year to ensure that it is meeting its strategic objectives and that corrective action is taken where necessary.

2 Recommendations

That, in respect of the 2021/22 Revenue Budget Performance as set out in appendix 1 to this report, Cabinet:

2.1 Note the forecast outturn for the General Fund and the Housing Revenue Account as at September 2021.

That, in respect of the 2021/22 Capital Budget Performance as set out in appendix 2 of this report, Cabinet:

2.2 Note the expenditure to date and the forecast outturn as at September 2021 and its financing;

2.3 Approve the requested changes to the capital investment programme for 2021/22 and future years, as set out in section 3 of appendix 2.

3 Unprecedented Level of Uncertainty

Some commentators have described the last couple of years as potentially one of most volatile and unpredictable periods in recent history. Clearly Brexit considerations initially and then the response and impact of the pandemic have caused huge disruption and concern to everyday life. Public health worries and economic impacts, together with levels of Government borrowing never seen before in peace time years have all contributed to huge extra fiscal challenges for the country. This context has created additional pressure and uncertainty locally and made effective financial and service planning for Southend-on-Sea challenging.

COVID-19 Recovery and Implications

- 3.1 The overall health and economic impact of COVID-19 is still under assessment. The challenge is clearly worldwide, and national governments continue to wrestle with putting in place the right package of measures to save lives and to try to minimise the spread of the virus and its impact across the population. Countries have adopted different strategies and tactics to safely get their respective economies working again.
- 3.2 The pandemic continues to have a major direct operational and financial impact right across the Local Government Sector. All local authorities are struggling with the challenges of uncertainty, large financial pressures and concerns for their residents and local areas in such unprecedented times. Several local authorities are showing signs of significant additional financial stress. Most of the demand and financial pressures highlighted in this report are still inextricably linked directly or indirectly to COVID-19.
- 3.3 Effectively managing the short and medium-term financial challenges that COVID-19 has brought to the Borough will be an important factor in our future success. This report will focus on providing some detail and commentary of the financial variances at a portfolio level that are currently forecast for 2021/22. It should be noted that these estimates have been based on the best information we currently have available and have also been calculated at the halfway stage of the financial year.
- 3.4 One of our major areas of concern is the potential impact on service demand 'post COVID-19' or 'living with COVID-19' in the future. This could manifest itself in many ways from increased demand and support because of long COVID-19 symptoms or increased demands on services due to family tensions and breakdown, residents experiencing additional stress and mental wellbeing needs or changing employment issues. The Council and its partners will continue to monitor the situation locally.
- 3.5 The Government has provided a varied range of different financial support mechanisms for the Local Government Sector over the last 18 months. These have been designed to help to support the local management of the pandemic and alleviate some of the financial impact of COVID-19. A huge concern is once this temporary support has been withdrawn then what will be the impact on the Council and local area.

- 3.6 A good example is the Control Outbreak Management Fund (COMF) specific grant that was announced in 2020/21 and has continued into the first quarter of 2021/22. The Council is deploying this resource locally against the strict eligibility criteria that was set by the Government for its use. Headlines of some of the initiatives that this grant has been used for is summarised below.
- Communicable Disease Consultant providing clinical advice and guidance
 - Contact Tracing service to manage higher risk areas, plus digital outreach
 - Communications and social marketing to enhance COVID-19 awareness
 - Community support capacity for those who may need to isolate
 - Some supplementary redeployment of skilled staff locally
 - Compliance and enforcement such as additional COVID-19 Ambassadors
- 3.7 The last couple of months have seen a global supply chain crisis in what some economists have described as “a perfect storm”. All three elements of the supply chain have been impacted: supply side, transport and labour. The clearest demonstration of this in the UK has been the number of petrol stations which ran out of fuel for a time, with many in Southend being impacted. Due to our proactive contingency planning these events have so far had minimal direct impact on Council operations but they have had repercussions for the wider economy and local residents.
- 3.8 Another concern has been the increase in energy costs, with wholesale gas prices across the world rising by more than 250% since January 2021. This has affected around 15 million households who have seen their energy bills rise by 12% over the last month. This is because the energy price cap has risen, and according to Ofgem it will go up again in April 2022, this increases the maximum price suppliers can charge domestic customers. This will directly impact local residents, putting more pressure on household incomes.
- 3.9 The impact on the Council’s own energy bills is still being assessed. In 2020/21 the cost of energy (gas and electricity) across the whole of the Council’s estate was circa £1.6m. As part of the budget setting process an amount of £0.6m was included within contingency for inflationary pressures, the draw on this to date has been minimal so £0.5m is still available to deal with any additional pressures created in year.

Comprehensive Spending Review

- 3.10 There will be a 3-year Comprehensive Spending Review (2022/23 – 2024/25) and the consultation on this is expected to be launched following the Chancellor’s budget speech on 27 October. The Council remains in a relatively strong financial position for 2021/22 but the size of the financial challenge for the future is already estimated to be very significant. Depending upon national funding and policy decisions taken by Central Government over the coming months then this position could get even more challenging for 2022/23 onwards.

- 3.11 To help to begin to address and close the estimated budget gap over the next five years the Council will continue to aim to achieve financial sustainability by growing local income sources and relying less on grant support from Central Government in the future. The Council will continue to work collaboratively with its partners, increase its focus on the delivery or joint commissioning of services in a targeted way to ensure that those in most need and who will receive the greatest benefit are the recipients of services. It is vital that we learn from our COVID-19 experience and tailor our services and working practices accordingly.

4 Revenue – General fund

- 4.1 In February 2021, the Council approved a General Fund Revenue Budget requirement for 2021/22 of £136.290M. This report provides details of the current projected outturn position for 2021/22 based on information as at the end of September 2021 (Period 6). In headline terms Council Corporate Budgets and Service Portfolios are currently forecasting a gross overspend of £8.305M for 2021/22, which is around 2.5% of the gross expenditure budget. This estimated position is inextricably linked to the extra demands and costs incurred by the Council due to the impact of the pandemic. In recognition of these circumstances additional financial support has been provided from the Government for COVID-19 in terms of one-off additional grant and compensation for loss of income of around £6.087M. This reduces the net forecast overspend for 2021/22 at this early stage of the year to £2.218M.
- 4.2 Although the actual level of COVID-19 Grant support will vary based on factors like the level of local income unachieved etc., we are currently not expecting to receive any major new financial support for COVID-19 in 2021/22. This assumption is predicated on the continuing success of the national vaccination programme and assumes that no further restrictions or additional local burdens are imposed that would have a direct financial impact on the Council. There has been a recent announcement concerning a national Household Support Fund which will be distributed to Local Authorities during October 2021. Any further new funding announcements or any forced changes to local service arrangements will be reflected, if required, in the Period 8 financial performance update which is scheduled to be reported to the Cabinet meeting in January 2022.
- 4.3 The Council is trying to deal with many of the same uncertainties and financial challenges that all other upper tier authorities right across the country are experiencing. It is still difficult to untangle and isolate specific demand and cost pressures that exist across the Authority due to the impact of COVID-19. It is possible that part of the current financial challenge is a continuation of some of the service pressures that were prevalent and first highlighted back in 2019/20. This possibility should have been minimised and reduced by the extra investment that was approved for key services as part of the budget setting processes for 2020/21 and 2021/22.

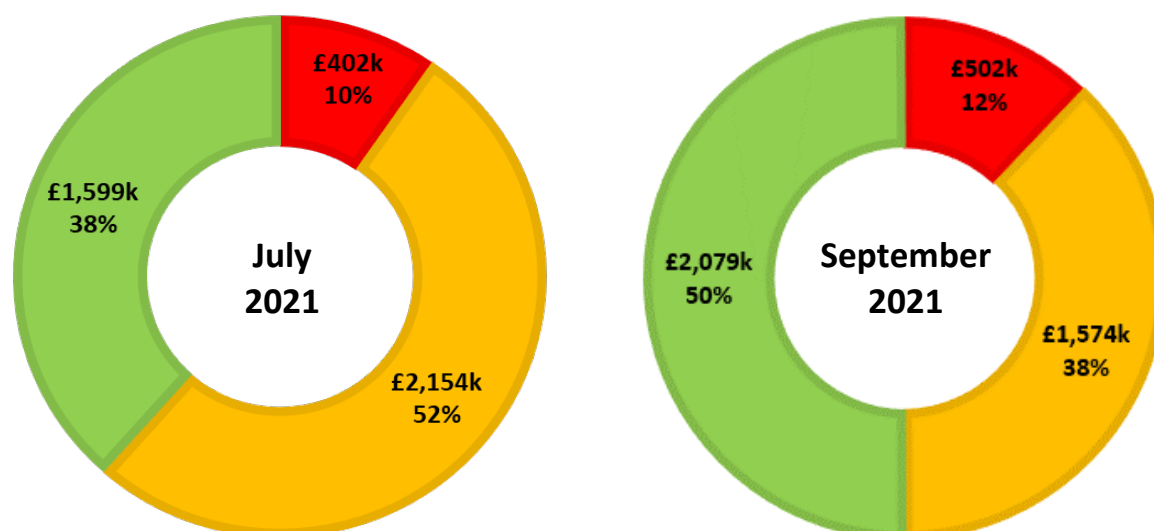
- 4.4 The Government has announced a 1.25% increase in both Employer and Employee National Insurance (NI) contributions with effect from 1st April 2022, to provide more funding for Health and Social Care. In September 2021 HM Government published its Building Back Better: Our Plan for Health and Social Care report. In this it says, “We expect demographic and unit cost pressures will be met through Council Tax, social care precept, and long-term efficiencies.” It is still unclear how this additional tax burden on Local Authorities will be reflected within the funding package that will be contained within the details of the Comprehensive Spending Review. A further announcement just prior to release of this report indicated the relaxation of public sector pay restraint for 2022, together with a 6.6% rise in the National Living Wage to £9.50 per hour from April 2022. It is too early to assess the impact of these new commitments until the full details of the Autumn Statement and Comprehensive Spending Review have been shared with the Local Government Sector.
- 4.5 The Chancellor had previously announced his expectation that generally national public sector pay (except for the NHS) would be frozen for 2021/22. This has proved not to be the case and negotiations over a ‘cost of living’ rise for the Local Government Sector are currently still ongoing. The employer’s negotiating body on behalf of local government have made a ‘final pay rise offer’ of 1.75% for 2021/22. At the time of writing this report members of the trade unions had voted against this ‘offer’ and the trade unions are proposing to conduct a ballot for industrial action.
- 4.6 As part of its approved budget setting arrangements the Council did make provision in an earmarked reserve for the circa £1.3M this pay settlement is estimated to cost. If the final pay rise is agreed at this level, then this amount can be accommodated in 2021/22. It must be highlighted though that this settlement is still under negotiation. When final agreement is reached it will also create a permanent pressure of equivalent value in the Council’s revenue base budget from 2022/23 onwards and will increase the current forecast financial gap by at least £1.3M per year. The forecast budget gap for 2022/23 that was reported to Budget Council in February 2021 was £7.300M – so this will increase to an estimated minimum £8.600M.
- 4.7 Given the level of financial uncertainty over the medium term the Council is working extremely hard to try to reduce the financial pressures highlighted in this report to deliver a balanced outturn by the end of the year. Members will recall that when the Council set its 2021/22 budget in February it approved that £2.5m of reserves would be used to support the Council’s spending plans for the year. The Council will be doing everything it reasonably can to try to defer the use of its reserves for this purpose in 2021/22 to allow for consideration of its use to support the budget setting cycle for 2022/23.

- 4.8 The options under consideration to achieve this aim is to maximise the eligible use of Government Support, focus on essential spending only, mitigate pressures where possible and use the Council's revenue contingency that remains uncommitted. The approved budget did also include a one-off £2.5M earmarked support for Children's Services which has not yet been released or included in the forecast outturn assessment at this stage of the year. This combination of factors would clearly reduce the current forecast level of overspending reported at this stage the year. The situation will continue to be carefully monitored and further consideration and assessment will be provided as part of the Period 8 monitoring report in January 2022.
- 4.9 The Council's new 'Getting to Know Your Business' programme has now started to be embedded. This programme helped to establish a baseline for all services in terms of their costs, income generation potential, value for money and performance. This data will highlight key lines of enquiry where benchmarking may suggest that either our costs or income levels are above or below average. This will lead to potential changes in operation or highlight areas for Cabinet to consider a review of existing policies.
- 4.10 Services are also continuing to develop further recovery and mitigation plans to try to improve the current financial situation but more critically prepare for the significant future financial challenge. Adult Social Care is exploring innovative 'strengths based' initiatives to improve outcomes, residents maintaining their independence and VFM. All services are being challenged to try to improve efficiency and productivity to ensure that the resourcing of better outcomes for our residents are achieved at the best value for the local taxpayer.

Status of Approved Budget Savings and Income Generation Initiatives

- 4.11 It is vital that the range of budget savings and income generation initiatives that were approved as part of the setting of the 2021/22 budget, totalling £4.155M are delivered or alternative options are considered. The ongoing operational challenges caused by COVID-19 and managing the implications of the pandemic locally has had an impact on the delivery of some of the approved proposals. An overall assessment of progress based on the likelihood of delivery is summarised in the following graphic. Each initiative is being regularly monitored by the Corporate Management Team and the likelihood of successful delivery of the targeted value rated as either Red (High Risk), Amber (Medium Risk) or Green (Very Low Risk).

- 4.12 Overall levels of confidence for delivery of the approved savings programme in July 2021 (Period 4) and September 2021 (Period 6) are shown in the doughnut charts below.



- 4.13 The proposals that are currently rated as highest risk are summarised in the following table. The major saving area is linked to ICT enabling additional organisational capability and productivity. Progress against the ICT SMART Programme has been severely disrupted due to COVID-19 and the need to prioritise the continuation and resilience of remote safe working. It is expected that the saving target will be delayed. A further progress status update will be provided in the Period 8 Financial Performance Report in January 2022.

CS02	Saving	ICT: Smart programme	320	R
SW09	Saving	ASC – operational efficiencies	100	R
FW04	Saving	Rent Deposit Loans Scheme review	40	R
FW05	Saving	Single Property Visits: Council Tax & Planning	40	R
PJ01	Income	Contactless donation points within Parks	2	R

- 4.14 As part of the 2021/22 budget package, for the first time a budget transformation programme was included to look at medium term options for future budget opportunities. The options included in this programme are being evaluated and those which are viable and might progress will be included within future budget considerations. The programme continues to be revised and it is expected that new additions will be added as part of the 2022/23 budget development.
- 4.15 Despite the clear and obvious financial challenges highlighted in this report the Council remains in a much stronger and financially resilient position than many other Local Authorities. We clearly cannot be complacent and there will undoubtedly be some very tough choices and decisions to make nationally and locally as part of the Council's budget development for 2022/23 and Medium Term Financial Strategy. In this context it was pleasing to see that Southend-on-Sea Borough Council was ranked in the upper quartile (13th out of 56) of all Unitary Authorities across the country in CIPFA's independent Financial Resilience Index which was published in February 2021.

Transport, Asset Management & Inward Investment

- 4.16 A fundamental review of parking charges and operations was undertaken in 2020/21 to standardise and rationalise parking tariffs in similar locations across the Borough. An extensive review of permits was also undertaken, together with an agreement to trial the new Southend Pass.
- 4.17 As the country continued to operate under some level of COVID-19 related restrictions in the early part of the year, parking income along with most of the Council's income generating activities directly suffered. The Council also proactively took a local decision to directly support car parking for NHS health and care workers by providing free parking permits until the end of July 2021. In recognition of the national impact on income, the Government extended the sales, fees and charges compensation scheme until the end of June 2021. Positively - in response to the relaxation of COVID-19 restrictions, the increase in 'staycations' this summer, along with an expanded programme of events in the town (in part due to the Welcome Back Fund), parking income has recovered considerably during the 2nd quarter of the financial year.
- 4.18 The improvement in car parking income experienced in Q2, against the backdrop of low activity in April and May has resulted in an overall estimated loss for the year against our approved budget of around £0.5M. The situation will be continuously monitored and with plans to extend the tourist season into the autumn / winter, together with a variety of additional events scheduled it is hoped that this forecast position may improve as the year progresses.

Adult Social Care & Health Integration

- 4.19 Adult Services are reporting a forecast overspend of £1.1m. The majority of this overspend is due to the delivery of statutorily required care and support to people with mental health or learning disabilities aged 18-64.
- 4.20 In the short term, the demand for services from 65+ clients accessing residential placements has been dampened by concerns over COVID-19. Central government have also provided financial support. This has had a consequential effect of mitigating against the financial position in 21/22.
- 4.21 However, as COVID-19 concerns recede the long-term upward pressure on services will return and when central government support is no longer available, the additional costs will be solely born by the Adults budget. The pace of this return to the trend of more calls on the service currently remains unclear.
- 4.22 National Hospital Discharge funding which was initially scheduled to be scaled back from September has now been extended to March 2022. This is COVID-19 related central government funding to support hospital discharge. It funds costs incurred during the first 4 weeks post discharge and has enabled clients to be released from hospital earlier.

- 4.23 Whilst central government announced an additional £36bn funding over 3 years for the Health and Social Care system, funded through the new 1.25% Health and Social Care Levy payable by those in employment, the majority of this early funding will be directed towards bridging Health funding gaps. The impact on councils currently remains unclear.

Children & Learning

- 4.24 As replicated in many upper tier authorities around the country Children & Learning Services remains a high spend pressure area. It is currently forecasting a net overspend of circa £2.459M, excluding the one-off £2.5M put aside to support the service as part of the approved 2021/22 budget. Although still a concern in headline terms this is a positive financial improvement from both 2019/20 and 2020/21. Most of this reported pressure is shown on Children Services and note this position does remain subject to further risk should external care placements increase further.
- 4.25 Looked After Children (LAC) numbers reached a peak in 2019/20, reduced through 2020/21 and are now at their lowest level for five years. There were 282 LAC as at the end of September 2021. This reduction in LAC numbers is having a positive effect on improving previous and significant spend pressures. Whilst this spend reduction is positive, reliance on LAC external care placements (the most expensive type of provision) remains high as a proportion of overall LAC placements with 96 placements as at the end of September 2021, equivalent to 34% of all LAC placements. This is clearly the main cause of the spend pressure within Children Services. Work continues to re-build capacity for additional inhouse foster care placements with the aim of reducing these costs over time and improve outcomes for children in the care system.
- 4.26 The service is also anticipating additional funding pressures following requests from Government for local authorities to meet increased support for unaccompanied asylum seeker placements.
- 4.27 Additionally, there is funding pressure on care package costs for children with disabilities, leaving care accommodation placement costs and there are also increased costs related to COVID-19 resulting from both placement extensions and extra staffing to respond to the crisis.

Corporate Services & Performance Delivery

- 4.28 Approved budget proposals in relation to Council Tax and Business Rates income has increased costs on the service line but upon delivery this will have a higher positive impact and increase the net level of income collectable by reviewing all discounts and exemptions. This 'extra' income will be reported within the Council's funding line. Whilst e-billing is unavailable printing costs continue to be a cost pressure, together with card processing fees as the transition to payments on the website and other electronic methods increase. The net forecast overspend is currently estimated to be £0.305M.

- 4.29 The most significant forecast financial pressure is within ICT, at this stage of the year £0.890M overspend is predicted. This is due to a combination of reducing levels of external income generated, significant delays experienced in the delivery of planned savings due to the impact of COVID-19 and extra costs associated with maintaining safe, resilient, remote working capabilities.
- 4.30 Proactive vacancy management across several services within the finance and resources directorate is helping to reduce the total level of forecast overspend at this stage of the year.

Environment, Culture, Tourism & Planning

- 4.31 The shoreline has been subjected to several significant storms and as a result there has been a requirement for an increased level of remedial works to maintain key structures. Significant work is also underway to replace the groynes along the seafront.
- 4.32 Additional support has also been required to assess the Sustainable Drainage Systems (SuDS) impact of any relevant planning applications and specialist geotechnic expertise is required to assess the stability of the cliffs.
- 4.33 Culture and Tourism are currently reporting a forecast overspend of around £528,000. COVID-19 has had a major impact across all income generating activities but the most significant has been on our leisure contractor (Fusion Lifestyle). It has been agreed that the management fee for 2021/22 will be waived. This decision was taken to assist in ensuring that our leisure centre provision remains open for visitors and residents. The loss of footfall has significantly impacted on their income generating capability. This arrangement was agreed by the Council in March 2021 and will be subject to a further review on 30th September 2021.

Public Protection

- 4.34 As a result of changes in people movements and consumer habits (increased time spent or working at home, coupled with a significant increase in home deliveries) there is an increase in the volumes of waste generated from residential properties. Although some of this increase will be recyclable material, there is also an increase in residual waste. The level of waste presented at the kerbside is circa 10% higher than it was during lockdown, showing that the increase in home deliveries and changing behaviours is here to stay.
- 4.35 The Council are the waste disposal authority, so this increased tonnage is resulting in an estimated extra disposal cost pressure of around £1.4M. This is an increase forecast of circa £0.8M on the position that was reported at Period 4. Any increase in recycling performance will negate some of this additional cost. This is a major challenge as Southend-on-Sea remains as one of only a handful of Authorities across the Country that continues to operate a weekly bin collection at significant extra cost.

Budget Virements

- 4.36 All budget transfers (virements) over £250,000 between portfolios or between pay and non-pay budgets are considered and approved by Cabinet. These budget transfers have a net nil impact on the Council's overall budget. There are no budget transfers proposed for Cabinet approval this period.

5 Revenue – Housing Revenue Account

- 5.1 In February 2021, the Council approved a balanced 2021/22 Housing Revenue Account budget for 2020/21. This report details the projected outturn position for this year based on actual activity and financial performance as at the end of September 2021 (Period 6).
- 5.2 The forecast for the Housing Revenue Account (HRA) as at the end of September 2021 indicates that it will have a net surplus of (£81,000) in 2021/22, a positive variance of around (-0.3%) of gross operating expenditure.
- 5.3 This positive position is due to increased levels of rental income received (£450,000) as a result of a lower level of voids within the housing stock. This demonstrates good housing management practice. As the planned affordable homes acquisitions programme progresses through the year there is also an anticipated increase in the numbers of units within the housing stock that will further increase the HRA's rental income streams in the future. It must be noted that there is a risk on the levels of rent arrears due to the impact of COVID-19 on tenant's income and their continuing ability to pay. This situation will be kept under constant review and work is ongoing with tenants to try and provide appropriate support and mitigate any impact.
- 5.4 Offsetting this additional income is an anticipated pressure of £369,000 on the HRA revenue repairs budget. This is due to a combination of increasing contractor costs, additional compliance requirements as well as works that were delayed from 2020/21 due to COVID-19 and the national lockdown.
- 5.5 It is currently anticipated that any surplus will be transferred to the HRA Capital Investment Reserve at the year-end for future planned investment into improving the housing stock.

6 Capital

- 6.1 Successful and timely delivery of the capital investment programme is a key part of achieving the Southend 2050 ambition and delivering priority outcomes. The investment contributes to the five main themes in the following way:
- 6.2 Pride and Joy – the key investment areas are the ongoing refurbishment and enhancement of Southend's historic pleasure pier and the town's cultural, and tourism offer, including parks, libraries and theatres.

- 6.3 Safe and Well – the key investment areas are: the construction and acquisition of new council homes and the refurbishment of existing ones via the decent homes programme; social care with the building of a new care facility and day centre, Brook Meadows House, to provide high quality services for people with high and complex needs.
- 6.4 Active and Involved – the key investment area is the Cart and Wagon Shed for the coastal community team to use as part of their community interest company.
- 6.5 Opportunity and Prosperity – the key investment areas are the Airport Business Park to deliver benefits for both local businesses and local communities, creating thousands of job opportunities and attracting inward investment; the secondary schools expansion programme which is entering its fifth year and when completed will see an additional 1,100 permanent places for 11-16 year old pupils.
- 6.6 Connected and Smart – the key investment areas are the investment in the borough’s highways and transport network, including the improvements to the A127 Growth Corridor funded by the Local Growth Fund; investment in the Council’s ICT infrastructure and networks to enable and transform outcome focussed service delivery.
- 6.7 In March 2021 the Council agreed a capital investment programme budget for 2021/22 of £79.9M. The outturn for 2020/21 showed a final spend of £66.1M against a revised budget of £71.9M, an underspend of £5.8M. The proposed budget carry-forwards accelerated delivery requests and other budget re-profiles and amendments resulted in a revised budget for 2021/22 of £94.7M. It was clear that not all this programme was deliverable directly by the Council and so the programme was split so that the schemes to be delivered by South Essex Homes Limited and Porters Place Southend-on-Sea LLP are separately identified. This leaves a capital investment programme of £77.6M to be delivered by the Council.
- 6.8 Despite the challenges to the delivery of the capital investment programme as a result of the global pandemic, the Council’s ambition to facilitate recovery and deliver better outcomes is not diminished. So, in line with the approach where schemes can enter the programme during the financial year and not just annually at budget setting, priority projects were approved at the June Cabinet meeting for inclusion into the capital investment programme. This increased the 2021/22 budget deliverable by the Council to £77.8M
- 6.9 £57.8M of this budget is identified as strategic schemes such as the Airport Business Park, Brook Meadows House, Footways and Carriageways Schemes and Highways Schemes funded by the Local Growth Fund and via the Local Transport Plan.

- 6.10 The Council's capital investment programme plans are ambitious but capital resources are finite, both in terms of affordability and capacity to deliver. We need to ensure that investment is focussed on priorities and that priority projects have viable delivery plans. Major new investment such as the Levelling Up Fund bids, if successful, will need to be resourced to enable delivery. Therefore, a MoSCoW review is underway to re-assess and re-prioritise the capital investment programme on an on-going basis. This enables prioritisation by categorising capital projects as 'must have', 'should have', 'could have' or 'will not have' (at this time). The results of the first stage of this review were included in the Period 4 performance report to September Cabinet. The review is on-going and further changes have been included in this report.
- 6.11 Capital challenge sessions have also been held with the Cabinet Member for Corporate Services and Performance Delivery and the resulting requested changes to the capital investment programme have also been included in this report. Follow up capital challenge sessions with the Cabinet Member for Corporate Services and Performance Delivery are planned for early December, with any resulting requested changes to the capital investment programme to be included in the Period 8 performance report to January Cabinet.
- 6.12 Schemes will be re-assessed in light of the Council's updated outcomes, refreshed roadmap and recovery priorities (where major projects are in the capital investment programme these are included as strategic schemes). Some schemes may be removed from the main programme entirely and others held as 'subject to viable delivery plans' until it can be demonstrated that there is the capacity and resources to deliver them in the timescales indicated. Schemes can then be brought back into the main programme as and when it is appropriate to do so.
- 6.13 Just under 30% of the programme deliverable by the Council is financed by Government grants and external developer and other contributions and at the end of September nearly 90% of that had been received. The rest of the programme is funded by capital receipts, the use of reserves or by borrowing. Funding schemes by borrowing has a revenue consequence of approximately £70k for every £1M borrowed.
- 6.14 This report details the projected outturn position for 2021/22 based on information as at the end of September (period 6). The report includes details of progress in delivering the 2021/22 capital investment programme and in receiving external funding relating to that year.
- 6.15 Since September Cabinet the Investment Board has agreed some proposed new schemes can progress to Cabinet for consideration. As a result of the above and the on-going review, this report also includes any virements between schemes, re-profiles across years, new external funding and proposed new schemes and additions.
- 6.16 The progress of schemes for 2021/22 is detailed in sections 1 and 2 of Appendix 2 with Section 3 setting out the resulting requests to:
- Carry forward £3,904,000 of 2021/22 scheme budgets and £355,000 of 2022/23 scheme budgets into 2023/24 and 2024/25.

- Bring forward £300,000 of budget from 2025/26 into 2021/22.
- Add scheme budgets totalling £792,000 into 2021/22 where new external funding has been received.
- Add scheme budgets totalling £150,000 into 2021/22 for new schemes and additions to the capital investment programme to be delivered by the Council.
- Remove £1,000,000 from 2023/24 for scheme budgets no longer required.
- Action virements of budget between approved schemes.
- Carry forward £2,600,000 of 2021/22 scheme budgets into 2022/23 for the capital investment programme to be delivered by subsidiary companies and joint ventures.
- Add scheme budgets totalling £700,000 into 2021/22 and £1,500,000 for new schemes and additions to the capital investment programme to be delivered by subsidiary companies and joint ventures.
- Transfer £400,000 from the main Capital Investment Programme to the 'Subject to Viable Business Case' section in 2021/22.

6.17 As at the end of September the capital outturn for 2021/22 is currently estimated at £70,852,000 for schemes to be delivered by the Council and £14,222,000 for schemes to be delivered by subsidiary companies and joint ventures. The amount to be delivered by the Council is expected to reduce following the on-going review of the capital investment programme as highlighted in 6.10 to 6.12. An updated assessment will be included in the Period 8 performance report and presented to Cabinet in January 2022.

6.18 The 2021/22 capital budget is part of the wider capital investment programme spanning several years. The table below shows the revised programme if all the above requests are approved:

Programme to be delivered by the Council (GF and HRA):

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
At September Cabinet	73,914	50,677	15,399	9,958	7,219	157,167
Amendments	(3,062)	(355)	3,109	150	(300)	(458)
Revised programme	70,852	50,322	18,508	10,108	6,919	156,709

Programme to be delivered by Subsidiary Companies and Joint Ventures:

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
At September Cabinet	16,122	17,449	15,559	9,598	3,250	61,978
Amendments	(1,900)	4,100	0	0	0	2,200
Revised programme	14,222	21,549	15,559	9,598	3,250	64,178

7 Other Options

- 7.1 The Council could choose to monitor its budgetary performance against an alternative timeframe, but it is considered that the current reporting schedule provides the appropriate balance to allow strategic oversight of the budget by members and to also formally manage the Council's exposure to financial risk. More frequent monitoring is undertaken by officers and considered by individual service Directors and the Council's Corporate Management Team (CMT) including the implementation of any necessary remedial actions.

8 Reasons for Recommendations

- 8.1 The regular reporting of Revenue and Capital Budget Monitoring information provides detailed financial information to members, senior officers and other interested parties on the financial performance of the Council. It sets out the key variances being reported by budget holders and the associated management action being implemented to address any identified issues.
- 8.2 It also informs decision making to ensure that the Council's priorities are delivered within the approved budget provision.
- 8.3 It is important that any adverse variances are addressed in order for the Council to remain within the approved budget provision or where this cannot be achieved by individual service management action, alternative proposals are developed, and solutions proposed which will address the financial impact. Members will have a key role in approving any actions if the alternative proposals represent significant changes to the service delivery arrangements originally approved by them.

9 Corporate Implications

9.1 Contribution to the Southend 2050 Road Map

The robustness of the Council's budget monitoring processes and the successful management of in-year spending pressures are key determinants in maintaining the Council's reputation for strong financial probity and effective stewardship. This approach also enables the Council to redirect and prioritise resources to ensure the delivery of agreed outcomes for the benefit of local residents, local businesses and visitors to Southend-on-Sea.

9.2 Financial Implications

As set out in the body of the report and accompanying appendices.

9.3 Legal Implications

The report provides financial performance information. It is good governance and sensible management practice for the Council to consider monitoring information in relation to plans and budgets that it has adopted.

Section 3 of the Local Government Act 1999 requires the Council as a best value authority to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. Monitoring of financial and other performance information is an important way in which that obligation can be fulfilled.

The Council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The Council is also required by section 28 of the Local Government Act 2003 to monitor its budget and take corrective action, as necessary. The Council’s chief finance officer has established financial procedures to ensure the Council’s proper financial administration. These include procedures for effective budgetary control. To comply with these best practice arrangements, it is important that Cabinet receive information and comment accordingly on the performance of the revenue and capital budgets as set out in the report.

9.4 People Implications

None arising from this report

9.5 Property Implications

None arising from this report

9.6 Consultation

None arising from this report

9.7 Equalities and Diversity Implications

None arising from this report

9.8 Risk Assessment

Sound budget monitoring processes underpin the Council’s ability to manage and mitigate the inherent financial risks associated with its budget, primarily caused by the volatility of service demand, market supply and price.

The primary mitigation lies with the expectation on CMT and Directors to continue to take all appropriate action to keep costs down and optimise income. Any adverse variances will require the development of remedial in year savings plans and appropriate spending reductions wherever possible. The ultimate back-stop mitigation would be to draw on reserves to rebalance the budget, but this will only be done at year end and will only be considered should all other in year measures fail.

With the likely scale of funding pressures and future resource reductions continuing, it is important that the Council holds a robust position on reserves and maintains the ability to deal positively with any issues that arise during this and future financial years.

9.9 Value for Money

The approved budget reflects the Council's drive to improve value for money and to deliver significant efficiencies in the way it operates. Monitoring the delivery of services within the budget helps to highlight areas of concern and to assist in the achievement of improved value for money.

9.10 Community Safety Implications

None arising from this report

9.11 Environmental Impact

None arising from this report

10 Background Papers

Approved 2021/22 Budget – Report to Council 25 February 2021

Medium Term Financial Strategy 2021/22 – 2025/26

11 Appendices

Appendix 1 Period 6 – September 2021 Revenue Budget Performance 2021/22

Appendix 2 Period 6 – September 2021 Capital Investment Programme Performance 2021/22

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Appendix 1

Budget Monitoring & Reporting 2021/2022

Period 06 - September 2021 Revenue Budget Performance

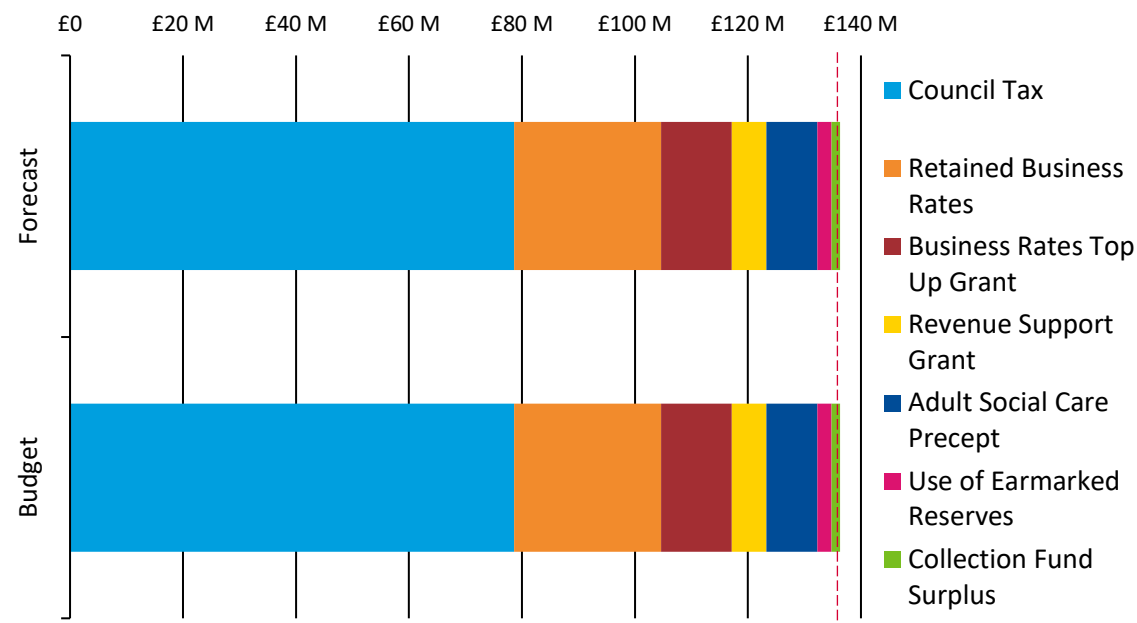
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Summary

Last Reported Variance £M	Portfolio	Revised Budget £M	Forecast Outturn £M	Variance £M
(0.041)	Leader: Economic Recovery & Regeneration	6.952	6.847	(0.105)
1.687	Deputy Leader: Transport, Asset Management & Inward Investment	0.457	1.948	1.491
1.322	Adult Social Care & Health Integration	41.641	42.719	1.078
2.453	Children and Learning	31.622	34.081	2.459
0.129	Communities & Housing	4.274	4.345	0.071
0.605	Corporate Services & Performance Delivery	18.292	18.847	0.555
0.656	Environment, Culture, Tourism & Planning	8.051	8.970	0.919
0.709	Public Protection	14.103	15.659	1.556
7.520		125.392	133.416	8.024
(0.069)	Corporate Budgets	19.356	19.637	0.281
7.451		144.748	153.053	8.305
0.000	Contribution to / (from) earmarked reserves	(1.942)	(1.942)	0.000
0.000	Revenue Contribution to Capital	1.409	1.409	0.000
(1.100)	COVID-19 Income Compensation	0.000	(1.387)	(1.387)
(4.700)	Non Service Specific Grants	(7.925)	(12.625)	(4.700)
1.651	TOTAL	136.290	138.508	2.218
0.000	Funding (including Collection Fund)	(133.790)	(133.790)	0.000
0.000	Planned contributions from reserves	(2.500)	(2.500)	0.000
1.651		0.000	2.218	2.218

Sources of funding (£s)



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There is still a huge amount of uncertainty around the transition to a world with less restrictions as communities and local economies open up again. It is also expected that we will all have to get used to living with COVID-19 and the Council may have to manage the potential hidden longer term impacts on demand for services and support from our local residents and businesses. These concerns are further compounded by the current lack of clarity around the level of future financial settlements for the Local Government Sector. The Chancellor will make a budget speech on 27th October and consultation on a three year Comprehensive Spending Review will follow in due course. As shown in the table above the headline Council Corporate Budgets and Service Portfolios are currently forecasting a combined estimated overspend of £8.305M. Local service delivery, planning and financial performance have all continued to be impacted by COVID-19 in 2021/22.

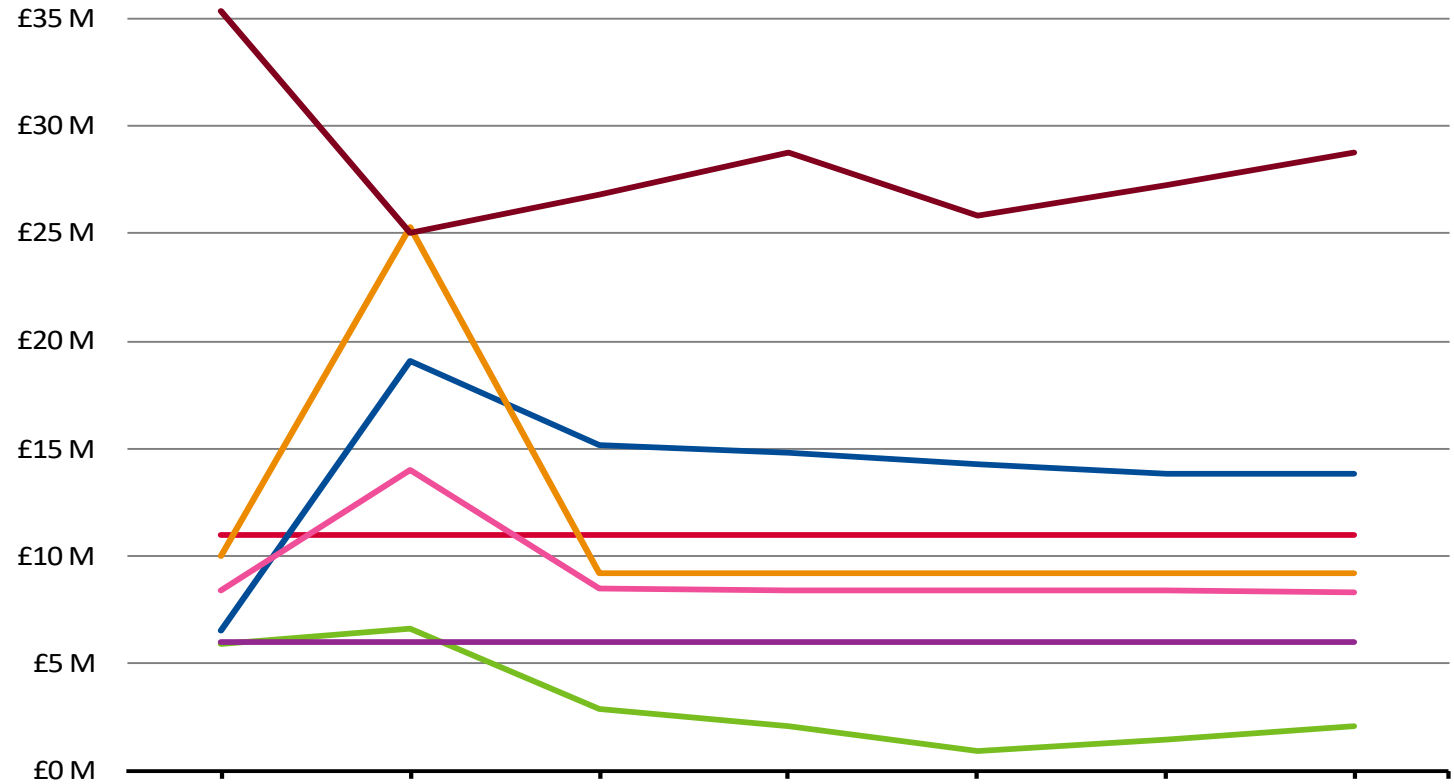
The Government continued its income compensation scheme for sales, fees & charges for the first quarter of 2021/22 (Apr-Jun). The final claim has now been submitted and the amount of (£1.387m) is shown separately in the summary table above. This is helping to offset the income pressures reported against individual portfolio services and referenced in the accompanying narrative throughout this report. The Council has received a further £4.700m of Local Authority Support Grant in recognition of the ongoing increased costs associated with managing COVID-19. This is expected to be the final payment of such a grant. This additional one-off Government support for COVID-19 reduces the net forecast overspend for 2021/22 to £2.218M.

Reserves

The Council maintains General Fund reserves at £11.0M in line with the Medium Term Financial Forecast. This provides a working cashflow balance and allows a degree of financial security in the case of unexpected events or emergencies.

In addition, Earmarked Reserves are set aside to fund future projects and to mitigate specific risk. The level of these reserves will fluctuate as grants are received, risk is realised and projects progress.

The increased balances in 2020-21 reflect the funding received in relation to COVID-19. Balances in 2021-22 are expected to return to more 'normal' levels as these reserves are used to support committed costs incurred during this year.

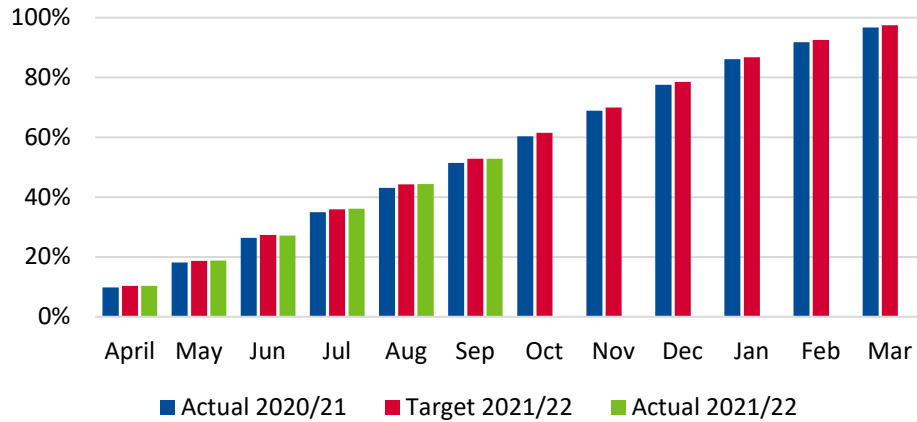


Reserves in £M	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
General Reserves	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Capital Reserves	5.9	6.6	2.9	2.1	0.9	1.5	2.1
Corporate Reserves	6.5	19.1	15.2	14.8	14.3	13.8	13.8
Grant Reserves	10.0	25.3	9.2	9.2	9.2	9.2	9.2
Insurance Reserves	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Service Reserves	8.4	14.0	8.5	8.4	8.4	8.4	8.3
Technical Reserves*	35.4	25.0	26.8	28.8	25.8	27.3	28.8
	83.2	107.0	79.6	80.3	75.6	77.2	79.2

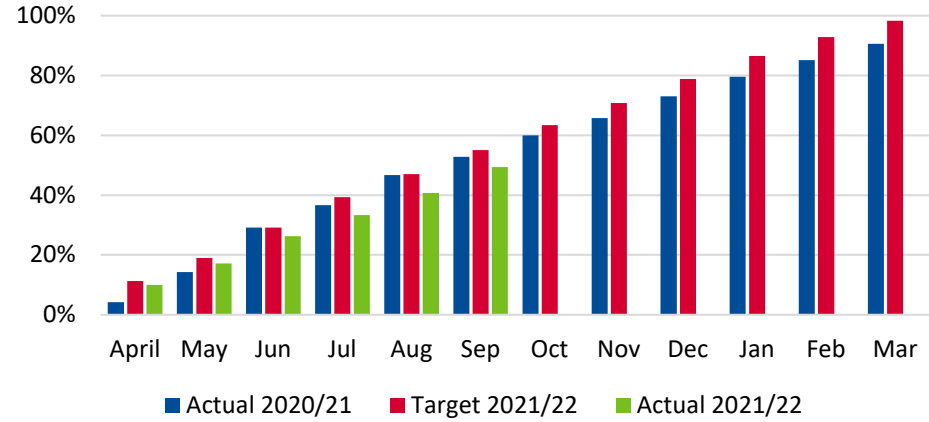
* Technical Reserves are held to even out the Council's finances and reduce in year volatility

Collection Rates

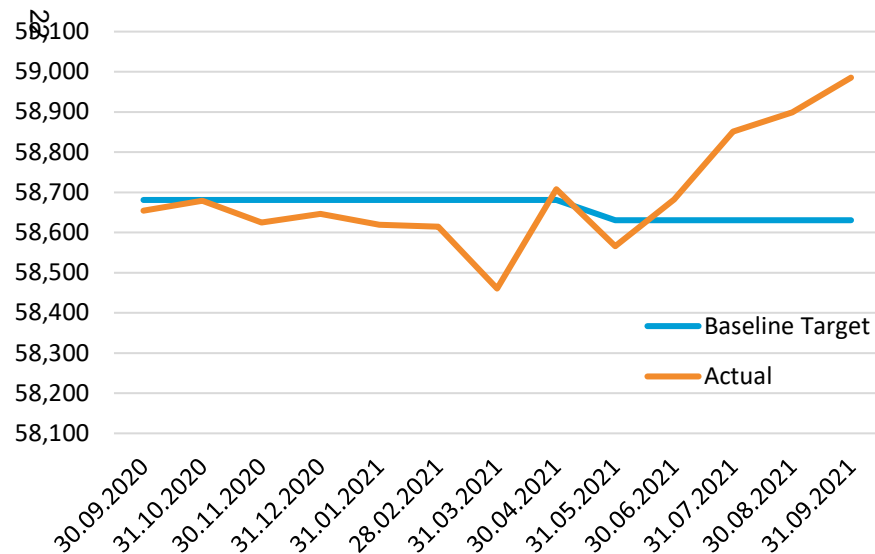
Council Tax Collection



Business Rates Collection



Council Tax Base



The Council Tax Base has increased by circa 265 Band D equivalents due to a combination of the CTR Scheme (Council Tax Reduction) being in a much better position (CTR dropped from 12.1m of CTR in Apr 21 to £11.7m in September 2021 (excluding the new £150 Hardship)) and fluctuations in the number of exemptions awarded in the month.

Council Tax collection is on target for the current year but 6.5% (£0.6M) lower than target for arrears.

Business rates in year collection is 5.7% (£2.0M) below target & arrears 9.6% (£0.3M) above target. This performance is primarily due to the timing, value and changing of the levels of national reliefs which has resulted in a number of new bills been recently issued. Retail & Leisure rate reliefs are now 33% from 1st July until 31st March 2022 (down from 100% Apr-Jun 2021).

Leader: Economic Recovery & Regeneration

3.51%

of Total Gross Revenue
Service Budget

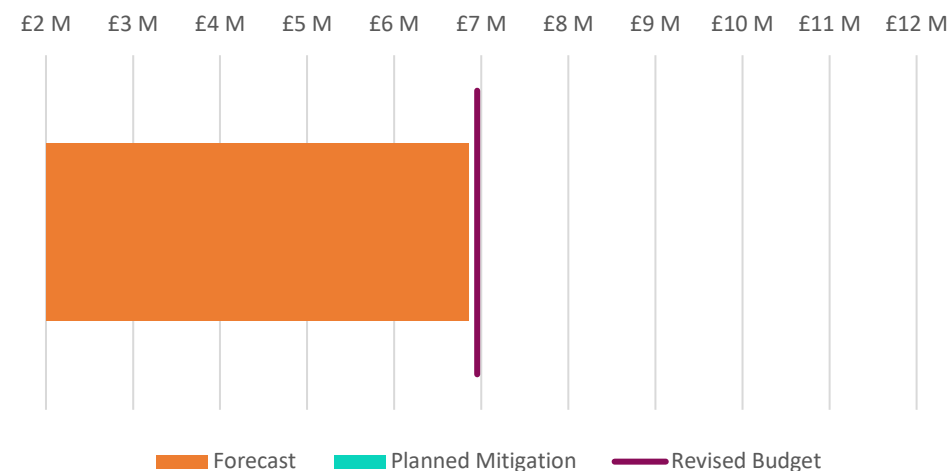
(£0.1M)

Forecast Favourable Variance

-0.08%

Variance as % of Net Portfolio
Service Budget Envelope

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
0.000	Adult and Community Learning	0.409	0.409	0.000
0.000	Civic Affairs	0.951	0.951	0.000
0.075	Corporate Budget and Resources Planning (Strategic Lead)	1.274	1.254	(0.020)
0.039	Corporate Planning and Strategic Direction	1.888	1.943	0.055
0.000	Emergency Planning	0.222	0.222	0.000
(0.030)	Housing Strategy	0.448	0.415	(0.033)
(0.110)	Other Services	0.842	0.782	(0.060)
(0.055)	Private sector housing standards and grants	0.490	0.403	(0.087)
0.000	Queensway Development	0.000	0.000	0.000
0.040	Regeneration and business growth	0.429	0.469	0.040
(0.041)		6.953	6.848	(0.105)
(0.041)	Gross Expenditure	11.503	11.398	(0.105)
0.000	Gross Income	(4.550)	(4.550)	0.000
(0.041)		6.953	6.848	(0.105)



There are currently a number of vacancies in the Housing team which is offsetting staffing pressures caused by the engagement of interim agency placements and additional costs in relation to the service redesign team, which has been created to improve the efficiency and productivity of services.

Our Southend 2050 ambition remains strong and has helped to inform and focus our immediate economic recovery plans. The original programme for 2021/22 has been reshaped as a direct response to the impact of the pandemic which is shown in the Other Services line. New opportunities have arisen as a result of additional Government funding being made available to facilitate a number of events in the town in an attempt to boost local footfall and economic growth. This external funding is being utilised to provide additional support to our 2050 programme.

Our commitment to wider networks such as the LGA, East of England LGA and ASELA (Association of South Essex Local Authorities) remains unwavering, especially during the recovery from COVID-19 and as such the subscriptions to be members of these organisations is shown in the Other Service line.

Deputy Leader: Transport, Asset Management & Inward Investment

4.72%

of Total Gross Revenue
Service Budget

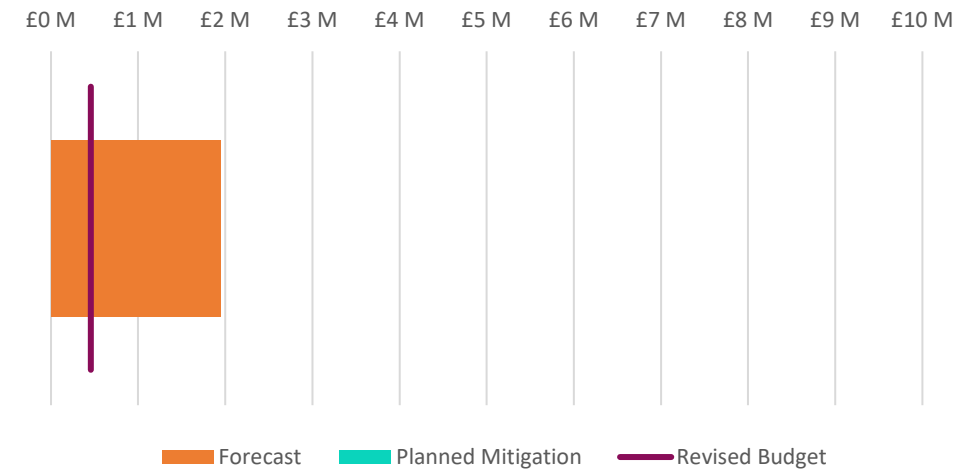
£1.5M

Forecast Adverse Variance

1.19%

Variance as % of Net Portfolio
Service Budget Envelope

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
1.253	Car parks and all car parking matters	(7.188)	(6.320)	0.868
0.000	Concessionary Fares	3.140	3.140	0.000
0.000	Engineering (Bridges and Structures)	0.051	0.051	0.000
0.200	Highways (including maintenance)	3.182	3.382	0.200
0.000	Highways and Transport	(0.363)	(0.272)	0.091
0.139	Passenger Transport / Vehicle Fleet	0.159	0.290	0.131
0.065	Property and Commercial	(0.606)	(0.495)	0.111
0.000	Street signs and all signage (Highways)	0.059	0.059	0.000
0.030	Transport (including Transport Policy and Licensing)	2.023	2.113	0.090
1.687		0.457	1.948	1.491
0.772	Gross Expenditure	15.469	16.305	0.836
0.915	Gross Income	(15.012)	(14.357)	0.655
1.687		0.457	1.948	1.491



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Car parking income suffered in the opening quarter of the year as a result of national restrictions and the Local Authority Sales, Fees and Charges Compensation Scheme has been extended into the 1st quarter of this year to reflect that. Positively, income received in Q2 was above historic levels, showing that demand to stay in Southend or visit the borough is improving. This will be continually assessed and monitored throughout the year.

One lasting impact from the pandemic is the rapid transition from cash to card or electronic payments. These methods of payment incur card processing fees and due to the high volume of car parking transactions via this method it is adding a significant extra cost to the service. Security also continues at University Square car park to ensure a safe environment for its users.

Increased costs associated with the security and cleaning in the Travel Centre are still being experienced. Street lighting columns and other street furniture are replaced when damaged and although there is an increase in insurance claims to recover monies where possible there remains a financial pressure in the service overall.

The increase to the Highways establishment assumed an increase in the level of work undertaken to deliver the capital programme. Further analysis is required to ensure all legitimate capitalisation of salaries is undertaken to appropriately charge staffing costs to capital.

As a result of the continuation of working from home practices, the Tickfield Centre will not generate as much income as anticipated this year.

Adult Social Care & Health Integration

22.73%

of Total Gross Revenue
Service Budget

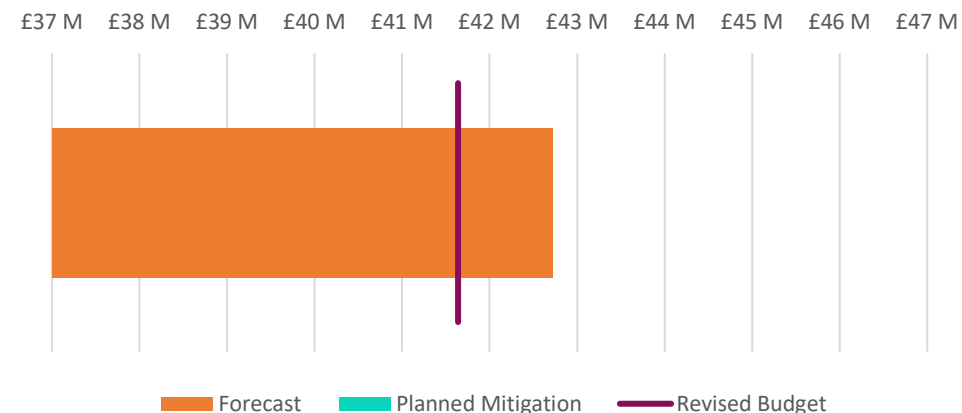
£1.1M

Forecast Adverse Variance

0.86%

Variance as % of Net Portfolio
Service Budget Envelope

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
0.551	Adult Social Care	33.434	33.489	0.055
0.059	Commissioning	5.117	5.225	0.108
0.712	Mental Health Services	3.089	4.004	0.915
1.322		41.640	42.718	1.078
3.974	Gross Expenditure	74.445	75.634	1.189
(2.652)	Gross Income	(32.805)	(32.916)	(0.111)
1.322		41.640	42.718	1.078



NO

Adult Services are reporting a forecast overspend of £1.1m. The majority of this is due to the delivery of statutorily required care and support to people with mental health & learning disabilities aged 18-64.

The medium to longer term impact of COVID-19 on budgets and service demand remains concerning as people impacted by this are required to have support earlier than would have been the case.

Levels of service use amongst older people have been lower than was previously the case due to COVID concerns, particularly in the use of residential and home care. This has reduced the budget pressure for 2021/22. However, the needs of this group of people have not gone away and costs pressure are likely to return to their upward trend over the longer term.

National Hospital Discharge funding in support of COVID pressures is now assured until 31st March 2022. This funds costs incurred during the first 4 weeks post discharge and has enabled clients to be released from hospital earlier. This will have the effect of sustaining this years financial position.

Children and Learning

25.19%

of Total Gross Revenue
Service Budget

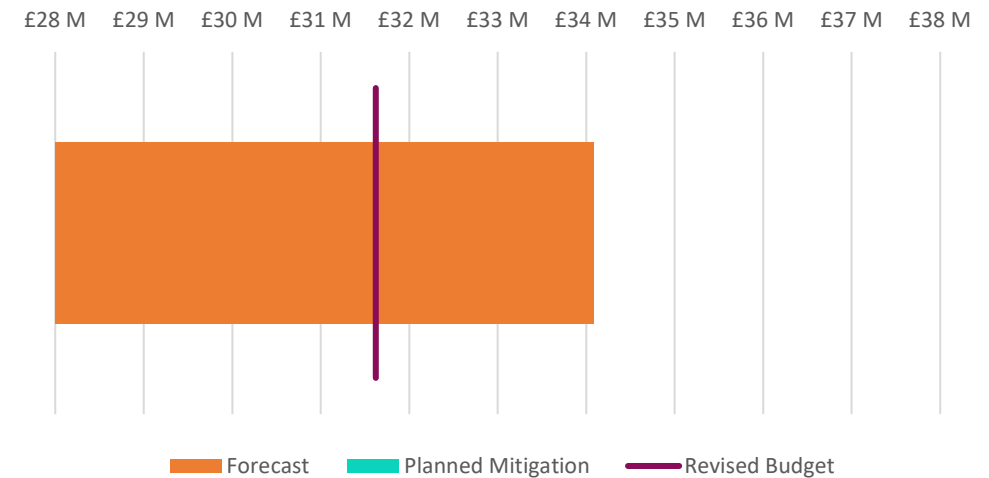
£2.5M

Forecast Adverse Variance

1.96%

Variance as % of Net Portfolio
Service Budget Envelope

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
0.000	Schools, Education and Learning	2.805	2.760	(0.045)
2.146	Children's Services	24.558	26.879	2.321
0.292	Special Educational Needs and Children with Disabilities	2.117	2.325	0.208
0.050	Youth Offending Service	1.460	1.474	0.014
(0.035)	Youth and Connexions	0.682	0.643	(0.039)
2.453		31.622	34.081	2.459
2.431	Gross Expenditure	82.498	85.237	2.739
0.022	Gross Income	(50.876)	(51.156)	(0.280)
2.453		31.622	34.081	2.459



8

As expected, Children & Learning Services remains a high spend pressure area and is currently forecasting a net overspend of circa £2.459M, excluding the one-off £2.5M put aside to support the service as part of the approved 2021/22 budget. Although still a concern in headline terms this is a positive financial improvement from both 2019/20 and 2020/21. Most of this pressure is shown on Children Services.

Looked After Children (LAC) numbers reached a peak in 2019/20, reduced through 2020/21 and are now at their lowest level for five years. There are 282 LAC as at the end of Sept 2021. This reduction in LAC numbers is having a positive effect on improving previous and significant spend pressures. Whilst this spend reduction is positive, reliance on LAC external care placements (the most expensive type of provision) remains high as a proportion of overall LAC placements with 96 currently projected ongoing placements as at the end of September 2021, equivalent to 34%. This is the main cause of the spend pressure within Children Services. Work continues to re-build capacity for inhouse foster care placements with the aim of reducing these costs over time and improve outcomes for children in the care system.

It is currently proving difficult to recruit permanent staff, so this forecast includes a sustained pressure on the budget due to the use of agency to cover for social work vacancies and maternity leave. The service is also anticipating additional funding pressures following requests from Government for local authorities to meet increased support for unaccompanied asylum seeker placements. Additionally, there is funding pressure on care package costs for Children with Disabilities, Leaving Care accommodation payment costs and there are also increased costs related to COVID-19 resulting from both placement extensions and extra staffing to respond to the crisis.

The Children's service position remains subject to further volatility and spend pressure should the number of LAC increase again. The situation will continue to be closely monitored.

Communities & Housing

7.25%

of Total Gross Revenue
Service Budget

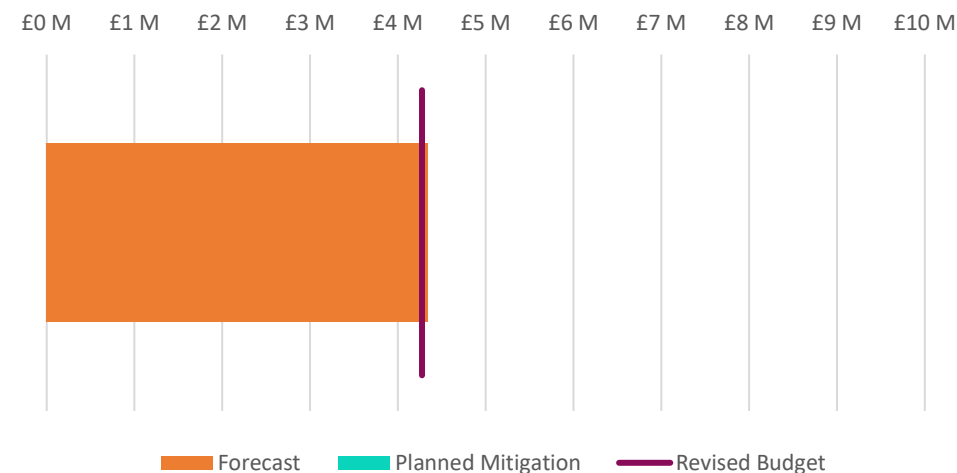
£0.1M

Forecast Adverse Variance

0.06%

Variance as % of Net Portfolio
Service Budget Envelope

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
0.000	Better Start and Early Years	0.612	0.612	0.000
0.000	Children's Centres, Nurseries, Child Care	0.784	0.784	0.000
0.000	Community Cohesion and community assets	0.016	0.016	0.000
0.000	Domestic Abuse	0.151	0.151	0.000
0.091	Homelessness	0.231	0.291	0.060
0.038	Library Services	2.547	2.558	0.011
0.000	Public Health	(0.067)	(0.067)	0.000
0.129		4.274	4.345	0.071
0.029	Gross Expenditure	23.749	23.614	(0.135)
0.100	Gross Income	(19.475)	(19.269)	0.206
0.129		4.274	4.345	0.071



An historic saving target relating to hostel income generation remains challenging to deliver and as a result alternative savings proposals are currently being explored. Additional one-off ICT development charges have been incurred to update the Housing system to reflect changes to the Housing Allocation Policy.

Income in Libraries continues to be impacted by the pandemic and the Quarter 1 loss will be subject to a compensation claim from the Government's sales, fees and charges scheme.

Corporate Services & Performance Delivery

27.18%

of Total Gross Revenue
Service Budget

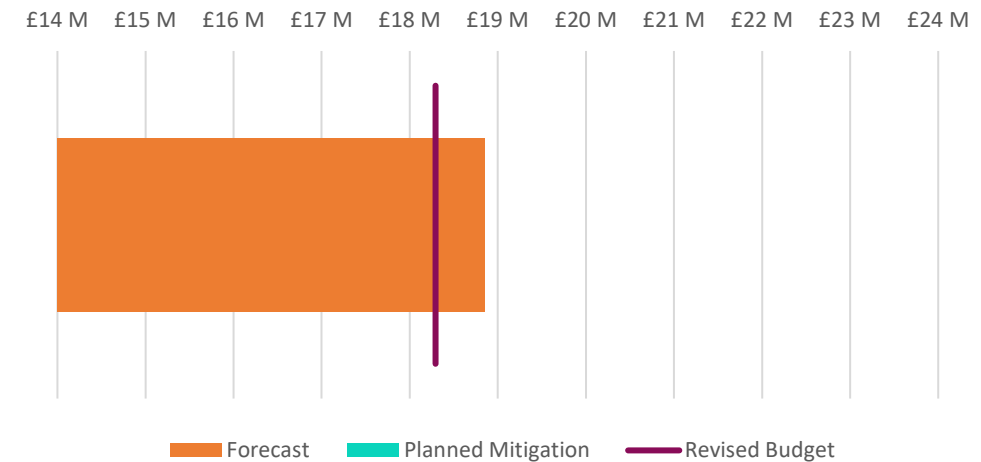
£0.6M

Forecast Adverse Variance

0.44%

Variance as % of Net Portfolio
Service Budget Envelope

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
0.020	Corporate Budget and Resource Planning (monitoring, Capital Programme Delivery)	2.129	2.199	0.070
0.000	Corporate Procurement	0.866	0.866	0.000
0.280	Council Tax and Business Rates	(0.015)	0.290	0.305
0.700	Digital and Technology	3.565	4.355	0.790
0.060	Elections and Electoral Registration	0.401	0.461	0.060
(0.005)	Financial Services (including Insurance etc.)	0.396	0.401	0.005
(0.166)	Housing Benefit	1.764	1.499	(0.265)
0.030	Human Resources	1.980	2.045	0.065
(0.300)	Internal Audit	0.753	0.453	(0.300)
(0.030)	Learning and Workforce Development	0.921	0.838	(0.083)
(0.030)	Legal Services, Land Charges & Democratic Services	1.804	1.709	(0.095)
0.046	Performance Delivery	3.729	3.732	0.003
0.605		18.293	18.848	0.555
(0.761)	Gross Expenditure	89.024	88.367	(0.657)
1.366	Gross Income	(70.731)	(69.519)	1.212
0.605		18.293	18.848	0.555



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Planned budget proposals in relation to Council Tax and Business Rates income should increase the net level of debt collectable by reviewing all discounts and exemptions. This 'extra' income will be reported in the summary table under the "Funding" section. Whilst e-billing is unavailable printing costs continue to be a pressure to this budget line, together with card processing fees as the transition to payments on the website increase. There are a number of vacancies within the Council Tax and Housing Benefit teams that are putting pressure on the teams but also providing some compensating savings.

As is being seen across a number of other teams, schools are reducing their use of SBC support services as they work across Academy trust portfolios. This is impacting the amount of income generated by ICT. As a result of further scoping works across the ICT estate, the savings delivery programme for 2021/22 has been delayed. These combined factors have created a significant pressure for 2021/22. Positively the planned laptop replacement programme is now almost completed which will result in extra income generated from the sale of older machines. Human Resources income is also impacted for the same reason.

There continues to be a significant number of vacancies within the Internal Audit function and to a lesser degree in other areas. It is still anticipated that the audit programme will be delivered this year, with the assistance of addition of some temporary resource / external support.

Environment, Culture, Tourism & Planning

3.54%

of Total Gross Revenue
Service Budget

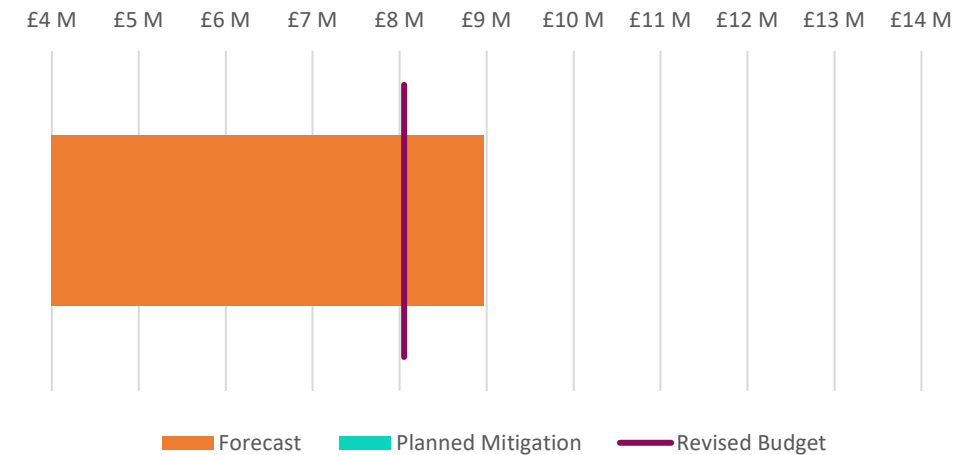
£0.9M

Forecast Adverse Variance

0.73%

Variance as % of Net Portfolio
Service Budget Envelope

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
0.000	All matters relating to trees, plants, grass verges and other flora	0.556	0.556	0.000
0.000	Building Control (planning)	(0.017)	0.013	0.030
0.036	Climate Change, Renewable energy and Energy Saving	0.086	0.122	0.036
0.024	Grounds Maintenance	3.463	3.580	0.117
0.025	Museums and Galleries	1.249	1.358	0.109
0.000	Parks and Open Spaces	1.044	1.038	(0.006)
0.064	Planning Policy and Planning Control	1.115	1.241	0.126
0.200	Sea and Foreshore Defences	0.401	0.601	0.200
0.000	Southend Theatres	0.027	0.027	0.000
0.308	Sport Development	(0.122)	0.186	0.308
0.000	Tourism	0.249	0.249	0.000
0.657		8.051	8.971	0.920
0.300	Gross Expenditure	11.592	12.097	0.505
0.357	Gross Income	(3.541)	(3.126)	0.415
0.657		8.051	8.971	0.920



29

Coastal damage from storms has resulted in additional maintenance requirements along our shoreline. Increased inspections are also identifying defects more promptly. External support continues to be required to support the Sustainable Drainage Systems (SuDS) elements of planning applications and to provide geotechnical expertise as required.

Interim staff and specialist external / professional support are currently in place to support both the Planning and Climate change services with regards to the significant planning schemes underway (Better Queensway, Fossetts Farm), and the variety of externally funded projects the Council is currently engaged in.

In order to support the leisure provision recovery in the Borough the management fee payable from the operator has been waived for 2021/22.

Additional leasing and repairs and maintenance costs are being incurred in the Grounds Maintenance service to ensure that there is enough equipment available to staff, there is currently a procurement underway with a view to reduce these costs.

Income in the museums service has suffered this financial year, firstly due to national restrictions, and then from a low number of visitors during the summer period. The first quarter of lost income will be included in the MHCLG sales, fees and charges compensation scheme claim.

Public Protection

5.86%

of Total Gross Revenue
Service Budget

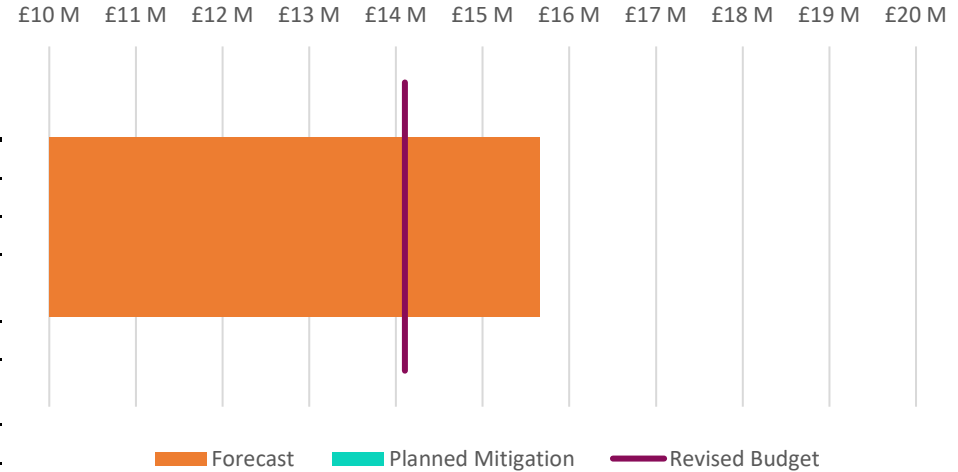
£1.56M

Forecast Adverse Variance

1.24%

Variance as % of Net Portfolio
Service Budget Envelope

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
(0.012)	Community Safety	0.795	0.745	(0.050)
0.049	Regulatory services	1.183	1.202	0.019
0.079	Pier and Foreshore	0.431	0.544	0.113
0.021	Cemeteries, Crematoria and Bereavement Services	(1.669)	(1.580)	0.089
(0.027)	Cleansing of highways and public realm	1.670	1.592	(0.078)
0.612	Waste collection, disposal, management, recycling & sanitation	10.683	12.121	1.438
0.000	Public Toilets and alleyways	0.510	0.510	0.000
0.002	Town Centre Management	0.127	0.099	(0.028)
0.000	Registration Services	(0.118)	(0.098)	0.020
(0.015)	Closed Circuit Television	0.491	0.524	0.033
0.709		14.103	15.659	1.556
0.599	Gross Expenditure	19.204	20.649	1.445
0.110	Gross Income	(5.101)	(4.990)	0.111
0.709		14.103	15.659	1.556



Whilst many people continue to work from home, and could do so for the foreseeable future in some way, there has been a significant increase in the volume of household waste which is being collected and disposed of, even more so than during the lockdown periods. As a waste disposal authority, the financial consequences of this significant increase in tonnage is borne by the Council.

Income received on the pier and foreshore in Quarter 1 has been impacted by pandemic restrictions, although the extension of the sales, fees and charges compensation scheme up to the end of June 2021 will assist in recovering some of this loss.

The requirements for additional equipment at the cemetery and crematorium to ensure operations can be carried out respectfully and safely is currently resulting in a budget pressure. A wider review of the service is underway to attempt to fund these costs from next year with current resource allocations.

Housing Revenue Account

(£0.1M)

Forecast Favourable Variance

-0.3%

Variance as % of Gross Operating Expenditure

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
0.000	Gross Expenditure	25.040	25.409	0.369
(0.450)	Gross Income	(29.102)	(29.552)	(0.450)
(0.450)	NET OPERATING EXPENDITURE	(4.062)	(4.143)	(0.081)
0.000	Revenue Contribution to Capital	8.334	8.334	0.000
0.450	Contribution to / (from) Earmarked Reserves	(4.272)	(4.191)	0.081
0.000	TOTAL	0.000	0.000	0.000

HRA Reserves 2021/22	Opening Balance	Forecast Movement	Closing Balance
Capital Investment Reserve	27.1	(4.3)	22.9
Major Repairs Reserve	6.9	0.0	6.9
Repairs Contract Pension Reserve	0.6	0.1	0.7
HRA Reserve	3.5	0.0	3.5
HRA Reserves Total	38.2	(4.2)	34.0

The forecast for the Housing Revenue Account (HRA) as at the end of September 2021 indicates that it will have a net surplus of (£81,000) in 2021/22, a positive variance of around (-0.3%) of gross operating expenditure.

This position is due to increased levels of rental income received (£450,000) as a result of a lower level of voids within the housing stock. This demonstrates good housing management practice. As the planned affordable homes acquisitions programme progresses through the year there is also an anticipated increase in the numbers of units within the housing stock that will further increase the HRA's rental income streams in the future.

There is an anticipated pressure on HRA revenue repairs budget of £369,000. This is due to a combination of increasing contractor costs, additional compliance requirements as well as works that were delayed from 2020/21 due to Covid and the national lockdown.

It is currently anticipated that any surplus will be transferred to the HRA Capital Investment Reserve at the year-end for future planned investment into improving the housing stock.

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Budget Monitoring & Reporting 2021/22

Period 6 – September 2021 Capital Investment Programme Performance



Capital Investment Programme Performance Report

1. Overall Budget Performance by Investment Area

The revised Capital budget for the 2021/22 financial year which includes all changes agreed at September 2021 cabinet is as follows:

Schemes	Revised Budget 2021/22 £'000
Total Schemes Delivered by General Fund	63,047
Total Schemes Delivered by Housing Revenue Account	10,867
Total Schemes Delivered by Subsidiary Companies and Joint Ventures	16,122

Actual capital spend as at 30th September 2021 is £29.180 million representing approximately 32% of the revised budget. This is shown in section 4. (Outstanding creditors totalling £0.192 million have been removed from this figure).

The expenditure to date has been projected to year end and the outturn position is forecast to reflect the Project Manager's realistic expectation. This is broken down by type of investment area on the following pages.

Total Schemes Delivered by General Fund

Investment Area	Revised Budget 2021/22 £'000	Outturn to 30 th September 2021 £'000	Current Variance to 30 th September 2021 £'000	Expected outturn 2021/22 £'000	Latest Expected Variance to Revised Budget 2021/22 £'000	Amended Budget 2022/23 to 2025/26 £'000
General Fund Housing	709	180	(529)	959	250	5,154
Social Care	6,487	3,105	(3,382)	6,487	-	203
Schools	3,231	559	(2,672)	1,684	(1,547)	2,609
Enterprise & Regeneration	8,773	3,323	(5,450)	8,773	-	10,150
Southend Pier	5,835	1,851	(3,984)	5,235	(600)	10,600
Culture & Tourism	1,634	301	(1,333)	1,647	13	-
Community Safety	3,427	416	(3,011)	3,427	-	-
Highways & Infrastructure	24,440	8,556	(15,884)	24,443	3	23,672
Works to Property	2,791	810	(1,981)	2,778	(13)	9,919
Energy Saving	433	93	(340)	405	(28)	1,734
ICT	4,741	2,553	(2,188)	4,741	-	1,726
S106/S38/CIL	546	192	(354)	666	120	236
Total	63,047	21,939	(41,108)	61,245	(1,802)	66,003

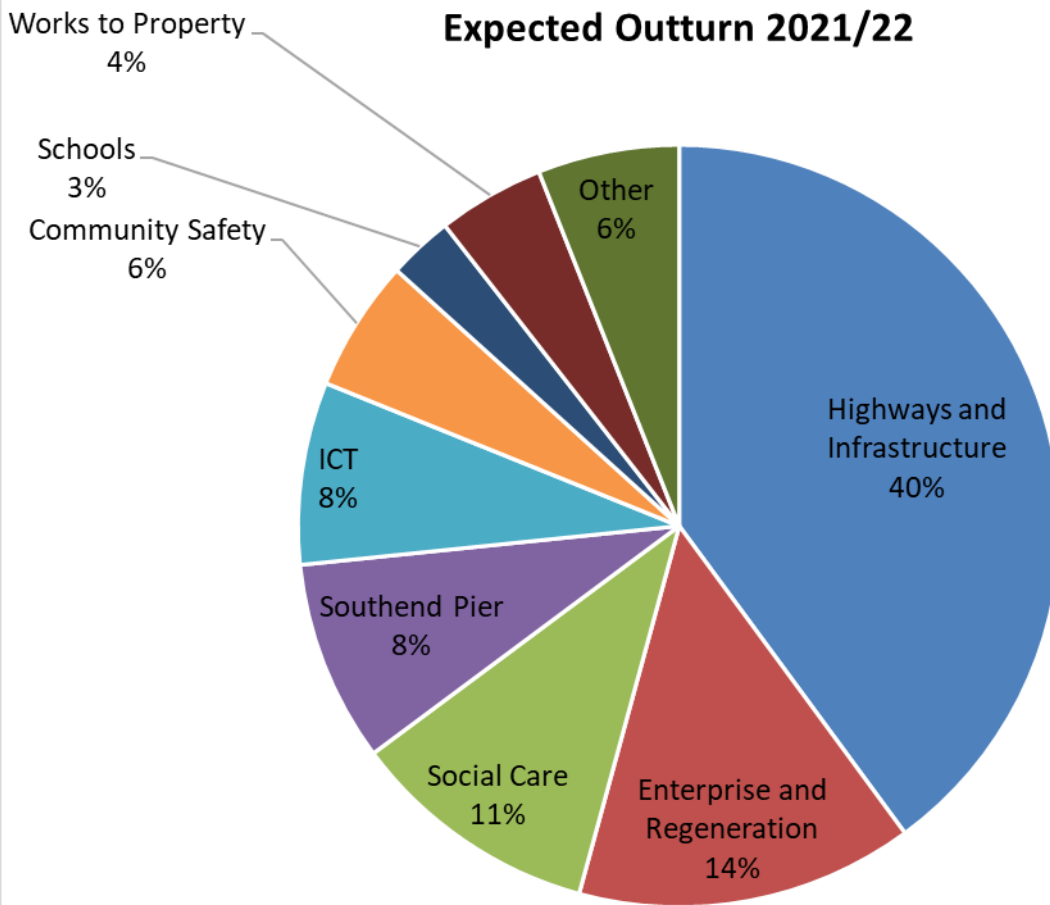
Total Schemes Delivered by Housing Revenue Account

Investment Area	Revised Budget 2021/22 £'000	Outturn to 30 th September 2021 £'000	Current Variance to 30 th September 2021 £'000	Expected outturn 2021/22 £'000	Latest Expected Variance to Revised Budget 2021/22 £'000	Amended Budget 2022/23 to 2025/26 £'000
Council Housing New Build Programme	2,925	110	(2,815)	2,224	(701)	11,473
Council Housing Acquisitions Programme	7,227	3,634	(3,593)	6,668	(559)	6,065
Council Housing Refurbishment – Disabled Adaptations	715	270	(445)	715	-	2,316
Total	10,867	4,014	(6,853)	9,607	(1,260)	19,854

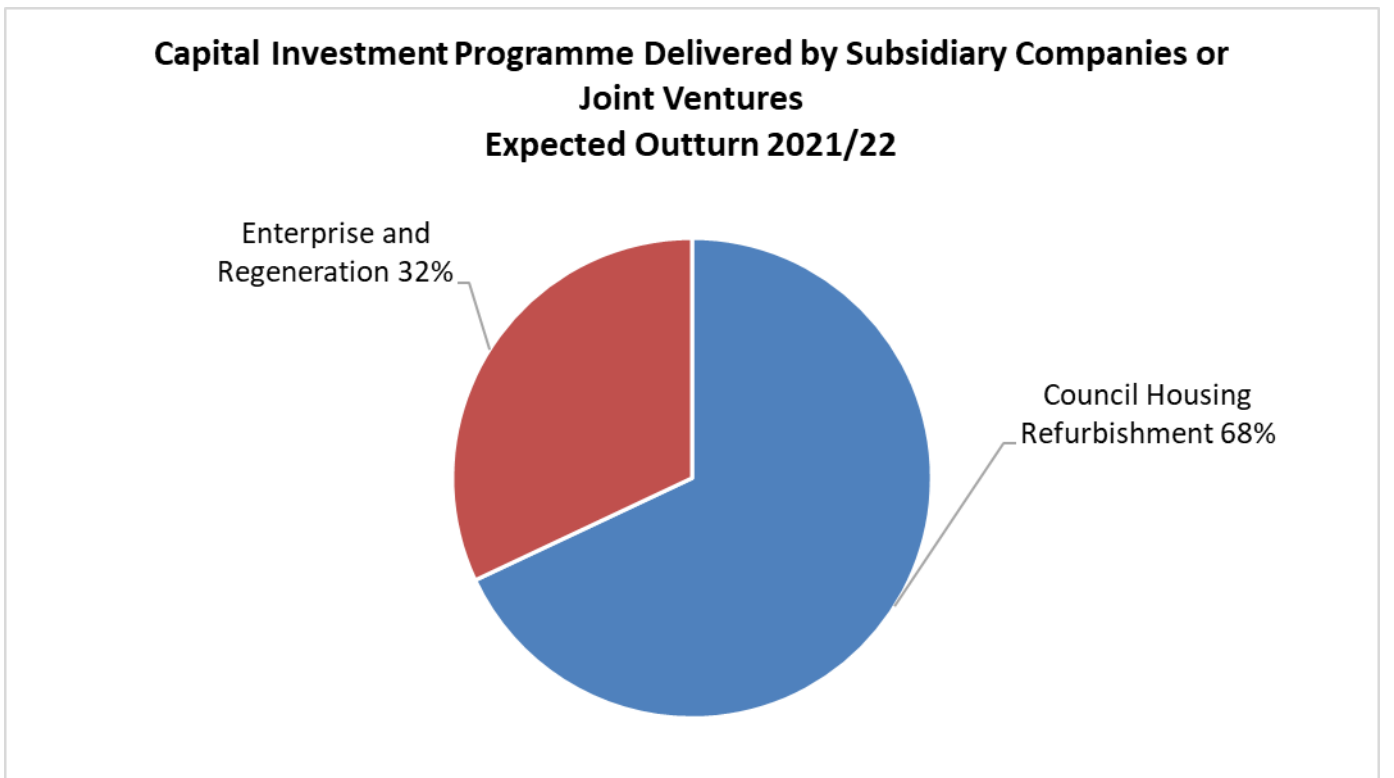
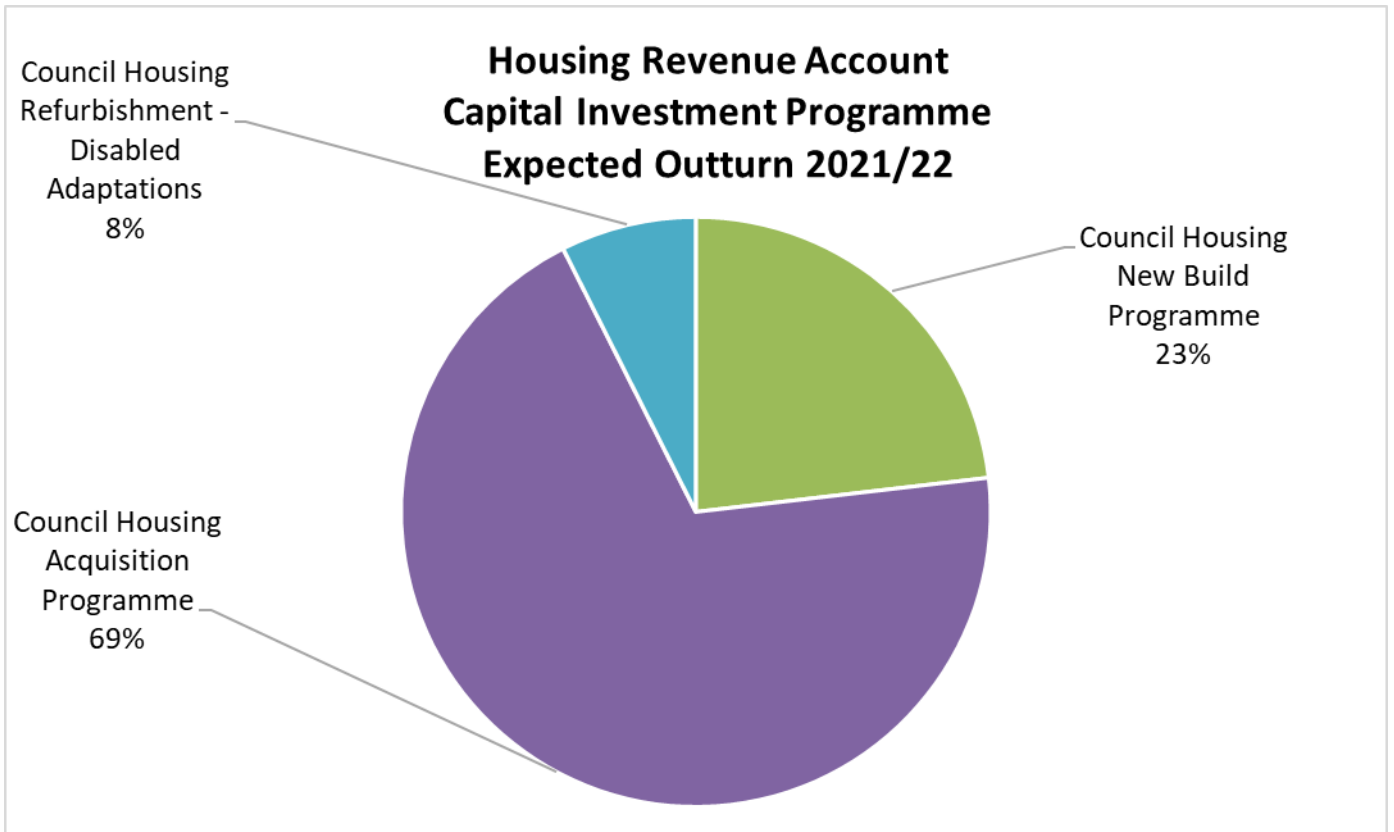
Total Schemes Delivered by Subsidiary Companies and Joint Ventures

Investment Area	Revised Budget 2021/22 £'000	Outturn to 30 th September 2021 £'000	Current Variance to 30 th September 2021 £'000	Expected outturn 2021/22 £'000	Latest Expected Variance to Revised Budget 2021/22 £'000	Amended Budget 2022/23 to 2025/26 £'000
Council Housing Refurbishment	9,672	2,302	(7,370)	9,672	-	20,356
Enterprise and Regeneration	6,450	925	(5,525)	4,550	(1,900)	29,600
Total	16,122	3,227	(12,895)	14,222	(1,900)	49,956

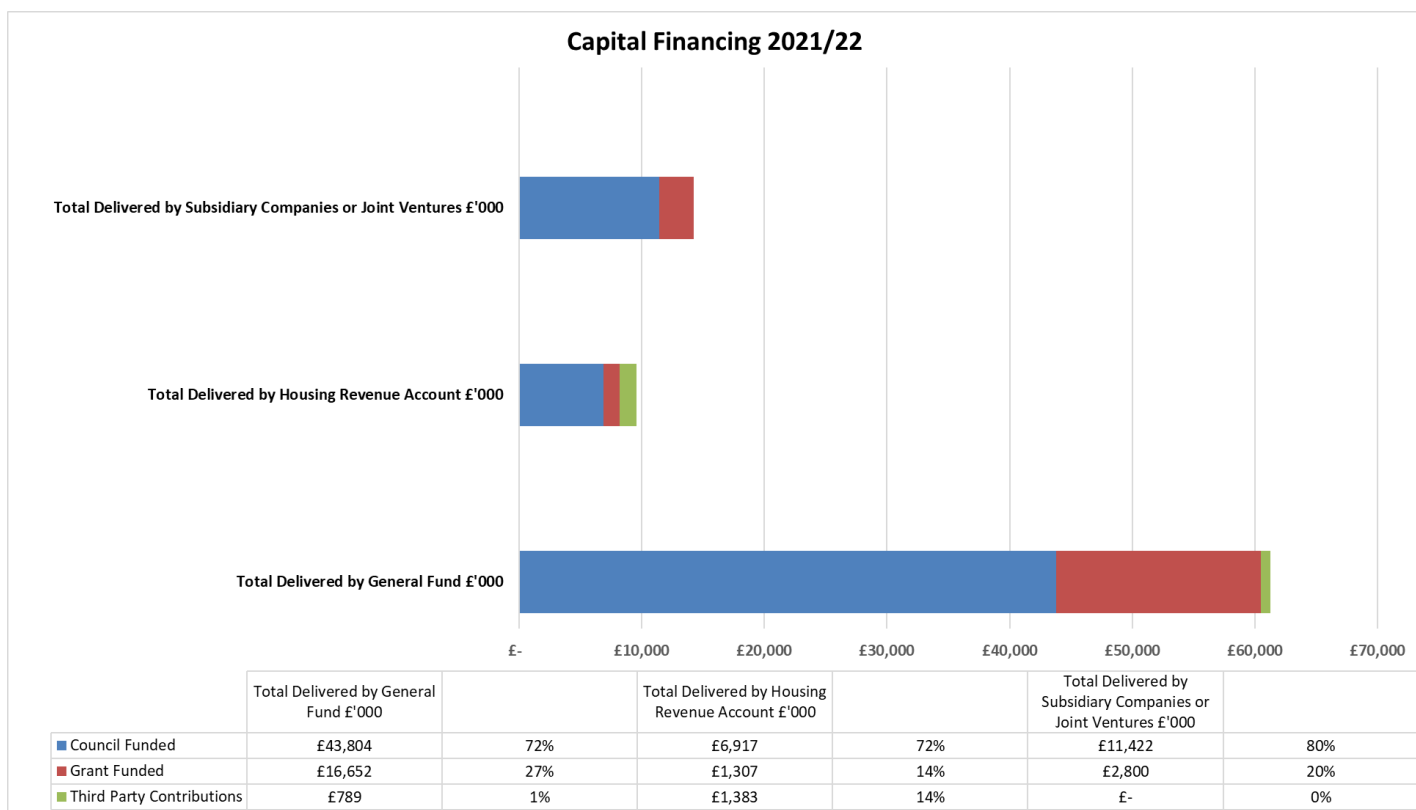
General Fund Capital Investment Programme Expected Outturn 2021/22



Other	Expected Outturn 2021/22	
Culture and Tourism	£	1,647
General Fund Housing	£	959
S106/S38/CIL	£	666
Energy Saving	£	405
	£	3,677



The capital investment for 2021/22 is proposed to be funded as follows:



Third party contributions are non-grant funding from external sources such as S106 contributions.

Of the £22.931 million of external funding expected, £18.942 million had been received by 30th September. The outstanding amounts mainly relate to Local Growth Fund schemes.

Strategic Schemes

Successful and timely delivery of the capital investment programme is a key part of achieving the Southend 2050 ambition and delivering its outcomes.

£73.395 million of this relates to strategic schemes and approximately 35% spend has been achieved to date for these strategic schemes.

Investment Area	Scheme	Revised Budget 2021/22 £000	Outturn to 30th September 2021 £000	Expected outturn 2021/22 £000	Latest Expected Variance to Revised Budget 2021/22 £000	Budget 2022/23 to 2025/26 £000
Strategic Schemes						
Enterprise and Regeneration	Airport Business Park (including Local Growth Fund)	5,647	2,179	5,647	-	7,800
Enterprise and Regeneration	Airport Business Park - Acquisition	1,036	861	1,036	-	-
Enterprise and Regeneration	Better Queensway - Programme Management	1,058	238	1,058	-	990
Enterprise and Regeneration	Victoria Centre	762	41	762	-	500
Social Care	Delaware and Priory New Build	6,250	3,029	6,250	-	-
Schools	School Improvement and Provision of School Places	560	1	160	(400)	-
Southend Pier	Southend Pier schemes	5,835	1,851	5,235	(600)	10,600
ICT	ICT schemes	4,741	2,553	4,741	-	1,726
Highways and Infrastructure	Footways and Carriageways Schemes	11,469	4,776	11,469	-	16,650
Highways and Infrastructure	Parking Schemes	805	289	805	-	410
Highways and Infrastructure	Highways and Infrastructure - Local Growth Fund and Local Transport Plan Schemes	9,253	2,827	8,724	(529)	1,503
Total General Fund Strategic Schemes		47,416	18,645	45,887	(1,529)	40,179
Council Housing New Build Programme	Construction of New Housing on HRA Land	2,925	110	2,224	(701)	11,473
Council Housing Acquisitions	HRA Affordable Housing Acquisitions Programme	3,000	890	3,000	-	3,706
Council Housing Acquisitions	Next Steps Accommodation Programme	3,123	2,606	3,123	-	-
Council Housing Acquisitions	Acquisition of Tower Block Leaseholds - Queensway	809	96	250	(559)	2,359
Total HRA Strategic Schemes		9,857	3,702	8,597	(1,260)	17,538
Council Housing Refurbishment	HRA Decent Homes Programme	9,672	2,302	9,672	-	20,356
Enterprise and Regeneration	Better Queensway - Loan to Joint Venture	1,750	425	1,750	-	11,000
Enterprise and Regeneration	Housing Infrastructure Funding	500	500	500	-	14,500
Enterprise and Regeneration	Better Queensway Energy Centre	4,200	-	1,600	(2,600)	2,600
Total Delivered by Subsidiary Companies and Joint Ventures Strategic Schemes		16,122	3,227	13,522	(2,600)	48,456
Total Strategic Schemes		73,395	25,574	68,006	(5,389)	106,173
Other Schemes						
Other General Fund Capital Investment Schemes		15,631	3,294	15,358	(273)	25,824
Other HRA Capital Investment Schemes		1,010	312	1,010	-	2,316
Other Delivered by Subsidiary Companies and Joint Ventures Capital Investment Schemes		-	-	700	700	1,500
Total Schemes						
TOTAL GENERAL FUND SCHEMES		63,047	21,939	61,245	(1,802)	66,003
TOTAL HRA SCHEMES		10,867	4,014	9,607	(1,260)	19,854
TOTAL DELIVERED BY SUBSIDIARY COMPANIES AND JOINT VENTURES SCHEMES		16,122	3,227	14,222	(1,900)	49,956
		90,036	29,180	85,074	(4,962)	135,813

2. Progress of schemes for 2021/22

Total Schemes Delivered by General Fund

General Fund Housing

The Disabled Facilities programme is progressing well as covid restrictions have been lifted and included within this report is an accelerated delivery of £300k from 2025/26 to 2021/22.

Following a review at the recent capital challenge meetings with Councillor Collins, included within this report is a carry forward request of £50k from 2021/22 to 2022/23 in relation to Private Sector Housing Strategy - Empty Homes project. As a result of a delay on the Job Evaluation of the Managers post within this team, the post remains vacant. This means the team are not able to run at full capacity, so some works have been delayed.

Social Care

The Delaware and Priory New Build (Brook Meadows House) works are progressing well on site and the main kitchen installation began on the 11th October 2021. All works are currently on programme for 12th January 2022 handover of the new building. Demolition of Priory House and residual parking and landscape works will commence upon decant of Priory House residents into the new building.

Schools

Projects within the School Improvement and Provision of School Places scheme are now complete with just final retention payments remaining. The scheme has achieved expansions across 6 secondary schools, meeting statutory duties to ensure sufficiency. As a result, included within this report is a request to remove £400k from the main capital investment programme to the 'Subject to Viable Business Case' section. Whilst the statutory duties have been met, the service are awaiting the outcome of the local plan to ensure we no longer have a need for these funds.

General Conditions Works are well underway in the schools in the borough. Included within this report is a carry forward request of £85k from 2021/22 to 2022/23 in relation to boiler works at Eastwood Primary School which have been delayed until Summer 2022.

The council has received £1.1m in 2021/22 for High Needs Provision. This is the first year that the funding has been made available to local authorities and is to support the provision of new places for children with special educational needs and disabilities or requiring alternative provision. There is a request within this report to carry forward these monies whilst plans for the new resources are still being finalised. It is requested that £531k be carried into 2022/23 and £531k into 2023/24.

Enterprise & Regeneration

The Costa Coffee build and hand over is now complete and the Costa Coffee opened for trading on the 4th September 2021. The Launchpad build continues and is on time and within budget. The car park works are now complete.

Southend Pier

Pier schemes are progressing well.

Structural Consultants have been appointed to review pier condition works and structural condition survey works, and this is currently in progress. The outcome of the survey will inform the capital investment programme regarding priority works. A tender document is currently being produced with a view to continue refurbishment of the pier stem anchor bays, it is anticipated tender documents will be ready by the end of October 2021.

Works on the Pier Head Development Phase 1 continue and the planning and Listed Building Consent was received on 30 July 2021. The scheme is scheduled to go to tender later this month. Enabling works (sub-structure) are currently on site and consent for the works has been sought from the Marine Management Organisation. In order to reflect the current project plan there is a request included within this report of a carry forward request of £600k from 2021/22 to 2022/23.

Structural Marine Consulting Engineers are surveying the pier and gathering information to determine options to carry out major refurbishment work at the Timber Outer Head. Considering this, a carry forward request of £2.300 million from 2022/23 to 2023/24 is included within this report to allow for the feasibility works to be completed and final options considered.

The first train has been successfully delivered to the pier and installed onto the tracks. Commissioning works commenced on the 11th October 2021 and will continue for the rest of the month, including 40 hours of test running alongside driver training. It is expected that the train will enter service in the first week of November with delivery of train two to site then being taken forward.

Highways & Infrastructure

Following a further review of the Highways and infrastructure capital investment programme during the recent capital challenge meetings, carry forwards totalling £819k have been identified and requested within this report.

£529k of this carry forward request relates to the works at the Bell Junction and the A127 works. It is requested that this funding be carried forward into financial year 2022/23 to allow for the timing of final payments at the end of the project.

£140k of this carry forward relates to the works on the Southend Transport Model scheme and it is requested that £140k be carried forward into 2022/23 in order to reflect the programme of works.

The final £150k of this request relates to a carry forward of £150k from 2021/22 to 2022/23 in relation to the Traffic Signs upgrade scheme. A feasibility study is currently underway to review the traffic signage in the borough. Once this study is complete traffic signage upgrades will take place.

Included within this report is £150k additional funding for the Coastal Refurbishment Programme. This funding is intended to relieve the pressure on the revenue budgets in relation to the refurbishment of coastal defences around the borough. This funding will enable the service to carry out essential coastal refurbishment works on a timely basis and therefore avoid costly impairments.

Southend Borough Council are the lead partner in the delivery of the Improving Resilience to Flooding from Extreme Weather Events project. Partners in this project include Castle Point, Thurrock and Rochford Councils. The purpose of the project is to explore innovative techniques that could be implemented to improve the resilience of the borough to flooding and extreme weather. This project is funded in part by DEFRA and as such £672k of new funding is included within this report for 2021/22. Further funding will be received in future years.

Works to Property

Schemes are well underway and the Fire Improvement Works and Property Refurbishment Programme are on track for 2021/22.

Following a review of the council's work programme £1.0 million has been removed from the programme in 2023/24 in respect of the work programme for the Civic Centre Boilers. It is also requested that £191k of this budget be vired to the Property Refurbishment Programme in 2021/22 and 2022/23, £70k and 121k respectively. This will enable works to the boilers in the Civic Centre to become part of the Property Refurbishment works programme and thus avoid any future impairment.

Energy Saving

The schemes within this area are all currently under review to ascertain suitability and viability for Southend Borough Council.

Following further guidance from DEFRA in relation to Real Time Air Quality Measurement it is requested that the £28k funding of this scheme be carried forward from 2021/22 to 2022/23.

ICT

Projects are continuing at pace with several expecting to reach completion in the next few months.

All remaining schemes are on track to be delivered in this financial year.

S106/S38/CIL

Included within this report is new funding of £120k in relation to S106 for the Sea Wall and Associated Structural maintenance. This funding has been received and is expected to be spent and has therefore been added to the capital investment programme in 2021/22.

Total Schemes Delivered by Housing Revenue Account

Following a review at the recent capital challenge meetings with Councillor Collins there is a request included within this report to carry forward £1.260 million into the future years of the capital programme in relation to the schemes delivered by the Housing Revenue Account.

Council Housing New Build Programme

The Housing Construction Schemes are progressing.

The Housing Construction Scheme Phase 3 relates to 29 units in Shoeburyness across 6 garage sites at Eagle Way. This scheme is still in the procurement phase and the current timetable puts the start date on site in December 2021. Given the time of year, works are unlikely to begin until January 2022. The demolition of the garage sites has been carried out by South Essex Homes and the tender documentation has been updated to reflect this. In order to reflect this there is a proposed spend profile adjustment included within this report. It is requested that £451k be carried forward from 2021/22 with £356k in 2022/23 95k into 2023/24. A further £55k to be carried forward from 2022/23 to 2023/24.

The Housing Construction Scheme Phase 4 relates to Lundy Close. This scheme is progressing and is now at final design stage. Pre application plans have been submitted and we are waiting to arrange a pre application date with planners. Resident engagement is ongoing. As part of this report there is a carry forward request of £922k from 2022/23 to 2023/24 to reflect the current project timetable.

Housing Construction Scheme - Modern Methods of Construction (MMC) relates to works at Saxon Gardens and Archer Avenue. The contractor is currently on site at Saxon Gardens and works are progressing in line with contractor programme.

A delay has occurred in relation to the Archer Avenue scheme due to disagreements over draft contract documents. Amendments have now been agreed by both parties, allowing for the increase in cost of materials to be accounted for and it is expected that contracts will be signed in October 2021. As a result of these delays the programme has been pushed back by several months and therefore a carry forward is requested of £250k from 2021/22 to 2022/23.

Council Housing Acquisitions Programme

The Affordable Housing Acquisitions Programme continues to make progress but spend has slowed in the recent months due to the housing market being particularly buoyant and properties are not as affordable as they were. We have completed 5 purchases in 2021/22 and we have 5 more in solicitor's hands.

The Next Steps Accommodation Programme is now complete with 19 properties purchased by Southend Borough Council which have been used to provide homes for those individuals that were homeless during the pandemic.

Whilst the Acquisition of tower block leaseholds in relation to the Queensway development is progressing and negotiations are ongoing, we have only completed on one property in this financial year. We have 11 potential acquisitions in the pipeline and it is expected that this process will escalate as the scheme progresses. Therefore, included within this report is a carry forward request of £559k from 2021/22 to 2022/23 to reflect this timescale.

Total Schemes Delivered by Subsidiary Companies and Joint Ventures

Council Housing Refurbishment

The Decent Homes Programme is well underway for 2021/22 and whilst South Essex Homes are experiencing delays due to material shortages it is expected that all budgets will be spent in 2021/22.

Enterprise and Regeneration

We have now received further information in relation to the grant funding for the Better Queensway Energy Centre that will be passported to Porters Place Southend-on-Sea LLP. Therefore, within this report is a request to carry forward £2.600 million from 2021/22 to 2022/23 to reflect the spend profile provided by the LLP.

There are £2.200 million of additions to the capital programme delivered by subsidiary companies and joint ventures for the provision of funding the No Use Empty initiative. This is a joint venture with Kent County Council. £1.200 million relates to funding from the Getting Building Fund with £700k profiled in 2021/22 and £500k profiled in 2022/23. £1.000 million relates to funding from the Growing Places Fund and is to be added to the programme in 2022/23.

3. Requested Changes to the Capital Investment Programme

Carry Forwards to Future Years – programme to be delivered by the Council

Scheme	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
Local Growth Fund - A127 Growth Corridor	(529)	529				0
Traffic Signs Upgrade	(150)	150				0
Real Time Air Quality Measurement - Feasibility	(28)	28				0
Empty Homes strategy	(50)	50				0
Housing Construction Scheme - Phase 3	(451)	(55)	356	150		0
Housing Construction Scheme - Phase 4		(922)	922			0
Housing Construction Scheme - Modern Methods of Construction (MMC)	(250)	250				0
Southend Pier - Pier Head development Phase 1	(600)	600				0
Southend Pier - Timber Outer Pier Head		(2,300)	2,300			0
Acquisition of tower block leaseholds - Queensway	(559)	559				0
Southend Transport Model	(140)	140				0
Eastwood Primary - Boiler Room	(85)	85				0
High Needs Provision	(1,062)	531	531			0
Total Carry Forwards - programme to be delivered by the Council	(3,904)	(355)	4,109	150	0	0

Accelerated Deliveries - programme to be delivered by the Council

Scheme	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
Disabled Facilities	300				(300)	0
Total Accelerated Deliveries - programme to be delivered by the Council	300	0	0	0	(300)	0

Additions to the Programme - programme to be delivered by the Council

Scheme	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
Coastal Defence Refurbishment Programme	150					150
Total Additions to the Programme - programme to be delivered by the Council	150	0	0	0	0	150

Deletions from the Programme – programme to be delivered by the Council

Scheme	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
Civic Centre Boilers			(1,000)			(1,000)
Total Deletions from the Programme - programme to be delivered by the Council	0	0	(1,000)	0	0	(1,000)

Virements between schemes - programme to be delivered by the Council

Scheme	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
Civic Centre Boilers	(70)	(121)				-191
Property Refurbishment Programme	70	121				191
Virements already actioned						
Priority Works	(13)					(13)
Southend Dive Pool Funding	13					13
Total Virements between schemes - programme to be delivered by the Council	0	0	0	0	0	0

New External Funding - programme to be delivered by the Council

Scheme	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
S106 Garrison 0000777 Deposit - Sea Wall and Assoc Structure Maintenance	120					120
Resilience Innovation Programme	672					672
Total New External Funding - programme to be delivered by the Council	792	0	0	0	0	792

Carry Forwards to Future Years – programme to be delivered by subsidiary companies and joint ventures

Scheme	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
Better Queensway Energy Centre	(2,600)	2,600				0
Total Carry Forwards - programme to be delivered by subsidiary companies and joint ventures	(2,600)	2,600	0	0	0	0

Additions to the Programme – programme to be delivered by subsidiary companies and joint ventures

Scheme	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
No Use Empty – Growing Places Fund		1,000				1,000
No Use Empty – Getting Building Fund	700	500				1,200
Total Additions to the Programme - programme to be delivered by subsidiary companies and joint ventures	700	1,500	0	0	0	2,200

Transfers to 'Subject to Viable Business Case' section from main Capital Investment Programme - programme to be delivered by the Council

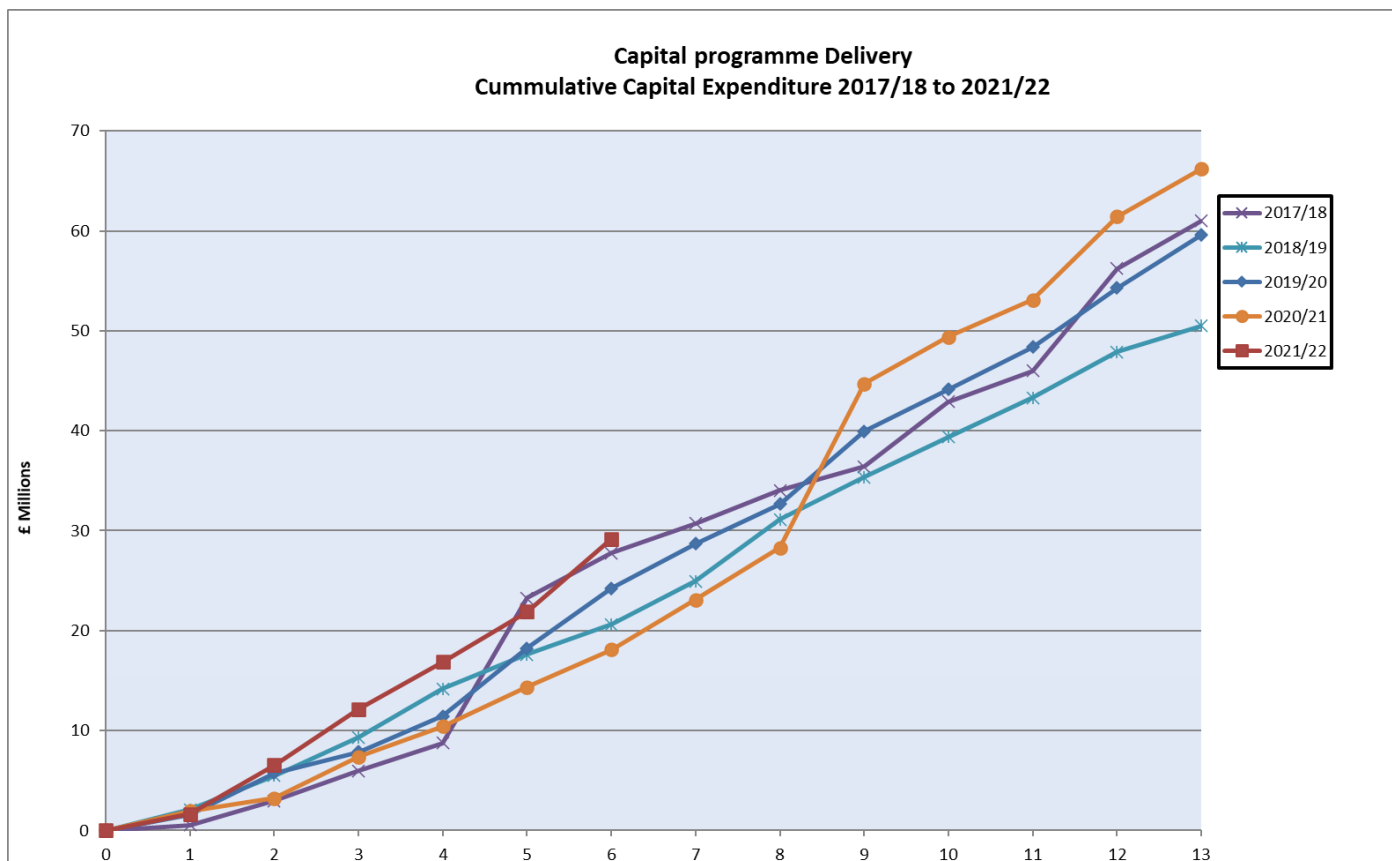
Scheme	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
School Improvement & Provision for School Places	(400)					(400)
Total Transfers from 'Subject to Viable Business Case' Section - programme to be delivered by the Council	(400)	0	0	0	0	(400)

4. Summary of Capital Expenditure at 30th September

	Original Budget 2021/22	Revisions	Revised Budget 2021/22	Actual 2021/22	Forecast outturn 2021/22	Forecast Variance to Year End 2021/22	% Variance
	£000	£000	£000	£000	£000	£000	£000
General Fund Housing	827	(118)	709	180	959	250	25%
Social Care	6,735	(248)	6,487	3,105	6,487	-	48%
Schools	1,953	1,278	3,231	559	1,684	(1,547)	17%
Enterprise and Regeneration	7,681	1,092	8,773	3,323	8,773	-	38%
Southend Pier	6,748	(913)	5,835	1,851	5,235	(600)	32%
Culture and Tourism	940	694	1,634	301	1,647	13	18%
Community Safety	2,199	1,228	3,427	416	3,427	-	12%
Highways and Infrastructure	25,398	(958)	24,440	8,556	24,443	3	35%
Works to Property	3,114	(323)	2,791	810	2,778	(13)	29%
Energy Saving	713	(280)	433	93	405	(28)	21%
ICT	3,012	1,729	4,741	2,553	4,741	-	54%
S106/S38/CIL	372	174	546	192	666	120	35%
TOTAL PROGRAMME TO BE DELIVERED BY THE GENERAL FUND	59,692	3,355	63,047	21,939	61,245	(1,802)	35%
Council Housing New Build Programme	5,679	(2,754)	2,925	110	2,224	(701)	4%
Council Housing Acquisitions Programme	3,173	4,054	7,227	3,633	6,668	(559)	50%
Council Housing Refurbishment - Disabled Adaptations	770	(55)	715	270	715	-	38%
TOTAL PROGRAMME TO BE DELIVERED BY THE HOUSING REVENUE ACCOUNT	9,622	1,245	10,867	4,014	9,607	(1,260)	37%
Council Housing Refurbishment	9,318	354	9,672	2,302	9,672	-	24%
Enterprise and Regeneration	1,250	5,200	6,450	925	4,550	(1,900)	14%
TOTAL PROGRAMME TO BE DELIVERED BY SUBSIDIARY COMPANIES OR JOINT VENTURES	10,568	5,554	16,122	3,227	14,222	(1,900)	20%
Council Approved Original Budget - February 2021	79,882						
Programme to be delivered by the Council							
General Fund Housing	(118)						
Social Care	(248)						
Schools	1,278						
Enterprise and Regeneration	1,092						
Southend Pier	(913)						
Culture and Tourism	694						
Community Safety	1,228						
Highways and Infrastructure	(958)						
Works to Property	(323)						
Energy Saving	(280)						
ICT	1,729						
S106/S38/CIL	174						
Council Housing New Build Programme	(2,754)						
Council Housing Acquisitions Programme	4,054						
Council Housing Refurbishment - Disabled Adaptations	(55)						
Programme to be delivered by Subsidiary companies or Joint Ventures							
Council Housing Refurbishment	354						
Enterprise and Regeneration	5,200						
Council Approved Revised Budget - June 2021	90,036						

Actual compared to Revised Budget spent is £29.180M or 32%

5. Capital Programme Delivery



Year	Outturn £m	Outturn Against Budget %
2016/17	48.8	89.0
2017/18	61.0	95.0
2018/19	50.9	96.7
2019/20	59.5	83.8
2020/21	66.1	81.0

Southend-on-Sea Borough Council

Report of Deputy Chief Executive and
Executive Director (Finance and Resources)

To

Cabinet

On

2 November 2021

Agenda
Item No.

4

Report prepared by:
Alan Richards, Director of Property & Commercial

Seaway Leisure Financing Strategy

Relevant Scrutiny Committee: Policy and Resources Scrutiny Committee

Cabinet Members:

Councillor Ian Gilbert – Leader of the Council and Cabinet Member for Regeneration

Councillor Paul Collins – Cabinet Member for Corporate Services and Performance
Delivery

Part 1 (Public Agenda Item)

1. Purpose of Report

To propose a financial and commercial structure which will enable the delivery of the Seaway Leisure development whilst also providing greater ownership and an improved, long-term sustainable commercial return to support the future financial sustainability of the Council. The development will contribute to the Southend 2050 Ambition, provide the year-round, all weather leisure facilities and support Southend's economic recovery through inward investment and job creation and enable Southend to compete with nearby towns and cities in terms of this offer.

This report therefore seeks to achieve the following objectives:

- 1. To explain in clear terms the proposed financial and commercial structure of the transaction, in particular the introduction of an Annuity Lease and the principles of the consequential amendments to the existing legal structure.**
- 2. To set out the financial benefits and risks of the proposed approach, including the use of some reserves to reduce financial risk and improve the commercial return and long-term income stream financial sustainability for the Council.**
- 3. To enable an approach to the funding market with an entirely fundable proposition which enables the development to clear the viability hurdles necessary for it to proceed, with benefits for all parties.**

NOTE: Members are advised that this report contains numerous links to reference material and key documents and is therefore best read electronically via the Council's website or Mod.gov. This has been done to enable the report to flow and to provide easy access to the relevant information whilst keeping the document pack manageable and reducing the need for excessive printing.

2. Recommendations

That Cabinet are asked to;

- 2.1 Note the significant economic benefits that the proposed Seaway Leisure development will bring as outlined in the approved [25 February 2020 Cabinet report](#) and to note that the project is a clear Council commitment and a Southend 2050 Roadmap project.**
- 2.2 Note that the Council has commissioned CBRE to undertake a review of the development, specifically in relation to the elements at a) to c) below:**
 - a) Undertake financial due diligence on Turnstone Estates Ltd (and its company structure, including Turnstone Southend Ltd, the subsidiary special purpose vehicle for Seaway Leisure) and to advise on their suitability as a partner for the Council,**
 - b) Review the proposed Seaway development and its appropriateness including reviewing the anticipated economic benefits; and**
 - c) Look at the most suitable and deliverable funding models for the development and consider the risks and benefits associated with them**
- 2.3 Agree that officers proceed with the final negotiations of terms with Turnstone Southend Limited (TSL), and Turnstone Estates Ltd (as parent company guarantor as appropriate) to enable the proposition to be presented to the funding market on the basis set out in sections 7.12 to 7.15 of this report and at the same time proceed to secure the necessary legal and financial advice on those terms to robustly protect the Council's position.**
- 2.4 Note officers will update terms with Homes England in relation to the grant funding associated with the Rossi Factory, 1-3 and 29 Herbert Grove having regard to the proposed revisions.**
- 2.5 Approve the use of up to a maximum of £10m (Ten Million Pounds) of the Council's capital reserves as equity in the proposed development to enable the different and significantly improved commercial terms as illustrated in the Financial Implications section below, and thereby significantly reduce the Council's financial risk and an improved annual income stream.**
- 2.6 Note officers will look to identify grant funding opportunities which enable the Council's proposed equity investment to be reduced and/or replaced with grant funding.**

- 2.7 Delegate authority to the Executive Director (Finance and Resources) in consultation with the Leader of the Council and the Cabinet Member for Corporate Services and Performance Delivery to authorise:
- a. the approach to the market for funding at the relevant time
 - b. to finalise and agree (with independent advice as required) any final terms following responses to the proposition from the funding market
 - c. to authorise any relevant actions including the execution of all necessary documentation including that arising from recommendations 2.3 to 2.6 above.
- 2.8 To note that the Executive Director (Finance and Resources) will report the exercise of the above specific delegations to a relevant Cabinet.

3. Background

- 3.1 The Cabinet has received several reports on the proposed Seaway Leisure development, the most recent being the report to. The 25 February 2020 report sets out in detail the history and the case for the proposed development and therefore that case is not restated here although members are encouraged to re-read that report for background and context.
- 3.2 At that meeting, Cabinet resolved ([minute 866 refers](#)):

(1) That option 2 set out in the submitted report be approved, namely the Council maintains its support for the Development and does not serve notice to terminate the Agreement at least until such time as the final decision has been made on the planning application 18/02302/BC4M.

Such support would be maintained on the basis of:

- ***The economic case including the significant job opportunities that the development will bring;***
- ***The contribution to the Council's published Ambition and Outcomes;***
- ***The level of commitment made by the Council and Turnstone;***
- ***The desire to maintain the currently committed tenants;***
- ***The progress which has been made to date;***
- ***The reduced risk of the Homes England funding claw back.***

(2) That while the planning appeal is running, negotiations be progressed with Turnstone about the possibility of a lease-wrapper/income strip lease model to accelerate delivery and provide additional rent for the Council through a different model and any other matters which would accelerate delivery.

- 3.3 This report relates principally to 3.2 (2) above. Officers have been extensively progressing this recommendation from Cabinet despite the pressures and impact of the Covid-19 pandemic on the Council, the leisure market and the economy as a whole, and the recommendations in this report result from the detailed work undertaken with external advisers and Turnstone.

- 3.4 As housing delivery accelerates through consented developments such as Better Queensway, Roots Hall, Fossetts Farm and other smaller developments, it will be crucial that employment space is also created through developments such as Seaway and Airport Business Park Southend to ensure that jobs are created to support both the growing population and the economic recovery and growth of Southend as it becomes a city.
- 3.5 The development of a significant leisure-led, modern family entertainment complex is something that residents and visitors alike should rightly expect in Southend, without the need to travel out to other parts of Essex to find, talking spend away from Southend and adding avoidable traffic to our busy networks.

4. The Current Position – Planning

- 4.1 The Planning Application ([18/02302/BC4M](#)) has been through the formal planning process including the relevant statutory consultation. The Council's [Development Control Committee](#) considered the Application on 15 January 2020 where a decision was deferred.
- 4.2 Following that meeting, TSL made an appeal against the Council's non-determination. The Council's [Development Control Committee](#) reconvened on 27 May 2020 and resolved "***That the Planning Inspectorate be informed that, had an appeal for non-determination not been submitted and the Committee had the power to determine the application, the Committee would have granted planning permission subject to [the conditions]***" [[Minute 10 of Development Control Committee on 27 May 2020 refers](#) and sets out the full schedule of conditions].
- 4.3 The Planning Inspectorate upheld the appeal and issued its decision granting planning permission for the proposed development subject to various conditions on 9 October 2020. The appeal documents are available on the [planning portal](#).
- 4.4 Subsequently, two applications to vary conditions relating to external seating, renewable energy and the timing of the BREEAM certificate under references [20/02156/AMDT](#) and [21/00705/NON](#) have also been granted permission with decisions issued on 11 October 2021 and 28 July 2021 respectively.

5. Developer, Scheme and Financial Review

- 5.1 Following the granting of planning permission in October 2020, and while TSL has been working to refine the conditions to make the planning permission satisfactory to them to enable delivery, the Council has commissioned new advisors, CBRE, in relation to the proposed development and to support the further work and negotiations relating to the second part of minute 866 referenced above:

“That while the planning appeal is running, negotiations be progressed with Turnstone about the possibility of a lease-wrapper/income strip lease model to accelerate delivery and provide additional rent for the Council

through a different model and any other matters which would accelerate delivery.”

5.2 In particular, CBRE¹ has been commissioned to undertake a review covering the three principal elements set out below:

a) financial due diligence on Turnstone Estates, the company structure and directors and to advise on their suitability as a partner for the Council; and

b) to review the proposed Seaway development, whether it is still the right fit for Southend and whether the [projected economic benefits](#)² are reasonable; and

c) to advise on the viability of the current funding structure and to consider alternatives to this, advising the Council on the options and recommending the most suitable and deliverable funding models for the development in the context of the associated risks and benefits.

5.3 CBRE have issued to the Council a summary of their findings addressing the three sections above. The summary advice is attached at **Appendices 1-3**:

5.4 In high-level terms, CBRE has concluded and advised the Council that:

5.4.1 In relation to 5.2 a) above: Turnstone Estates Limited appears to be a suitable company for the Council to engage with on the Seaways project (see **Appendix 1** for further detail).

5.4.2 In relation to 5.2 b) above that: Based on the research and analysis undertaken into the proposed Seaways scheme, CBRE is of the opinion that the scheme remains broadly appropriate and has the prospect of delivering the benefits expected. It is suggested that a number of modifications could be made and risks mitigated prior to construction which should be considered, subject to balancing the planning risk (see **Appendix 2** for further detail).

5.4.3 In relation to 5.2 c) above that: Based on the analysis undertaken into the funding options for the Seaways scheme, CBRE is of the opinion that the only viable funding option is by Council intervention akin to many other similar schemes in the country, with grant funding a desirable additional source of funds (see **Appendix 3** for further detail).

¹ [Leisure | Experience Economy | CBRE](#)

² full [Economic Benefits Assessment](#) submitted as part of the planning application (18/02302/BC4M).

6. Turnstone's Current Position

6.1 TSL remains fully committed to Seaway Leisure, and this is demonstrated as follows:

- TSL has remained committed to the project since its inception and has continued to invest time and money to progress it;
- To date, TSL has committed over £1.5m of its own capital to the project at risk;
- Planning permission has been secured (October 2020) and the conditions varied where necessary as referenced above (July and October 2021);
- TSL has commissioned Toolbox to support with further survey, branding and marketing work, details of which are on the [TSL Website](#) and the [Seaway website](#) which also includes details of the committed anchor tenants and quotes from Empire Cinemas, Hollywood Bowl and Travelodge, reproduced at **Appendix 4** for ease of reference;
- TSL has continued to refine the design within the parameters of the planning situation referenced above;
- Work has continued to extend the arrangements with the current pre-lets as outlined below.

Pre-let situation:

- Empire Cinemas (contracted & extension agreed)
- Hollywood Bowl (contract extended)
- Travelodge (contract to extend agreed pending completion)
- Terms are agreed with 3 restaurant tenants and with solicitors (confidential until contracted)
- Discussions are advanced with 2 further leisure tenants (confidential until contracted)

6.2 Significantly, TSL expect, and CBRE agree that there is a good prospect these will all be in place and that the combined income from these (c.£1.7m) represents a significant proportion of the total projected rent (over 70%) expected when fully let and this is a higher percentage than many other pre-let schemes of a similar nature providing a good degree of rent cover and confidence.

6.3 Additionally, the three contracted anchor tenants are all on retail price index linked rents (capped and collared) which further mitigates the Council's exposure to the Annuity Lease rent increases which will also be similarly linked.

7. The Financial Challenge and proposition

7.1 The main hurdle for the development is that the development funding market has changed significantly, and the traditional debt and equity funding model originally envisaged for Seaway Leisure is no longer a viable option, as it is with other similar schemes.

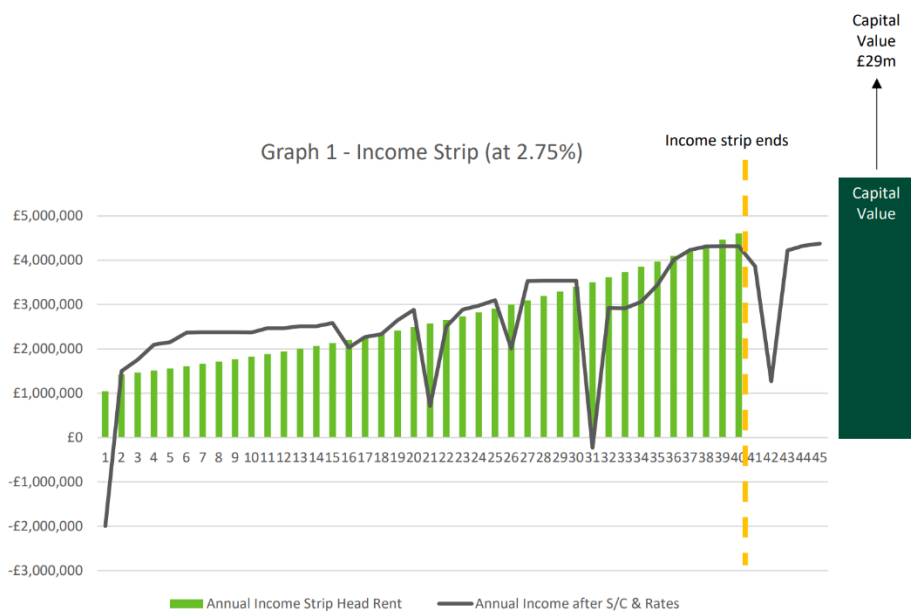
7.2 Under a traditional development model (with debt and equity funding), the end sale price for the development would be higher than the development costs,

therefore creating a profit position for the developer. In the case of Seaway, and many similar developments across the country, the sale price is now below the sum of the build cost and profit margin required to be able to fund the development. Therefore, it is not fundable or deliverable under the traditional funding route. This position has been reviewed and confirmed by CBRE and is also evident in the wider marketplace with many comparable schemes facing similar challenges and relying on public sector intervention to enable them (See **Appendix 5**).

7.3 The development will however provide a rental and parking income stream which, along with the public sector covenant (in this case the Council), can be used as an alternative funding route with long-term annuity funds becoming very active in this market over recent years. In general terms, an investment fund would purchase a long-term index-linked rental income stream from the Council and due to the very low risk to the fund of this income stream, a low yield will be generated meaning that sufficient capital can be raised privately to fund the construction plus a reasonable developer’s profit margin (reduced to reflect changed risks but nevertheless essential for it to proceed). Furthermore, the full reversionary value of the asset would pass to the Council at the end of the lease (maximum 40 years, possibly as little as 30 years) and thereafter the Council would be at liberty to enjoy the full income stream without a rent payment to the fund. It could at this time retain the asset, sell it, redevelop it or do otherwise as it sees fit at that time.

7.4 If the Council and TSL agree to proceed on this basis, there are mutual benefits and a change in the risk profile and it is important for Councillors to appreciate these changes in considering the recommended approach by officers. It is also of great importance that the Council considers the long-term financial sustainability of the Council and the need to both unlock inward investment, jobs and development whilst also securing long term income, generated with good knowledge of, and mitigation of the associated risks.

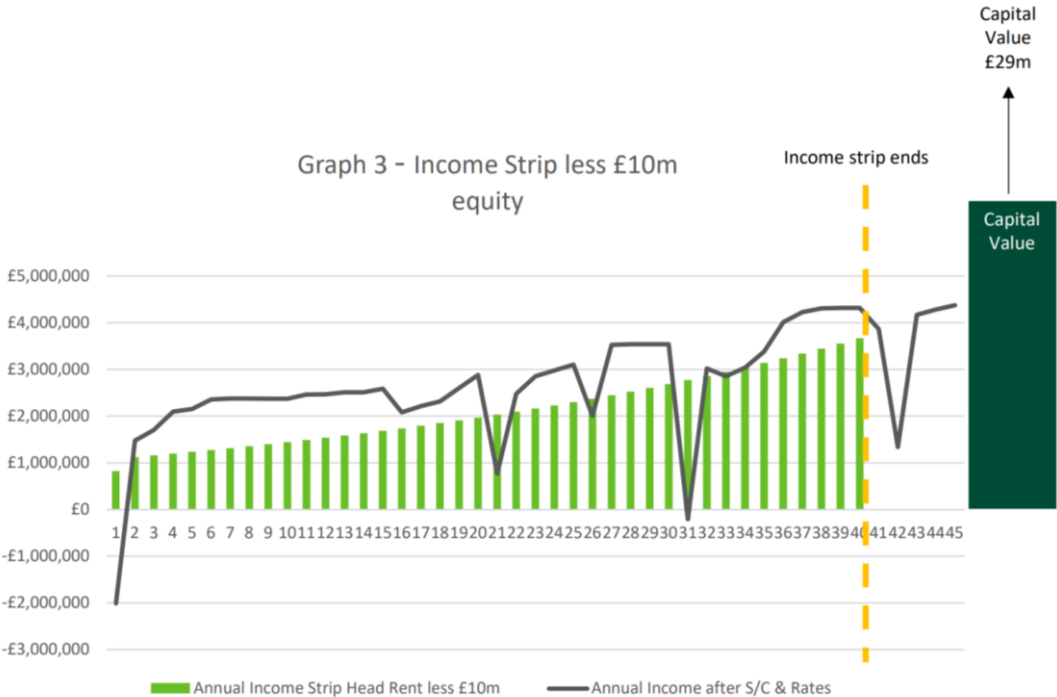
7.5 The graph below models the above proposal over a 40-year term (for illustrative purposes):



7.6 This shows in green the rent that the Council would need to contract to pay to the fund (which will up-front the capital to deliver the development) and in black, a realistic view of the income profile from rents making some conservative assumptions around lease events. For example, in this illustration at year 21 it envisages a rent-free period being provided to Empire as part of a lease renewal situation. This may or may not be required, but is used to demonstrate the risks associated with the commercial income.

7.7 The white area above the green bars and below the black line, mainly before year 20, shows a positive cashflow position for the Council. The position over the following 20 years is much more variable in this illustration, but it is important to note that the yellow dotted line indicates the end of the income strip lease. At this point the full capital value and all future income sits with the Council in perpetuity. The graph above shows a purely indicative value of £29m for the scheme at the end of the Annuity Lease. This is a conservative figure for the future value used to make the point that the reversionary value will pass to the Council.

7.8 The Council has entirely within its gift the opportunity to prudently apply some of its financial reserves (equity), or to seek grant funding up front to reduce the amount of capital required from the fund. The reason the Council may choose to adopt this position (and why it is recommended), is that this reduces greatly the net income risk for the Council and means that the development then moves to a position where it is cash-positive for almost all of the income strip lease term and again the capital value and all future income sits with the Council at the end of the lease term. This is illustrated in the model below:



7.9 It can very clearly be seen that in this example, with the Council investing £10m of equity (from reserves, without any borrowing cost) the return to the Council on that investment is not only strong, but also sustainable throughout the income strip lease term, thereby significantly reducing the cashflow risk during the income

strip lease term. The indicative value at the end of the Annuity Lease is the same, in the illustration above, £29m again.

7.10 It is for this reason that the use of some equity and/or grant funding is recommended as the preferred option to both unlock the development, secure the economic benefits and deliver a long-term sustainable income stream to the Council.

7.11 In addition to the net rental and net car parking income, the Council would receive a significant level of business rates revenue. This additional business rates revenue of circa £1m plus per annum is only available to the Council if the development proceeds and members are aware of the need for the Council to identify and maximise new income opportunities.

7.12 What will be needed to enable this:

7.12.1 The current Agreement for Lease (varied 2 May 2019) would require further variation, although the head lease will still be required. The main variation would be the reduction in the rent payable under the headlease from £282,000 p.a. to a peppercorn for at least the part of the term equal to the term of the Annuity Lease (30-40 years). This is because the headlease would serve a different purpose, principally to provide the funder with a leasehold interest out of which to grant the Annuity Lease back to the Council. This does not mean that the Council will receive less income simply that the income will be derived through the Annuity Lease as opposed to the Headlease and will in fact be higher (see paragraph 7.15.1 below).

The proposed structure can be illustrated simply as follows:



7.13 Main changes required to the Lease (to be granted by SBC to the Fund/TSL):

Change required	Reason for change
Rent reduced to a peppercorn for at least the duration of the Annuity Lease	Because the Council will receive its income directly from the occupational tenants rather than via the headlease.
The Council to receive an option to break the lease at the expiry of the Annuity Lease	So that the Council can acquire the Funder/TSLs interest for £1 at that point

7.14 Additional conditions required in the Agreement for Lease between SBC and TSL:

Additional Condition required	Reason for condition
TSL to enter into legal agreements with Occupational Tenants that are expected to produce aggregate annual rental payments (after the expiry of any incentives) of at least 100% of the initial rent that SBC may expect to pay under the Annuity Lease (SBC would be able to waive this condition if appropriate)	This is required to mitigate the Council's income risk by ensuring that sufficient contracted income is in place up front.
TSL to secure a fixed price JCT construction contract	To mitigate the construction cost risk for all parties with cost over-run risk to sit with TSL.
TSL to secure funding for the full development cost (and for the terms and funder to be approved by the Council acting reasonably);	The Council and CBRE will be involved in this process to ensure appropriate market engagement and the identification of a suitable fund on optimal terms. It will ultimately be for TSL to select the fund but the Council will be involved and will need to approve, acting reasonably.
HCA (now Homes England) Condition - re-valuation of the arrangement in the context of the Homes England conditions relating to the funding for 1-3 Herbert Grove, 29 Herbert Grove and the Rossi Factory;	Will need to be reviewed and revalued following the approval of the variation to the structure.
A resetting of the Longstop Dates so that TSL would have 24 months to satisfy all conditions precedent (extended in the event of a planning appeal or judicial review). Either party may rescind the agreement if conditions remain unsatisfied after 24 months and/or following a Planning Appeal or JR Period	If the Council agrees to the recommendations so that the scheme can then progress, the longstop dates will need to be varied in order for funding to be raised against the development because the current longstop dates have now past.

7.15 The Annuity Lease Principal Terms (To be granted by the Fund to SBC)

- a) The Council will need to enter in to a lease for between 30 and 40 years (term to be agreed, once funding offers on a range of terms have been assessed and analysed);
- b) Rent will be payable from completion of the Annuity Lease;
- c) Initial rent will be calculated as a percentage of the total capital cost, determined through an open market process for the most appropriate funder.

SBC's approval will be required if the percentage exceeds that in the pre-marketing estimate;

- d) Rent will be reviewed annually to RPI or CPI and capped at [less than 5%] and collared at [up to 1%] - figures to be determined following the response from the market;
- e) The Council will be entitled to receive all rents from Occupational Tenants (but will be liable for void periods);
- f) The Council will only be able to assign to another local or government agency of equivalent or better financial standing;
- g) The Council will be responsible for repairs (although the occupational leases will pass these obligations through to occupational tenants either directly for the units, or via a service charge for the common parts leaving the Council only liable for voids).

7.16 The financial benefit of this revised approach to the funding of the development is that Southend Borough Council (SBC) would receive a much higher income stream than via either the current car park, or the original development structure. The Council will receive all income from the Car Park and the occupational tenants net of void costs and occupational rates linked to the car park and the cost of management will be a service-charge cost again recoverable from the occupational tenants. The income that SBC would receive would be calculated as follows:

Council Net Income = Occupational Rents + Net Car Park Income – (Annuity Rent + Void Costs)

Whilst the exact figures will not be known until the development is constructed and fully let, the models illustrating the financial position are included above with the model for the recommended option being at paragraph 7.8 including the beneficial impact of applying Council capital reserves to improve the annual revenue position.

7.17 Balance of Risk and Reward

7.17.1 As a result of the changes above, the parties will take on a different balance of risk and reward. The principal risks are set out below:

7.17.2 TSL will retain the development risk – the responsibility to deliver the development on budget for the Fund and the Council. TSL will be responsible for any cost over-run and this will eat in to their pre-agreed level of development profit.

7.17.3 TSL also carries the letting risk and it is proposed that this risk is carried by TSL for up to 3 years or until the development is fully let. During this time, they would also be responsible for putting in place all the asset and property management contracts and arrangements which would then novate across to the Council when they step away. This reduces the Council's early-years' risk considerably. If TSL is unable to secure the required amount of pre-let occupational income, the Council will not be obliged to take the Annuity Lease (although the Council could

waive this if the threshold is close). The pre-let threshold will be that no less than 70% of the occupational rent must be contracted.

7.17.4 The Council will carry the long-term obligation to pay the rent to the fund under the Annuity Lease and this rent will rise annually by indexation. This risk is mitigated by a good market exercise for the funding, by capping the amount of annual increase and through ensuring that a proportion of the occupational rent is linked to comparable inflation mechanisms, as is the case.

7.17.5 Void risk during the Annuity Lease – this risk will sit with the Council as it does across the commercial portfolio. An Asset Management regime will be established to ensure that voids are foreseen where possible and managed quickly and effectively. This risk cannot be completely mitigated as it is dependent on the property and leisure market and economy generally. The development in general is expected to have a positive impact on the local economy, and to address leisure, and food and beverage offers that are currently absent from Southend and which many residents travel out of Southend for (although it may introduce competition which could affect some businesses).

7.17.6 Risk of the Council income (currently from parking) falling significantly on grant of the Headlease, or on expiry of the Annuity Lease is mitigated through a requirement that rent is paid at £282,000 p.a. from drawdown of the headlease until the grant of the Annuity Lease at which point the Council's income will flow under the Annuity Lease and by ensuring that there is a mechanism in the Headlease to ensure that in the event that for whatever reason the option is not put or called at the end of the Annuity Lease, that the rent under the Headlease reverts to 11% of the net rent for the whole development reviewed to RPI (capped and collared at [1% and 4%-5%] respectively) every five years.

7.17.7 Importantly, there is the risk of not enabling the development to consider and the incredibly significant benefits that have been assessed, and re-appraised by CBRE, that would not be delivered (including 500+ jobs, c.£50m of private investment, significant development activity on the Town Centre, regional leisure facilities and c.£15m of annual linked spend in the Town Centre and seafront areas). Furthermore, as Southend becomes a city, the expectation that high quality leisure facilities of this nature are available centrally increases and this need is reflected in the Southend 2050 Ambition, Outcomes and Roadmap.

7.17.8 See also **Appendix 3**.

7.18 Indicative Delivery Timescale (subject to commercials, funding, legals, Homes England agreement):

<i>Event</i>	<i>Timing</i>
Cabinet cycle	Nov – Dec 2021
Instruct Solicitors - legal documents	Nov 2021
Exchange Contracts (conditional)	Feb 2022
Secure Pre-lets	Q3 2021 to Q1 2022
Progress Scheme Design Information	Q3 – 2021 to Q1 - 2022
Contractor Appointed	Q3 2022
Contract unconditional	Q3 2022
Start on Site	Q3 2022
Scheme Opening	Q2 2024

7.19 Other situations where this model has been applied:

7.19.1 For the reasons set out above, this model of funding a variety of different developments has been, and is being applied in many local authority areas by public sector bodies, in particular local authorities but also some universities and health bodies.

7.19.2 The most local and relevant example is that at Colchester Northern Gateway where Colchester Borough Council have recently agreed to make a similar change to their arrangements with Turnstone Colchester Ltd in relation to the delivery of the Northern Gateway development. The Northern Gateway development is out of the town centre, but is in other respects comparable in scale and nature, being anchored by Cineworld and Hollywood Bowl. Colchester Council, through its Amphora business, has agreed to enter into an annuity lease to unlock the development. Only limited details are available on this transaction which appears to have been dealt with under Part 2.

7.19.3 Set out in **Appendix 5** is a summary of several other comparable examples illustrating that in almost all cases, the public sector has needed to intervene to secure delivery using either PWLB or annuity lease models. Members will be aware that in Southend we have also used a similar model to enable the developments at Roots Hall and Fossetts Farm.

8. Other Options

8.1 Cabinet of course has other options available to it and it could:

- a) Agree to proceed with the income strip model but proceed with the higher risk option of not investing any equity or grant money. This would unlock the delivery of the development but would expose the Council to a higher level of financial risk and a lower level of return for the duration of the income strip lease, as a larger amount of capital will need to be provided by the fund to finance the development. The proposed use of Council equity and/or grant funding is recommended to secure the same benefits with a stronger commercial position and return to the Council.
- b) Agree to proceed as recommended with a reduced level of equity/grant invested which would partly mitigate the risks and improve the income stream to a degree.
- c) Consider financing the whole development using PWLB for part or all. The Council would have to account for the borrowing at 7% in its accounts which would make it more expensive in the short term, although this would have the benefit of fixed, stable interest and principal payments over the term. In financial terms, this is not as advantageous as the recommended option and it would add heavily to the Council's borrowing. Councils are also discouraged from using PWLB for commercial property transactions unless they are primarily for regeneration or other operational purposes so a case would have to be carefully made.
- d) The Council could use some of the equity investment differently and perhaps use it to provide temporary additional parking during construction however alternative parking would require planning permission and would use a significant amount of the equity investment therefore lessening the commercial benefit of the use of reserves.
- e) If Cabinet does not wish to enable the development and would prefer to wait and see if the traditional funding market recovers, it could opt to do nothing and not change the current structure. TSL and CBRE have advised that this would mean that the scheme is unable to be brought forward, therefore the Southend 2050 Ambition, the jobs, inward investment and linked high street and seafront spend would not be realised and without a plan to finance and deliver the scheme, pre-lets would be challenging to maintain beyond the short term. In addition the income stream that would flow from this development would not be available to support the medium to long term financial sustainability of the Council.
- f) The existing agreement includes a longstop date which has elapsed. Cabinet has previously agreed to extend this (supported vote at Council) so that the planning situation could be resolved and this alternative delivery proposition could be worked up as clearly stated in minute 868 referred to above. Nevertheless, the option for the Council to terminate the agreement remains although again, following this course of action would mean that the benefits to be derived from the scheme would be foregone and all the work and financial commitment by TSL articulated in paragraph 6.1 above would be wasted. There are reputational,

contractual and commercial risks associated with this option and it is not recommended.

9. Reasons for Recommendations

- 9.1 The recommended approach enables the Council to apply a small proportion of its capital reserves to de-risk this major development and give it the required support to enable delivery of the project with a fully balanced risk and reward approach.
- 9.2 The benefits of the proposed development have been clearly stated in preceding papers to Cabinet. Cabinet has clearly articulated its wish to see more leisure, culture, and tourism in the Town and to actively support the economic recovery of the Town, particularly the town centre.
- 9.3 It is important that the Council explores different options, such to create new long-term income streams which also support the economic recovery and provide greater financial security and certainty for the Council in the long term whilst also building the business rates base. The Council will rely increasingly on new income streams arising through schemes such as this in the future which deliver new, long term income streams and an increase in the non-domestic rates income base budget.
- 9.4 It is important for the Council to stimulate and enable development of its land and property to catalyse further private investment across the Town.
- 9.5 It is important that Southend is enabled to compete with other regional centres and that Southend residents have access to first class leisure facilities within the Borough, rather than having to travel out of the Borough taking with them their money which could better be spent in the Borough whilst using road capacity, adding to congestion, and negatively impacting air quality.

10. Corporate Implications and Contribution to the Southend 2050 Ambition and Road Map

- 10.1 The Southend 2050 contributions are set out fully in the [25 February 2020](#) Cabinet Paper.

10.2 Financial Implications

10.2.1 The financial implications are fully set out throughout this report and the recommended approach fully supports the requirement asked of officers in the 25 February 2020 cabinet report.

10.2.2 The proposed annuity lease funding method enables the development to proceed, provides the Council with a higher degree of control in the long term as it will be the direct landlord for all the occupational tenants and at the end of the Annuity Lease term will own the scheme outright without having invested any up-front capital.

10.2.3 In essence the development will have been delivered by TSL and the fund repayment will have been financed from occupational rents leaving the Council with an income producing capital asset at the end of the Annuity Lease plus the additional financial benefits of a net rent throughout the Annuity Lease Term (subject to the risks set out). In addition, the Council's overall budget will benefit from not only any profit rent, but also the additional significant business rate income of circa £1m plus per annum generated through the development.

10.2.4 Members are asked to note and consider in making their decision that the Council's current MTFP as agreed at Budget Council in February 2021 has a budget gap of £20.7M. Since then this has been reviewed in light of various announcements, review of areas in the MTFP and awaiting the full details of the recently announced Comprehensive Spending Review, which are all expected to increase the current four year budget gap. A revised approach to the funding structure of this scheme offers a fully balanced risk and reward approach and will enable the council to generate a long term sustainable rental income higher than originally envisaged whilst also capturing a significant permanent uplift in business rates income of circa £1m plus per annum. This additional permanent long term income stream will support the delivery of the Council's Medium Term Financial Plan and is one of the innovative Council schemes that are being progressed which will put the Council onto a much firmer footing for its financial sustainability into the medium to long term.

10.2.5 The Council due to its strong financial management over the past decade is in a strong position to contribute upto £10m from its capital reserves to enable a higher longer term annual revenue income stream to be generated and this contribution from reserves is fully supported by the Council's S151 officer.

10.2.6 The Council's S151 officer has also been fully involved in the detailed work and negotiations throughout on this complex finance arrangement and proposed funding restructure, which will be one of many ways to secure the medium to long term financial sustainability of the Council. Again full endorsement of the recommended approach in this report to a new funding structure for this scheme is provided by the Council's S151 officer.

11. Legal Implications

11.1 The Council will procure the necessary and appropriate legal advice to enable the structure to be robustly documented and to consider and mitigate any associated risks.

11.2 In exercising the delegated authority set out in the recommendations above, due regard must be had to the outcome of this advice which will need to be kept under review at all stages.

11.3 The variations required to the existing Agreement for Lease with TSL in order to implement the revised structure and interpose the new Council Annuity Lease should not result in the overall transaction moving away from being a land

transaction and should not therefore carry any public procurement implications or risks.

- 11.4 As with the earlier variations made to the Agreement in May 2019, even if the further variations now needed to the Agreement in order to effect the required changes are significant, there is no legal difficulty in effecting these through amendments to the existing Agreement as opposed to it necessitating an entirely new legal agreement.
- 11.5 Under the revised funding model proposed, the equity investment by the Council is not a payment to TSL for the works which could have subsidy control implications. Rather, this is in the nature of a reverse premium for the grant of the Council's Annuity Lease thereby reducing the amount of capital which needs to be financed through the Annuity Lease, mitigating the cash flow risk to the Council and strengthening the revenue proposition.

NOTE: It would be prudent for Counsel to also advise on the revised structure to double check this proposed arrangement can be delivered without giving rise to unacceptable procurement or other risks and that the proposed new structure remains within the parameters of a land transaction therefore outside procurement legislation – Sharpe Pritchard is advising with Counsel.

12. People Implications

- 12.1 There are no direct People Implications, although as with any major scheme, there may be some variable resourcing issues to be managed as the transaction progresses and internal resources will be supported with specialist advice as required.

13. Property Implications

- 13.1 As set out in the report.

14 Consultation

- 14.1 The Seaway Leisure proposed development has been the subject of ongoing consultation by TSL for several years.
- 14.2 Aside from the various Cabinet cycles, the Council's website has included a section on the proposed development for a long time and the Council has issued various media statements relating to the development.
- 14.3 It has received regular media attention and been the subject of public engagement events and dialogue by TSL including the recent work that they commissioned via Toolbox which included a survey and a series of focus groups with stakeholders and an [updated website for Seaway Leisure](#).
- 14.4 The Southend 2050 Ambition and roadmap, established through resident and business voices have always made clear commitments in relation to Seaway and have been widely published and consulted on.

14.5 The Business Partnership Executive have remained supportive of the proposed development throughout.

15 Equalities and Diversity Implications

15.1 The proposal is intended to create better opportunities for all to access high-quality year-round leisure in the Borough and the jobs and economic benefits associated. This new development will meet all current regulations in terms of accessibility including the introduction of over 100 car charging points (secured by planning condition), a facility currently lacking across the Borough.

16. Risk Assessment

16.1 The proposed new arrangements present a different balance of risk and reward for the parties as set out in this report, particularly in section 7.17.

17. Value for Money

17.1 This report is all about delivering improved value for money for the Council and for Southend and the financial and value considerations are articulated throughout the report alongside consideration of the rebalancing of risk and reward.

18. Community Safety Implications

18.1 Addressed through the planning process and set out in previous papers. The proposed development will include a CCTV scheme and more importantly will include a new public realm and much greater natural surveillance through increased hours and seasons of use arising from the new uses. The development will also include new public toilets enabling the demolition of the existing block (currently partly closed due to fire damage).

19. Environmental Impact

19.1 The proposed development has been designed to meet BREEAM 'Very Good' level and this is now conditioned in planning terms.

19.2 Planning conditions have been used to secure excellent electric vehicle charging provisions. The proposed development includes 550 parking spaces, and the planning condition provides that 'at least 20% of all the car parking spaces shall have an electric charging point provided capable of charging vehicles from the outset and every car parking space shall be future proofed so that electric charging points can be installed when demand requires' which will make this the most significant electric charging facility in the Borough with 110 spaces initially and the potential for 550 spaces to be enabled for EV charging in the longer term.

19.2 Reducing trips out of Southend for leisure activity with the development being within walking distance of either homes or public transport links (rail/bus) for a

great many residents, or in any event leading to shorter journeys and less congestion on major routes out of Southend.

20. Background Papers and Links

- 20.1 The Council's website includes a summary chronology of the project to date with links to all relevant reports and decisions: [Seaway Project Introduction – Seaway Project – Southend-on-Sea Borough Council](#)
- 20.2 [25 February 2020](#) Cabinet Paper.
- 20.3 [Opening the door to development in Southend | LSH](#) and full [Economic Benefits Assessment](#) submitted as part of the planning application ([18/02302/BC4M](#)).

21. Appendices

Appendix 1 – CBRE Summary assessment of Turnstone Estates Ltd

Appendix 2 – CBRE Summary assessment of Seaway Leisure

Appendix 3 – CBRE Summary assessment of the Funding Risks

Appendix 4 – Statements form Anchor Tenants ([from Seaway Website](#))

Appendix 5 – Other comparable examples across the country

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Appendix 1 – Turnstone Estates Limited

CBRE has researched and analysed the appropriateness of Turnstone Estates Limited (TEL) and its subsidiary Turnstone Southend Limited (TSL) as counterparties for Southend-on-Sea Borough Council in relation to the Seaways project.

Personnel

TEL has an experienced management team, with a long association with the company. The senior directors are professionally qualified and from CBRE’s dealings with them, they appear sufficiently knowledgeable, experienced and competent to undertake a scheme such as the development of Seaways. There are no court orders, CCJs or history of companies entering administration under their directorship.

Corporate Structure

TEL holds a large number of subsidiary development companies, including TSL. The majority of subsidiaries relate to a specific development or project, and this structure is similar in nature to other development companies that CBRE has worked with. The continuity between shareholders, company directors and ultimate beneficial owners across all these companies gives comfort as to the structure.

Financial Overview

TEL is a company of low risk (Experian Rating) that does not present any financial concerns, with an Experian Credit score of 94/100 (as at June 2021). Other subsidiary companies, including TSL are higher risk, with TSL receiving a score of only 5/100 (as at June 2021). However, CBRE believe this is due to the nature of the holding structures and SPVs, with TSL having not undertaken significant financial activity since being formed as it solely relates to the unstarted Seaways scheme. To mitigate risk caution may need to be exercised if contracting directly with any subsidiary, including but not limited to securing guarantees from TEL if appropriate.

Delivery Model

TEL is a small entity with four employees, as such it relies on a range of consultants and contractors to deliver development projects. For Seaways it has assembled a team of professionals to advise and assist them. Whilst CBRE has not undertaken detailed due diligence on each of these counterparties we believe they represent an appropriate mix of advisers reflecting the needs of a project such as Seaways.

Track Record

TEL has a well-established track record in development spanning over 30 years and has delivered a number of mixed-use leisure schemes. The field of development in leisure is relatively niche and there are very few other companies with a strong track record in the sector and region. The company can demonstrate a track record in every sub-sector that is relevant for Seaways and has provided evidence of securing lettings to relevant occupiers on a range of schemes. TEL has recently agreed to develop a new leisure scheme in Colchester, to be delivered through a similar structure to the current proposals for Seaways.

CBRE is of the opinion that TEL appears to present a suitable counterparty for the Council to engage with on the Seaways project. However, CBRE provide our advice from a property / development perspective. Should matters progress, we would recommend the Council engage with a suitable financial professional in respect of detailed financial due diligence on Turnstone, if required.

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Appendix 2 – The Seaways Development

CBRE has researched and analysed the appropriateness of the proposed development at Seaways and whether it is likely to deliver the desired and predicted outcomes.

Market Conditions

COVID-19 has created significant challenges for the leisure market, putting extreme pressure on operators. Most leisure businesses made a loss over 2020 and reopening through 2021 has been slow and highly regulated. As a result there have been a number of insolvencies, CVAs and capital raises for operators. However, there is an expectation that as the sector reopens there will be pent up demand to aid a meaningful recovery into 2022. Staycations in 2021 ought to benefit the Southend market and hotels nationally to drive this recovery.

In order to ensure that Seaways performs to expectations the recovery of the market should be monitored, and the scheme can be derisked by securing pre-lets with occupiers committing to the scheme.

Scheme Status

The developer has secured key anchor tenant pre-lets to the largest units and operators. We understand these have recently been agreed to be extended (in legals) and relate to a significant proportion of the expected income from the scheme. However, there remains a large number of units without pre-lets. Whilst we understand positive conversations with operators are progressing, and we have seen strong demand from the leisure market, we would recommend that the anchors and some further pre-lets are legally secured before final commitment to the scheme is given.

We would also recommend monitoring the rents achieved on these agreements and liaison with the developer in relation to the options for management of the car park as part of the asset.

Scheme Costs

CBRE has reviewed the construction cost plan and believe that it is broadly in line with market expectations. There are a number of areas where clarification is necessary from TEL to confirm our assumptions and we would recommend that as the project progresses this is reviewed further. We understand the construction is likely to be delivered by way of fixed price contract with appropriate liquidated and ascertained damages in the event of delays, which again should be reviewed and confirmed in due course.

Prospect of Delivering Benefits

Having reviewed the Economic Benefits Assessment produced by Lambert Smith Hampton (December 2018), CBRE is of the opinion that there is no reason not to expect the benefits articulated as a result of construction to be delivered in line with forecasts.

The operational benefits of the scheme are based upon an assumption that the scheme becomes fully let and trades in line with forecasts. As such further pre-lets would be required to give greater confidence of those benefits being delivered over time.

Based on the research and analysis undertaken into the proposed Seaways scheme, CBRE is of the opinion that the scheme remains broadly appropriate, and has the prospect of delivering the benefits expected. It is suggested that a number of modifications could be made and risks mitigated prior to construction which should be considered, subject to balancing the planning risk.

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Appendix 3 – Financial Risks (confidential)

CBRE has reviewed the financing options for Seaways, including the options for the Council to vary the existing agreement and provide a subsidiary lease to enable the funding of the scheme.

Traditional Debt and Equity Funding

As a result of current market conditions (see Appendix 2), the traditional funding markets are constrained and challenged. Based on the projected costs and value the scheme is not viable on a traditional funding basis and therefore traditional funding is not possible.

It is CBRE’s opinion that if the Council were to wait for market conditions to return to a level that is favourable enough for traditional funding it may be a considerable time before the market supports this, and it is more than likely that the scheme would not come forward with TEL and therefore would not be delivered, or deliverable within a reasonable timeframe.

Funding Grants

There are currently a number of grants available for real estate development across the UK. Central Government has been promoting a “levelling up” and “Covid recovery” agenda. These grants are particularly seeking opportunities that are able to be progressed quickly, will bring forward new jobs and opportunities and enhance the local economy. We would suggest that the Seaways project could meet this criteria well and that such grants should be explored if they reduce the funding gap of the scheme and enhance the impact on any intervention by SBC. However, it should be noted that any such grants would not cover the entire development cost, but a minority proportion of it.

Council Intervention

As a result of the lack of available funding, the most achievable way to fund the scheme is through Council intervention. This could be effected through a number of routes, but all would be on the basis of the Council expecting to receive surplus income over the period of the funding (above and beyond the cost of the funding) and retaining the asset into perpetuity.

- Direct Lending – either through public works loan board (PWLb) or Council reserves
- Annuity Lease – through the signing of an index-linked lease of not more than 40 years with the reversion remaining with the Council and no up-front Capital requirement on the Council.

In both examples the Council is forecast to receive a significantly higher income than expenditure in servicing the finance.

In order to mitigate the Council’s risk in such a transaction it would be recommended that:

- a sinking fund is maintained to cover ongoing or unforeseen costs; and
- a hurdle of contractual pre-lets is met before funding is released; and
- TEL is required to provide financial assurances as to the performance of the scheme’s income in the early years post completion (by way of profit erosion / rental top ups)

With these mitigants in place it appears reasonable to forecast that the development would bring forward the economic and social benefits forecast as well as a sustainable long-term financial return to the Council over the period of the transaction, followed by full ownership of the asset at the point of reversion.

Based on the analysis undertaken into the funding options for the Seaways scheme, CBRE is of the opinion that the only viable funding option is by Council intervention, with grant funding a desirable additional source of funds.

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WHO'S COMING

WHO'S COMING TO SEAWAY LEISURE?



Ready, set, film!

This new cinema will soon bring you all the latest blockbuster movies with 11 screens and IMAX to choose from. Empire Cinemas aim to provide a memorable cinema experience, offering big stage productions and events on the big screen. Whether it is theatre, opera, ballet, music or sport, customers can sit back and enjoy the experience in high definition.

If you've got mini movie-lovers, don't miss out on Empire Jnrs, where some of the best and newest kids films on show. After all, you're never too young to be introduced to the magic of the big silver screen. But remember to hold onto your popcorn – you don't want to make a mad dash for more halfway through!

Empire Cinemas was founded in 2005 following the mergers of Odeon and UCI and Cineworld and UGC. The Office of Fair Trading ruled that both new groups should lose a number of their cinemas which created an opportunity for Empire Cinemas to be created.

Today, EMPIRE continues as the leading independently-owned cinema chain in the UK with 14 locations and 129 screens including our brilliant IMPACT® and IMAX® screens. Plus soon to open in Basildon in 2022 and Peterborough later this year.



We are thrilled to bring this multiplex cinema to Southend-on-Sea at Seaway Leisure, and we look forward to entertaining local film fans for many years to come. Despite the current difficulties caused by the pandemic across the leisure and hospitality sector, Empire Cinemas remain confident that cinema will continue to be at the heart of the community. Watching a film on the BIG Screen is a truly immersive experience like no other – an escape from the ‘everyday’, something that cannot be replicated in home or on mobile devices.

Justin Ribbons, CEO



hollywood bowl

Ready, set, bowl!

You will soon be able to get your bowling shoes on and show us your best strike! Hollywood Bowl will be equipped with 20 lanes, a licensed bar, Hollywood Diner, pool tables and an amusements zone cram-jammed with the latest games. Helping to bring families and friends together for affordable fun and healthy competition – all under one roof.

The fun doesn't stop there! With brilliant entertainment packages on offer for the whole family, your friends or even your colleagues, Hollywood Bowl will soon be the new place to be.

You will even be able to enjoy a taste of Hollywood, with delicious hand-crafted burgers, gourmet hotdogs, creamy shakes and much more!



As the UK's leading bowling and competitive socialising brand, we're very excited to bring Hollywood Bowl's unique family offering of all-inclusive fun to the people of Southend, as part of the transformative Seaway Leisure project. Our aim will be to encourage guests to join us for a bowl, game or two in the amusements, a meal and drinks when the destination leisure scheme opens in 2023.

Stephen Burns, CEO



Ready, set, sleep!

Coming soon to Seaway, this brand new Travelodge hotel is designed to give you a rested night sleep with style and comfort in mind. With a grand total of 80 rooms, a bar and cafe on site – each room will be equipped with all the facilities you need for a comfortable stay.

Located close to *soon to be announced* restaurants and coffee shops, Hollywood Bowl and EMPIRE Cinemas, this Travelodge hotel makes the ideal base allowing you to eat, watch, play and of course stay.

Travelodge is the UK's largest independent hotel brand, with more than 570 hotels and 40,000 guest bedrooms, across the UK as well as in Ireland and Spain.



We're delighted to be opening our second Southend hotel at Seaway Leisure. The new leisure hub is the ideal location for our hotel as consumers want their leisure amenities close together so that they can maximise their free time. Southend-on-Sea is one of the UK's top holiday destinations and annually attracts 6 million visitors, and with more Britons holidaying at home now, our new hotel will be a magnet

to attract more visitors to the area which is great news for the local economy. As research shows our customers will spend on average double their room rate during their stay with local businesses which equates to an annual multi-million spend.

Tony O'Brien, UK Development Director

Appendix 5

Below is a schedule of comparable schemes across the UK, researched by CBRE, which are at varying stages. Typically, these have been enabled through the intervention of the public sector to enable them:

Scheme	Description	Public Intervention	PWLB / Lease Wrapper
The Glassworks, Barnsley	Cinema and Shopping Centre	✓	Annuity Lease
Queensgate Extension, Peterborough	Cinema and Shopping Centre Extension	X	Privately Funded
East Square, Basildon	Cinema, Retail, Public Realm	✓	PWLB
Riverside Square, Bedford	Cinema	✓	PWLB
Blackpool Central Entertainment Complex, Blackpool	Car Park, Entertainment complex and hotel	✓	PWLB
Northern Gateway, Colchester	Cinema, Retail and Hotel	✓	Annuity Lease
The Colonnades, Croydon	Cinema and Retail	✓	PWLB
Rochdale Riverside, Rochdale	Shopping and Cinema	✓	Annuity Lease
Barrons Quay, Northwich	Shopping Centre and Cinema	✓	PWLB
Northgate, Chester	Cinema, MSCP and Market	✓	PWLB
Times Square, Warrington	Cinema, Council Office and Market	✓	PWLB
The Redrock, Stockport	Cinema and MSCP	✓	PWLB
Market Walk, Chorley	Cinema and M&S Store	✓	PWLB

SECTION 2: SCHEME REVIEW

Leisure Parks: Public Sector Intervention

It is unsurprising that over the past 12 months very little by way of leisure development has been brought forward across the UK. However, several notable schemes have been recently completed or are under construction. Typically these have been brought forward where the public sector has intervened. The following case studies have had varying success and we have commented on the key takeaways from them on the following page.



The Glassworks, Barnsley

Uses / Occupiers	Creating a new town centre for Barnsley Cineworld cinema, Superbowl bowling, Lounges, Nandos, regional local independents with library, public square, markets, retail, MSCP
Location	Town centre location, adjacent to shopping centre, fronting onto the high street
Developer	Queensberry
Funder	Council wrap lease by Barnsley
Timing	Under construction, due to PC Q4 2021 / Q1 2022
Commentary	Pre-lets to a number of operators, confidence given to occupiers by Council's commitment to the scheme Further F&B units have not been let in the current market, but the agents remain positive that these will come forward closer to completion



Queensgate Extension, Peterborough

Uses / Occupiers	A town centre restaurant and leisure hub 77,000 sf, £60m extension to the existing centre 10 screen cinema pre-let to Empire on the roof
Location	Town centre location, forms part of the shopping centre
Developer	Invesco (owner) Lendlease (Manager) McLaren Construction (Contractor)
Funder	Invesco
Timing	Under construction, completion due in Q4 2021
Commentary	Has been challenging to secure pre-lets to restaurant units, even in an existing city-centre location with a John Lewis anchor



Riverside Square, Bedford

Uses / Occupiers	Town centre restaurant and leisure hub Vue cinema, Premier Inn, Anytime Fitness, Wagamamas, Zizzi's, Miller & Carter Steakhouse, Albero Lounge, Treat Street, Naughty Pizza Bridges Espresso, GBK & MexiCo units have closed.
Location	Town centre, riverside location, in close proximity to shopping centre
Developer	Bouygues Development and Coplan Estates
Funder	Bedford Council
Timing	Opened 2017, fully let by October 2020
Commentary	Scheme has not traded well since opening and demonstrates that where there is insufficient cinema demand and too many restaurants the whole scheme can become challenged. F&B lettings have been difficult, with numerous vacancies

SECTION 2: SCHEME REVIEW

Key Learnings from Case Studies

These case studies demonstrate two key messages: (1) public sector intervention can bring confidence to a scheme to attract occupiers and investment partners, and (2) however, the scheme still requires the property fundamentals of the right scheme in the right location with the right offer for occupiers and the target users. It is key for successful delivery of these schemes that this has been proven through pre-lets across a variety of units.

	<p>Blackpool Central Entertainment Complex, Blackpool</p>	<p>Uses / Occupiers</p> <p>Ambitious new leisure scheme Phase 1 offers a flying theatre, virtual reality centre, multimedia exhibition space, gaming park, diner, food hall, events square and 150-bedroom hotel MSCP, apartments, further F&B and 250 bed hotel planned for phase 2</p>		<p>Northern Gateway, Colchester</p>	<p>Uses / Occupiers</p> <p>10 acre site located on fringe of Colchester Cinema: 12 screen cinema (Empire) F&B: 7 restaurant units, 2 drive-thrus Hotel: 90-bed hotel Leisure: 2 indoor units, climbing wall Car park: 750 space car park</p>		<p>The Colonnades, Croydon</p>	<p>Uses / Occupiers</p> <p>Out of town leisure offer 9 retail / leisure units, with a further 3 constructed in 2019, including Crazy Golf, Kid's Adventure Playground, Nuffield Gym, Premier Inn, McDonalds, Nandos, Pizza Hut, KFC, Costa and on site car parking</p>
<p>Location</p> <p>Town centre and seafront location.</p>	<p>Location</p> <p>Out of town location towards the north of Colchester.</p>	<p>Location</p> <p>Out of town / suburban location towards south west of Croydon.</p>						
<p>Developer</p> <p>Nikal and Media Invest Entertainment</p>	<p>Developer</p> <p>Turnstone Estates Limited</p>	<p>Developer</p> <p>n/a</p>						
<p>Funder</p> <p>Likely to be underwritten by council in JV</p>	<p>Funder</p> <p>Likely to be funded by Council wrapper/lease</p>	<p>Funder</p> <p>Croydon Council</p>						
<p>Timing</p> <p>Seeking delivery for 2022 onwards, subject to funding</p>	<p>Timing</p> <p>Target construction start Q4 2021</p>	<p>Timing</p> <p>Acquired 2018, second phase completed in 2019</p>						
<p>Commentary</p> <p>The Council has intervened by disposing of 17 acres to the JV, including CPO action on 10 acres. Including creation of c.1,000 jobs and £75m of GVA.</p>	<p>Commentary</p> <p>A similar scheme to Seaways, with sufficient pre-lets to enable the Council to take a wrapper/lease over the whole. This is the only way a development such as this can be funded in current market conditions.</p>	<p>Commentary</p> <p>An example of Council intervention (albeit by way of acquisition rather than funding) where desired outcomes have not been met. The asset continues to trade poorly (with a lack of occupier demand) and the asset is worth significantly less than was paid.</p>						

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Southend-on-Sea Borough Council

Report of Executive Director Neighbourhoods and Environment

To

Cabinet

On

2 November 2021

Report prepared by: Chris Read, Service Manager for Highways &
Asset Management

5
Agenda
Item No.

Highways Safety Improvements

Place Scrutiny Committee

Cabinet Member: Councillor Ron Woodley

Deputy Leader (Cabinet Member for Transport, Capital & Inward Investment)

Part 1 (Public Agenda Item)

1. Purpose of Report

- 1.1 Following the major reorganisation of the Highways Department a review has been conducted by the Head of Service and relevant Service managers of how Highways Improvement Schemes are identified, prioritised and delivered.
- 1.2 An outcome of this review has been the need for a new process for the proposal and prioritisation of the Highways Improvement Schemes that is clear, transparent, coordinated and sustainable and which aligns with the Administration's priorities.
- 1.3 This report concentrates on the overriding policy and its enabling implementation plans covering key issues and improvements across the borough.

2. Recommendations

- 2.1 The Cabinet is asked to consider and agree the new Highway Improvements Policy for the prioritisation and implementation of Highways Improvement Schemes.
- 2.2 In addition, Cabinet is asked to delegate authority to the Director of Highways to deliver the policy in accordance with agreed implementation plans for the various service area assets/issues.

3. Background

- 3.1 Highways Improvement Schemes are changes to the existing highway infrastructure to improve the experience of the road user and/or community.

They can range from minor road junction or footway improvements to full resurfacing scheme, cycling schemes, traffic calming and public realm schemes.

- 3.2 Highways Improvement Schemes are being received into the Highways Department on a daily basis with schemes also being identified through the Traffic Regulations Working Party (TRWP).

- 3.3 Typically the type of improvement works can include pedestrian crossings, cycling facilities, new footways, school safety measures, traffic management and town enhancements, grass verge improvements, Traffic Regulation Orders (TRO) based solutions such as speed reduction and parking protection.

- 3.4 Highways Improvement Schemes can be complex in nature consisting of activities such as consultations, legal orders, land acquisition, mobilising consultants and adhering to the terms of our Highways Term Contract, and for these reasons the delivery of schemes, once started, can typically take between 2 to 4 years.

- 3.5 As there is currently no limit to the costs of schemes that can be proposed as priority, individual schemes on the list have ranged in value from several thousand pounds to several million pounds.

- 3.6 In recent times there has been ad hoc requests for capital funding of individual schemes that has been available in total for these schemes and would normally take several years to address all the current priorities.

- 3.7 With no formal borough-wide prioritisation, schemes have been delivered on a 'first-come first-served' basis, without demonstrating value for money, level of need or demand on resources.

- 3.8 It should be noted that some highway schemes identified through grant funding and in s106 agreements are fully funded by developers and that the Borough has a legal obligation to deliver them. As the nature and cost of such schemes is prescribed in the s106 agreement, there is no discretion about how the funds can be spent. As schemes explicitly detailed in s106 agreements cannot be altered or changed and the agreement legally obligates Southend to deliver them they are therefore excluded from this process.

4. Proposal

- 4.1 The proposed new process concerns the assessment and prioritisation of Highway Improvement Schemes requested by residents, Ward Councillors,

Businesses and other stakeholders. It will include the normal annual resurfacing schemes for carriageway and footway. In addition, it includes issues highlighted by Highways Inspectors and officers that don't require an immediate response and those schemes identified as part of resurfacing programme.

- 4.2 The new process seeks to introduce a logical procedure and clear criteria that provides greater clarity, understanding and certainty to Members and residents. The policy will dictate the process taken but will be implemented by individual implementation plans for each asset/issue. The intention is that these plans provide a clear and transparent system of scoring highway improvement proposals. The policy and processes will allow the authority to effectively manage and prioritise its resources.
- 4.3 The new process will operate in accordance with the principles detailed in the policy (Appendix 1) and will enable one overall priority list to be developed, which can also be separated by asset or street depending on budget availability. The ability to separate by street will enable integrated schemes to be developed, which will operate a 'close once, fix many' approach bringing less disruption for residents/users and obvious cost efficiencies. This process is due to commence immediately following approval of this report and is anticipated to fully operational from the 2022/23 programme and onwards.

5. Options Considered

- 5.1 the following options have been considered:

Option 1 – equal monetary share to each Ward

This option would allocate each Ward an equitable budget (excluding any available s106 funds within their area) so that each Ward has the opportunity to select a maximum number of proposals each year, to this value, subject to scoring the proposals using the agreed priority scoring matrix.

Option 2 – Prioritised risk based approach

This option would develop a programme based on the highest scoring priorities boroughwide, and in accordance with the resources available. All requests would be assessed against the scoring matrix and the resulting priority score used as a basis for setting an annual forward programme.

- 5.2 The service concludes that option 1 was not sustainable and resulted in long lists of schemes that are progressed irrespective of the estimated cost, making resource plans and forward programmes difficult. It is also felt that this approach could result in funds being allocated to schemes, where potentially there are higher risks elsewhere and consequently putting the council at risk in the event of an incident.
- 5.3 Option 2 is the preferred service options as this ensures the Highways Department allocates resource and budget where required borough wide. This option would also ensure a fair and transparent service delivery borough wide against a set criteria and cost efficiencies to be made.

6. Corporate Implications

6.1 Contribution to the Southend 2050 Road Map.

- 6.1.1. This process links into Safe & Well by better predicting the required areas for remedial works and aligning that against risk to ensure that our network is in the required condition for our residents to use without the risk of incident.
- 6.1.2. In addition, we will look to use advances in technology to align with Connected & Smart vision to ensure that we are able to streamline our processes and bring cost efficiencies where possible.

6.2 Financial Implications

- 6.2.1 No negative cost implications, as all improvements form part of our normal highway service and associated condition surveys. It will be able to bring efficiencies to working practices and key in providing value for money. Longer term, the cost savings would be made by reducing reactive maintenance budgets and by utilising integrated repair schemes.

6.3 Legal Implications

- 6.3.1 No legal implications as this system complies with current Codes of Practice and best practice.

6.4 People Implications

- 6.4.1 Works required to implement the changes will be undertaken by existing staff resources.

6.5 Property Implications

- 6.5.1 None

6.6 Consultation

- 6.6.1 None

6.7 Equalities and Diversity Implications

- 6.7.1 Any implications have been taken into account in designing the review.

6.8 Risk Assessment

- 6.8.1 The proposals are designed to improve the highway and as such, is likely to have a positive impact and reduce risk.

6.9 Value for Money

- 6.9.1 Works associated with any proposed findings will be undertaken by the Council's term contractors, selected through a competitive tendering process to ensure value for money. In addition integrated schemes can only bring cost benefits

6.10 Community Safety Implications

- 6.10.1 The proposed network improvement will lead to improved community safety.

6.11 Environmental Impact

- 6.11.1 Reviews will give us a better understanding, but the potential environmental impact is not known at this stage. It is envisaged that there could be a potential improvement if traffic flows across the borough are improved and reduced works required through integrated schemes.

7. Background Papers

- 7.1 None

8. Appendix

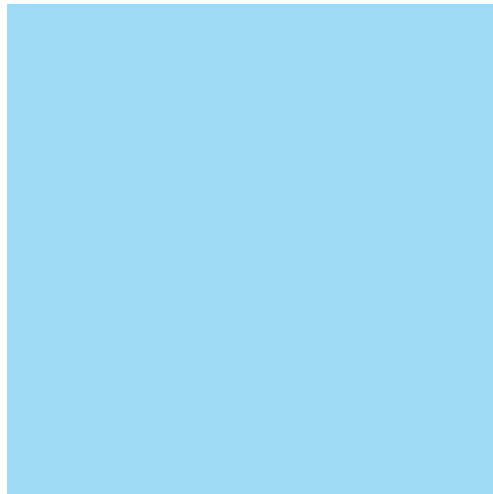
Appendix A – Highways Improvements Policy.

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Highways Improvement Policy

Traffic & Highways



September 2021

Highways Improvements Policy

Version	Date	Author	Rationale
Draft v1.2	08/10/2021	Chris Read	New policy, replacing any previous policy in relation highways improvements

Authorised by	
Name	Date
Cabinet	TBC

Next review	Date
1	TBC

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1. Introduction

Southend-on-Sea Borough Council's shared ambition to transform the borough by 2050 is aligned to five themes, with related desired outcomes: -

- **Pride & joy** - By 2050 Southenders are fiercely proud of, and go out of their way, to champion what our city has to offer;
- **Safe & well** - By 2050 people in Southend-on-Sea feel safe in all aspects of their lives and are well enough to live fulfilling lives;
- **Active & involved** - By 2050 we have a thriving, active, and involved community that feel invested in our city;
- **Opportunity & prosperity** - By 2050 Southend-on-Sea is a successful city and we share our prosperity amongst all of our people;
- **Connected & smart** - By 2050 people can easily get in, out, and around our city and we have world class digital infrastructure.

This highways improvements policy supports the more specific desired outcomes for each theme, including: -

- Our streets and public spaces are clean and inviting and support the mental and physical wellbeing of residents and visitors.
- People in all parts of the borough feel safe and secure at all times.
- Make it easier for residents, visitors and people who work here to get around the borough.
- We are leading the way in making public and private travel smart, clean and green.

2. Aim

The aim of the policy is to detail how the Southend-on-Sea Borough Council (the Council) will assess and prioritise Highways Improvements, and the actions and process that will be undertaken before any improvements are approved and then implemented.

The Council understands that people should have the right to the safe use and enjoyment of the highway and ensure that all highway users are not put at risk. The Council has developed this policy to enable the clear assessment of issues, develop an evidence-based criteria and then subsequently a prioritised action plan relative to the available budget.

The policy outlines the process taken but more detailed implementation plans will be used by the service to facilitate the action response, using appropriate criteria and a risk-based approach. These plans will be approved and displayed on the Council's website.

This policy gives clear transparency on how we will make decisions for highway works and helps set the expectations of the residents and members of the Borough.

3. Council Position

Southend-on-Sea Borough Council is the Highway Authority for the purposes of the Highways Act 1980 (the Act). Section 41 of the Act puts a statutory duty upon the Highway Authority to maintain the highway and any other asset placed or installed within the public highway and are maintainable at public expense.

Therefore, this policy will look to address this requirement.

4. Scope of Policy

This policy is to be used by officers when an issue is highlighted on the maintainable highway by members of the public, members or from the highway inspections and the appropriate criteria applied, relative to the issue/asset highlighted to ascertain a need for action.

All the actions are dealt with under separate Implementation Plans but they all have common outcomes and allow the generation of a single 'Priority list' under the umbrella of Highways Improvements. The list can be actioned as a whole or via individual issues/assets depending on available budgets at that time.

If any issues arise that are not covered by an Implementation plan, then a new one will be developed for that issue as required.

These issues include but are not limited to:

- Speeding issues
- Verge damage and parking
- Small Works programmes – Patching/joint sealing
- Referred Works (from Highway Inspections)
- Carriageway and Footway resurfacing programmes
- Trees works associated with the FW/CW
- Enforcement schemes

Any issues highlighted that don't fit the current available criteria sets and require a new one to be setup, will be reviewed by the Asset Management team and the appropriate criteria developed if applicable.

As mentioned, this policy will ensure that all highway maintenance works will follow a coordinated and consistent approach. The current Codes of practice for highways 'Well-managed Highway Infrastructure', details a recommendation that 'a risk-based approach should be adopted for all aspects of highway infrastructure maintenance'. This policy enables the Council to follow that approach and will further enable clear programme of works to be established for all assets, which in turn will allow accurate capital and revenue funding requests to be established on an annual and long term basis.

This in turn will enable the ultimate goal to be achieved, which is to develop integrated highway schemes, where we align the issues and remedial works into one works package for a street/area and utilise the 'close once, fix many approach' to bring cost efficiencies and reduce disruption for residents/road users.

5. Purpose of Policy

The prioritisation criteria are designed to enable all officers to assess and prioritise defects of the highway, where it is considered the most significant and/or risk is posed to the users of the Highway.

It will promote a consistency of approach and give accountability for any decisions made.

The policy and processes will allow the authority to effectively manage and prioritise its resources. It will be able to bring efficiencies to working practices and key in providing value for money.

The process will ensure all works are assessed, and if criteria is met and work required, then a clear indication of the order in which these works will be undertaken subject to available budgets.

It will allow the service to be proactive in its approach to the programming of works and bring clearly defined requirements to cabinet on an annual basis.

Along with the Implementation plans, it also ensures that no issues/defects get ignored. At the very least they would be part of a prioritised works list but would also be time stamped and would be reinspected after 6 months, if they still remain on the list without any action.

6. Improvement Actions

The Council will take an assessed approach when looking at issues on the highway within the borough.

The issue will first be allocated to its applicable asset group and the relevant implementation plan, and its associated criteria applied. If an issue does not meet the initial criteria, then no further work will be undertaken, and the requester will be notified accordingly.

The current Implementation Plans are detailed in [Appendix 1](#) and will be available as links on the website.

If the issue meets the initial criteria, further assessment will be undertaken where applicable. Should there be any missing data then this would be gathered before any further assessments or decisions are made.

Once approved for works then the item will be placed on the prioritised works list for it to be programmed in accordance with available budgets.

These programmes will have work undertaken in a priority order based on the available budget. If there is no budget available, then the programme will be used as an evidence-based request for funding to cabinet for the following financial year.

Any works that would be considered an immediate safety risk to users would be actioned immediately, again subject to available funding or an emergency funding request.

7. Prioritisation

As detailed previously the Council has developed a risk-based approach to selecting and undertaking works and this approach will be used across all assets and programmes associated with Highway works.

When prioritising cases, the Council will take account of the following:

1. The total criteria score for the issue
2. The associated street Priority/Risk Score
3. The current condition of the asset
4. Any other relative information

These elements will enable the issue to be correctly prioritised against other relative works and assets.

8. Policy Review

This policy is a living document and will be reviewed and updated if/when statute or national standards or best practice requires it. This policy will be reviewed after 12 months of operation and then every 3 years.

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Appendices

Appendix 1 - Current Implementation Plans

Appendix 2 - Process Map

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Appendix 1

Current Implementation Plans

Carriageway and Footway Resurfacing Implementation Plan

Referred Schemes Implementation Plan

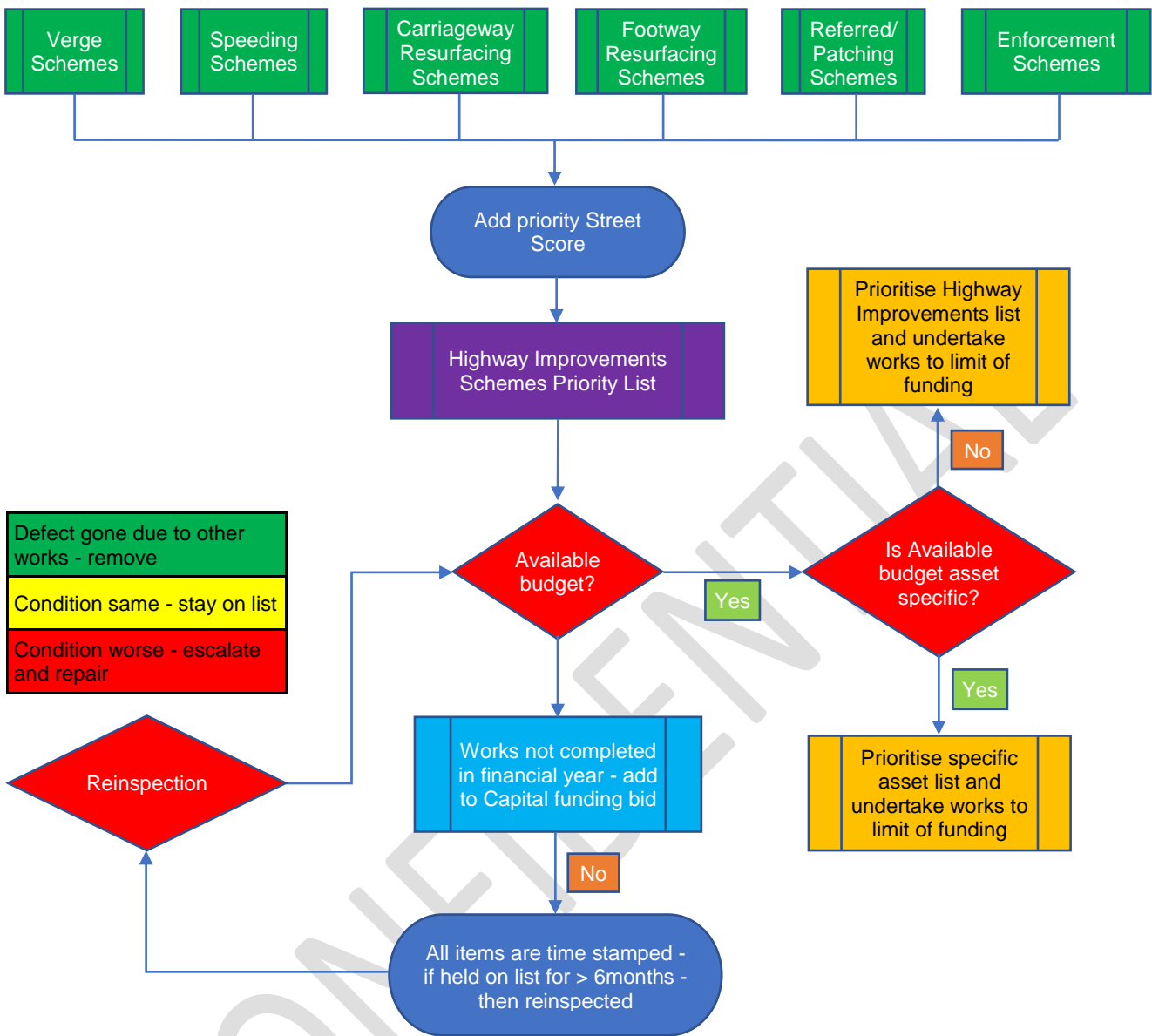
Speeding Issues Implementation Plan

Verge Damage Implementation Plan

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Appendix 2

Process Map



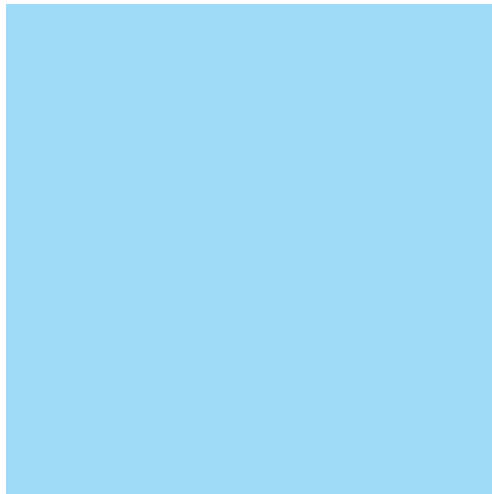
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Carriageway & Footway Resurfacing Implementation Plan Traffic & Highways



September 2021

Carriageway & Footway Resurfacing Implementation Plan

Version	Date	Author	Rationale
Draft	03/09/2021	Chris Read	New policy, replacing any previous policy in relation highways improvements

Authorised by	
Name	Date
Cabinet	TBC

Next review	Date
1	TBC

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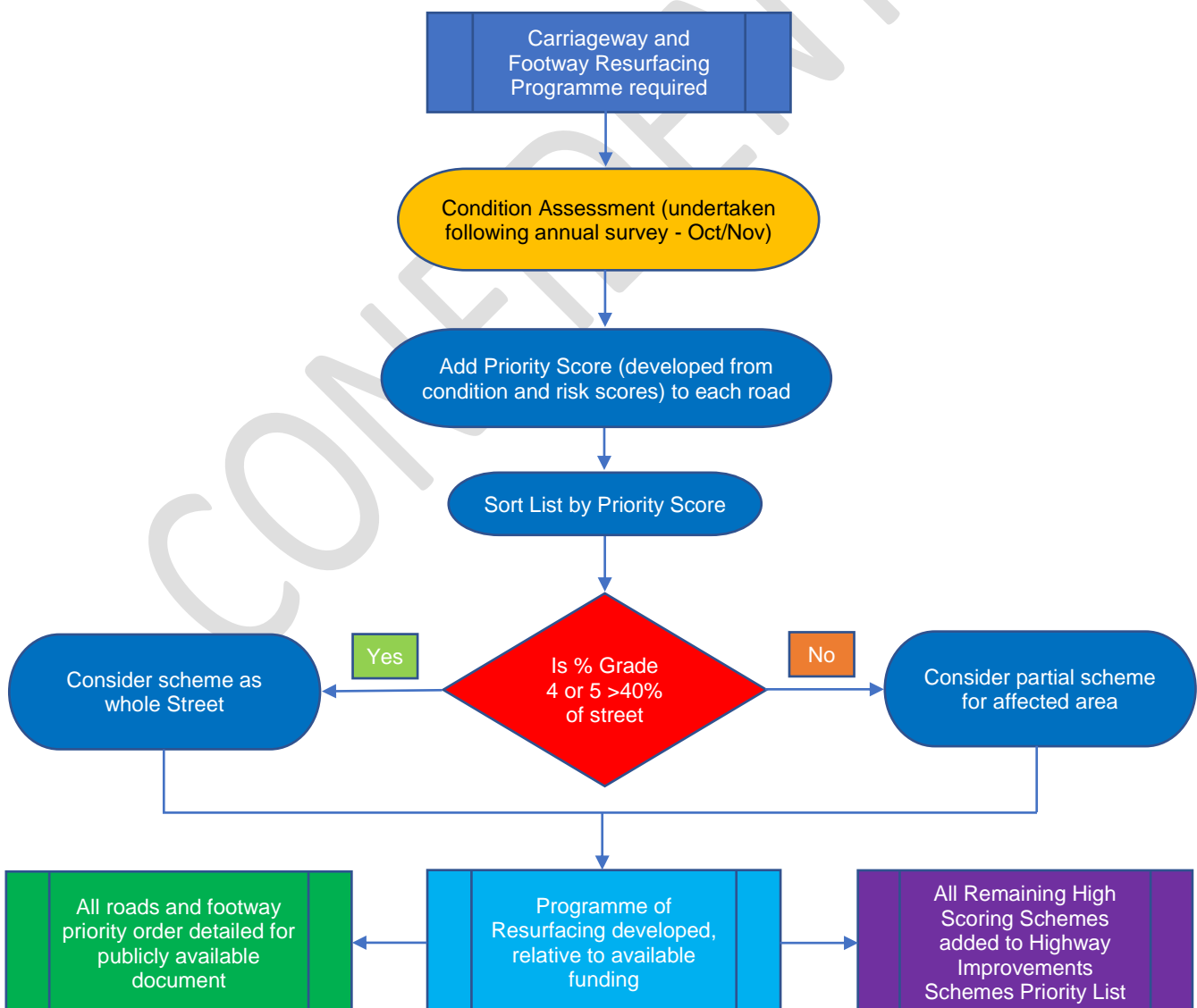
1. Implementation Plan

The selection process for Carriageway & Footway schemes as part of the Highway Improvement programme has already been approved by the Highways Improvement board.

The process utilises both risk & condition to dictate which schemes are selected as part of the Highways Improvement programme and ensures that any available funding is directed towards the key routes for vehicle and foot movements.

It is not feasible to implement all identified schemes due to limitations with funding and staff resource. Therefore, it is important that schemes are effectively prioritised to ensure the most critical sites are addressed initially. It will also enable an overall priority list to be made available for residents and members to fully understand the order in which work will be undertaken.

2. Process Map



3. Required Data to undertake Priority Assessment

This process gives each road a Priority score, which is used to rank roads in a risk/condition order for resurfacing requirements and to rank the other elements on the Highways Improvement Scheme list.

There are 2 requirements to obtain the Priority Score, which has a maximum score of 20:

- Condition data from Gaist annual surveys for both carriageway and footways. This is calculated based on grade, therefore a new surface would score 0 and a road with 100% of Grade 5 would score 10
- Risk score for each street – this is detailed from the Risk Matrix on Symology, which takes into account the type of road (resilience network, school street etc) and has been divided down to also give a score of 10, with 10 being the highest risk areas.

Therefore, putting these 2 elements together gives the Priority score.

4. Further Assessment

This is not required with this plan as the assessment has been identified and undertaken within the annual condition surveys and all roads will be included and have their Priority score assigned.

However, additional data, where available or applicable, will be used to add further detail to this assessment. This could include skidding resistance data - available for roads on the A, B and C roads, numbers of customer reports, number of Cat 1&2 repairs, additional condition surveys etc.

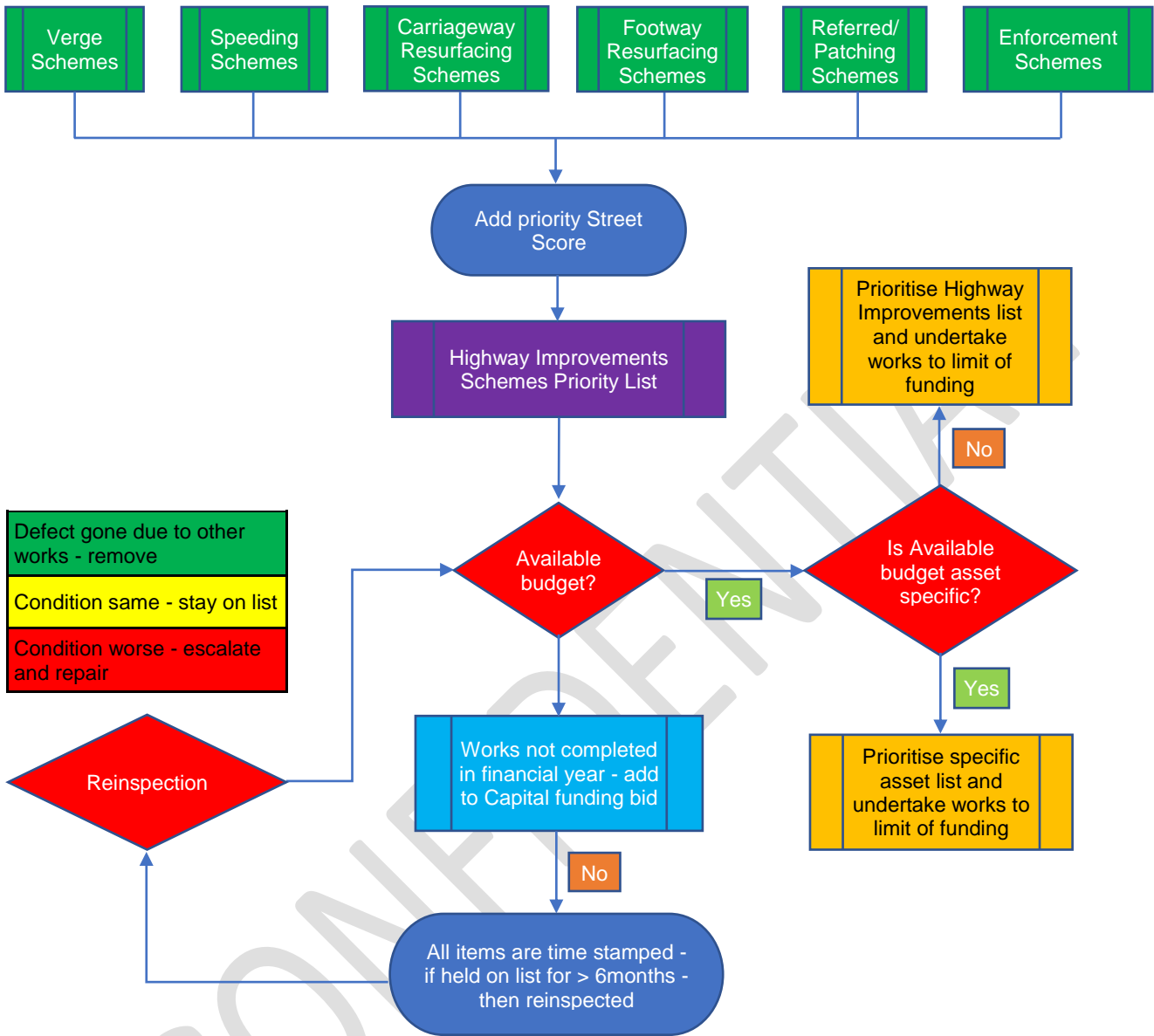
5. Final Process

All roads and footways assumed to be in poor condition (there will be a level set for the Priority Score) will sit on the Highways Improvement Scheme list for carriageway and footways, in a priority order, and all works undertaken will be based on the annual available budget. Works will only be undertaken where budget is available.

The level of roads in poor condition will continue to be monitored and if deterioration rates increase then additional requests will be made for an increase in funding for the subsequent years.

Any works remaining on the Highways Improvement Scheme list at year end* (assuming no further budget available) this would be included in an annual request for funding for the following financial year as part of the Highway Improvements programme (see following overall process map).

*Assuming that a process will be followed to submit required bids to cabinet for approval, 'year end' is currently assumed to be 31st December of each year.



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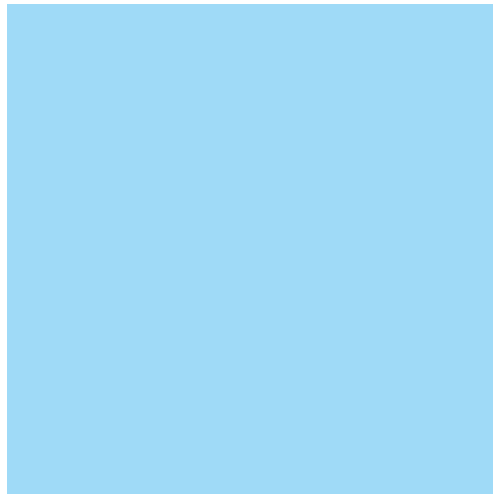
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Referred Schemes Implementation Plan Traffic & Highways



September 2021

Referred Schemes Implementation Plan

Version	Date	Author	Rationale
Draft	03/09/2021	Chris Read	New policy, replacing any previous policy in relation highways improvements

Authorised by	
Name	Date
Cabinet	TBC

Next review	Date
1	TBC

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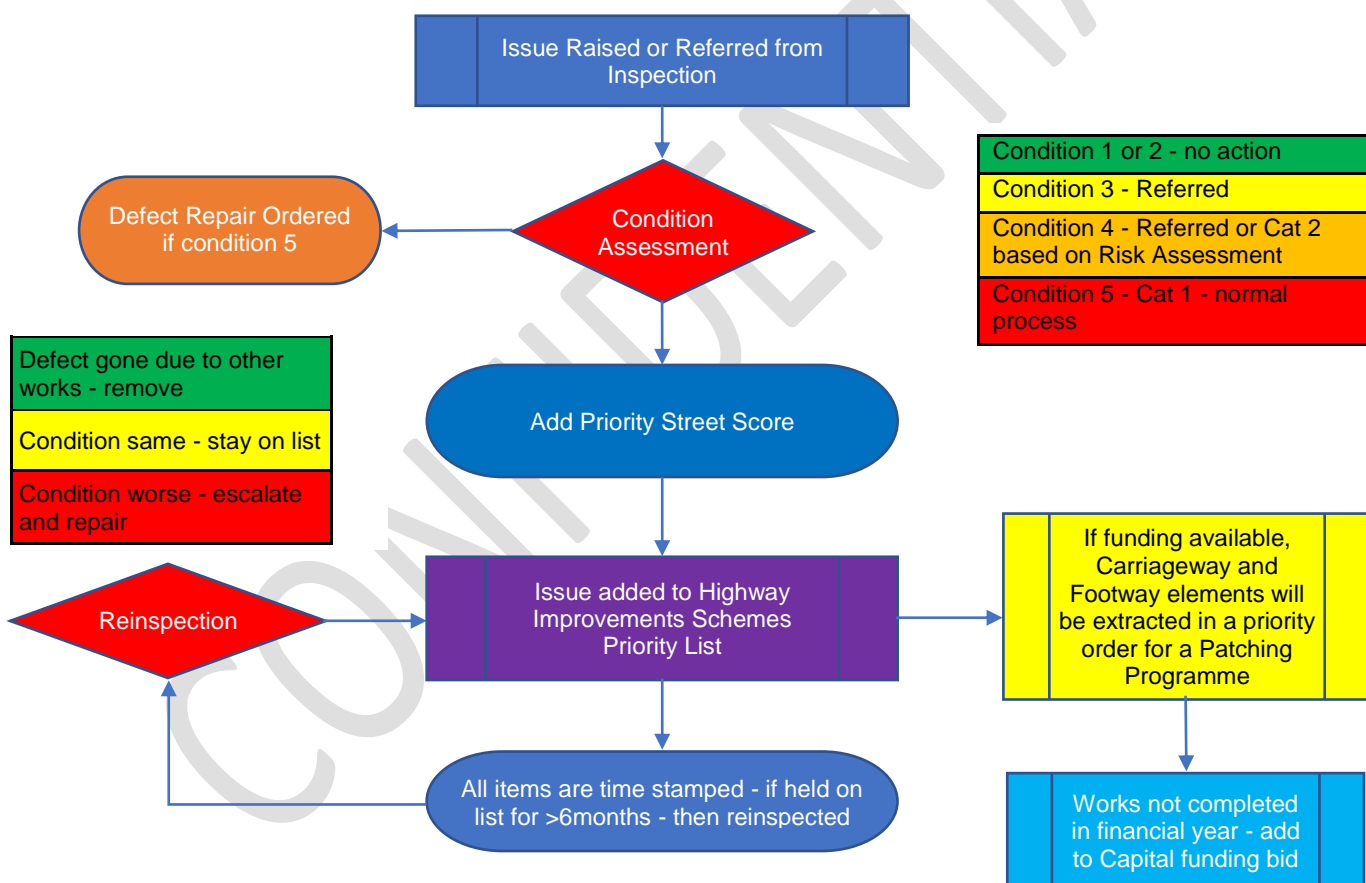
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1. Implementation Plan

It is acknowledged that there has been a historic issue with smaller areas of works across the borough of Southend that fall between Cat 1 or 2 interventions and the full resurfacing/replacement programmes not being actioned correctly.

It is not feasible to implement all identified issues due to limitations with funding and staff resource. Therefore, it is important that individual sites/assets can be prioritised to ensure the most critical sites are addressed initially.

2. Process Map



3. Required Data to undertake Initial Assessment

This process assumes that an issue is referred following a Highways/Enforcement inspection or raised by a resident/member. If the later, then an additional inspection will be required to ascertain the condition. Therefore only the following initial criteria needs to be applied:

- Condition assessment at level 3 or 4
- Issue not on scheme detailed in CW and FW resurfacing programme for that year
- Issue not detailed for repair as a Cat 1 or 2 (Condition assessment Grade 5)

4. Further Assessment

This is not required with this plan as would have been identified within the highway's inspection.

5. Final Process

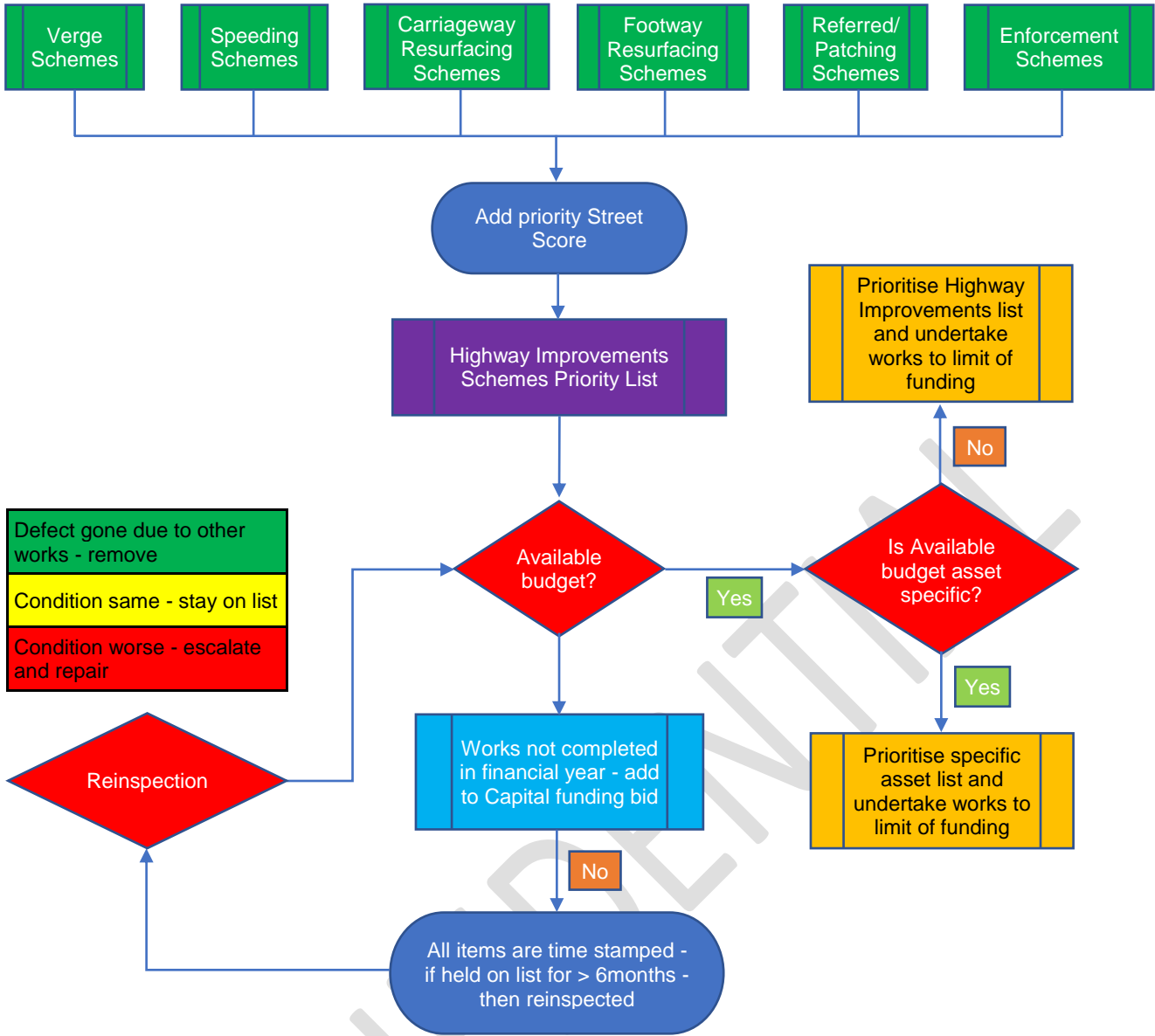
Any works undertaken will be based on the priority order and therefore the condition, along with the street risk score, will enable an issue scheme to be added to the Highways Improvement Scheme list in a priority order. Works will only be undertaken if budgets are available.

If budget is available for a Patching Programme, then the Carriageway and Footway elements will be extracted in a priority order and the programme developed, based on that available funding.

Similarly, as this process covers all assets, there is potential that there is also budget available for specific assets, and therefore those assets would be extracted from the main list and again treated in a priority order.

Any works remaining on the Highways Improvement Scheme list at year end* (assuming no further budget available) this would be included in an annual request for funding for the following financial year as part of the Highway Improvements programme (see following overall process map).

**Assuming that a process will be followed to submit required bids to cabinet for approval, 'year end' is currently assumed to be 31st December of each year.*



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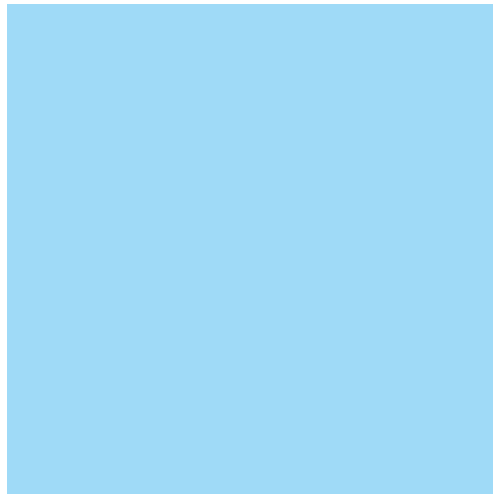
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Speeding Issues Implementation Plan Traffic & Highways



Speeding Issues Implementation Plan

Version	Date	Author	Rationale
Draft	03/09/2021	Chris Read	New policy, replacing any previous policy in relation highways improvements

Authorised by	
Name	Date
Cabinet	TBC

Next review	Date
1	TBC

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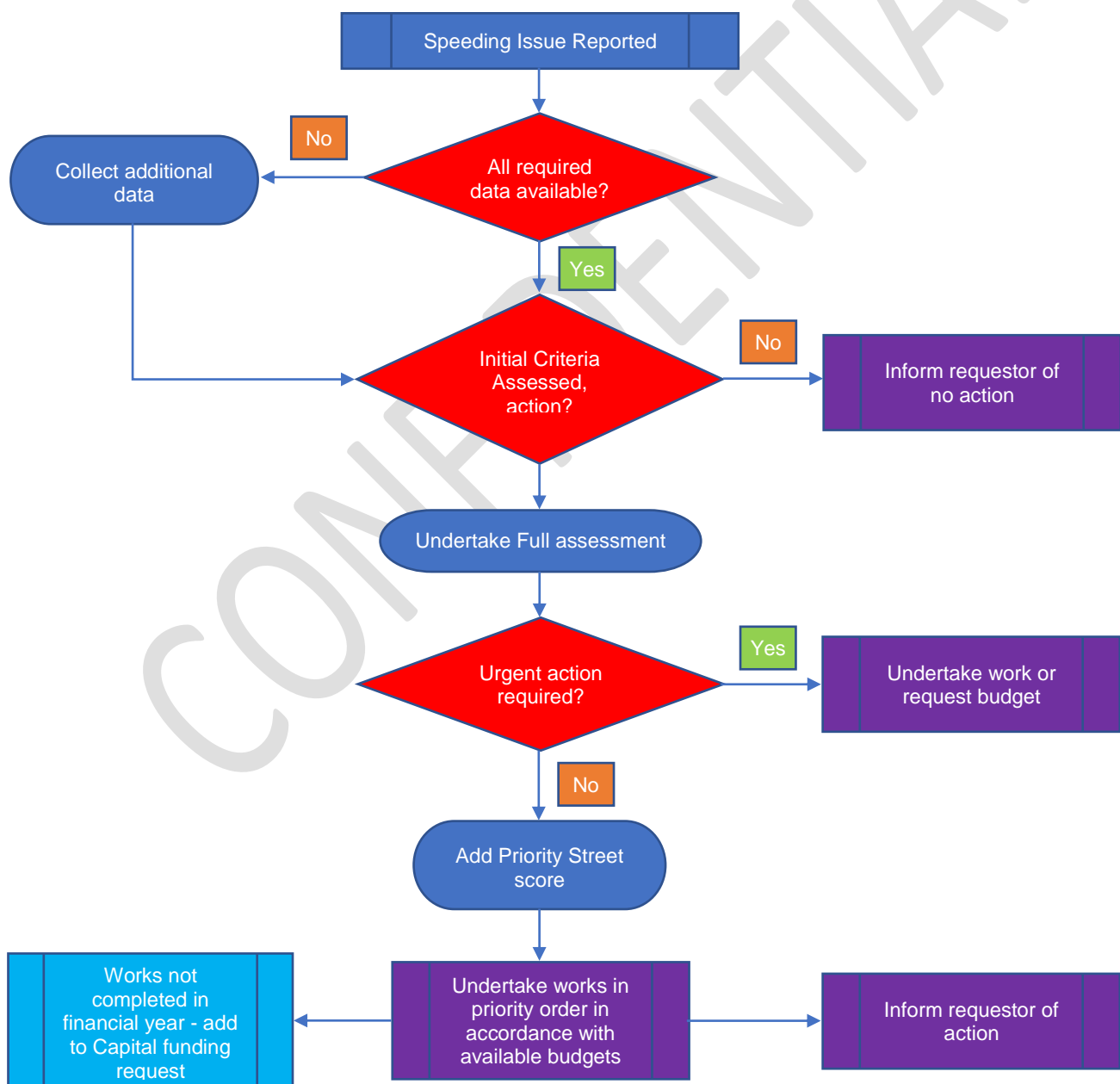
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1. Implementation Plan

It is acknowledged that there are sites/streets across the borough where there are potential speeding issues occurring.

It is not feasible to implement measures in all roads to mitigate all these issues identified due to limitations with funding and staff resource. Therefore, it is important that individual sites can be prioritised to ensure the most critical sites are addressed initially.

2. Process Map



3. Required Data to undertake Initial Assessment

The following data is required to undertake the initial criteria assessment:

- Speed monitoring data < 3 years old
- Collision data
- Skid Resistance data if applicable (A, B & C roads only)

If any of the first two data sets are missing then they should be obtained before any initial assessment is made.

4. Initial Assessment Criteria & Review

This review will be undertaken by the Asset Management Team.

Assuming all required data is available then all* the following criteria must be met to ascertain if any action is required:

- From Speed Monitoring data - vehicles exceeding speed limit =>70%
- From Speed Monitoring data – average speed => speed limit +10% +2 mph (so 30mph speed limit – 35mph, 40mph speed limit – 46mph)
- Collision data - > 3 collisions in last 3 years (speed related)
- * If on an A, B or C road – skid resistance data >40% of road with skidding resistance below investigatory level – this element will not be used as criteria pass, but will be used to raise the safety requirement, should the other criteria be passed

5. Full Assessment

If the above initial criteria are met then a full assessment will be undertaken, which will include the required safety audit/site observations etc. In addition, this will be cross referenced with other required policies, including active travel, green city/climate, etc to ensure additional compliance in these areas.

From this we can ascertain the appropriate intervention measure to try and address the issue. These could include but not limited to:

- Speed Humps
- Speed Cameras - static or average
- Build outs
- New road markings
- Reduce road width and/or additional cycle way/footway width
- New signage
- Pedestrian Crossing
- Low traffic neighbourhood/20 mph zone

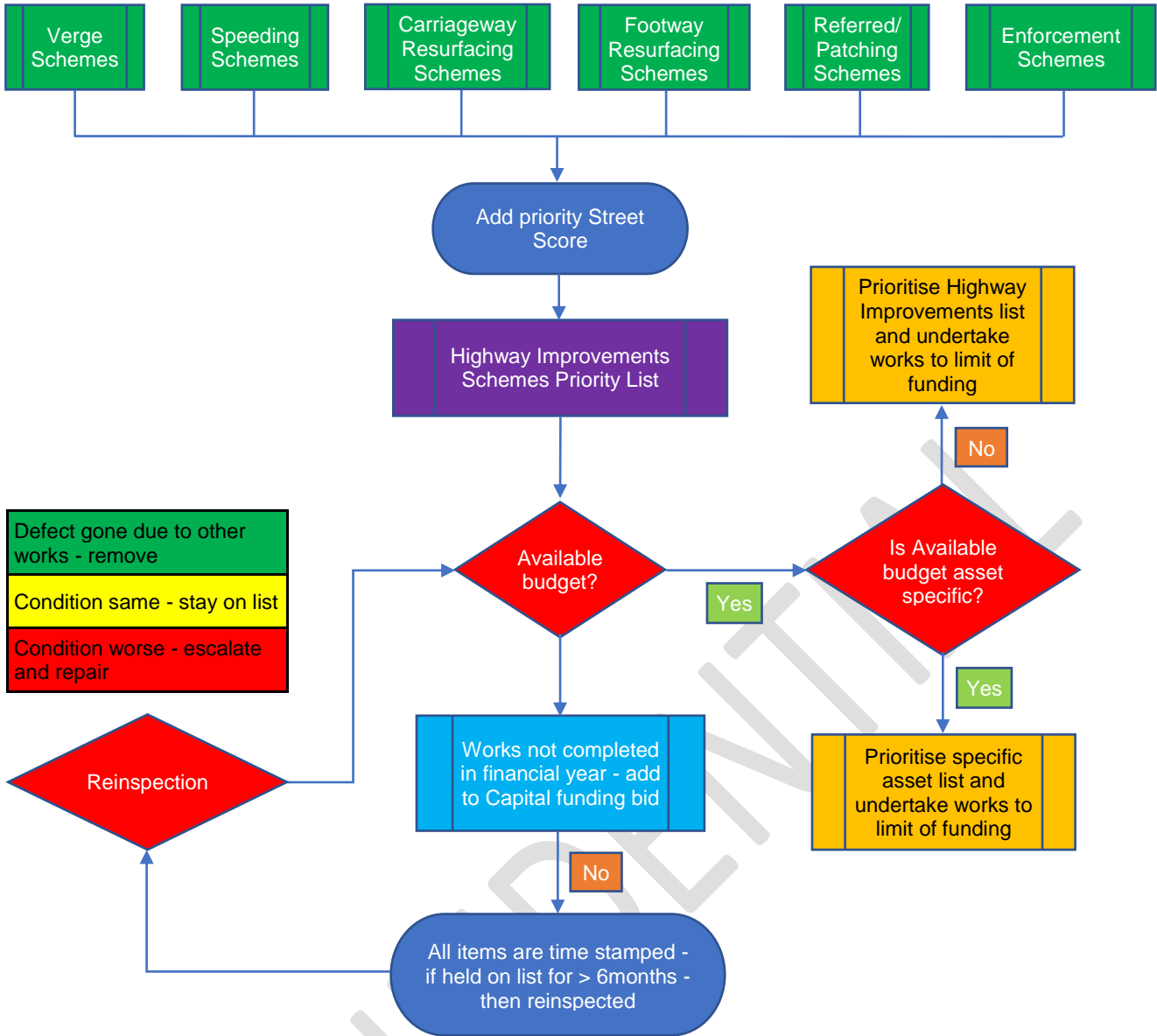
6. Final Process with selected interventions

Having identified the appropriate interventions that can resolve or assist the speeding issue, estimates for the required works will be requested. Once costs are known, the work will be undertaken if a budget is available.

If there is not an available budget, then the appropriate risk score will be added to the scheme and it will be added to the Highways Improvements scheme list, in the priority order until budget is available.

Any works remaining on the Highways Improvement Scheme list at year end* (assuming no further budget available) this would be included in an annual request for funding for the following financial year as part of the Highway Improvements programme (see following overall process map).

**Assuming that a process will be followed to submit required bids to cabinet for approval, 'year end' is currently assumed to be 31st December of each year.*



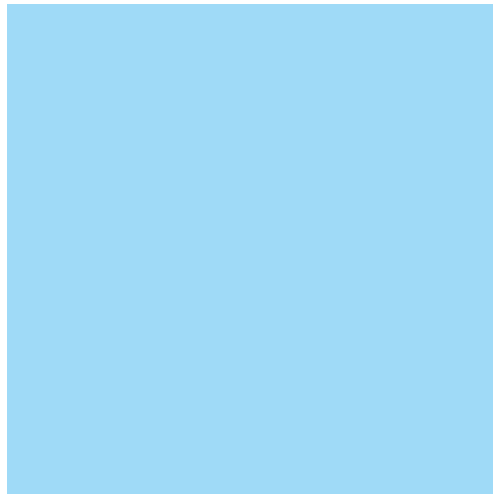
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Verge damage & parking Implementation Plan Traffic & Highways



Verge damage & parking Implementation Plan

Version	Date	Author	Rationale
Draft	03/09/2021	Chris Read	New policy, replacing any previous policy in relation highways improvements

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Name	Date
Cabinet	TBC

Next review	Date
1	TBC

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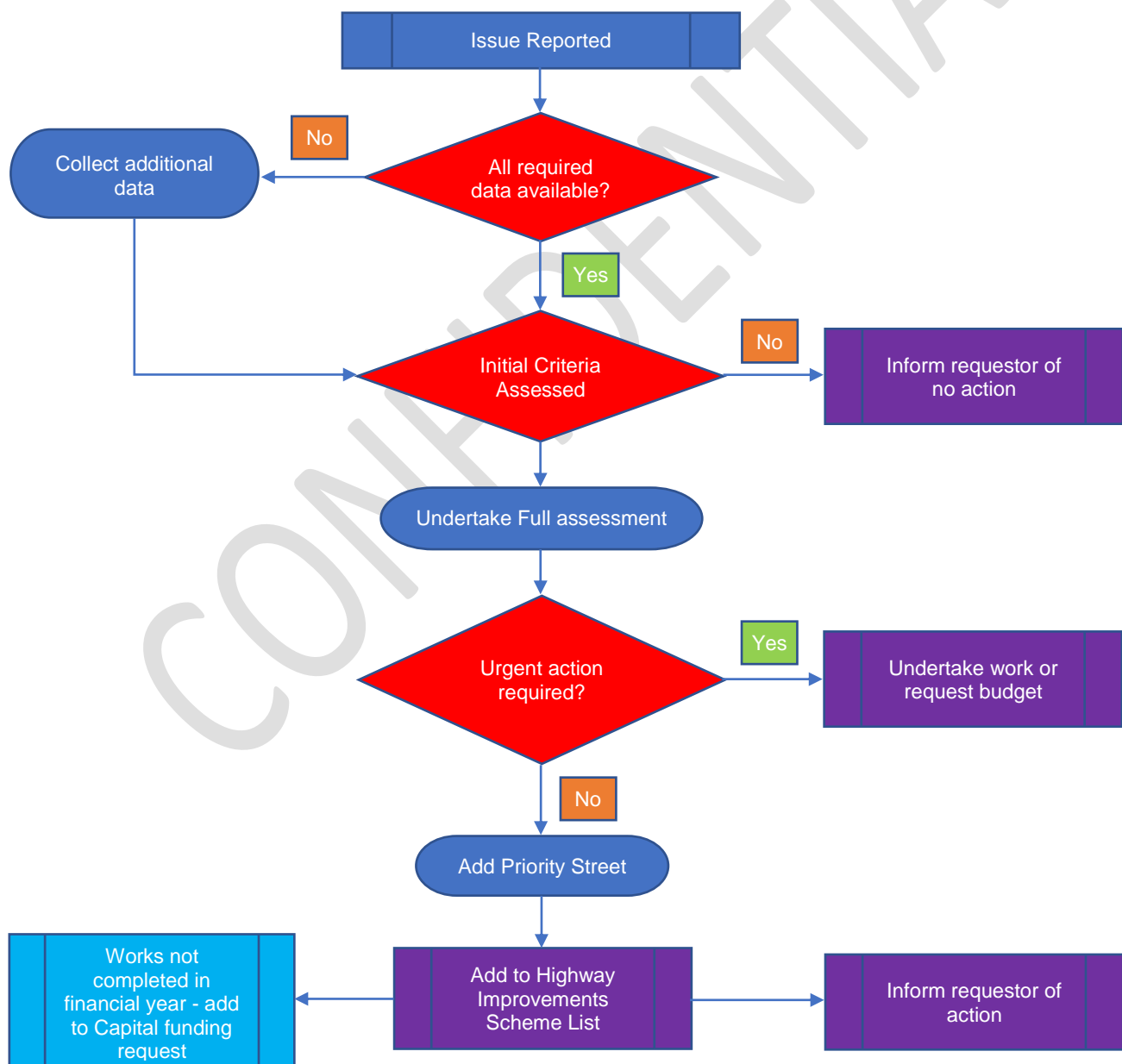
CONFIDENTIAL

1. Implementation Plan

It is acknowledged that there are many sites across the Southend borough where parking & verge damage issues are frequently occurring.

It is not feasible to implement measures in all roads to mitigate the issues identified due to limitations with funding and staff resource. Therefore, it is important that individual sites can be prioritised to ensure the most critical sites are addressed initially.

2. Process Map



3. Required Data to undertake Initial Assessment

This assumes a verge issue is raised by a resident/member or from highways/enforcement inspections, then this issue is reviewed by a Traffic & Highways officer for the following criteria:

- Exact location supplied
- Evidence supplied including images
- Damage detailed and any safety issues identified e.g trips/incidents or detritus being carried onto the FW/CW
- Number of reports

4. Initial Assessment Criteria & Review

This review will be undertaken by the Asset Management Team.

Assuming all required data is available then the following criteria must be met to ascertain if any action is required:

- Location supplied – Highway Land confirmed?
- Evidence – is there sufficient evidence supplied to understand the issue
- Damage – is this confirmed
- Previous history – is this first report, if so then supply to Enforcement team to review

5. Full Assessment

If the above initial criteria are met then a full assessment will be undertaken, which will include a site/safety audit. In addition, this will be cross referenced with other required policies, including those for our green infrastructure and parking to ensure additional compliance in these areas.

We have developed a prioritisation assessment tool that allows each site to be assessed against a range of secondary criteria. The assessment tool then provides a total score based on the severity of the issues on site in relation to the criteria.

The criteria include the following, which is in severity order with the most serious at the top along with the score:

- Safety, likelihood of incident (10);
- Restricted Visibility (9);
- Slippery Surface (detritus on CW/FW) (8);
- Damage to Council Owned Asset & current condition (7);
- Maintenance Liability & Condition (1 to 5) (6);
- Impact on Local Services (5);
- Appearance of Local Area (Street Scene) (4);
- Potential Damage to Vehicles (3);
- Accessibility (2);
- Enforcement Resource (1);

As there are levels of severity within each of the criteria, a site can receive a score of 1, 2, or 3. A score of 1 means the criteria score is taken forward. A score of 2 means the criteria score is multiplied by 2 and a score of 3 means the criteria score is multiplied by 3.

For example, if a site is deemed to have major safety issues throughout the site, a total score of 30 can be provided for this criteria. If a site is deemed to have major accessibility issues throughout the site, a total score of 6 can be provided for this criteria. Each site is subject to all the criteria. Therefore, a maximum score for a verge issue site is 165, i.e. each criteria 10 to 1 has been multiplied by 3.

It would be proposed that a priority score >90 would require an intervention, subject to available funding.

6. Interventions

From the site visits and data, it's possible to allocate interventions to each site based on the nature of the issues, the severity of the issues, and any specific circumstances that may be causing the issues.

Utilising this approach, along with any required consultation with residents will enable us to establish the appropriate intervention for each site. These could include but not limited to:

- Bollards or No Verge Parking posts (subject to Decluttering CoP)
- Half & half parking
- Parking restrictions

- Remove verge, either fully or partially
- New layby (for parking)
- Enforcement
- Permit Parking
- Signage, revised road layout
- Vegetation, planters, flowerbeds, additional trees
- Off street parking

It should be understood that we would utilise the scores generated from the assessment criteria as well as any site visit findings. The assessment criteria may not provide this justification on its own and the site visit observations may not provide this justification on its own. However, combining the two, it will be known that one site may be resolved through implementation of parking restrictions whereas the other site needs additional parking.

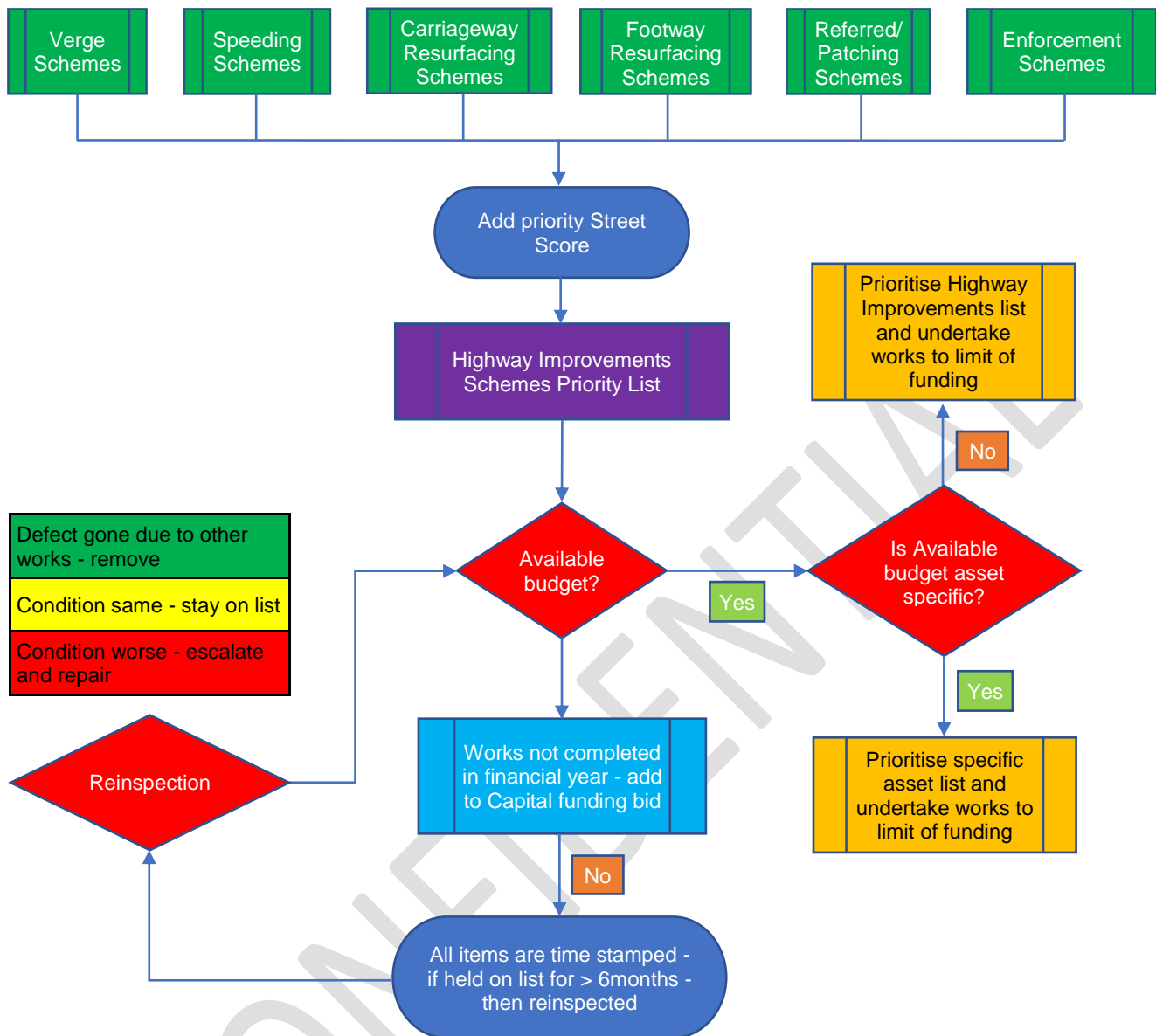
7. Final Process

Once the appropriate intervention is selected, and the priority established, estimates for the required works will be requested. Any works undertaken will be based on the priority order and therefore the priority scores, along with the street risk score, will enable a scheme to be added to the verges scheme list in a priority order. Works will only be undertaken if budget is available, if not the scheme will be placed on the Highways Improvement Scheme list.

Enforcement protocols can now begin against any applicable sites.

Any works remaining on the Highways Improvement Scheme list at year end* (assuming no further budget available) this would be included in an annual request for funding for the following financial year as part of the Highway Improvements programme (see following overall process map).

**Assuming that a process will be followed to submit required bids to cabinet for approval, 'year end' is currently assumed to be 31st December of each year.*



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Southend-on-Sea Borough Council

Report of Deputy Chief Executive and Executive Director
(Growth & Housing)

To

Cabinet

On

2nd November 2021

Report prepared by: Amy Roberts, Senior Planner

Agenda
Item No.

6

Conservation Area Appraisals

Relevant Scrutiny Committee(s): Place
Cabinet Member: Councillor C Mulroney
Part 1 (Public Agenda Item)

1. Purpose of Report

- 1.1 To present to Cabinet the Conservation Area Appraisals (**Appendix 1 to 7**) produced for the Council by independent heritage experts, Purcell, for seven of the Borough's fourteen existing Conservation Areas, following recent public consultation.
- 1.2 To seek agreement from Cabinet that the Conservation Area Appraisals for Chapmanslord, Eastern Esplanade, Leigh Old Town, Prittlewell, Shorefields, The Kursaal, and Warrior Square Conservation Areas are adopted.
- 1.3 To note that Conservation Area Appraisals for the other seven Conservation Areas were also consulted on and that work is underway to prepare these for consideration by Cabinet later this year.

2. Recommendations

- 2.1 It is recommended that the updated and new Conservation Area Appraisal documents (Appendix 1 to 7) are adopted for the established Conservation Areas at Chapmanslord, Eastern Esplanade, Leigh Old Town, Prittlewell, Shorefields, The Kursaal and Warrior Square.

3. Background

Conservation Areas

- 3.1 The Borough's 14 existing designated Conservation Areas¹ have special value for the community. They are visible links with our past and offer attractive contrasts to modern environments, so it is important to ensure the special

¹ Chapmanslord, Clifftown, Crowstone, Eastern Esplanade, Leigh, Leigh Cliff, Leigh Old Town, Milton, Prittlewell, Shoebury Garrison, Shorefields, The Kursaal, The Leas, Warrior Square

character of these areas is protected and sympathetic enhancements encouraged. Acknowledging local distinctiveness and conserving heritage can be an important factor for regeneration and helps to inspire well designed new development.

- 3.2 Section 72(1) of the Planning (Listed Buildings and Conservation Areas) Act 1990 states that special attention should be paid to the desirability of preserving or enhancing the character or appearance of Conservation Areas.
- 3.3 The revised National Planning Policy Framework (2021) (NPPF) sets out the Government's policies for conserving and enhancing the historic environment, making clear that in considering the designation of Conservation Areas, local planning authorities should ensure that an area justifies such status because of its special architectural or historic interest, ensuring that the concept of conservation is not devalued through the designation of areas that lack special interest (NPPF paragraph 191).
- 3.4 The Council has a duty to review existing conservation area designations periodically to ensure they are up to date and relevant, and to determine if any further parts of the Borough should be designated as a Conservation Area. There are currently 14 Conservation Areas designated in Southend, some of which have adopted Conservation Area appraisals to help detail and explain their architectural and historic qualities.
- 3.5 An area's status as a Conservation Area is a material consideration for planning applications and introduces some additional controls. This can include: the need to apply the conserve and enhance test as part of the decision-making process², control over demolition of unlisted buildings, control over works to trees, and limitation on the types of advertisements that can be displayed with deemed consent. It can also provide support for the use of Article 4 directions to remove permitted development rights where avoidable damage is evidenced.
- 3.6 The Council's adopted Development Plan in relation to heritage currently comprises policies within the Core Strategy, Development Management Development Plan Document and Southend Central Area Action Plan (these will be reviewed as part of the production of the Southend New Local Plan) which sets out the local approach to managing the historic environment. These policies together with national planning policy, are used to determine planning decisions relating to development in the Borough's Conservation Areas.
- 3.7 An area's status as a Conservation Area does not however prevent change from occurring, and Conservation Areas will over time be subject to many different pressures (both positive and negative) that could impact upon their character and appearance. It is, however, important that proposed alterations to properties in Conservation Areas are sympathetic to their character and have regard to Conservation Area status.
- 3.8 The Council commissioned independent heritage consultants, Purcell, to undertake a review and update of all the Borough's existing Conservation Area

² Set out in legislation and discussed further in the NPPF and the Planning Practice Guidance (PPG)

Appraisals and to produce appraisals for those Conservation Areas that do not currently have an appraisal in place.

Conservation Area Appraisals

- 3.9 The Conservation Area Appraisals (Appendix 1 to 7) present a review and update of existing Conservation Area Appraisals at Chapmanslord, Eastern Esplanade, Leigh Old Town, Prittlewell, and Warrior Square, along with new Appraisal documents to cover the Shorefields and The Kursaal Conservation Areas. They include a management plan for each area.
- 3.10 All the Conservation Area Appraisals referred to above were consulted on between November 2020 and January 2021, and comments received during the consultation have been considered during the process of preparing these documents for adoption (a summary of representations received for each Conservation Area subject of this report is included at Appendix 8). A brief overview of each Conservation Area, subject of this report, is set out below:
- 3.11 **Chapmanslord Conservation Area:** Designated in 2004 for its special interest as a planned estate developed in the 1920s by the Chapmanslord Housing Society as part of the Government's Homes for Heroes campaign after World War I. The area was last appraised in 2004. No changes to the Conservation Area boundary are proposed in the updated Appraisal. (**Appendix 1**)
- 3.12 **Eastern Esplanade Conservation Area:** Designated in 1989 and comprises a small terrace of early to mid-19th century cottages reputed to have been built for local fishermen, 40-57 (consecutive) Eastern Esplanade (40-45 Eastern Esplanade being Grade II listed). The area was last appraised in 2006. The new Appraisal does not propose any change to the Conservation Area boundary. (**Appendix 2**)
- 3.13 **Leigh Old Town Conservation Area:** Designated in 1977. The area was last appraised in 2010. The area's special interest derives from its industrial past which continues to drive the conservation area today. No changes to the Conservation Area boundary are proposed. (**Appendix 3**)
- 3.14 **Prittlewell Conservation Area:** Designated in 1995 and subsequently extended to include the surviving buildings from the former village which front the historic street. It includes buildings which illustrate the village's development through to the early 20th century, when it became part of a larger urban area. The area was last appraised (draft document) in 2003. No changes to the Conservation Area boundary are proposed. (**Appendix 4**)
- 3.15 **Shorefields Conservation Area:** Designated in 1981. The area developed in the late 19th century during the rapid expansion of Southend as a seaside resort. The area was last appraised in 2003. A minor amendment to the Conservation Area boundary is recommended to include part of a garage on Westcliff Avenue which is not shown in the current boundary. The amendment would ensure the whole garage is included. (**Appendix 5**)

- 3.16 **The Kursaal Conservation Area:** Designated in 1989, this area is associated both with Southend's origins and its later growth into a major port. It consists of The Kursaal (Grade II listed) and 1-6 Eastern Esplanade (1 and 6 being Locally Listed). The area does not currently have an appraisal in place. The new Conservation Area Appraisal does not propose any change to the Conservation Area boundary. (**Appendix 6**)
- 3.17 **Warrior Square Conservation Area:** Designated in 1990 to cover the terrace of houses to the north side of the Square plus the garden area of the square itself. The area was last appraised (draft document) in 2002. No changes to the boundary of the Conservation Area are proposed. (**Appendix 7**)

4. Other Options

- 4.1 That the Chapmanslord, Eastern Esplanade, Leigh Old Town, Prittlewell, Shorefields, The Kursaal and Warrior Square Conservation Area Appraisals are not adopted. This is not recommended however, as it would mean that each of these Conservation Areas does not have an up-to-date Appraisal and Management Plan in place. The new Conservation Area Appraisals are intended to assist in planning decisions and to help ensure that the character and appearance of these Conservation Areas are conserved and enhanced.

5. Reasons for Recommendations

- 5.1 Seven of the Borough's existing Conservation Areas have been appraised as part of this work and the Conservation Area Appraisals produced for them provide up to date evidence on each Conservation Area, any issues affecting them. They also provide a new management plan to help guide appropriate and sympathetic change within the area and highlight opportunities to enhance the character and appearance of these important heritage areas.

6. Corporate Implications

- 6.1 Contribution to the Southend 2050 Road Map

The Conservation Area Appraisals will contribute to the Southend 2050 Outcomes for Pride and Joy, 'there is a tangible sense of pride in the place and local people are actively, and knowledgably, talking up Southend', by focusing on the conservation of the Borough's historic environment and recognising the role heritage plays in creating a sense of pride in a place.

- 6.2 Environmental Impact

The Conservation Area Appraisals set out an approach for managing the historic environment, including recommendations for enhancements to the local streetscape which could lead to enhancements of the local built environment, as well as promoting the retention and appropriate use of existing historic buildings.

6.3 Financial Implications

Financial and human resource input is necessary to fulfil the requirements of all stages in the preparation and delivery of a Conservation Area Appraisal.

The costs associated with preparing Conservation Area Appraisals are met from existing budgetary resources within the service. The documents proposed for adoption do not propose any substantial changes to the existing conservation area boundaries. As such there are no significant financial implications arising from this review in relation to the ongoing management of the conservation areas themselves.

6.4 Legal Implications

Section 69 (2) of the Planning (Listed Buildings and Conservation Areas) Act 1990 (*'the Act'*) sets out that is the duty of a Local Planning Authority from time to time to review its Conservation Areas and to determine whether any new areas should be designated as such.

Section 69 (4) of the Act sets out that the designation of any Conservation Area is considered as a local land charge. The Conservation Area Appraisals subject of this report do not propose any substantial changes to existing Conservation Area boundaries and are already recognised as a local land charge. The minor boundary change to Shorefields Conservation Area will be updated accordingly.

Section 70 (5) of the Act requires the Local Planning Authority to notify the Secretary of State in regard to the designation of any part of their area as Conservation Area under section 69 (1) or (2) and of any variation or cancellation. Section 70 (8) requires that notification of any designation, variation or cancellation is published in a local newspaper circulating in the local authority area. This will be undertaken following agreement of the Appraisals for adoption.

The revised National Planning Policy Framework (2021) (NPPF) sets out the Government's policies for conserving and enhancing the historic environment and that in considering the designation of Conservation Areas, local planning authorities should ensure that an area justifies such status because of its special architectural or historic interest, ensuring that the concept of conservation is not devalued through the designation of areas that lack special interest (NPPF paragraph 191). Due consideration has been had to this provision of the NPPF during the production of the Conservation Area Appraisals.

6.5 People Implications

Staff resources from the Strategic Planning Team have been required in order to contribute to the preparation of the Conservation Area Appraisals. Support from the Business Support Unit has also been required, particularly with regards to the public consultation process.

6.6 Property Implications

Each of the Conservation Areas included within the scope of this report include a range of privately and publicly owned buildings, including commercial and residential premises.

Conservation Areas will over time be subject to many different pressures (both positive and negative) that could impact upon their character and appearance. It is important that proposed alterations to properties in Conservation Areas are sympathetic to their character, and stricter design controls therefore apply. This may have cost implications for property owners, and could potentially make any regeneration more expensive, however Conservation Areas provide opportunity to conserve the historic character of the area and may over time help to deter inappropriate development that erodes this character. The Conservation Areas subject of this report are well established and recognised designations, but this work provides the opportunity to review these areas (in line with the requirements of national planning policy and relevant legislation) and provide an up-to-date account of their character and appearance, highlighting how this could be conserved and enhanced.

Of the seven Conservation Area Appraisals being presented as part of this report, one minor boundary change is proposed to the Shorefields Conservation Area designation. The change seeks to include part of a garage on Westcliff Avenue within the Conservation Area, to ensure the whole garage is included (a small area of the garage wasn't shown in the Conservation Area boundary).

Section 69 (4) of the Planning (Listed Buildings and Conservation Areas) Act 1990 sets out that the designation of any Conservation Area is considered as a local land charge. The Conservation Area Appraisals subject of this report do not propose any substantial changes to existing Conservation Area boundaries and are already recognised as a local land charge. The minor boundary change to Shorefields Conservation Area will be updated accordingly.

6.7 Consultation

All Conservation Area Appraisals that are subject to public consultation are consulted on in accordance with the Council's adopted Statement of Community Involvement (SCI 2019). This has included public consultation on all fourteen Conservation Area Appraisals between November 2020 and January 2021. The comments received during the public consultation have been reviewed and the Conservation Area Appraisals reviewed following this consultation and are presented for agreement for adoption. Where considered necessary minor updates have been made to the appraisals to correct typos, add in further detail regarding the history of a building/area where this was received, or to provide further clarification. A summary of representations received during the consultation period can be found in **Appendix 8**).

6.8 Equalities and Diversity Implications

Conservation Area Appraisals will provide supporting evidence for the Southend New Local Plan. An equalities impact assessment will be produced for each iteration of the Plan as part of the Integrated Impact Assessment. The public

consultation on the Conservation Area Appraisals has provided the opportunity for different sections of the community to input into the proposals. No significant equalities or diversity issues have been raised through this process.

6.9 Risk Assessment

An area's status as a Conservation Area is a material consideration for all planning applications and introduces some additional controls (including control of works to trees, control over demolition of an unlisted building, limitations on the types of advertisements that can be displayed with deemed consent). Conservation Areas provide opportunity to conserve the historic character of the area and may over time help to deter inappropriate development that erodes this character. An area's status as a Conservation Area does not prevent change from occurring and Conservation Areas will over time be subject to many different pressures. However, without Conservation Area status there is a risk that the historic character of the area could be further eroded.

6.10 Value for Money

The Conservation Area Appraisal work, which includes the review of the existing conservation area appraisals as well as the consideration of new areas for appraisal, is being undertaken by independent heritage experts, Purcell, who bring significant professional expertise to the work, and have been working with Officers who bring local knowledge and experience to the project. This approach is considered to strike the correct balance between making the best use of the available staffing resources and ensuring that this work is brought forward in good time.

6.11 Community Safety Implications

None.

7. Background Papers

7.1 Planning (Listed Buildings and Conservation Areas) Act 1990

<http://www.legislation.gov.uk/ukpga/1990/9/contents>

7.2 National Planning Policy Framework (2021)

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1005759/NPPF_July_2021.pdf

7.3 Planning Practice Guidance

<https://www.gov.uk/government/collections/planning-practice-guidance>

7.4 Southend Local Planning Framework

https://www.southend.gov.uk/info/200160/local_planning_framework

7.5 Southend new Local Plan – Issues and Options

<https://localplan.southend.gov.uk/>

- 7.5 Southend Statement of Community Involvement (2020)
<https://localplan.southend.gov.uk/sites/localplan.southend/files/2021-03/Southend%20SCI%202020.pdf>
- 7.6 Southend 2050
<https://www.southend.gov.uk/southend2050/>
- 7.7 Southend Conservation Areas
<https://www.southend.gov.uk/conservation-areas>

8. Appendices

Appendix 1: Chapmanslord Conservation Area Appraisal

Appendix 2: Eastern Esplanade Conservation Area Appraisal

Appendix 3: Leigh Old Town Conservation Area Appraisal

Appendix 4: Prittlewell Conservation Area Appraisal

Appendix 5: Shorefields Conservation Area Appraisal

Appendix 6: The Kursaal Conservation Area Appraisal

Appendix 7: Warrior Square Conservation Area Appraisal

Appendix 8: Summary of Consultation Feedback

Southend-on-Sea Borough Council

Report of Interim Executive Director (Growth and
Housing)

To

Cabinet

On

Date 2nd November 2021

Report prepared by: Claire Victory Senior Planner, Strategic
Planning

Agenda
Item No.

7

Electric Vehicles Charging Infrastructure – Adoption of Supplementary Planning Document

Place Scrutiny Committee
Cabinet Member: Councillor Mulroney
Part 1 (Public Agenda Item)

1. Purpose of Report

- 1.1 To report to Members the feedback from public consultation on a draft Supplementary Planning Document (SPD) for Electric Vehicles Charging Infrastructure Requirements in New Developments and seek approval to adopt the SPD following consideration of the feedback received. Electric Vehicles are referred to here as battery electric, plug-in hybrid and fuel cell electric vehicles.
- 1.2 The preparation of new local planning policy guidance for developers on the provision of electric vehicle charging points in new residential and commercial developments will support the Council's Green City Action plan and assist in delivering on relevant 2050 outcomes. The Council has an ambition to decarbonise Southend and meet its commitment to zero carbon by 2030.
- 1.3 Public consultation took place between Friday 30th July and Tuesday 31st August 2021. The feedback from consultation shows strong support for the SPD from Southend residents. Member approval is therefore sought to adopt the SPD for Electric Vehicles Charging Infrastructure Requirements in New Developments. If the SPD is adopted, the current Interim Policy Guidance will be deleted.

2. Recommendations

2.1 Members are recommended to:

1. Note and welcome the feedback from the public consultation in the report and the summary table (attached at Appendix 1);
2. Agree to adopt the Electric Vehicles Charging Infrastructure Requirements in New Development Supplementary Planning Document (SPD) to guide new developments and development management decisions (attached at Appendix 2); and

3. Agree that the Interim Policy Guidance for Electric Vehicles Charging Infrastructure Requirements in New Developments (attached at Appendix 3) be deleted upon formal adoption of the Electric Vehicles Charging Infrastructure Requirements in New Development Supplementary Planning Document (SPD).

3. Background

3.1 The number of electric vehicles registered in Southend is rising steadily, albeit from a low base. Supporting the increasing migration towards the use of electric vehicles within Southend will make an important contribution to reducing carbon emissions from vehicle use within the town. This will also have the benefit of improving local air quality, particularly along the main road corridors and town centres.

Strengthening planning policy on electric vehicle charging infrastructure associated with new developments that come forward in the Borough is a small but important part of migration towards electric vehicle usage which will happen both nationally and locally over the next decade or so and will contribute to the delivery of a number of Southend 2050 outcomes, contributing to ensure Southend acts as a sustainable and Green City embracing the challenges of the Climate Change Emergency Declaration made in 2019, helping to make public and private travel smart, clean and green, and being effective in protecting and improving the quality of life for all, including the most vulnerable in our community.

3.2 The Local Plan Issues and Options was the subject of public consultation in Spring 2019. Feedback from the 2019 consultation revealed support for more provision of infrastructure to support the growth in use of electric vehicles to contribute towards reducing carbon emissions, although it was recognised that other policies would also need to be introduced, to more strongly encourage a shift toward more walking and cycling for local journeys and investment in public transport, to reduce carbon emissions to target levels set by Government.

3.3 The government has consulted on changes to national Building Regulations in relation to electric vehicle charging infrastructure¹. To help meet the challenging national target for achieving net zero carbon emissions, the the Government's consultation proposals suggest that each new dwelling with an associated car parking space should have a charge point, and at least one charge point for non - residential developments with more than 10 car parking spaces provided, where this is technically feasible.

3.4 Almost two years after the government consultation, the update to the Building Regulations is still awaited. However, in the interim the number of new electric vehicles registered in England continues to rise against an overall drop in new vehicle registrations. One in every 47 cars registered in the UK is now electric (including battery electric, plug-in hybrid electric, and fuel cell electric vehicles). Greater diversification of vehicle energy source also provides greater resilience to changes in global energy supply. As such it is considered unlikely that the government will significantly alter their proposed approach on EV charging

¹ [Electric vehicle chargepoints in residential and non-residential buildings - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/electric-vehicle-chargepoints-in-residential-and-non-residential-buildings)

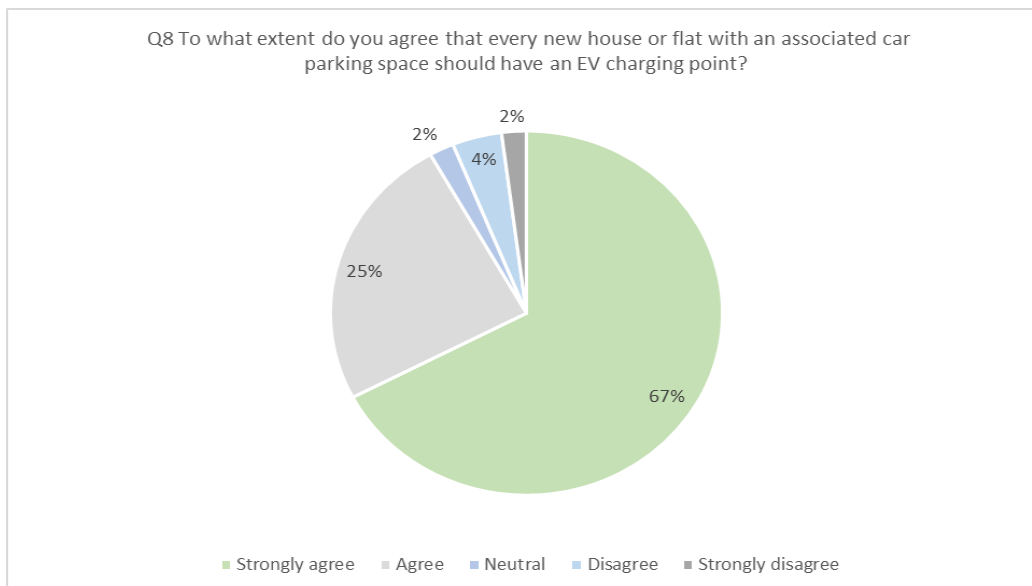
infrastructure and will continue the direction of travel towards supporting continued roll out of public and private charging points. In addition, the Government's recently published Net Zero Strategy² refers to forthcoming regulations to require 'smart charging' that will help move electricity demand away from peak times as well as helping consumers to benefit from lower cost off-peak electricity, supporting the move toward greater use of electric vehicles.

- 3.5 The SPD for Electric Vehicles Charging Infrastructure Requirements in New Developments (**see Appendix 2**) proposed for adoption follows the government's approach in seeking support for higher standards.³
- 3.6 DPD Policy DM15 (Sustainable Transport Management) of the Development Management DPD⁴ (2015) states "the provision of facilities for charging electric vehicles and other ultra-low emission vehicles will be encouraged wherever practical and feasible." The SPD provides further detailed guidance to enable the application of Policy DM15.
- 3.7 Public consultation on the draft SPD took place for 4 weeks during Summer 2021. The consultation was promoted across social media and was available on the Council's interactive consultation portal <https://yoursay.southend.gov.uk>. The consultation page allowed for the document to be translated into other languages if required. The consultation was also publicised in the local press and the document was available in a hardcopy format if requested.
- 3.8 A total of 541 people accessed the Your Say Southend consultation page for the draft SPD. Those viewing the page were able to access the draft SPD document and take part in a survey on current attitudes to EV charging infrastructure in Southend. The survey included specific questions on the policy approach set out in the draft SPD. A free text box also provided the opportunity to add comments.
- 3.9 183 people viewed the survey and draft SPD document, and 49 people responded online to the survey. When asked to what extent they agreed that every new house or flat with an associated car parking space should have an EV charging point, the response was as follows:

² [Net Zero Strategy: Build Back Greener - October 2021 \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk)

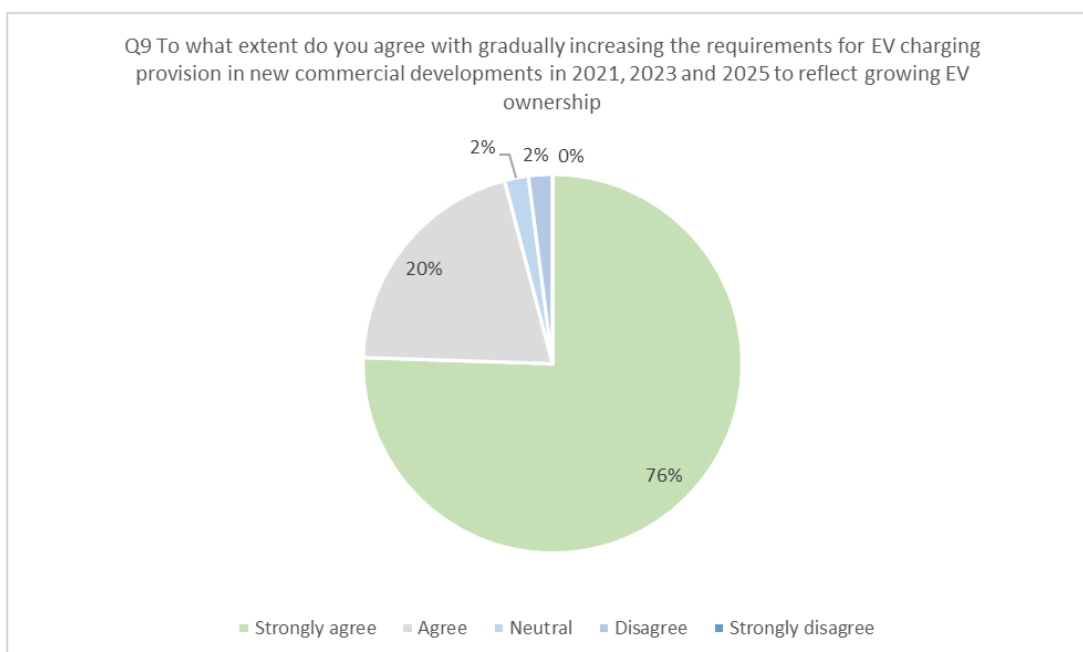
³ [Electric vehicle chargepoints in residential and non-residential buildings - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

⁴ [Development Management Document - Adopted – Development Management \(DPD\) – Southend-on-Sea Borough Council](#)



3.10 An overwhelming 92% of respondents either agreed or strongly agreed with the proposed policy on EV charge points for residential development. Two percent of respondents were neutral, while only 6% either disagreed or strongly disagreed with the policy approach.

3.11 Turning to the proposed policy approach to gradually increase requirements for EV charging provision in commercial developments, respondents were asked to what extent they agreed with the policy approach. The responses were as follows:



3.12 96% of respondents either agreed or strongly agreed with the proposed policy approach in the SPD. 2% of those responding were neutral in their response, and 2% disagreed. No respondents strongly disagreed with the policy. This feedback shows overwhelming support for commercial developments making appropriate provision for EV charging points, with the provision stepping up over time in stages from 2021, 2023 and 2025. It is anticipated that the SPD will

then be reviewed in 2026 for its effectiveness in increasing supply of EV charging points in the Borough.

- 3.13 To get an idea of the current use of Electric Vehicles and availability of charging points in the Borough, respondents were also asked about their own circumstances.
- 3.14 67% of 49 respondents to the survey currently drive an electric vehicle (as defined within the SPD as battery electric, plug-in hybrid or fuel cell electric vehicle). However, 39% of these respondents stated that they did not have access to an off-street EV charging point at their property, meaning that they were dependent on using public charging points in the vicinity. 29% did have their own off-street EV charge point, while 16% were considering getting one installed in the next 12 months. A further 16% would be interested in public charging points in the vicinity of their property.
- 3.15 It was also noteworthy that 78% of respondents stated they never used public charging points whilst a further 18% stated they used public charging points less than once per month. 84% of respondents considered the availability of public EV charging points in Southend was presently poor.
- 3.16 More detailed comments from the survey are set out in full in **Appendix 1**. The key comments raised include: capacity of the National Grid to accommodate growth in EV use needs to be factored into new development; need for rapid EV chargers; impact of EV infrastructure provision on the cost of new homes; need to decarbonise the transport network; need for EV charge points in existing built-up area and the difficulties of implementing this; need for charging infrastructure for converted buildings as well as new build; urgent need for more EV charge points across the Borough that are reliable and ringfenced for EV parking only.
- 3.17 The response from Chelmsford City Council notes that standards for EV charging points for residential and non-residential developments will be part of a proposed review of Essex County Council Parking Standards, commencing in Winter/Autumn 2021. The SPD does not propose any new car parking standards and adopted car parking standards in the local plan continue to apply. In the event that Essex wide standards for EV charging infrastructure are produced as part of the review of car parking standards, Southend's SPD can be reviewed as appropriate.
- 3.18 A wording change was suggested by Chelmsford City Council to the SPD to differentiate between on plot and off-plot parking in residential developments. A minor change to clarify guidance for on-plot and communal or allocated parking is therefore proposed, along with a consequent change to the worked example for residential development.
- 3.19 Chelmsford City Council also notes that the requirements for non-residential buildings appear to go beyond central government's proposals and is keen to understand the evidence used to support the proposed requirements, which may be drawn upon by other local planning authorities also keen to support greater provision of EV charging points in new development.

- 3.20 In relation to the evidence underpinning the SPD, the Council reviewed current practice from a number of local authorities with similar characteristics within London and the South-East, as well as current custom and practice within Southend. Electric Vehicle charging points are currently being provided in major development schemes at the level initially proposed in the SPD (20% active EV charging points). As the proposed policy is for a percentage of spaces to have EV charging infrastructure, gradually stepping up in provision over time, it is considered to be a proportionate approach for smaller developments where car parking is being provided. It should also be noted that where no car parking is proposed, the SPD will not apply.
- 3.21 Natural England, Historic England and Port of London Authority had no substantive comments on the SPD.
- 3.22 No changes to the wording of the SPD are proposed as a result of the public consultation.

4. Other Options

- 4.1 The Council has set an ambitious target to be carbon zero by 2030. The SPD sets out a clear approach to boosting the provision of charging infrastructure for electric vehicles in the Borough as new development comes forward.
- 4.2 A failure to act now would result in such infrastructure coming forward at a much slower pace. Not having an adopted SPD in place for electric charging points would also risk the Council incurring costs in attempting to defend refusals of planning permission based on an outdated policy framework and related evidence base.
- 4.3 It should also be noted that other neighbouring authorities such as Chelmsford and Basildon are moving ahead with their programmes for EV charging point installation. Introducing the policy for EV charging points associated with new development will help Southend to remain competitive in attracting inward investment, providing modern housing stock and commercial floorspace whilst supporting other actions being taken to provide public charging points across the town for the benefit of residents, employees and visitors.

5. Reasons for Recommendations

- 5.1 To ensure the timely roll out of EV charging infrastructure to keep pace with new development in the Borough. Future proofing new development through the provision of EV charging points and passive provision of cabling will avoid expensive retrofitting to adapt for the use of electric vehicles as EV use becomes more widespread as is expected.

6. Corporate Implications

Contribution to the Southend 2050 Road Map

- 6.1 The adoption of the SPD will contribute to the fulfilment of a number of elements of the Council's vision and priorities, for example improving transport provision

and infrastructure, improving economic prosperity, and protecting and enhancing the natural and built environment.

- 6.2 The delivery of the SPD will also contribute to the priorities of the Council in responding to the impacts of Covid 19.

Climate Change Implications

- 6.3 The SPD will contribute to the 2050 outcome to act as a sustainable and Green City, embracing the challenges of the Climate Emergency Declaration made in 2019. In particular it will contribute to a reduction in carbon emissions from road-based transport by providing supporting infrastructure to encourage investment in and use of electric vehicles. It is also proposed that wherever feasible on-site renewable energy be used for vehicle charging.

Financial Implications

- 6.4 Financial and human resource input were necessary to fulfil the statutory requirements for public consultation of the SPD.
- 6.5 The costs associated with preparing the SPD were met from existing agreed budgets with the Director of Finance and Resources.

Legal Implications

- 6.6 Section 38(6) of the Planning and Compulsory Purchase Act 2004 states: “if regard is to be had to the development plan for the purpose of any determination to be made under the planning Acts the determination must be made in accordance with the plan unless material considerations indicate otherwise.” An adopted SPD which has been subject to public consultation can be a material consideration which attracts weight in the planning balance. It will provide the authority with the framework to robustly defend planning decisions at appeal.
- 6.7 In respect of the response from Essex Council Council (see Appendix 1), the SPD has been subject to public consultation and the approach proposed has very strong support from those who responded. The SPD requires the EV infrastructure to be installed where feasible, and each application will be assessed on a case-by-case basis on its own merits, having regard to material considerations including the SPD. The robustness of the SPD will also be tested over time through the determination of planning appeals, and it is expected it will be reviewed by 2026.

People Implications

- 6.7 Staff resource from the Strategic Planning and Performance and Business Support teams were utilised to prepare the Interim Policy Guidance and to prepare and consult on the draft SPD.

Property Implications

- 6.8 The SPD will place requirements on developers when creating parking spaces as part of new development. This will include new development on Council owned assets.

Consultation

- 6.9 The draft SPD public consultation process was carried out in accordance with the Council's adopted Statement of Community Involvement.

Equalities and Diversity Implications

- 6.10 The public consultation gave the opportunity for different sections of the community to input into the plan making process. Poor air quality tends to disproportionately affect residents living in areas of multiple deprivation, for example within urban areas close to busy roads. Greater take up of EVs should improve air quality within these areas.

Risk Assessment

- 6.11 Staff resources within the Strategic Planning Team will be required to progress the SPD to formal adoption.
- 6.12 If the SPD were not to be published and taken forward to adoption, the absence of the planning policies may result in EV charging infrastructure being rolled out at a much slower pace in the Borough, contrary to the ambitions set out in the Green City Action Plan and Government.

Value for Money

- 6.13 There are beneficial impacts on value for money by carrying out the work proposed using in-house resources wherever possible. This will have considerable benefits in terms of building in-house experience and expertise for officers, as well as utilising local knowledge and experience within the Strategic Planning team which would not be gained otherwise.

Community Safety Implications

- 6.14 The SPD will have a neutral effect on community safety.

7. Background Papers

- 7.1 The Town and Country Planning (Local Development) (England) Regulations 2012.
- 7.2 Planning and Compulsory Purchase Act 2004.
- 7.3 National Planning Policy Framework (NPPF 2019).

- 7.4 Planning for the Future, Ministry of Housing, Communities and Local Government, March 2020.
- 7.5 Southend Local Development Scheme (2021).
- 7.6 Southend New Local Plan Issues and Options Consultation (February 2019).
- 7.7 Southend New Local Plan Issues and Options Consultation Report Southend on Sea Borough Council, August 2019.
- 7.8 South Essex Statement of Common Ground (2018).

8. Appendices

- 8.1 Appendix 1: Summary of consultation responses to the draft SPD
- 8.2 Appendix 2: Electric Vehicles Charging Infrastructure in new development draft Supplementary Planning Document.
- 8.3 Appendix 3: Electric Vehicles Charging Infrastructure in new development Interim Policy Guidance [**To be superseded by SPD**]

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Southend-on-Sea Borough Council

Electric Vehicle Charging Infrastructure for new development Supplementary Planning Document

Statement of Representations

October 2021

Introduction

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This Statement of Representations has been prepared in accordance with Regulation 18(4)(b) of the Town and Country Planning (Local Development)(England) Regulations 2004.

This statement details who was consulted in connection with the preparation of the SPD and how they were consulted. It presents a summary of the main issues raised and reports how these issues were dealt with in the final version of the SPD.

Process of Production

Options for the draft SPD were presented to the Environment and Planning Working Party on 10th March 2021 and feedback took place with internal departments, in order to inform the content of the document prior to public consultation.

Public consultation

Formal consultation involved the following:

- Sending a letter or email notification of the consultation process to key stakeholders, bodies and associations, including residents, businesses and organisations on our Local Development Framework consultation database
- Publishing the document on our online engagement platform Your Say Southend [Your say Southend](#)
- Posting details on the Council's social media accounts – Facebook and Twitter
- Press article under Regulation 17 in the local paper
- Making the documents available for inspection at the Civic Centre main council office and libraries

The consultation ran for a four-week period between Friday 30th July and 5pm Tuesday 31st August 2021

A total of 541 people accessed the Your Say Southend page. Of those 541 people, 183 were informed which indicates they had visited the project page and viewed the survey and documents; 49 responded online; we received 4 hardcopy responses either by email or letter; and 469 people were aware (clicked on the project page) but chose not to comment or look at the survey or supporting documents.

The consultation included a survey with questions and a free text box for further comments requesting feedback on certain elements of the whole project.

A summary of the responses received are set out below. These responses have been fully considered, and where appropriate, changes made to the draft SPD prior to its adoption.

Comments Received on the draft SPD document

Name of Organisation	Summary of Representation	Council Response	Proposed Changes to the SPD
Natural England	<p>Thank you for your consultation on the above dated 30 July 2021, which was received by Natural England on 30 July 2021. Natural England is a non-departmental public body. Our statutory purpose is to ensure that the natural environment is conserved, enhanced, and managed for the benefit of present and future generations, thereby contributing to sustainable development. Our remit includes protected sites and landscapes, biodiversity, geodiversity, soils, protected species, landscape character, green infrastructure and access to and enjoyment of nature. Whilst we welcome this opportunity to give our views, the topic of the Supplementary Planning Document does not appear to relate to our interests to any significant extent. We therefore do not wish to comment. Should the plan be amended in a way which significantly affects its impact on the natural environment, then, please consult Natural England again. Strategic Environmental Assessment/Habitats Regulations Assessment A SPD requires a Strategic Environmental Assessment only in exceptional circumstances as set out in the Planning Practice Guidance here. While SPDs</p>	Response is noted.	No changes are proposed to the SPD.

	are unlikely to give rise to likely significant effects on European Sites, they should be considered as a plan under the Habitats Regulations in the same way as any other plan or project. If your SPD requires a Strategic Environmental Assessment or Habitats Regulation Assessment, you are required to consult us at certain stages as set out in the Planning Practice Guidance.		
Historic England	Thank you for consulting us on the Council's Electric Vehicle Charging Infrastructure Supplementary Planning Document. I can confirm that while we do not have any specific comments at this stage, we will be interested in receiving subsequent consultations on this and related documents	Response is noted.	No changes are proposed to the SPD.
Chelmsford City Council	Chelmsford City Council (CCC) welcomes this SPD and the opportunity to comment on this consultation. CCC Local Plan adopted in May 2020 has a standard for electric vehicle charging points in residential (on plot and unallocated off-road parking) and non-residential development. CCC is also part of an Essex County wide working group reviewing the ECC Parking Standards from 2008. Standards for EV charging points for residential and non-residential development will be part of these new standards. Southend-on-Sea BC may wish to familiarise themselves with the draft proposals which are due to be circulated this winter/autumn to ensure consistency of	The SPD does not propose any new car parking standards and adopted car parking standards in the local plan continue to apply. In the event that Essex wide standards for EV charging infrastructure are produced as part of the review of car parking standards, Southend's SPD can be reviewed as appropriate. The Council reviewed current practice from a number of local authorities with similar characteristics	Minor amendments to the guidance for on-plot and allocated or communal parking are proposed on page 8 of the SPD, along with a consequent change to the worked example for residential development on page 9.

	<p>standards where appropriate. Specific comments</p> <p>The Residential Buildings section could perhaps be re-worded so that it is clearer whether the first para refers to on-plot parking and the second para to off plot parking. Also, it could be clearer whether the second para relates to any residential development with off plot parking of more than 10 parking spaces or just 'a building'.</p> <p>The requirements for non-residential buildings from 2023 and beyond appear to go beyond Government's proposals for 20% active spaces in non-residential schemes of more than 10 spaces (Electrical vehicle charging points in residential and non-residential buildings, HM Government, 2019). It would be helpful to understand what evidence is being prepared to support the proposed requirements which may be of benefit to other Local Planning Authorities also keen to promote greater provision of electric vehicle charging points in new development.</p> <p>It may also be helpful to include or signpost to information on existing and proposed charging infrastructure in the Southend-on-Sea BC area such as charge point types, and charging duration.</p>	<p>within London and the South-East, as well as current custom and practice within Southend. As the proposed policy is for a percentage of spaces to have EV charging infrastructure, gradually stepping up in provision over time, it is considered to be a proportionate approach for smaller developments where car parking is being provided. It should also be noted that where no car parking is proposed, the SPD will not apply.</p>	
Port of London Authority	Thank you for consulting the Port of London Authority (PLA) on the above mentioned SPD, which sets out the Councils requirements for electric vehicle charging infrastructure in new	Response is noted.	No changes are proposed to the SPD.

	development, and complements other actions being taken by the Council to decarbonise the economy and support the 'Southend 2050' ambition. I have now had the opportunity to review the draft SPD and can confirm that the PLA has no comments to make.		
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General Comments received via the survey form published with the draft SPD document

Note: No names were provided by survey respondents, but data on location was submitted by postcode (see survey question 2 below).

Summary of Representation	Council Response	Proposed Changes to the SPD
Why passive provision, just put them in now.	The support for EV infrastructure is welcomed. The SPD proposes an ambitious and progressive standard for residential and commercial developments to increase the number of EV charge points in the Borough, including a proportion of charge points when planning permission is implemented.	No changes are proposed to the SPD.
I had an electric car temporarily and at the time there were no charging points in Shoeburyness. We now have only 1 in Lidl but aside from that if you don't have a charging point installed in your property, (which for me is expensive as my space is not	The support for EV infrastructure is welcomed. The SPD relates solely to new residential and commercial	No changes are proposed to the SPD.

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<p>directly by my property) then you have to drive into Southend and wait around for the car to charge. Not ideal and puts me off having an electric car in the near future.</p>	<p>developments and would not apply to on street charge points. However, the Council is committed to increasing the number of public charge points in the Borough.</p>	
<p>Will the generating capacity of the National Grid support increased use from EVs?</p>	<p>The Council is in discussions with National Grid to gain an understanding of future energy demand and infrastructure requirements, including to support electric vehicle charging.</p>	<p>No changes are proposed to the SPD.</p>
<p>7kW chargers are only good for domestic use, any commercial/public should be min. 22kW (fast) with some 50kW (rapid) - however rapids are approx. 8-10 times the price of fasts. Some text regarding "destination chargers" would be useful to encourage installation i.e. if a commercial building such as a Supermarket provides EV chargers then people will be more likely go there than the competitor that doesn't. Also there needs to be provision for users without off street residential parking such as chargers integrated into lamp posts. There should also be consideration to taxi companies being given targets for a percentage of new licences being EVs. What about EV buses? The provision of infrastructure (such as cable ducts) for future installations is a good idea. EV Chargers also need a good power supply infrastructure (UK Power Networks) and this needs to be factored into the size (capacity) of the power supply being provided for the new developments (EVs, electric heat pumps, etc) and this should be larger enough for all future chargers as the cost of future upgrades</p>	<p>The support for EV infrastructure is welcomed. The SPD requires 7KW charge points as a minimum and will be adequate to serve new dwellings. The Council will encourage developers of commercial buildings to provide rapid chargers wherever possible, particularly for major developments.</p>	<p>No changes are proposed to the SPD.</p>

could prohibit future charger installations. Battery storage, solar etc solutions should also be considered.		
EV charging infrastructure should also be a contingent for any new car parks or expansion of existing ones.	The support for EV infrastructure is welcomed. This will form part of an overall transport strategy in the new Local Transport Plan being prepared.	No changes are proposed to the SPD.
If we insist charging point are provided in every household, it will increase the cost of buying a home. Affordable homes are already blighted with various excuses, so this will make the problem even worse, What about Zero Carbon, Solar Panels, wind farms? All add to the cost.	There will be an additional cost to the developer of installing charge points, which may be passed on to the purchaser. However there would be longer term savings in running an electric vehicle.	No changes are proposed to the SPD.
We need to change the way we travel. Electric cars are just one option. We should put money into electric buses, cycle lanes and car and cycle hire schemes, park and ride areas. We need to incentivise this. Have more public EV areas.	The support for EV infrastructure is welcomed. This will form part of an overall transport strategy in the new Local Transport Plan being prepared.	No changes are proposed to the SPD.
New build is the easy one - what about all the propertied having loft conversions and extensions - implying an increase in occupants and probably cars - these conversions should be subject to the same requirements as new build.	Where planning permission is not required, the SPD would not apply.	No changes are proposed to the SPD.
More on street charging points should be made available	The support for EV infrastructure is welcomed. The SPD relates solely to new residential and commercial developments and would not apply to on street charge points. However, the Council	No changes are proposed to the SPD.

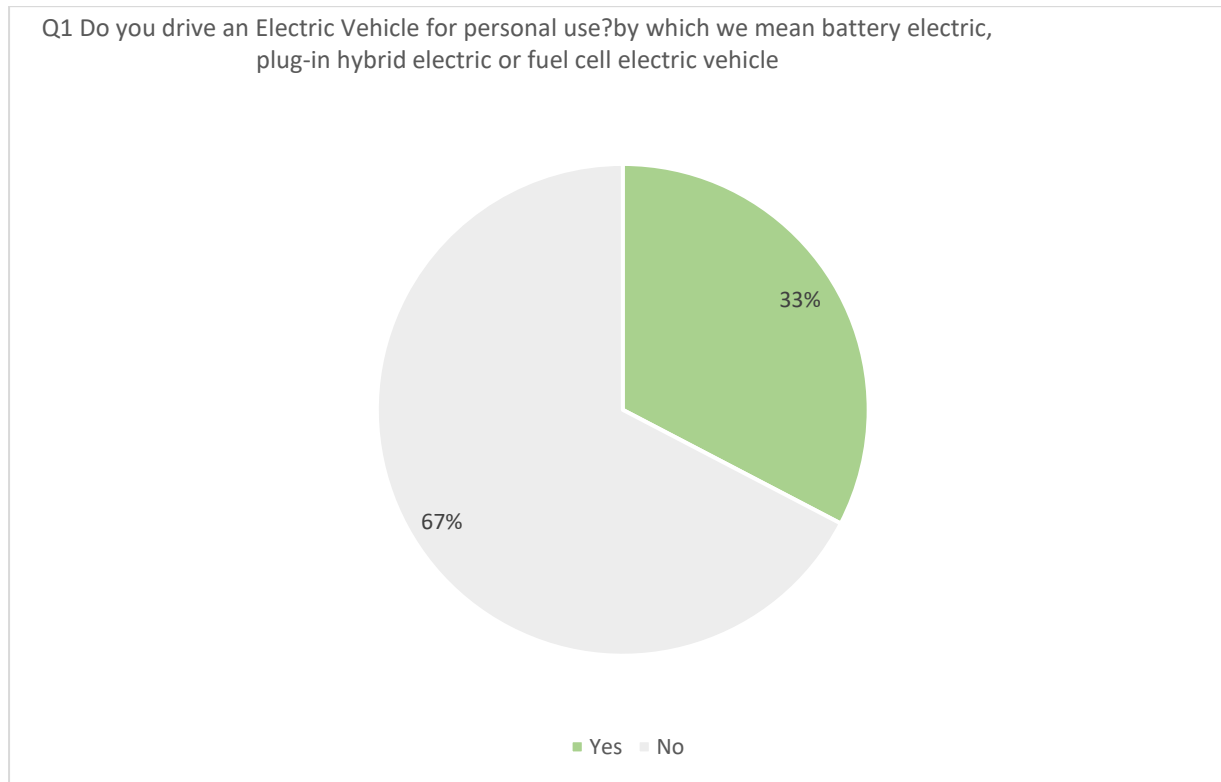
	is committed to increasing the number of public charge points in the Borough.	
New developments are pretty easy to plan for. Existing roads in Southend are not prepared for individual charging points, and they should not be deployed. For example, roads like Westminster Road have double parked cars.... The thought of running cables across pavements to cars is simply not an option. Developing charging stations is a great idea, but I don't know where they would go around Southend..... Leaving a car to charge, then coming back later is a difficult thing to implement..... By 2050, Hydrogen will be the fuel of choice plus solar energy will be more available on cars, so electrification for cars needs to be carefully implemented, and in a way that residential areas are not impacted. It's difficult	The difficulties of installing charge points for use in existing residential streets are recognised. The Council is looking at different options for public EV provision, but the SPD would only apply to residential and commercial development where new car parking spaces are proposed.	No changes are proposed to the SPD.
An EV charging point should be included in all new builds and conversions if we are to tackle climate change and reduce the damage already done to our planet.	The support for EV infrastructure is welcomed.	No changes are proposed to the SPD.
Existing properties really need to be considered, not just new builds. Currently in SS9 there are zero charging points. The nearest one in Hamlet Court Road has been shut for a Covid testing centre. Until SBC gets anything in place for the ±40% that are not privileged enough to have a driveway, residents will be forced to continue to drive polluting ICE vehicles and the council will continue to miss its emissions targets.	The difficulties of installing charge points for use in existing residential streets are recognised. The Council is looking at different options for public EV provision, but the SPD would only apply to residential and commercial development where new car parking spaces are proposed.	No changes are proposed to the SPD.
The policy needs to be driving EV use not just reflecting it. The policy needs to be integrated into housing policy, transport, planning. Southend does not do joined up thinking.	The SPD proposes an ambitious and progressive standard for residential and commercial developments to	No changes are proposed to the SPD.

	increase the number of EV charge points and planning, transport and housing colleagues are working together to achieve greater network coverage in the Borough.	
Southend has a huge stock of old housing with no off-street parking, what are you going to provide to encourage these owners/renters to buy into electric? Has anyone visited Braintree Gridserve, something like that on the outskirts of town would be an amazing resource as you could be confident you would be able to charge.	The difficulties of installing charge points for use in existing residential streets are recognised. The Council is looking at different options for public EV provision.	No changes are proposed to the SPD.
Would like to have them installed at the Civic office so that staff can charge their own vehicles. A useful incentive to be more environmentally friendly.	The difficulties of installing charge points for use in existing residential streets are recognised. The Council is looking at different options for public EV provision.	No changes are proposed to the SPD.
Is there a separate document for existing property? Almost everyone I know who cannot park their car directly in front of their house is asking "how will I charge an electric vehicle at home?"	The difficulties of installing charge points for use in existing residential streets are recognised. The Council is looking at different options for public EV provision.	No changes are proposed to the SPD.
Glad that it is finally being discussed.	The support for EV infrastructure is welcomed.	No changes are proposed to the SPD.
It's no good to provide plenty of charging locations if there is no control over parking. Many times charging bays are occupied by non-electric vehicles and are sometimes unreliable. I tried using the only Rapid charger in Southend opposite Sainsburys at the weekend and it was not working. So instead of getting a	The support for EV infrastructure is welcomed. The Council is looking at different options for public EV provision and will work with	No changes are proposed to the SPD.

full charge in 40 minutes it took 4 hours. If there was more choice this wouldn't be an issue.	developers to encourage rapid charging points, particularly for major developments.	
We need more charging points around the town urgently. Especially in areas where the owner can go and do something while their car is charging - leisure centres, town carparks etc.	The difficulties of installing charge points for use in existing residential streets are recognised. The Council is looking at different options for public EV provision.	No changes are proposed to the SPD.
There are already 73 members in our Electric Vehicle FB group, and there are at least another 70 that we haven't spoken to yet. There are woefully few charging points in Southend, not just for our residents, but for people visiting our lovely town. I mainly charge on my way home from jobs or at home. I know that many of our members don't have home chargers though. I have been conducting my own air quality surveys around Westcliff-on-sea, and the air quality is abysmal.	The support for EV infrastructure is welcomed. The Council is looking at different options for public EV provision.	No changes are proposed to the SPD.
What about standards for the charge points themselves? Or are, for example, people just going to fit outside plugs.	The SPD sets out the minimum technical requirements for the EV charge points.	No changes are proposed to the SPD.

Results from Survey on Your Say Southend

Q1 Do you drive an Electric Vehicle for personal use? by which we mean battery electric, plug-in hybrid electric or fuel cell electric vehicle?

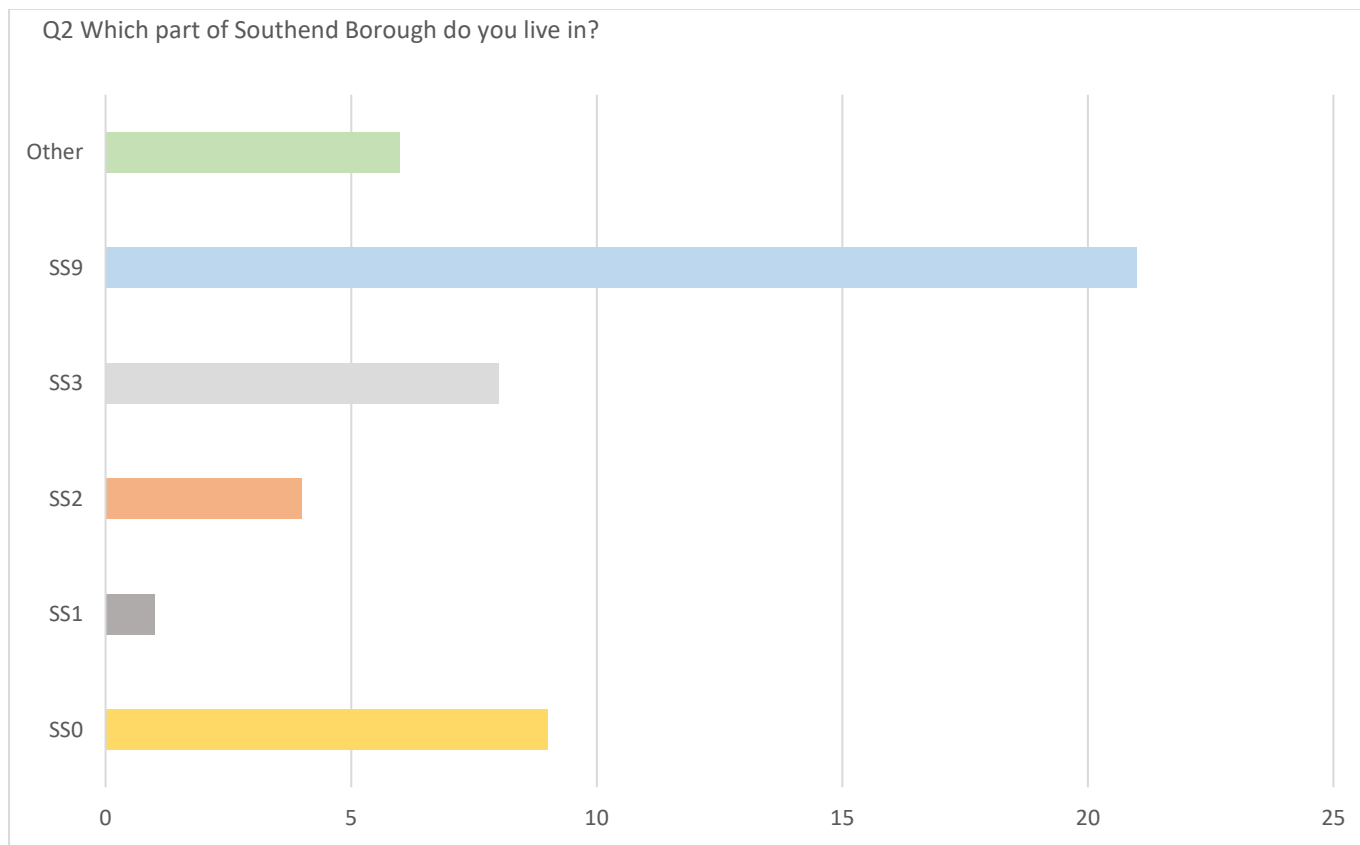


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49 people responded to this question and of that number 67% already drive an electric or hybrid vehicle.

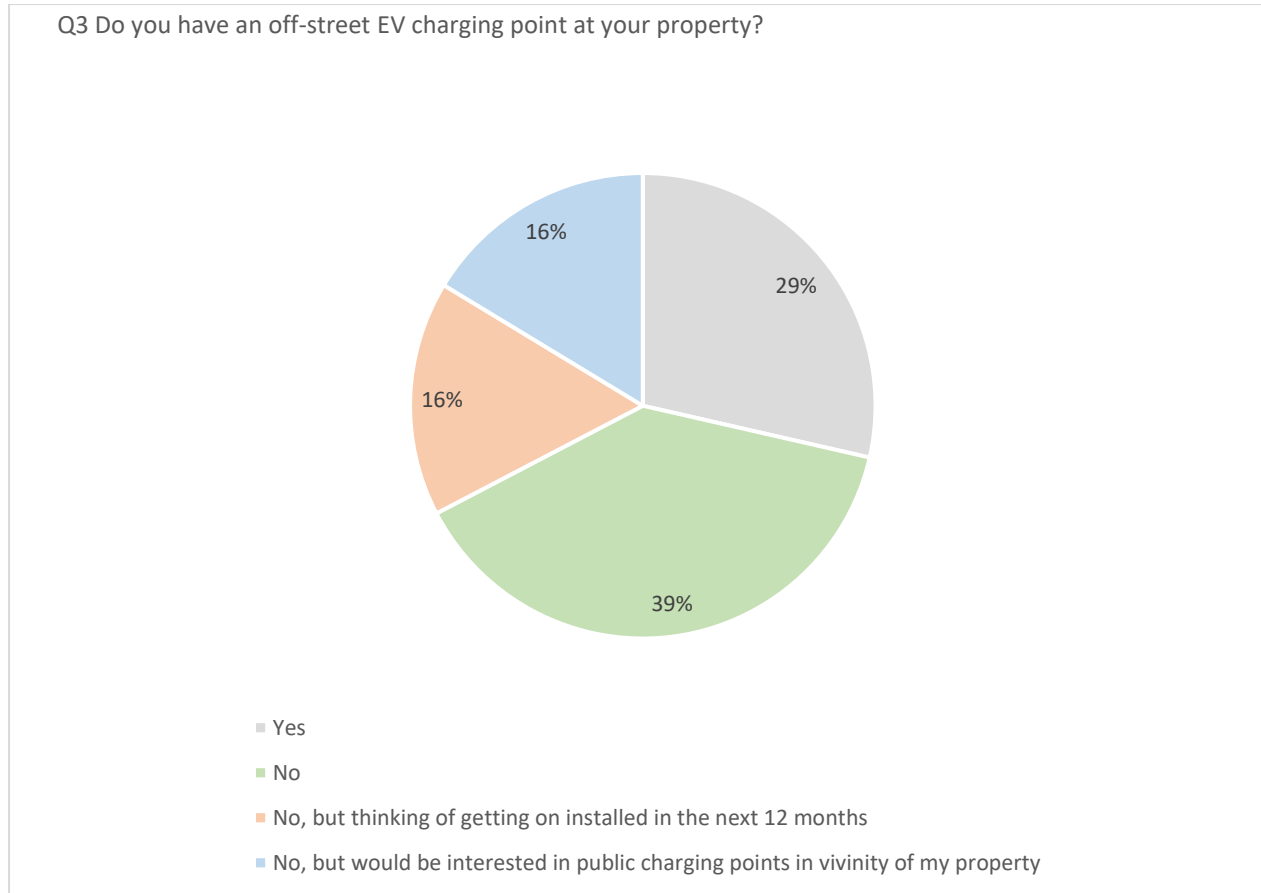
Q2 Which part of Southend Borough do you live in?

Please see the breakdown of those responding by the first part of postcode



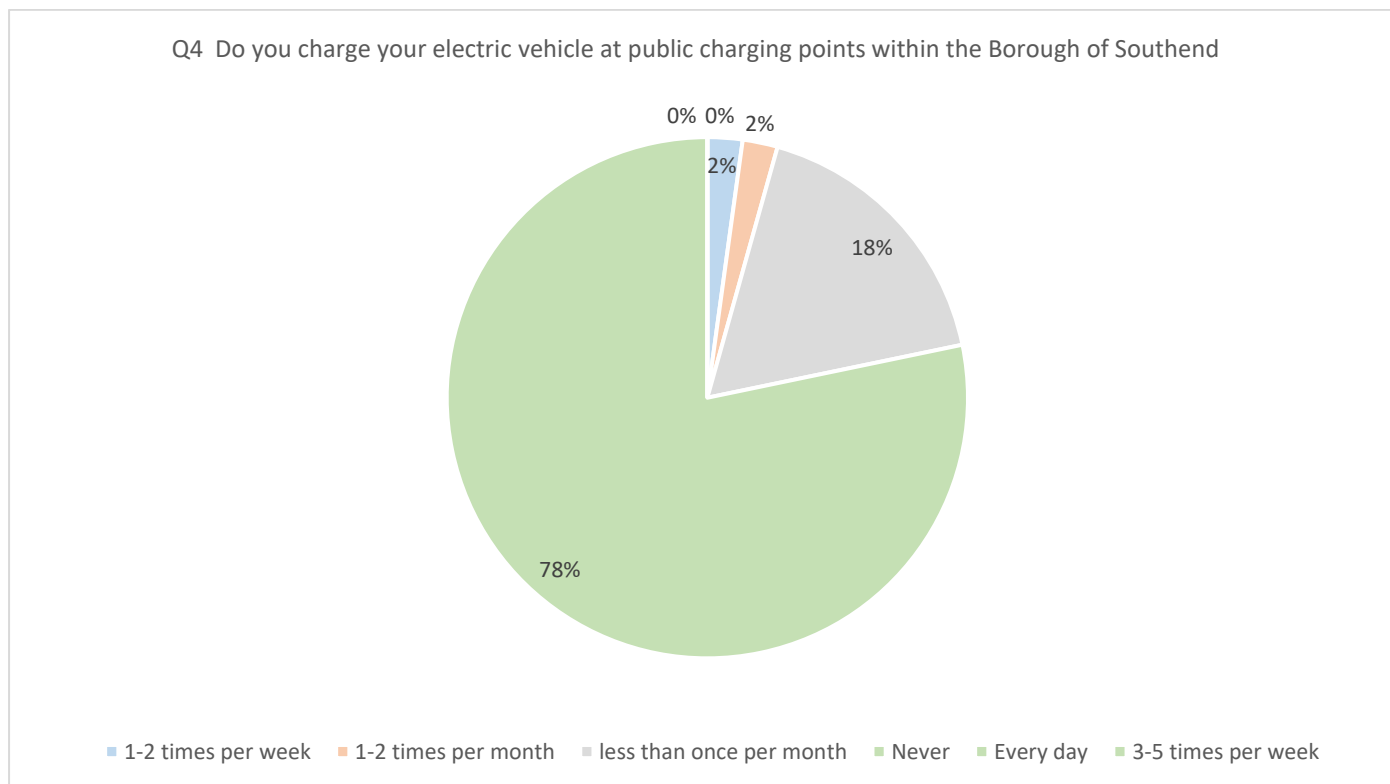
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Q3 Do you have an off-street EV charging point at your property?



This was a single option response with 29% already having an off street charging point at their property and 32% of those responding are either thinking of getting one installed in the next 12 months or would be interested in an on-street charge point near their property.

Q4 Do you charge your electric vehicle at public charging points within the Borough of Southend?

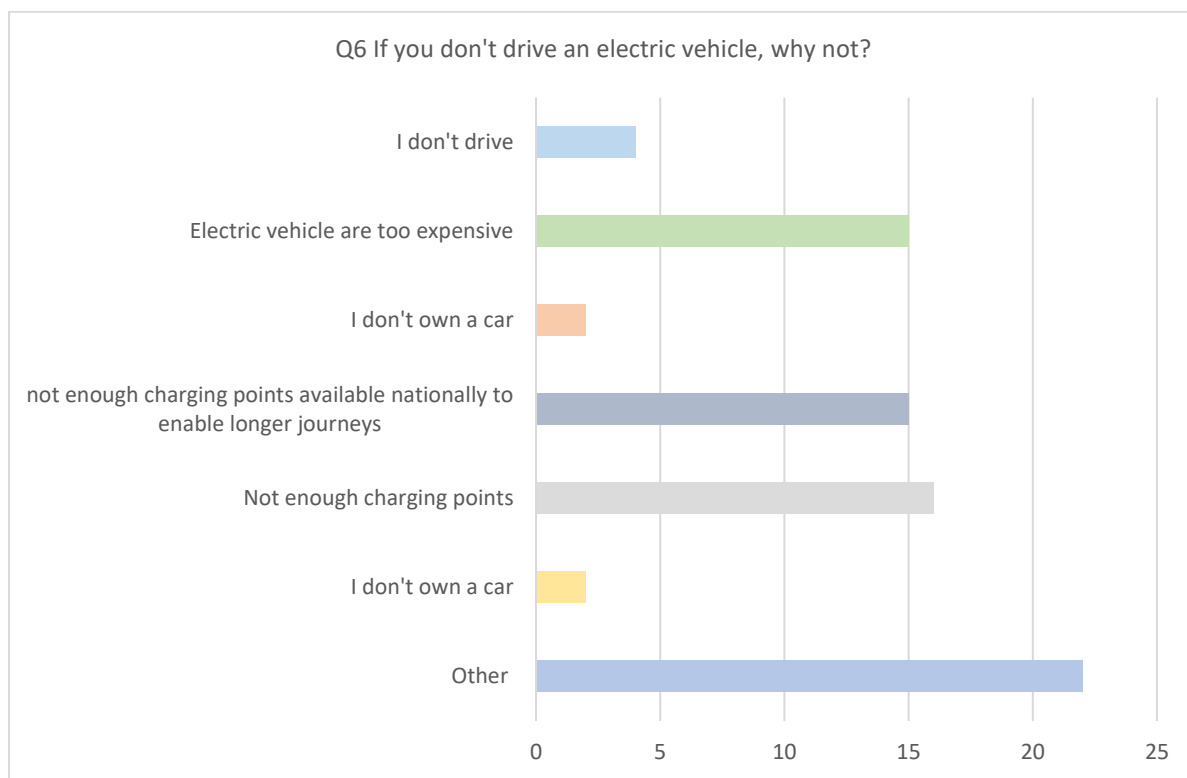


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This was a single response with 18% charging their vehicle less than once a month within Southend and 78% never using them. This high figure may indicate that they have a charging point at their property and would not need to charge their vehicle on short journeys within the Borough of Southend.

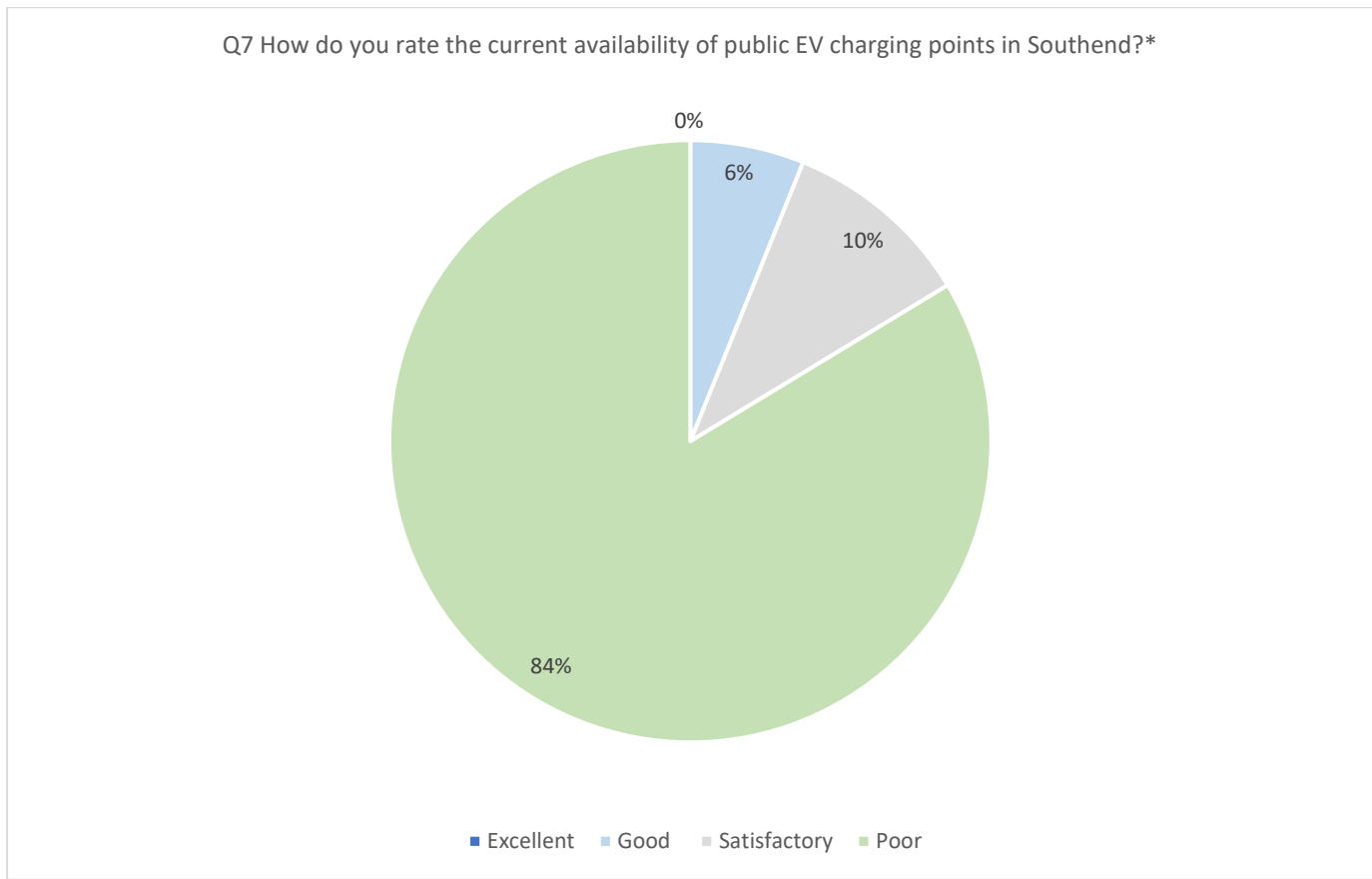
Q5 – Are you a member of a car club? – Only 2% of respondents were or had been a member of a car club.

Q6 – If you don't drive an electric vehicle, why not? Tick all that apply. [there was an error with this question that required a mandatory answer – most respondents commented that they owned an electric vehicle so many chose to use “other” as a way of circumventing this]



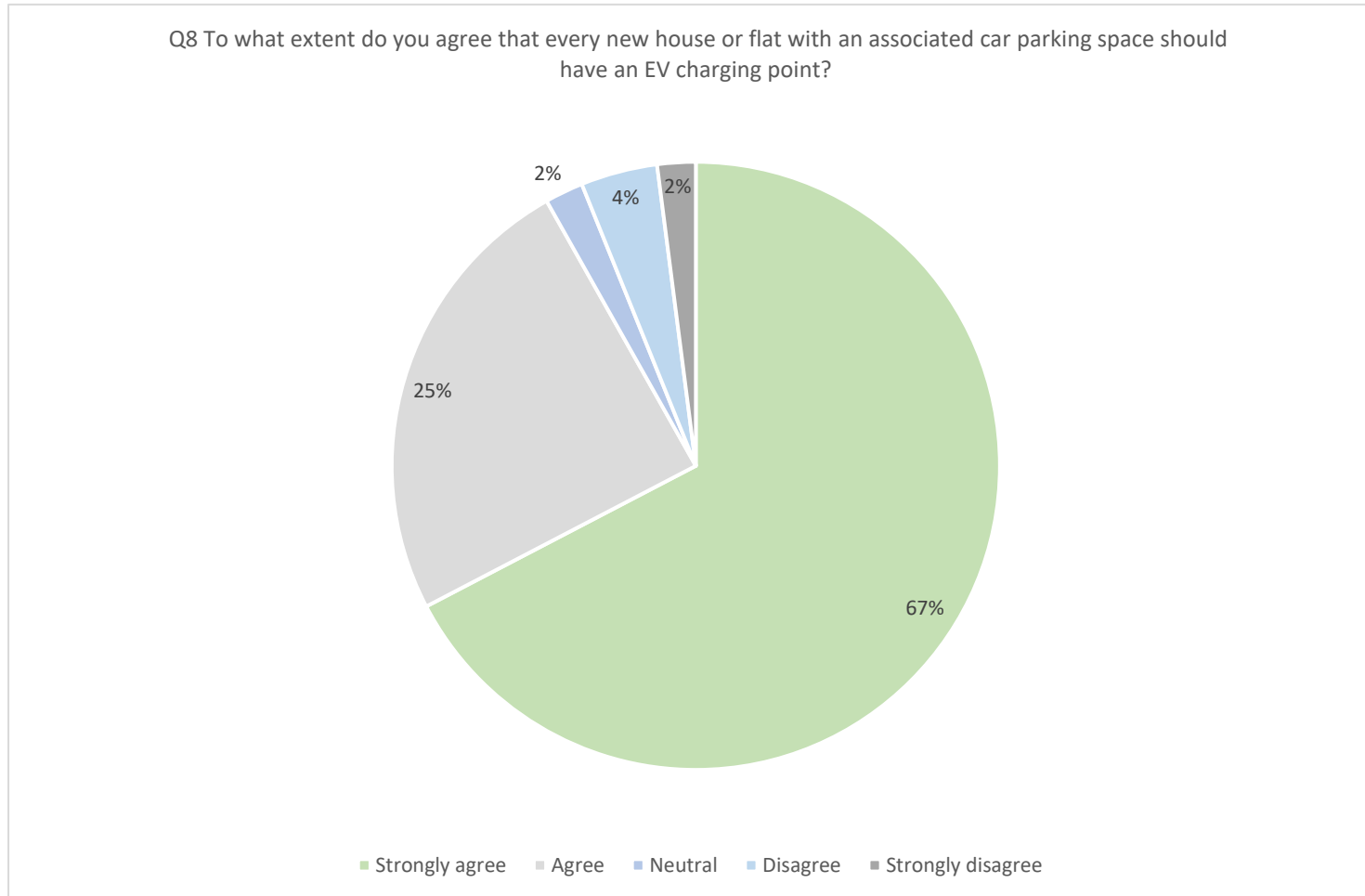
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Q7 How do you rate the current availability of public EV charging points in Southend?*

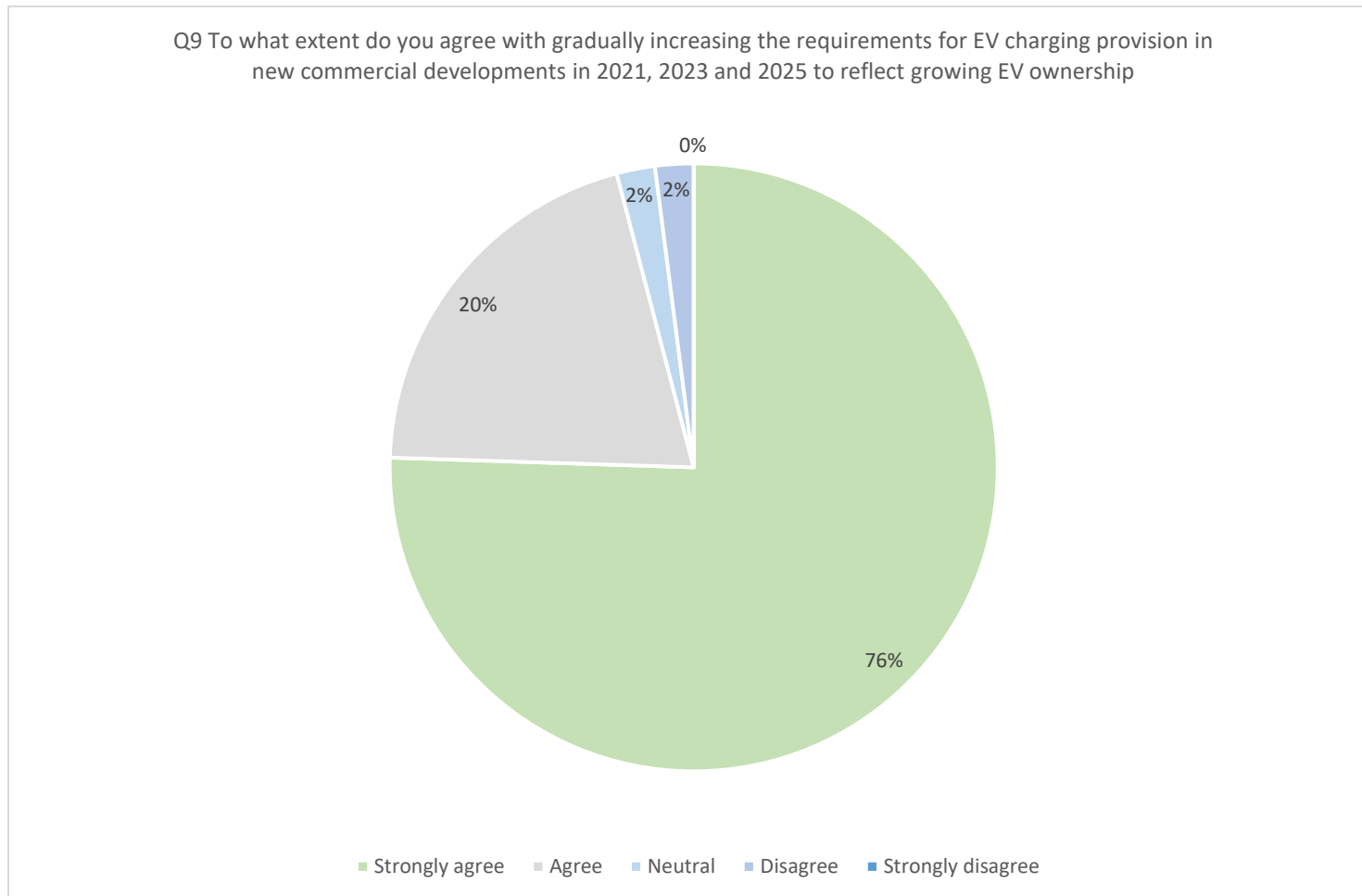


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Q8 To what extent do you agree that every new house or flat with an associated car parking space should have an EV charging point?



Q9 To what extent do you agree with gradually increasing the requirements for EV charging provision in new commercial developments in 2021, 2023 and 2025 to reflect growing EV ownership



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Summary of Main Issues

Support

- Overwhelming support for EV charge points in new residential and commercial development
- Support for further EV charge points in existing residential streets
- Demand for public charge points throughout the Borough, including at leisure or shopping destinations and public car parks

Concerns

- Impact on cost of new housing
- Capacity of National Grid to cope with additional power demands from EV charging
- Difficulties in providing EV charge points for existing residential areas without off-street car parking
- Clarification sought in relation to evidence base to support SPD
- Just one aspect of sustainable transport and other measures such as electric buses, cycle lanes and park and ride areas also need to be considered

Recommendations

- Look for opportunities for more joined up working between planning, transport and housing colleagues within Southend-on-Sea Borough Council to expand the EV charging network in the Borough
- Consider potential for on-street and other public charging points for example through pilot schemes
- EV charging infrastructure should be part of a wider transport decarbonisation strategy including other measures to provide greater transport choice and reduce carbon emissions
- Monitor the effectiveness of the SPD to understand the extent to which it results in increased EV charging provision
- Review SPD as appropriate following Essex County Council review of car parking standards, incorporating standards for EV charge points

Proposed amendments to the draft SPD

Page and paragraph number	Existing Text	Proposed Text	Reason for Amendment
Page 3, paragraph 2	Air quality is also a problem with two Air Quality Management Areas designated along the A127 at The Bell junction and East Street/West Road junction.	Air quality is also a problem with two Air Quality Management Areas designated along the A127 at The Bell junction and the East Street/West Road junction.	Clarity
Page 3, paragraph 3	Reducing carbon emissions arising from use of petrol and diesel vehicles will therefore have positive local effects as well as making a contribution to UK and global targets, and supporting the use of electric vehicles (EV) within Southend will help to reduce carbon emissions from vehicle use within the town.	Reducing Action to help reduce carbon emissions arising from use of petrol and diesel vehicles will therefore have positive local effects as well as making a contribution to UK and global targets, and supporting the use of electric vehicles (EV) within Southend will help to reduce carbon emissions from vehicle use within the town.	Clarity
Page 5, Paragraph 3	The ambition is grounded in the values of Southenders, setting out what Southend-on-Sea should look like in 2050 and the steps needed now, and in the coming years, to achieve this. It is bold and challenging and will need all elements of the community to	The ambition is grounded in the values of Southenders, setting out what Southend-on-Sea should look like in 2050 and along with the steps needed now, and in the coming years, to achieve this. It is bold and challenging and will need all elements of the	Clarity

	work together to make it a reality.	community to work together to make it a reality.	
Page 7, Paragraph 2	A new local plan is being prepared and public consultation was carried out in Spring 2019 on an Issues and Options document.	A new local plan for Southend is being prepared and public consultation was carried out in Spring 2019 on an Issues and Options document.	Clarity
Page 8, Paragraph 1	Every new residential building with an associated car parking space to have a charge point (active provision). This requirement applies to buildings undergoing a material change of use to create a dwelling.	Every new residential <u>building dwelling</u> with an associated on plot car parking space to have a charge point (active provision). This requirement also applies to buildings undergoing a material change of use to create a dwelling.	Clarity
Page 8, Paragraph 2	Where there are more than 10 car parking spaces associated with the building, a minimum of one charge point should be installed for each dwelling, with enabling infrastructure (passive provision) for each remaining space.	Where there are more than 10 communal or allocated car parking spaces associated with the residential building, a minimum of one charge point should be installed for each dwelling, with enabling infrastructure (passive provision) for each remaining space.	Clarity
Page 9, Example 1 – Residential Development	A proposal for 2 dwellings and 4 car parking spaces will be required to provide 2 charge points.	A proposal for 2 separate dwellings and each with 4 2 on plot car parking spaces will be required to provide 2 charge points.	Clarity

<p>Page 9, Example 2 – Residential Development</p>	<p>A proposal for 6 dwellings and 12 car parking spaces will be required to provide 6 charge points and passive provision for the remaining 6 spaces.</p>	<p>A proposal for 6 dwellings flats within a single residential building and 12 communal or allocated car parking spaces will be required to provide 6 charge points and passive provision for the remaining 6 spaces.</p>	
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Electric Vehicle Charging Infrastructure for new development Supplementary Planning Document

Southend Borough Council

2021

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Introduction

A net zero emissions target for 2050 is now UK law¹ and the government recently announced an ambition to cut carbon emissions by 78% compared to 1990 levels by 2035. Net Zero means balancing out any greenhouse gas emissions produced by industry, transport or other sources by removing an equivalent amount from the atmosphere.

A Local Climate Impacts Profile undertaken in 2010 found that the Borough is likely to be affected in the future by having warmer and wetter winters; hotter and drier summers; an increased risk of coastal erosion; and more severe weather, such as coastal flooding and flash floods. Air quality is also a problem with two Air Quality Management Areas designated along the A127 at The Bell junction and East Street/West Road junction.

17% of carbon emissions in the Borough are from transport (industries and households). Reducing carbon emissions arising from use of petrol and diesel vehicles will therefore have positive local effects as well as making a contribution to UK and global targets, and supporting the use of electric vehicles (EV) within Southend will help to reduce carbon emissions from vehicle use within the town. It will also have the benefit of improving local air quality, particularly along the main road corridors and town centres.

At the end of 2018, just 0.5% of vehicles licensed in the UK were ultra-low emission vehicles (battery electric, plug-in hybrid electric and fuel cell electric vehicles). However, numbers of electric vehicles are increasing, with one in every 47 new cars registered in the UK now plug-in, and one in every 36 for London², against a decline overall in new UK vehicle registrations³. Figure 1 below from the Department for Transport's Road to Zero Strategy⁴ shows this increase.

¹ Climate Change Act 2008 and (2050 Target Amendment) Order 2019

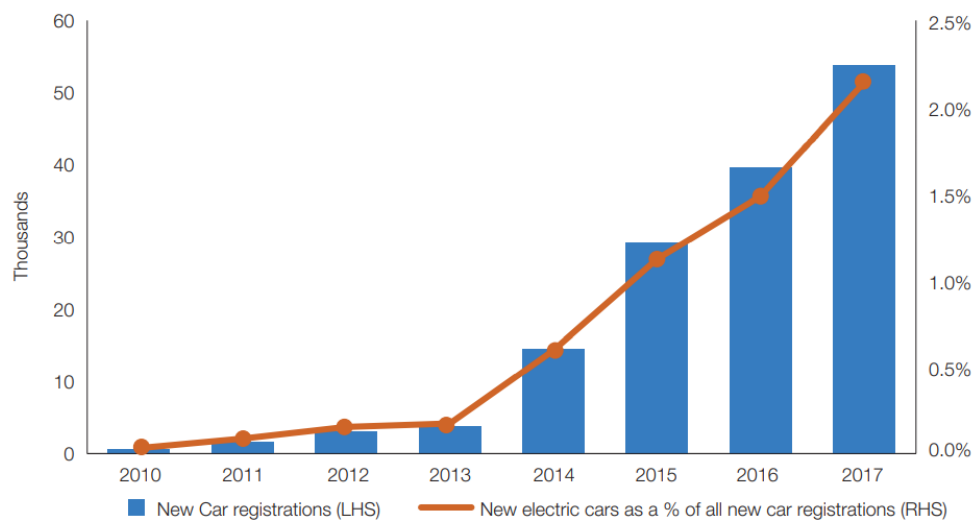
² [Londons EV Infrastructure Taskforce Delivery Plan Executive Summary \(tfl.gov.uk\)](https://www.tfl.gov.uk)

³ [New car registrations drop 35.5% but electric demand continues to rise | Latest news \(smarttransport.org.uk\)](https://www.smarttransport.org.uk)

⁴ [The Road to Zero \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk)

Figure 1: New Electric Car Registrations in Great Britain

Figure 2b.2: New electric car* registrations GB

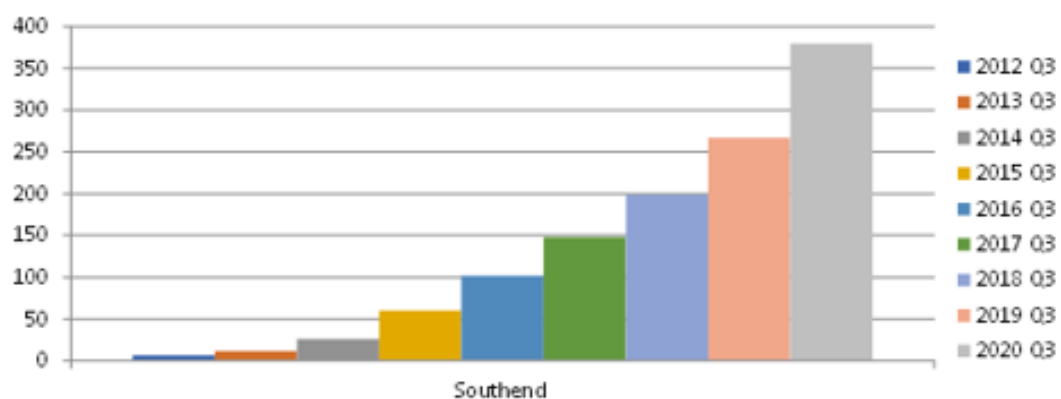


*Includes plug-in hybrids, 100% electric, range extended electric and fuel cell electric cars

Source: DfT, Vehicle Licensing Statistics, 2018 - table VEH0253.

The number of EV registrations in Southend is also rising, albeit from a low base. Figure 2 below shows the total number of electric vehicles registered in the Borough at Quarter 3 each year from 2012 to 2020 (e.g. between October and December each year).

Figure 2: Electric Vehicle Registrations in Southend



Southend Council announced a Carbon Emergency in September 2019, and in January 2021 published its Green City Action Plan⁵, setting out a five year plan to work towards net zero carbon emissions. Promoting low-carbon vehicles by rolling out electric vehicle charging infrastructure, is a priority action for the Council within the plan.

The Local Transport Plan 3 Policy 3 for better managed vehicle parking also highlights the need to include electric vehicles within parking strategies.⁶

Southend 2050 is the Borough's ambition for the future, developed with extensive conversations with those that live, work, visit, do business and study in Southend-on-Sea. The ambition is grounded in the values of Southenders, setting out what Southend-on-Sea should look like in 2050 and the steps needed now, and in the coming years, to achieve this. It is bold and challenging and will need all elements of the community to work together to make it a reality.

One of the 2050 outcomes identified is that we act as a sustainable and Green City embracing the challenges of the Climate Change Emergency Declaration made in 2019.

This Supplementary Planning Document sets out the Council's requirements for electric vehicle charging infrastructure in new development, and complements other actions being taken by the Council to decarbonise the economy and support our 2050 ambition, such as the creation of additional public electric vehicle charging points.

⁵ [Microsoft Word - Final Draft Green City Action Plan December 2020.docx \(southend.gov.uk\)](#)

⁶ [Microsoft Word - Implementation plan final March 2015 \(southend.gov.uk\)](#)

Direction of government policy

The Road to Zero Strategy (DfT, 2018) sets out new measures to clean up road transport and promote use of zero emission road vehicles, and the Transport Decarbonisation Plan (2020) highlights the important role transport plays in reaching net zero, including promoting public transport and active travel, zero emission road vehicles, more sustainable delivery systems and development of new technologies and innovation.

In 2019 the government consulted on changes to building regulations⁷, which would require EV charging points for new dwelling with an associated car parking space, and non-residential development with more than 10 parking spaces to have at least one chargepoint and cabling routes for one in five spaces. In addition, the Energy White Paper⁸ published in October 2020 stated the government's intention for all new homes, where appropriate, to have a charge point available.

More recently the government has committed to end the sale of new petrol and diesel cars by 2030, and its Net Zero Strategy: Build Back Greener,⁹ stated that regulations would be brought forward by the end of 2021 to enable 'Smart Charging' to help move demand for electricity away from peak times and help consumers benefit from lower cost off-peak electricity.

Southend Planning Policy

Local planning authorities have a duty under Section 19(1)(a) of the 2004 Planning and Compulsory Purchase Act (as amended by the 2008 Planning Act) to ensure that, taken as a whole, local plan policy is designed to secure that the development and use of land in its administrative area contributes to the mitigation of, and adaptation to, climate change. Adopted development plan policies relating to electric vehicle charging points are set out below.

DPD Policy DM15 (Sustainable Transport Management) of the Development Management DPD¹⁰ (2015) states "the provision of facilities for charging electric vehicles and other ultra-low emission vehicles will be encouraged wherever practical and feasible."

The Southend Central Seafront Area Action Plan (SCAAP) (2018)¹¹ Policy DS5 (Transport, Access and Public Realm) requires that developments within the SCAAP must "have regard to Policy DM15 of the Development Management Document, particularly in relation to sustainable transport measures, travel plans, transport assessments, parking standards and the provision of facilities for charging electric

⁷ [Electric vehicle charging in residential and non-residential buildings \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/428212/ev-charging-in-residential-and-non-residential-buildings.pdf)

⁸ [Reducing emissions from road transport: Road to Zero Strategy - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/428212/ev-charging-in-residential-and-non-residential-buildings.pdf)

⁹ [Net Zero Strategy: Build Back Greener - October 2021 \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/428212/ev-charging-in-residential-and-non-residential-buildings.pdf)

¹⁰ [Development Management Document - Adopted – Development Management \(DPD\) – Southend-on-Sea Borough Council](#)

¹¹ [Southend Central Area Action Plan \(SCAAP\) – Southend-on-Sea Borough Council](#)

vehicles and other ultra-low emission vehicles.” This is an extensive area covering Southend High Street and its environs and the Central Seafront.

The Local Transport Plan 3 Implementation Plan¹² also states that the use of vehicles and modes that either emit low or zero levels of carbon dioxide, such as electric vehicles, bio-fuel etc will be promoted by both new developments and the Council.

A new local plan is being prepared and public consultation was carried out in Spring 2019 on an Issues and Options document. Consultation responses supported planning policies to the increase the use of electric vehicles in Southend as part of measures to mitigate and adapt to climate change.¹³

Southend Electric Vehicle Strategy 2021-2030

Electric vehicles offer an excellent opportunity to address the declared climate emergency and ambition to achieve net zero emissions by 2030, and bring potential benefits to residents, businesses and visitors.

The Council wants to encourage the take up of EV amongst residents, including those without access to off-street car parking. The strategy provides the foundation to support a publicly accessible charging network which can be developed as and when funding opportunities become available, based on the following aims:

- Provide a sufficient and adequate charging infrastructure in place to support the anticipated growth in use of electric vehicles
- Ensure that renewable energy sources will be used for all charging points provided by the Council
- Assist in providing charging infrastructure to support at least a majority of all new cars in the Borough being electric by 2030
- Adopt electric vehicles for all service provisions and use in Council business and require use of electric vehicles through procurement policies for all business and sub-contractors
- Introduce electric vehicles through a 3 stage approach: car parks, forecourts and residential

It is the Council’s ambition to use its own land where possible and to work with landowners to identify suitable locations to contribute to both strategic and local provision of charging points.

¹² [Microsoft Word - Implementation plan final March 2015 \(southend.gov.uk\)](#)

¹³ [Issues and options reports | Southend Local Plan](#)

EV charging infrastructure in new developments

Residential Buildings

Every new residential building with an associated car parking space to have a charge point (active provision). This requirement applies to buildings undergoing a material change of use to create a dwelling.

Where there are more than 10 car parking spaces associated with the building, a minimum of one charge point should be installed for each dwelling, with enabling infrastructure (passive provision) for each remaining space.

Non-Residential Buildings

A progressive standard is proposed for commercial developments, to reflect the Council's 2050 ambition to become a Green City and support use of electric vehicles. The standard will be gradually increased from adoption of the SPD up to 2025.

Table 1: requirements for non-residential buildings

Requirement for non-residential redevelopments	Proportion of Active Spaces	Proportion of Passive Spaces
From adoption of SPD	20%	80%
From 1 st January 2023	30%	70%
From 1 st January 2025	40%	60%

Active Provision and Passive Provision

Active provision means an electric vehicle charge point with a minimum power rating output of 7kW, fitted with a universal socket that can charge all types of electric vehicle currently on the market and meet relevant safety and accessibility requirements.

Passive provision means ducting infrastructure to enable a future connection location for an electric vehicle charge point. A future connection location may be positioned to serve more than one parking space provided that the enabling infrastructure is adequate for the future installation of electric vehicle charge points which enable each space to be used simultaneously for recharging e.g., a charge point with multiple outlets).

Applying the standards

Applications for mixed use developments will be considered on a case-by-case basis but as a general principle where car parking is allocated solely in association with residential properties the residential standard will apply.

The Council will work with developers to encourage higher provision of EV charge points through planning conditions or legal agreements, and to develop an appropriate parking management strategy for the scheme, including trigger points for conversion of passive spaces over the longer term.

All car parking spaces designated for disabled parking should have an EV charge point.

All car club car parking spaces should have an EV charge point.

Where no car parking spaces are to be provided there is no requirement to install an electric vehicle charge point.

Example 1 – Residential development

A proposal for 2 dwellings and 4 car parking spaces will be required to provide 2 charge points.

Example 2 – Residential development

A proposal for 6 dwellings and 12 car parking spaces will be required to provide 6 charge points and passive provision for the remaining 6 spaces.

Example 3 – Non-Residential Development

A proposal for non-residential development with 18 car parking spaces will be required to provide:

4 EV charging points and 14 spaces with passive provision if permitted prior to 1st January 2023

5 EV charging points and 13 spaces with passive provision if scheme permitted between 1st January 2023 and 31st December 2024

7 EV charging points and 11 spaces with passive provision if scheme permitted after 1st January 2025.

On adoption of SPD	20% Active Provision	3.6 spaces	80% Passive Provision	14.4
From 1 st January 2023	30% Active Provision	5.45 spaces	70% Passive Provision	12.55
From 1 st January 2025	40% Active Provision	7.2 spaces	60% Passive Provision	10.8

Example 4 – Mixed Use Development

A proposal for a restaurant with 6 car parking spaces and 2 residential units with 2 parking spaces will be required to provide:

Standard	Residential	Commercial			
On adoption of SPD	2 EV charging points	20% Active Provision	1.2 spaces	80% Passive Provision	4.8
From 1 st January 2023	2 EV charging points	30% Active Provision	1.8 spaces	70% Passive Provision	4.2
From 1 st January 2025	2 EV charging points	40% Active Provision	2.4 spaces	60% Passive Provision	3.6

2 residential EV charging points, 1 non-residential EV charging point and 5 spaces with passive provision if permitted prior to 1st January 2023

2 residential EV charging points, 2 non-residential EV charging points and 4 spaces with passive provision if scheme permitted between 1st January 2023 and 31st December 2024

2 residential EV charging points, 2 non-residential EV charging points and 4 spaces with passive provision if scheme permitted after 1st January 2025.

Note: Spaces should be rounded up to the nearest whole number e.g. 3.6 spaces would be rounded up to 4 spaces, 14.4 would be rounded down to 14 spaces.

This SPD should be read in conjunction with the parking standards set out in Appendix 6 to the Development Management DPD¹⁴ (2015).

Use of on-site renewable energy generation for EV charging

Policy KP2 of the Southend Core Strategy (2007) seeks the reduction in the use of energy and other resources in new development and promotes on-site energy generation from renewable options and/or decentralised renewable or low carbon sources.

Policy DM2 of the Southend Development Management Document (2015) requires development proposals to contribute to minimising energy demand and carbon dioxide emission in accordance with the energy hierarchy. This includes conversions, extensions and/or alterations of existing buildings.

Where development schemes include on-site renewable energy generation, this should be harnessed to power any electric vehicle charging points provided, unless it can be clearly demonstrated that this is not technically feasible.

¹⁴ [Development Management Document - Adopted – Development Management \(DPD\) – Southend-on-Sea Borough Council](#)

Figure 2: Frequently Asked Questions

Questions	Answers
Is the new building a dwelling or a building containing dwellings?	If yes, the policy applies and the number of charging points should be calculated using the residential standard
Does the building have at least one associated parking space for the dwelling(s)?	If no, the policy does not apply.
What if the site can't accommodate any EV charging points for the car parking proposed?	The applicant will be required to demonstrate that it is not technically feasible to accommodate any EV charge points required.
What standards apply for mixed use development?	Applications for mixed use developments will be considered on a case-by-case basis but as a general principle where car parking is allocated solely in association with residential properties the residential standard will apply to those spaces.
How will I calculate how many spaces are required for non-residential uses?	Spaces should be rounded up to the nearest whole number e.g., 3.6 spaces would be rounded up to 4 spaces, 14.4 would be rounded down to 14 spaces
What about car parking provision for disabled people?	All car parking spaces designated for disabled parking should have an EV charge point.
How do I know what standards will be applied for my non-residential development?	The application will be determined in relation to the standards in place on the date the planning application is approved, as set out in Table 1

Electric Vehicle Charging Infrastructure Interim Policy for new development

Southend Borough Council

2021

Introduction

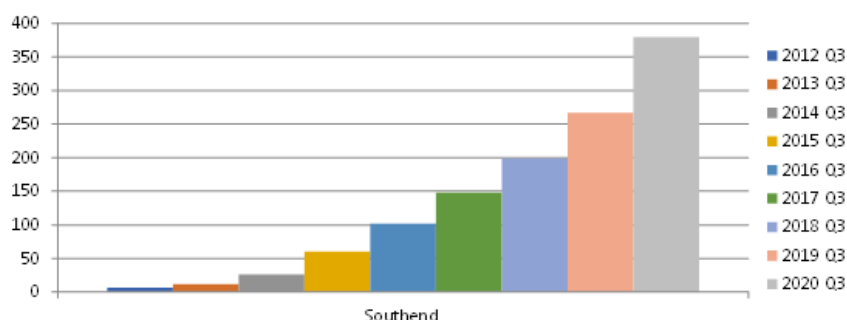
A net zero emissions target for 2050 is now UK law¹ and the government recently announced an ambition to cut carbon emissions by 78% compared to 1990 levels by 2035. Net Zero means balancing out any greenhouse gas emissions produced by industry, transport or other sources by removing an equivalent amount from the atmosphere.

A Local Climate Impacts Profile undertaken in 2010 found that the Borough is likely to be affected in the future by having warmer and wetter winters; hotter and drier summers; an increased risk of coastal erosion; and more severe weather, such as coastal flooding and flash floods. Air quality is also a problem with two Air Quality Management Areas designated along the A127 at The Bell junction and East Street/West Road junction.

17% of carbon emissions in the Borough are from transport (industries and households). Reducing carbon emissions arising from use of petrol and diesel vehicles will therefore have positive local effects as well as making a contribution to UK and global targets, and supporting the use of electric vehicles (EV) within Southend will help to reduce carbon emissions from vehicle use within the town. It will also have the benefit of improving local air quality, particularly along the main road corridors and town centres.

At the end of 2018, just 0.5% of vehicles licensed in the UK were ultra low emission vehicles (battery electric, plug-in hybrid electric and fuel cell electric vehicles). However, numbers of electric vehicles are increasing, with one in every 47 new cars registered in the UK now plug-in, and one in every 36 for London², against a decline overall in new UK vehicle registrations³. The number of EV registrations in Southend is rising, albeit from a low base.

Electric Vehicle registrations in Southend



¹ Climate Change Act 2008 and (2050 Target Amendment) Order 2019

² [Londons EV Infrastructure Taskforce Delivery Plan Executive Summary \(tfl.gov.uk\)](https://www.tfl.gov.uk)

³ [New car registrations drop 35.5% but electric demand continues to rise | Latest news \(smarttransport.org.uk\)](https://www.smarttransport.org.uk)

Southend Council announced a Carbon Emergency in September 2019, and in January 2021 published its Green City Action Plan⁴, setting out a five year plan to work towards net zero carbon emissions. Promoting low-carbon vehicles by rolling out electric vehicle charging infrastructure, is a priority action for the Council within the plan.

⁴ [Microsoft Word - Final Draft Green City Action Plan December 2020.docx \(southend.gov.uk\)](#)

Direction of government policy on electric vehicle charge points

The government consulted on changes to building regulations in October 2019⁵, which would require EV charging points for new dwelling with an associated car parking space, and non-residential development with more than 10 parking spaces to have at least one chargepoint and cabling routes for one in five spaces. In addition, the Energy White Paper⁶ published in October 2020 stated the government's intention for all new homes, where appropriate, to have a charge point available. While the direction of travel of government policy appears to be for requiring EV charging points for residential and commercial developments it is not known if or when the building regulations will be updated.

Planning Policy

Local planning authorities have a duty under Section 19(1)(a) of the 2004 Planning and Compulsory Purchase Act (as amended by the 2008 Planning Act) to ensure that, taken as a whole, local plan policy is designed to secure that the development and use of land in its administrative area contributes to the mitigation of, and adaptation to, climate change. Adopted development plan policies relating to electric vehicle charging points are set out below.

DPD Policy DM15 (Sustainable Transport Management) of the Development Management DPD⁷ (2015) states “the provision of facilities for charging electric vehicles and other ultra-low emission vehicles will be encouraged wherever practical and feasible.”

The Southend Central Seafront Area Action Plan (SCAAP) (2018)⁸ Policy DS5 (Transport, Access and Public Realm) requires that developments within the SCAAP must “have regard to Policy DM15 of the Development Management Document, particularly in relation to sustainable transport measures, travel plans, transport assessments, parking standards and the provision of facilities for charging electric vehicles and other ultra-low emission vehicles.” This is an extensive area covering Southend High Street and its environs and the Central Seafront.

The Local Transport Plan 3 Implementation Plan⁹ also states that the use of vehicles and modes that either emit low or zero levels of carbon dioxide, such as electric vehicles, bio-fuel etc will be promoted by both new developments and the Council.

A new local plan is being prepared and public consultation was carried out in Spring 2019 on an Issues and Options document. Consultation responses supported planning policies to the increase the use of electric vehicles in Southend as part of measures to mitigate and adapt to climate change.¹⁰

⁵ [Electric vehicle charging in residential and non-residential buildings \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/461242/ev-charging-in-residential-and-non-residential-buildings.pdf)

⁶ [Reducing emissions from road transport: Road to Zero Strategy - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/461242/ev-charging-in-residential-and-non-residential-buildings.pdf)

⁷ [Development Management Document - Adopted – Development Management \(DPD\) – Southend-on-Sea Borough Council](#)

⁸ [Southend Central Area Action Plan \(SCAAP\) – Southend-on-Sea Borough Council](#)

⁹ [Microsoft Word - Implementation plan final March 2015 \(southend.gov.uk\)](#)

¹⁰ [Issues and options reports | Southend Local Plan](#)

However, as the new local plan will take several years to produce and adopt, an interim policy will set out how the Council intends to judge whether development proposals adequately mitigate and adapt to climate change in respect of infrastructure for electric vehicle charging, bridging the existing adopted local plan and its successor.

It applies to new residential and commercial developments providing 10 or more car parking spaces.

The Council recognises that the policy will need to be applied proportionately in each case, and the scope to apply will be greater in larger schemes.

Southend Electric Vehicle Strategy 2021 - 2030

Electric vehicles offer an excellent opportunity to address the declared climate emergency and ambition to achieve net zero emissions by 2030, and bring potential benefits to residents, businesses and visitors.

The Council wants to encourage the take up of EV amongst residents, including those without access to off-street car parking. The strategy provides the foundation to support a publicly accessible charging network which can be developed as and when funding opportunities become available, based on the following aims:

- Provide a sufficient and adequate charging infrastructure in place to support the anticipated growth in use of electric vehicles
- Ensure that renewable energy sources will be used for all charging points provided by the Council
- Assist in providing charging infrastructure to support at least a majority of all new cars in the Borough being electric by 2030
- Adopt electric vehicles for all service provisions and use in Council business and require use of electric vehicles through procurement policies for all business and sub-contractors
- Introduce electric vehicles through a 3 stage approach: car parks, forecourts and residential

It is the Council's ambition to use its own land where possible and to work with landowners to identify suitable locations to contribute to both strategic and local provision of charging points.

Interim Policy

Table 1 Interim Electric Vehicle Charging Infrastructure Policy

Type of development proposed	Proportion of space with 'active' EV charging points	Proportion of space with 'passive' EV charging points
New residential development providing 10 or more car parking spaces	20%	80%
New commercial development providing 10 more car parking spaces	20%	80%

Active provision means an electric vehicle charge point with a minimum power rating output of 7kW, fitted with a universal socket that can charge all types of electric vehicle currently on the market and meet relevant safety and accessibility requirements.

Passive provision means ducting infrastructure to enable a future connection location for an electric vehicle charge point. A future connection location may be positioned to serve more than one parking space provided that the enabling infrastructure is adequate for the future installation of electric vehicle charge points which enable each space to be used simultaneously for recharging e.g. a charge point with multiple outlets).

Example

A proposal for 20 dwellings and 20 car parking spaces will be required to provide 4 charge points and passive provision for the remaining 16 spaces.

Southend-on-Sea Borough Council

Report of the Strategic Director for Neighbourhoods and
the Environment

To

The Cabinet

On

2nd November 2021

Report prepared by: Adam Penn.
Regulatory Services Manager

Agenda
Item No.

8

Approval of The Council's Statement of Gambling Licensing Policy

Cabinet Member: Councillor Martin Terry
Part 1 (Public Agenda Item)

1. Purpose of Report

- 1.1 To update Members on the outcome of the formal consultation process in respect of the Gambling Licensing policy.
- 1.2 To set out a proposed final statement for the purposes of the Gambling Act 2005. (in order to meet the timetable for introduction by 31st January 2022)

2. Recommendations

- 2.1 **That Cabinet recommends to Council that the Statement of Gambling Licensing Policy, set out in Appendix 1, be adopted.**

3. Background

- 3.1 The Council's Statement of Policy under the Act was approved by Cabinet on 6th November 2018 and came into force on 31st January 2019. It is valid for a maximum period of 3 years or until the next statutory review date, whichever is sooner. The current policy expires on 30th January 2022, and the Council, as the Licensing Authority is required to adopt a new one by 3rd January 2022.
- 3.2 The Act requires that the policy is kept under constant review and amended before the statutory period ends where significant change is identified.
- 3.3 On 19th July 2021 the Council published a draft statement of Licensing Policy. In line with best practice, a formal consultation was carried out, with the request that responses be received by 29th August 2021. The consultation exercise involved the following elements.
 - a) The despatch of an email to the holders of existing licenses and permits for Adult and Family Entertainment amusement centres the proprietors (or head office) of all betting shops, bingo halls and casinos. The same

notification procedure was operated for a range of trade association and voluntary groups, legal firms and others with known interests. This gave a brief explanation the consultation process and gave details of the availability of the draft policy document. The proposed changes were highlighted within the draft policy.

- b) Utilising details held within the departmental records, the same approach was taken for a sample of lottery permit holders and alcohol licensed premises holding gaming machine permits.
- c) A letter or email was also sent to a range of residents associations, tenants groups and focus groups.
- d) Emails were sent to key charities, interest and support groups.
- e) Emails were sent to all of the Responsible Authorities under the Gambling Act, other relevant sections of the Council.
- f) All Members of the Council were emailed a link to the draft policy together with details of how to comment.
- g) The policy was discussed at a meeting of the full Licensing Committee called on 16th August 2021 specifically for this purpose.
- h) Inclusion of the draft policy document on the Council's website in the Consultation Section.
- i) Continuing response to enquiries, by Officers of the Licensing Team, in person or by telephone or email.
- j) In total around 350 letters and emails were sent out at the start of the consultation period.

3.4 The full list of consultees is appended to the Policy document.

3.5 As a result of the consultation process 11 written responses were received some simply voting on if they agree with the policy or not. Details and an analysis of the responses can be found in appendix 2.

3.6 The changes to the final statement of policy document, (in comparison to the existing one) includes some general updates, and the following matters: -

- a) Strengthening of the protection expected to be afforded to persons who do not use English as their first language (section 14.20);
- b) Amendment to the wording of sections 21.5 and 21.6 reflecting the Government reduction of the maximum stake for B2 machines;
- c) Adding the expectation that a plan will be provided by applicants for Gaming Machine permits in alcohol licensed premises. (26.4). This will assist the Licensing Authority in determining such applications as it will highlight the proposed location of machines and allow an assessment by the Authority in regard to the protection of children and vulnerable adults;
- d) A larger list of consultees (annex A);
- e) Amendments to sections 14.13, 25.3 and 26.4 in reaction to consultation responses. Details of these are listed in **Appendix 2**.

4. Other Options

- 4.1 Should the Council fail to approve a final Statement of Policy, it will be in breach of its statutory duty under Section 349 of The Gambling Act 2005 which requires the policy to be reviewed.
- 4.2 It is not considered that another option exists.

5. Reasons for Recommendations

- 5.1 To enable the Council to comply with its statutory duty under Section 349 of The Gambling Act 2005.

6. Corporate Implications

- 6.1 Contribution to the Southend 2050 Road Map

The Council's ambition of 'Safe and Well' is supported by the 'licensing objectives' of the Act. The proposed Gambling Policy links with Reducing Harmful Behaviours strategy which specifically addresses Gambling issues and a member of the licensing authority sat on the panel which created that document. In addition, the LA produces a Local Area Profile, for use of applicants in risk assessing the impact of their application and for use by existing licensees in their assessments.

The development of a Licensing Policy establishes how the Council will determine applications therefore supporting the 'Opportunity and Prosperity' ambition.

- 6.2 Financial Implications

The annual licence fees form part of the overall budget for the Council; however, fee levels do not form part of this policy. The Act requires that fees are set at a level which covers the cost of administering the system without making a profit with a statutory maximum fee for each type of licence.

- 6.3 Legal Implications

Section 349 of the Gambling Act requires all licensing authorities to prepare and publish a statement of the principles that they propose to apply in exercising their functions under the Act during the three-year period to which the policy applies.

- 6.4 People Implications

The policy supports people who may be vulnerable or suffering mental health issues, particularly following financial hardship which may have been increased as a result of the Covid-19 pandemic.

6.5 Property Implications

No property implications.

6.6 Consultation

Section 349 of the Gambling Act requires that all Licensing Authorities consult on a draft policy prior to approving a final policy. The list of persons to be consulted when preparing this Licensing Authority's Statement of Policy is outlined at annex A in the policy. Details of the consultation can be found in section 3.3 of this report.

6.7 Equalities and Diversity Implications

An equalities assessment has been carried out for this policy.

6.8 Risk Assessment

The main risks identified is that failure to adopt a policy which has regard to the Gambling Commission 'Guidance to Licensing Authorities', or to adopt it within the statutory period, would put the Council in breach of its statutory duty under the Act.

6.9 Value for Money

The annual licence fees form part of the overall budget for the Council; however fee levels do not form part of this policy. The Act requires that fees are set at a level which covers the cost of administering the system without making a profit with a statutory maximum fee for each type of licence.

6.10 Community Safety Implications

None.

6.11 Environmental Impact

None

7. Background Papers

7.1 Gambling Act 2005.

7.2 Gambling Commission Guidance to Local Authorities, September 2015, 5th Edition. Updated September 2016

8. Appendices

8.1 **Appendix 1:** Statement of Gambling Licensing Policy 2022-2025.

8.2 **Appendix 2:** Overview and an analysis of the correspondence received in response to the consultation process.

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GAMBLING LICENSING POLICY STATEMENT 2022–2025

Proposed changes highlighted in yellow

Gambling Policy Document – Adopted 3rd January 2022

Version History

Version No:	Period to which policy applies:	Review date:
1	2007-09	2009
2	2010-12	2012
3	2013-16	2015
4	2016-19	2017
5	2017-19	2018
6	2019-22	2021
7	2022-25	2024

SOUTHEND-ON-SEA BOROUGH COUNCIL GAMBLING LICENSING POLICY STATEMENT

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PART A

1.0 INTRODUCTION

1.1 This Statement of Licensing Policy sets out the principles by which Southend-on-Sea Borough Council, as the Licensing Authority under the Gambling Act 2005 (referred to in this document as 'the Act'), intends to apply in discharging its functions to licence premises for gambling under the Act as well as:-

- designating the body responsible for advising the Authority on the protection of children from harm;
- determining whether or not a person is an "Interested Party";
- exchanging information with the Gambling Commission and others; and
- inspecting premises and instituting court proceedings for offences committed under the Act.

2.0 THE LICENSING OBJECTIVES

2.1 In exercising most of its functions under the Act, Licensing Authorities must have regard to the Licensing Objectives as set out in Section 1 of the Act. The Licensing Objectives are:-

- Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime;
- Ensuring that gambling is conducted in a fair and open way; and
- Protecting children and other vulnerable persons from being harmed or exploited by gambling.

3.0 DESCRIPTION OF THE DISTRICT

3.1 The County of Essex comprises 12 District and 2 Unitary Authorities. Southend-on-Sea Borough Council is one of those Unitary Authorities. The number of premises licensed under the Act saw steady growth when the legislation came into force but started to stagnate in 2012 and decreased in 2013 and 2014. There has been little change since then although in 2016 there was some small growth in the Adult Gaming Centre sector. **There was a decline in betting shop numbers in 2020, thought to be as a result of the maximum stake reduction on B2 machines.** A map of the area is attached to this Policy document at Annex 'D'

4.0 RESPONSIBILITIES UNDER THE ACT

4.1 The Act introduced a licensing regime for gambling, to be conducted by the Gambling Commission and by Licensing Authorities, depending on the matter to be licensed.

4.2 Southend-on-Sea Borough Council is the Licensing Authority for the area shown on the attached map, whose responsibilities must be discharged by the Licensing Committee created under Section 6 of the Licensing Act 2003.

4.3 The Gambling Commission is responsible for issuing Operating and Personal Licences to persons and organisations who:-

- operate a casino;
- provide facilities for playing bingo or for pool betting;
- provide betting or act as intermediaries for betting.
- make gaming machines available for use in Adult Gaming Centres and Family Entertainment Centres;
- manufacture, supply, install, adapt, maintain or repair gaming machines;
- manufacture, supply, install or adapt gambling machine software; or
- promote a lottery.

4.4 The Licensing Authority is responsible for licensing premises in which gambling takes place. All types of gambling are included, other than spread betting and the National Lottery. It is also responsible for issuing permits for premises with gaming machines and for receiving notices from operators wishing to use unlicensed premises for gambling on a temporary basis. The Licensing Authority has additional responsibility for the registration of certain types of exempt Small Society Lotteries.

4.5 The Licensing Authority cannot become involved in the moral issues of gambling and must aim to permit the use of premises for gambling in so far as it thinks it :-

- a) in accordance with any relevant Code of Practice under Section 24 of the Act;
- b) in accordance with any relevant Guidance issued by the Gambling Commission under Section 25;
- c) reasonably consistent with the Licensing Objectives (Subject to paragraphs a) and b))and
- d) in accordance with the Licensing Authority's Statement of Licensing Policy (subject to paragraphs a) and c)).

Before the Licensing Authority can determine an application for a Premises Licence, an Operating and Personal Licence, or both, must have been obtained from the Gambling Commission.

5.0 STATEMENT OF LICENSING POLICY

5.1 The Licensing Authority is required by the Act to publish a Statement of Licensing Policy which contains the principles it proposes to apply when exercising its functions under the Act.

5.2 This Policy must be reviewed and published every three years. The Policy must also be reviewed from 'time to time' and any proposed amendments and/or additions must be subject to fresh consultation. The 'new' Policy must then be published.

5.3. This Policy takes effect on **31st January 2022** and replaces the policy previously in force.

6.0 CONSULTATION

6.1 In producing this Policy, the Licensing Authority consulted widely before finalising and publishing it. In addition to the statutory consultees (listed below), the Council chose to

consult with additional local groups and individuals. A full list of all groups and persons consulted is provided at Annex 'A'.

6.2 The Act requires that the following parties are consulted by the Licensing Authority:-

- The Chief Officer of Police for the Authority's area;
- One or more persons who appear to the Authority to represent the interests of persons carrying on gambling businesses in the Authority's area; and
- One or more persons who appear to the Authority to represent the interests of persons who are likely to be affected by the exercise of the Authority's functions under the Act.

6.3 The other groups and people consulted included:-

- Organisations, working with people who are problem gamblers,
- Responsible Authorities under the Act.
- Public Health

6.4 Consultation took place between 19th July and 29th August 2021

7.0 APPROVAL OF POLICY

7.1 This Policy was approved at a meeting of the full Council on xxx 2021 and was published via its website shortly afterwards. Copies are available on request.

7.2 It should be noted that this Policy does not override the right of any person to make an application, to make representations about an application, or to apply for a review of a licence, as each case will be considered on its own merit and according to the requirements of the Act.

8.0 DECLARATION

8.1 The Licensing Authority declares that it has had regard to the Licensing Objectives, formal Guidance issued to Licensing Authorities and any responses from those consulted during the consultation process, and will adopt the Principles of Better Regulation.

8.2 The Council recognises its responsibilities under equality legislation and will monitor the impact of these statutory duties through its various corporate schemes such as the Councils "Comprehensive Equality Policy".

9.0 RESPONSIBLE AUTHORITIES

9.1 A full list of the Responsible Authorities designated under the Act and their contact details are given in Annex 'B'. It should be noted that under the Act, the Licensing Authority itself is designated as a Responsible Authority.

9.2 The Licensing Authority is required to designate, in writing, a body that is competent to advise it about the protection of children from harm. In making this designation the following principles have been applied:-

- the competency of the body to advise the Licensing Authority;
- the need for the body to be responsible for an area covering the whole of the Licensing Authority's area; and
- the need for the body to be answerable to democratically elected persons rather than any particular interest group etc.

9.3 In accordance with the Gambling Commission's Guidance to Local Authorities, the Licensing Authority designates Southend-on-Sea Borough Council's Department of Safeguarding for Children.

10.0 INTERESTED PARTIES

10.1 Interested Parties can make representations about licensing applications or apply for a review of an existing licence. An Interested Party is defined in the Act as follows:-

'... a person is an interested party in relation to a premises licence or in relation to an application for or in respect of a premises if, in the opinion of the Licensing Authority which issues the licence or to which the application is made, the person:-

- a) lives sufficiently close to the premises to be likely to be affected by the authorised activities,*
- b) has business interests that might be affected by the authorised activities, or*
- c) represents persons who satisfy paragraphs (a) or (b).'*

10.2 Interested parties can be people who are democratically elected such as councillors and Members of Parliament. Where appropriate this will include county, parish and town councillors.

Interested parties can also be trade associations, trade unions, residents' associations and tenants' associations. Providing that these people represent those living or having business interests in the area which might be affected, no specific evidence of authorisation is required.

Otherwise, the licensing authority will generally require a third party to produce some form of authorisation to speak on behalf of an interested party.

10.3 Whether a person is an interested party will be determined on a case by case basis. The types of organisations which may be considered to have business interests will be given a wide interpretation.

10.4 In determining if a person lives or has business interests sufficiently close to the premises that they are likely to be affected by the authorised activities, the Licensing Authority will consider the following factors:-

- The size of the premises;
- The nature of the premises;
- The distance of the premises from the location of the person making the representation;
- The potential impact of the premises (e.g. number of customers, routes likely to be taken by those visiting the establishment);
- The circumstances of the complaint. This does not mean the personal characteristics of the complainant but the interest of the complainant, which may be relevant to the distance from the premises;
- The catchment area of the premises (i.e. how far people travel to visit); and
- Whether the person making the representation has business interests in that catchment area that might be affected.

10.5 The Licensing Authority will decide if a representation made in respect of an application is valid based on the following factors:

- It is not frivolous or vexatious.

- It raises issues that relate to Guidance issued by the Gambling Commission.
- It raises issues that relate to this policy.
- It relates to the Licensing Objectives.

11.0 EXCHANGE OF INFORMATION

11.1 In its exchange of information with parties listed in Schedule 6 of the Act, the Licensing Authority will have regard to:-

- the provisions of the Act, which include the provision that the Data Protection Act 1998 will not be contravened;
- the Guidance issued by the Gambling Commission;
- relevant Legislation and Regulations

11.2 In accordance with Section 350 of the Gambling Act 2005, the Licensing Authority may exchange information with the following statutory bodies or individuals:

- A constable or police force
- An enforcement officer
- A licensing authority
- Her Majesty's Revenue and Customs
- The Gambling Appeal Tribunal
- The Secretary of State
- Scottish Ministers
- Any other person or body designated by the Secretary of State in accordance with the Act.

11.3 The Licensing Authority may also exchange information provided by applicants with law enforcement agencies for purposes connected with the prevention and detection of crime, but we will only share any personal details for this purpose if required to do so by law.

12.0 PUBLIC REGISTER

12.1 The Licensing Authority is required to keep a public register and share information in it with the Gambling Commission and others. Regulations prescribe what information should be kept in the register. Copies of the register may be obtained on payment of a fee.

13.0 COMPLIANCE AND ENFORCEMENT

13.1 In exercising its functions with regard to the inspection of premises and to instituting criminal proceedings in respect of offences specified, the Licensing Authority will follow best practice. This requires that actions should be

- Proportionate – Intervention will only be when necessary. Remedies should be appropriate to the risk posed and costs identified and minimised.
- Accountable – The Authority must be able to justify decisions and be subject to public scrutiny.
- Consistent – Rules and standards must be joined up and implemented fairly.
- Transparent – Enforcement should be open and regulations kept simple and user friendly.
- Targeted – Enforcement should be focused on the problems and minimise side effects.

- 13.2** The Licensing Authority will endeavour to avoid duplication with other regulatory regimes, so far as is possible, and adopt a risk based inspection programme. All enforcement action is taken having regard to the Regulatory Services Enforcement policy.
- 13.3** The main enforcement and compliance role of the Licensing Authority in terms of the Act, is to ensure compliance with the Premises Licence and other permissions which it authorises. The Gambling Commission is the enforcement body for Operating and Personal Licences. Concerns about the manufacture, supply or repair of gaming machines are not dealt with by the Licensing Authority but will be notified to the Gambling Commission.
- 13.4** The Licensing Authority will keep itself informed of developments as regard to the Department for Business, Energy & Industrial Strategy in its consideration of the regulatory functions of Local Authorities, and will have regard to best practice.
- 13.5** Where appropriate, complaints will be investigated in accordance with the stepped approach outlined in the Regulatory Services Enforcement Policy. A copy of this document is available on the Council website. In the first instance we encourage complaints to be raised directly with the licensee or business concerned.
- 13.6** As part of its ongoing inspection regime, The Licensing Authority may carry out test purchasing to ascertain if a licensee has robust policies in place to prevent underage gambling. Licence holders will always be advised of the outcome of the test. Where operators carry out their own test purchasing, and The Licensing Authority is unable to obtain the results from the Primary Authority, we would expect this information to be provided by the operator when requested. Should the results show a failure then the Licensing Authority will, in the first instance, work with the operator to review and improve their policies and procedures.
- 13.7** Where there is a Primary Authority Scheme in place, the Licensing Authority will seek guidance from the Primary Authority before taking any enforcement action on matters covered by that scheme. At the time of the publication of this policy there were four Primary Authority arrangements with host local authorities:
- Ladbrokes/Corals - Milton Keynes
 - Paddy Power - Reading
 - William Hill - City of Westminster

PART B PREMISES LICENCES

14.0 GENERAL PRINCIPLES

- 14.1** Premises Licences are subject to the permissions/restrictions set out in the Act as well as the specific mandatory and default conditions detailed in Regulations issued by the Secretary of State. The Licensing Authority is able to exclude default conditions and also attach others, where it is thought appropriate.
- 14.2** In accordance with section 150 of the Act, premises licences can authorise the provision of facilities on:
- casino premises
 - bingo premises
 - betting premises, including tracks and premises used by betting intermediaries
 - adult gaming centre premises (for category B3, B4, C and D machines)

- family entertainment centre premises (for category C and D machines) (note that, separate to this category, the licensing authority may issue a family entertainment centre gaming machine permit, which authorises the use of category D machines only).

14.3 Each case will be decided on its merits, and will depend upon the type of gambling that is proposed, as well as taking into account how the applicant proposes that the Licensing Objective concerns can be overcome.

14.4 The Licensing Authority is required by the Act, in making decisions about Premises Licences, to permit the use of premises for gambling so far as it thinks it:-

- a) in accordance with any relevant Code of Practice under Section 24 of the Act;
- b) in accordance with any relevant Guidance issued by the Gambling Commission under Section 25;
- c) reasonably consistent with the Licensing Objectives (Subject to paragraphs a) and b))and
- d) in accordance with the Licensing Authority's Statement of Licensing Policy (subject to paragraphs a) and c)).

14.5 Definition of Premises

In the Act 'premises' is defined as including 'any place'. It is for the Licensing Authority (having due regard for the Gambling Commission Guidance) to determine on the merits of each application whether different parts of a building can be regarded properly as separate premises.

The Licensing Authority will pay particular attention to applications where access to the licensed premises is through other premises (which themselves may be licensed or unlicensed).

14.6 Demand

Demand is a commercial consideration and is not an issue for the Licensing Authority.

14.7 Location

Location will only be a material consideration in the context of the Licensing Objectives.

14.8 The Act is clear that demand issues (e.g. the likely demand or need for gambling facilities in an area) cannot be considered with regard to the location of premises but that considerations in terms of the licensing objectives can. The Licensing Authority will pay particular attention to the objectives of protection of children and vulnerable persons from being harmed or exploited by gambling, as well as issues of crime and disorder.

14.9 In order for location to be considered, the Licensing Authority will need to be satisfied that there is sufficient evidence that the particular location of the premises would be harmful to the licensing objectives. From 6th April 2016, it is a requirement of the Gambling Commission's Licence Conditions and Codes of Practice (LCCP), under section 10, that licensees assess the local risks to the licensing objectives posed by the provision of gambling facilities at their premises and have policies, procedures and control measures to mitigate those risks. In making risk assessments, licensees must take into account relevant matters identified in this policy.

14.10 The LCCP also states that licensees must review (and update as necessary) their local risk assessments:

- a) to take account of significant changes in local circumstance, including those identified in this policy;

- b) when there are significant changes at a licensee's premises that may affect their mitigation of local risks;
- c) when applying for a variation of a premises licence; and
- d) in any case, undertake a local risk assessment when applying for a new premises licence.

14.11 The Licensing Authority expects the local risk assessment to consider as a minimum:

- whether the premises is in an area of deprivation
- whether the premises is in an area subject to high levels of crime and/or disorder
- the ethnic profile of residents in the area, and how game rules, self-exclusion leaflets etc. are communicated to those groups
- the demographics of the area in relation to vulnerable groups
- the location of services for children such as schools, playgrounds, toy shops, leisure centres and other areas where children will gather

14.12 In every case the local risk assessment should show how vulnerable people, including people with gambling dependencies, are protected.

14.13 Other matters that the assessment may include:

- The training of staff in brief intervention when customers show signs of excessive gambling, the ability of staff to offer brief intervention and how the manning of premises affects this.
- Details as to the location and coverage of working CCTV cameras, and how the system will be monitored.
- The layout of the premises so that staff have an unobstructed view of persons using the premises.
- The number of staff that will be available on the premises at any one time. If at any time that number is one, confirm the supervisory and monitoring arrangements when that person is absent from the licensed area or distracted from supervising the premises and observing those persons using the premises.
- Arrangements for monitoring and dealing with under age persons and vulnerable persons, which may include dedicated and trained personnel, leaflets, posters, self-exclusion schemes, window displays and advertisements not to entice passers-by etc.
- Where an area has a high proportion of people who do not have English as their first language, The Licensing Authority will expect this to be reflected in the local area risk assessment. The provision of signage and documents relating to games rules, gambling care providers and other relevant information being provided in both English and the other prominent first language(s) for that locality should be considered.
- Where the application is for a betting premises licence, other than in respect of a track, the location and extent of any part of the premises which will be used to provide betting machines.

The Licensing Authority expects all licensed premises' to have their local area risk assessment available on site for inspection by an authorised officer at all times when they are trading.

14.14 Such information may be used to inform the decision the council makes about whether to grant a licence, to grant a licence with special conditions or to refuse an application.

14.15 This policy does not preclude any application being made and each application will be decided on its merits, with the onus being upon the applicant to show how the concerns can be overcome.

14.16 Local Area Profile

Each locality has its own character and challenges. In order to assist applicants, where there is an issue in a local area which impacts on how the applicant should complete their risk assessment, the Licensing Authority has published a local area profile (LAP). The LAP is published as a separate document to this policy and does not form part of it. The LAP may

be reviewed by the Licensing Authority at any time. Such a review would not constitute a review of this policy. On reviewing the LAP the licensing authority will work with other parties, including Public Health, to gather appropriate information.

14.17 The LAP should be given careful consideration when making an application. Applicants may be asked to attend a meeting with licensing officers to discuss the LAP and assessment, appropriate measures to mitigate risk in the area and how they might be relevant to their application. The local area profile will be presented to any subsequent licensing sub-committee when they determine an application that has received representations. The LAP should not be taken as the definitive overview of a particular area and applicants are encouraged to use their own local knowledge in addition to the content of the LAP to inform their local risk assessments.

14.18 The Licensing Authority recognises that it cannot insist on applicants using the local area profiles when completing their risk assessments. However, an applicant who decides to disregard the LAP should be alert to the risk that they may face additional representations and the expense of a hearing as a result. A template of a suggested local risk assessment form for is included at **Annex D**. Applicants and licence holders may use this template or create their own.

14.19 Duplication with other Regulatory Regimes

Duplication with other statutory/regulatory regimes will be avoided where possible. The Licensing Authority will not consider whether a licence application is likely to be granted Planning Permission or Building Control consent.

14.20 The Licensing Objectives

Premises Licences granted must be reasonably consistent with the three Licensing Objectives. With regard to these Objectives, the following will be considered:-

- **Preventing gambling from being a source of crime or disorder, being associated with crime or disorder, or being used to support crime –**
The Licensing Authority is aware that there is a distinction between disorder and nuisance and that the prevention of nuisance is not a Licensing Objective under the Act.

Whilst the Licensing Authority is aware that the Gambling Commission takes a leading role in preventing gambling from being a source of crime, it will pay attention to the proposed location of gambling premises in terms of this Licensing Objective.

Where an area has known high levels of **organised** crime, the Licensing Authority will consider carefully whether gambling premises are suitable to be located there and the need for conditions, such as the provision of Door Supervisors.

- **Ensuring that gambling is conducted in a fair and open way –**
The Gambling Commission does not generally expect Licensing Authorities to be concerned with ensuring that gambling is conducted in a fair and open way. However, the Licensing Authority will familiarise itself with operator licence conditions and will communicate any concerns to the Gambling Commission about misleading advertising or any absence of required game rules or other matters as set out in the Gambling Commission's Licence Conditions and Code of Practice.
- **Protecting children and other vulnerable persons from being harmed or exploited by gambling –**
In practice, the Objective of protecting children from being harmed or exploited by gambling often means preventing them from taking part in, or being in close proximity to, gambling.

There is no definition of the term 'vulnerable person' in the Act, but this could include people who are gambling beyond their means and people who may not be able to make informed or balanced decisions about gambling due to a mental impairment, or substance misuse of alcohol or drugs.

The Licensing Authority will consider very carefully whether applications for Premises Licences in respect of gambling premises located close to schools, centres for gambling addicts, or residential areas where there may be a high concentration of families with children, should be granted, and will fully scrutinise the control measures outlined in an operator's local area risk assessment in this regard.

The Licensing Authority will consider whether specific measures are required at particular premises, with regard to this licensing objective. Appropriate measures may include supervision of entrances / machines, segregation of areas etc.

14.21 Conditions & Plans

The Licensing Authority is aware that the mandatory and default conditions imposed by the Gambling Commission will normally be sufficient to regulate gambling premises. In exceptional cases where there are specific risks or problems associated with a particular locality, specific premises or class of premises the Authority may consider attaching individual conditions related to the Licensing Objectives.

Any conditions attached to Licences will be proportionate and will be:-

- relevant to the need to make the proposed premises suitable as a gambling facility;
- directly related to the premises and the type of licence applied for;
- fairly and reasonably related to the scale and type of premises; and
- reasonable in all other respects.

In addition, the Licensing Authority will examine how applicants propose to address the Licensing Objectives. In considering applications the Licensing Authority will particularly take into account the following, if deemed appropriate:-

- Proof of age schemes;
- Closed Circuit Television;
- Door Supervisors;
- Supervision of entrances/machine areas;
- Physical separation of areas;
- Location of entrances;
- Notices and signage;
- Specific opening hours; and
- With particular regard to vulnerable persons, measures such as the use of self-barring schemes, provision of information, leaflets, helpline numbers for organisations such as GamCare;

14.22 It is recognised that there are conditions which the Licensing Authority cannot attach to Premises Licences. These are:-

- any conditions on the Premises Licence which make it impossible to comply with an Operating Licence condition;
- conditions relating to gaming machine categories, numbers, or method of operation;
- conditions which provide that membership of a club or body be required (the Act specifically removes the membership requirement for casino and bingo clubs and this provision prevents it being reinstated);
- conditions in relation to stakes, fees, and the winning of prizes.

14.23 Credit

Credit facilities are prohibited from being provided in casinos and bingo licensed premises. Cash machines (ATM's) may be installed in such premises but the Licensing Authority may apply conditions as to where they are sited.

14.24 Betting Machines [See Annex C for definition]

In relation to Casinos, Betting Premises and Tracks, the Licensing Authority can restrict the number of betting machines, their nature and the circumstances in which they are made available by attaching a licence condition to a Betting Premises Licence or to a Casino Premises Licence (*where betting is permitted in the Casino*).

14.25 When considering whether to impose a condition to restrict the number of betting machines in particular premises, the Licensing Authority, among other things, shall take into account:-

- the size of the premises;
- the number of counter positions available for person to person transactions; and
- the ability of staff to monitor the use of the machines by children and young persons or by vulnerable persons.

14.26 In deciding whether to impose conditions to limit the number of betting machines, each application will be considered on its own merit and account will be taken of Codes of Practice or Guidance issued under the Act.

14.27 In all applications where a plan is required to be submitted, The Licensing Authority expectation is that, it will be in a scale of 1:100 unless otherwise agreed in writing and that, as a minimum, it will show the following (as appropriate to the type of application):

- The extent of the proposed licensed area
- All entry and exit points (including fire exits)
- CCTV camera positions
- Positions of betting terminals, high pay out machines (including fixed odds betting terminals) and ATM's
- Any fixed or permanent structures including counters
- Privacy screens (see also section 21 of this policy)
- All unlicensed areas under the control of the licensee including any 'sterile area's' and toilet and kitchen facilities be they for staff or public use.

15.0 PROVISIONAL STATEMENTS

15.1 An application for a provisional statement may be made in respect of premises which the applicant

- expects to be constructed
- expects to be altered
- expects to acquire a right to occupy.

The applicant should refer to the Act and the detailed information provided in the Guidance

16.0 REVIEWS

16.1 Applications for a Review of a Premises Licence may be made by Responsible Authorities and Interested Parties.

16.2 It is for the Licensing Authority to decide whether the review is to be carried out. This decision will generally be on the basis of whether the request for the review is relevant to the matters listed below:-

- Whether the grounds for the request raises issues relevant to the principles to be applied by the Licensing Authority and set out within the Licensing Authority Statement of Policy;
- Whether the grounds for the request are frivolous or vexatious.
- Whether the grounds for the request would certainly not cause the Licensing Authority to alter/revoke/suspend the Premises Licence;
- Whether the grounds for the request are substantially the same as previous representations or requests for a review.
- In accordance with any relevant codes of practice issued by the Gambling Commission.
- In accordance with any relevant guidance issued by the Gambling Commission.
- Reasonably consistent with the Licensing Objectives.

16.3 In accordance with the Guidance. The Licensing Authority can also initiate a review of a Licence on the basis of any reason which it thinks is appropriate

17.0 ADULT GAMING CENTRES

17.1 An Adult Gaming Centre is defined in Annex 'C'. Entry to these premises is age restricted.

17.2 The Licensing Authority will take account of any conditions applied to an Operating Licence in respect of such premises.

18.0 LICENSED FAMILY ENTERTAINMENT CENTRES

18.1 A Licensed Family Entertainment Centre is defined in Annex 'C'. Entry to these premises is not generally age restricted although entry to certain areas may be restricted, dependent on the category of machines available for use.

18.2 The Licensing Authority will take account of any conditions applied to an Operating Licence in respect of such premises.

19.0 CASINOS

19.1 A casino is defined in Annex 'C'. Entry to these premises is age restricted

19.2 The Licensing Authority is empowered to pass a resolution not to issue new licences for casinos in its area. No such resolution has been made.

19.3 The Licensing Authority will take account of any conditions applied to an Operating Licence in respect of such premises.

19.4 Betting Machines

Conditions may be imposed, in accordance with paragraphs 14.24, 14.25 and 14.26 ~~14.13~~, above.

19.5 In deciding whether to impose conditions to limit the number of betting machines, each application will be on its own merits and account will be taken of Codes of Practice or Guidance issued under the Act.

19.6 Credit

Credit facilities are prohibited in casinos, however, this does not prevent the installation of cash dispensers (ATMs) on the premises, although the Licensing Authority may attach conditions as to the siting of such machines.

20.0 BINGO PREMISES

- 20.1** Bingo is defined in Annex 'C'. Entry to these premises is not generally age restricted although entry to certain areas may be restricted, dependent on the category of machines available for use.
- 20.2** The Licensing Authority will take account of any conditions applied to an Operating Licence in respect of such premises.
- 20.3 Credit**
Credit facilities are prohibited in premises licensed for Bingo, however, this does not prevent the installation of cash dispensers (ATMs) on the premises, although the Licensing Authority may attach conditions as to the siting of such machines.
- 21.0 BETTING PREMISES**
- 21.1** Betting is defined in Annex 'C'. Entry to these premises is age restricted.
- 21.2** The Licensing Authority will take account of any conditions applied to an Operating Licence in respect of such premises.
- 21.3 Betting Machines**
Conditions may be imposed, in accordance with paragraphs 14.24, 14.25 and 14.26 above.
- 21.4** In deciding whether to impose conditions to limit the number of betting machines, each application will be on its own merits and account will be taken of Codes of Practice or Guidance issued under the Act.
- 21.5 ~~Fixed Odds Betting Terminals (FOBT's)~~ B2 & B3 Machines**
In respect to nationally expressed concerns that exist in relation to the potentially adverse impact of B2 (often called Fixed Odds Betting Terminals or FOBT's) and B3 machines may have on vulnerable groups of adults, The Licensing Authority will give due consideration to the need to apply conditions to betting shop premises licences including, but not limited to, setting out minimum staffing levels to ensure sufficient staff are on the premises to enable staff to comprehensively promote responsible gambling, adequately protect players, particularly in relation to players who are deemed to be vulnerable and to prevent under 18 year olds accessing gambling facilities.
- 21.6** The Licensing Authority expects ~~FOBT's~~ B2 & B3 machines to be positioned in such a way that they can be appropriately monitored by staff particularly where those staff are positioned at a counter away from the machines. In general the Authority is of the view that 'privacy screens' will hamper this and will expect the local area risk assessment to take this into account where applicants intend to construct such screens. Particular attention should be paid to the Gambling Commission's Social Responsibility Codes in this regard, especially code 9.11.1. Where an existing licensee adds 'privacy screens' a variation application will be required
- 22.0 TRACKS**
- 22.1** A Track is defined in Annex 'C'. Entry to these premises may be age restricted. Please refer to the Gambling Commission Guidance.
- 22.2** The Licensing Authority will take account of any conditions applied to an Operating Licence in respect of such premises.
- 22.3 Betting Machines**
Conditions may be imposed, in accordance with paragraphs 14.24, 14.25 and 14.26 above.
- 22.4** In deciding whether to impose conditions to limit the number of betting machines, each application will be on its own merits and account will be taken of Codes of Practice or Guidance issued under the Act

23.0 TRAVELLING FAIRS

- 23.1** The facilities for gambling (being category D machines and/or equal chance prize gaming without a permit) must amount to no more than an ancillary amusement at the fair. The Licensing Authority will determine whether this requirement is being met.

PART C PERMITS

- 24.0** The Act introduced a range of permits for gambling which are granted by Licensing Authorities. Permits are required when premises provide a gambling facility but either the stakes and prizes are very low or gambling is not the main function of the premises. The permits regulate gambling and the use of gaming machines in a specific premises. With the exception of limiting machine numbers on Licensed Premises Gaming Machine permits, the Licensing Authority may only grant or reject an application for a permit. No conditions may be added.

25.0 UNLICENSED FAMILY ENTERTAINMENT CENTRE GAMING MACHINE PERMITS

- 25.1** Where a premises does not hold a Premises Licence but wishes to provide Gaming machines, it may apply to the Licensing Authority for a Permit. It should be noted that the applicant must show that the premises will be wholly or mainly used for making gaming machines available for use.

- 25.2** The Licensing Authority requires the applicant to submit a scale plan of the premises showing the areas which the permit will cover together with any other areas under the control of the licensee. Generally, this will be at a scale of 1:100 but other scales may be submitted with prior agreement from the Licensing Authority. Full details can be found in section 14.27

- 25.3** The Licensing Authority will expect the applicant to show that there are written policies and procedures in place to protect children from harm. Harm in this context is not limited to harm from gambling but includes wider child protection considerations. The suitability of such policies and procedures will be considered on their merits, however, they may include:-

- A basic Disclosure & Barring Service check or equivalent criminal record check for the applicant and the person(s) having the day to day control of the premises;
- Proof of age schemes;
- Displaying details of contact numbers advising the public of agencies to whom can report concerns in respect to children;
- How the applicant proposes to ensure that children will be protected from harm whilst on the premises;

- Training covering how staff would deal with:-
 - Unsupervised children being on the premises,
 - children causing perceived problems on/around the premises, or
 - suspected truant children

In addition applicants should be able to demonstrate a full understanding of maximum stakes and prizes (and that staff are suitably trained in this respect)

26.0 (ALCOHOL) LICENSED PREMISES GAMING MACHINE PERMITS

26.1 There is provision in the Act for premises licensed to sell alcohol for consumption on the premises to automatically have two gaming machines, of Categories C and/or D via a notification to the Licensing Authority.

26.2 Gaming machines can only be located on licensed premises that have a bar for serving customers.

26.3 Premises restricted to selling alcohol only with food, will not be able to have gaming machines or apply for a Permit.

26.4 Where an application for more than two gaming machines is received, the Licensing Authority will specifically have regard to the need to protect children and vulnerable persons from harm or being exploited by gambling and will expect the applicant to satisfy the Authority that there will be sufficient measures to ensure that under 18 year olds do not have access to the adult only machines. Measures will cover such issues as:-

- Adult machines being in sight of the bar, or in sight of staff who will monitor that the machines are not being used by those under 18;
- Appropriate notices and signage; and
- As regards the protection of vulnerable persons, the Licensing Authority will consider measures such as the use of self-barring schemes, provision of information, leaflets/help line numbers for organisations such as GamCare.
- Relevant codes of practice issued by the Gambling Commission

To enable The Licensing Authority to come to an appropriate decision, applicants are expected to submit a plan show the proposed positioning of machines with their application

The Licensing Authority can decide to grant an application with a smaller number of machines and/or a different category of machines than that applied for but conditions other than these cannot be attached.

27.0 PRIZE GAMING PERMITS[See Annex C for definition]

27.1 The Licensing Authority will expect the applicant to show that there are written policies and procedures in place to protect children from harm. Harm in this context is not limited to harm from gambling but includes wider child protection considerations. The suitability of such policies and procedures will be considered on their merits, however, they may include:-

- A basic Disclosure & Barring Service check or equivalent criminal record check for the applicant and the person having the day to day control of the premises.
- Proof of age schemes
- How the applicant proposes to ensure that children will be protected from harm whilst on the premises.
- Training covering how staff would deal with:-
 - unsupervised, very young children being on the premises,
 - children causing perceived problems on/around the premises, and
 - suspected truant children

In addition applicants should be able to demonstrate a full understanding of maximum stakes and prizes (and that staff are suitably trained in this respect)

In making its decision on an application for a Permit, the Licensing Authority does not need to have regard to the Licensing Objectives but must have regard to any Gambling Commission guidance.

28.0 CLUB GAMING AND CLUB MACHINE PERMITS

28.1 Members' Clubs and Miners' Welfare Institutes may apply for a Club Gaming Permit and/or a Club Gaming Machine Permit, but are restricted by category and number of machines and to equal chance gaming and games of chance.

28.2 Commercial clubs may apply for a club machine permit, subject to restrictions

28.3 The gambling provided under the authority of a club gaming permit must also meet the following conditions:

(a) in respect of gaming machines:

no child or young person may use a category B or C machine on the premises

that the holder must comply with any relevant provision of a code of practice about the location and operation of gaming machines.

(b) the public, children and young persons must be excluded from any area of the premises where the gaming is taking place.

28.4 Section 273 of the Act sets out the conditions that will apply to the club machine permit, including that in respect of gaming machines no child or young person uses a category B or C machine on the premises and that the holder complies with any relevant provision of a code of practice about the location and operation of gaming machines.

PART D OCCASIONAL AND TEMPORARY PERMISSIONS

29.0 TEMPORARY USE NOTICES (TUN)

29.1 A 'TUN' is defined in Annex 'C'.

29.2 A TUN may only be granted to a person or company holding an Operating Licence relevant to the temporary use of the premises. Regulations issued by the Secretary of State prescribe the activities to be covered. At present a Temporary Use Notice can only be issued for equal chance gaming.

29.3 For the purposes of a TUN, a set of premises is the subject of a TUN if any part of the premises is the subject of the Notice. This prevents one large premises from having a TUN in effect for more than 21 days per year by giving a Notice in respect of different parts.

29.4 The definition of a "set of premises" will be a question of fact in the particular circumstances of each Notice that is given. In considering whether a place falls within the definition of "a set of premises", the Licensing Authority will consider, amongst other things, the ownership/occupation and control of the premises.

29.5 The Licensing Authority will object to Notices where it appears that their effect would be to permit regular gambling in a place that could be described as one set of premises.

30.0 OCCASIONAL USE NOTICES

- 30.1** Occasional Use Notices (OUN) are defined in Annex 'C'.
- 30.2** The Licensing Authority has very little discretion as regards these Notices, aside from ensuring that a statutory limit of 8 days in a calendar year is not exceeded.
- 30.3** The Licensing Authority will, however, consider the definition of a track and whether the applicant is permitted to avail him/herself of the Notice.

31.0 SMALL SOCIETY LOTTERIES

- 31.1** The definition of a Small Society Lottery is contained in Annex 'C' and these require registration with the Licensing Authority.

32.0 APPENDICES

- 32.1** Appendices have been attached to this Statement providing further information and guidance and they are intended only to assist readers and should not be interpreted as legal advice or as constituent of the Licensing Authority's policy. Readers of this document are strongly advised to seek their own legal advice if they are unsure of the requirements of the Act, or the guidance or regulations issued under the Act.

33.0 DELEGATION OF POWERS

- 33.1** The Licensing Authority has agreed a scheme of delegation for discharging its functions under the Act.

34.0 DEFINITIONS – Annex 'C'

35.0 FEES – Annex 'F'

36.0 USEFUL CONTACTS

The Gambling Commission maintains a list of useful contacts on organisations involved in gambling and their contact details can be found on the Commission's website www.gamblingcommission.gov.uk Some of these organisations provide codes of practice on their particular interest area.

ANNEX 'A'

List of Consultees

The draft policy was placed on the Council Website and in accordance with the Act the following organisations and individuals were consulted as part of the formal consultation exercise on the Statement of Gambling Licensing Policy.

- All responsible Authorities for the Gambling Act (as specified in Annexe 2).
- Holders of Premises Licences and Permits under the Gambling Act 2005
- Gamblers Anonymous,
- The Licensing Committee
- Public Health
- Licensees of alcohol licensed premises who have given notification of the use of gaming machines
- A sample of organisations who had previously sought registration for the purposes of local lotteries;
- Religious groups
- Educational establishments including local secondary schools, colleges of further education and Essex University.
- Trade Associations including Business in Sport and Leisure, BACTA, the Casino Operators Association, the Bingo Association, the Association of British Bookmakers Ltd., the British Casino Association, Southend Seafront Illumination and Business Association Ltd (SSIBA).
- Voluntary and support groups including Gamblers Anonymous, GamCare, Responsibility in Gambling Trust, Age Concern, Southend Mencap, Housing and Money Advice Service (Southend-on-Sea Borough Council), Youth and Connexions (Southend-on-Sea Borough Council), Womens Aid Federation of England, The Samaritans, Citizens Advice Bureau, Southend District Mental Health Association, Southend Association of Voluntary Services, South Essex Victims Support, NSPCC.
- Other relevant authorities and organisations including Southend Transport Police, Regulatory Services (Southend-on-Sea Borough Council), Trading Standards (Southend-on-Sea Borough Council), Southend Primary Care Trust, Youth Offending Service.
- Leigh-on-Sea Town Council;
- Leigh Society;
- The Milton Conservation Society.

- Licensing Consultants and Legal Advisers in private practice
- Pubwatch
- Southend Community Safety Partnership
- Southend Ethnic Minority Forum,
- Chinese Association Centre,
- Essex Bangladeshi Welfare Association,
- Residents and Tenants Associations.

In addition to those specifically consulted, no requests were received for copies of the draft Policy Document.

~~(note the consultation list is deliberately light as this policy was previously reviewed in 2017. Accordingly there are a few changes. The Act prescribes a statutory three yearly review and this version is in compliance with that requirement.)~~

In addition to those specifically consulted, no requests were received for copies of the draft Policy Document, although the web page where it was located received 165 'hits'

ANNEX 'B'

Contact Details for the Licensing Authority and Responsible Authorities

The Licensing Authority is:

The Licensing Authority
Public Protection Division (Floor 13)
Southend-on-Sea Borough Council
Civic Centre
Victoria Avenue
Southend-on-Sea, SS2 6ZG

Telephone: 01702 215005

Email: licact2003@southend.gov.uk

The Responsible Authorities are:

- a) The Chief Officer of Police
Essex Police
Licensing Department (Alcohol & Gambling)
Blythes Meadow
Braintree
CM7 3DJ

Telephone: 101 ext 452035

E:mail licensing.applications@essex.pnn.police.uk

Guidance from Essex Police on their expectations for licence applications can be found on their website at: www.essex.police.uk/licensing

- b) The Fire and Rescue Authority
Essex County Fire and Rescue Service
Southend Service Delivery Point
Sutton Road (Rear of Fire Station)
Southend-on-Sea, SS2 5PX

Telephone 01376 576740

- c) The Local Planning Authority
The Development Control Section
Southend-on-Sea Borough Council
Civic Centre
Victoria Avenue
Southend-on-Sea. SS2 6ZG

Telephone: 01702 215327

- d) The Local Authority with functions related to prevention of risk of pollution of the environment:-

The Environmental Protection Team
Public Protection Division (Floor 13)
Southend-on-Sea Borough Council
Civic Centre, Victoria Avenue
Southend-on-Sea SS2 6ZG

Telephone: 01702 215005

Email: environmentalprotection@southend.gov.uk

- e) The body designated by the Licensing Authority as being competent to advise on the Authority about protection of children from harm.

The Department of Safeguarding for Children.

(Child Protection Advisor)

Southend-on-Sea Borough Council

Civic Centre, Victoria Avenue

Southend-on-Sea SS2 6ZG

Telephone: 01702 534417

Email: safeguardingforchildren@southend.gov.uk

- f) The Gambling Commission
Victoria Square House
Victoria Square
Birmingham
B2 4BP

Telephone: 0121 230 6500

- g) HM Revenue and Customs
Excise Processing Teams
BX9 1GL

Telephone: 03000 516023

Email: NRUBetting&Gaming@HMRC.gsi.gov.uk

- h) In relation to vessels only, the Navigation Authority having functions in relation to any place where the vessel is or is likely to be while activities are carried on in reliance on a premises licence. For this purpose, correspondence should be sent to:

Surveyor-in-Charge

Maritime & Coast Guard Agency

Marine Office

Central Court

1B Knoll Rise

Orpington, BR6 0JA

Telephone: 01689 890400

Any further enquiries or assistance can be obtained from the Licensing Authority on the email address or telephone number given above. These addresses were correct at the time of going to press but are subject to change without notice. Any change made will not form part of a review of the Council's Statement of Licensing Policy

ANNEX 'C'

DEFINITIONS

Please note, definitions listed below are for guidance only and do not form part of the Council's Statement of Licensing Policy or will necessarily appear within it.

Term	Description
ATM	Auto teller machine or cash machine.
Adult Gaming Centre	Premises in respect of which an Adult Gaming Centre Premises Licence has effect.
Authorised Local Authority Officer	A Licensing Authority Officer who is an authorised person for a purpose relating to premises in that Authority's area.
Betting	In this Act "betting" means making or accepting a bet on— (a) the outcome of a race, competition or other event or process, (b) the likelihood of anything occurring or not occurring, or (c) whether anything is or is not true.
Betting Machines	A machine designed or adapted for use to bet on future real events [not a gaming machine].
Bingo	Bingo is not given a statutory definition in the Act other than that it means any version of the game irrespective of by what name it is described. It is to have its ordinary and natural meaning. Two types of bingo are commonly understood: <ul style="list-style-type: none">• cash bingo, where the stakes paid make up the cash prizes that are won• prize bingo, where various forms of prizes are won, not directly related to the stakes paid.
Casino	An arrangement whereby people are given an opportunity to participate in one or more casino games.
Casino Resolution	Resolution not to issue Casino Premises Licences.
Child	Individual who is less than 16 years old.
Club Gaming Machine Permit	Permit to enable the premises to provide gaming machines [3 machines of Categories B,C or D.]
Conditions	Conditions to be attached to licences by way of:-

	<ul style="list-style-type: none"> ❑ Automatic provision ❑ Regulations provided by Secretary of State ❑ Conditions provided by Gambling Commission ❑ Conditions provided by Licensing Authority <p>Conditions may be general in nature [either attached to all licences or all licences of a particular nature] or may be specific to a particular licence.</p>
Crane grab machine	A non-money prize machine in respect of which every prize which can be won consists of an individual physical object (such as a stuffed toy) won by a person's success in manipulating a device forming part of the machine so as to separate, and keep separate, one or more physical objects from a group of such objects.
Default Conditions	Conditions, prescribed in regulations, that will apply unless the Licensing Authority decides to exclude them. This may apply to all Premises Licences, to a class of Premises Licence or Licences for specified circumstances.
Delegated Powers	Decisions delegated either to a Licensing Committee, Sub-Committee or Licensing Officers.
Disorder	No set interpretation. However, likely to be connected to the way gambling is being conducted. In the case of Gambling Premises' Licences, disorder is intended to mean activity that is more serious and disruptive than mere nuisance.
Equal Chance Gaming	Games that do not involve playing or staking against a bank and where the chances are equally favourable to all participants.
Exempt Lotteries	<p>Lotteries specified in the Gambling Act as permitted to be run without a licence from the Gambling Commission. There are four types:</p> <ul style="list-style-type: none"> • Small Society Lottery [required to register with Licensing Authorities. • Incidental Non Commercial Lotteries. • Private Lotteries. • Customer Lotteries.
Family Entertainment Centre (FEC)	<p>There are two types of FEC:-</p> <p>A licensed FEC (ie one with a Premises Licence) has no limit on the number of category C or D machines permitted</p> <p>An unlicensed FEC (ie one with a Permit) has no limit on the number of category D machines permitted</p>

Fixed Odds Betting Terminals (FOBTs)	FOBTs are a type of gaming machine which generally appear in licensed bookmakers. (Betting Shops) FOBTs have 'touch-screen' displays and look similar to quiz machines familiar in pubs and clubs. They normally offer a number of games, roulette being the most popular.
Gaming & game of chance	In the Act "gaming" means playing a game of chance for a prize. and "game of chance"— (a) includes— (i) a game that involves both an element of chance and an element of skill, (ii) a game that involves an element of chance that can be eliminated by superlative skill, and (iii) a game that is presented as involving an element of chance, but (b) does not include a sport
Gaming Machine	Machine covering all types of gambling activity, including betting on virtual events, but not including home computers even though users can access online gambling websites.
Guidance to Licensing Authorities	Guidance issued periodically by the Gambling Commission
Incidental Non Commercial Lottery	A lottery promoted wholly for purposes other than private game, and which are incidental to non-commercial events [commonly charity fundraising events, lottery held at a school fete or at a social event such as a dinner dance]
Lottery	An arrangement which satisfies the statutory description of either a simple lottery or a complex lottery in Section 14 of the Act.
Members' Club	A club, as defined by the Licensing Act 2003, that must:- <ul style="list-style-type: none"> □ Have at least 25 members; □ Be established and conducted 'wholly or mainly' for purposes other than gaming; □ Be permanent in nature; □ Not be established to make commercial profit; □ Be controlled by its members equally.
Money prize machine	A machine in respect of which every prize which can be won as a result of using the machine is a money prize.

Non-money prize machine	A machine in respect of which every prize which can be won as a result of using the machine is a non-money prize. The winner of the prize is determined by: (i) the position in which the coin or token comes to rest after it has been inserted into the machine, together with the position of other coins or tokens which have previously been inserted into the machine to pay a charge for use, or (ii) if the insertion of a single coin to pay the charge for use enables the person using the machine to release one or more tokens within the machine, the position in which such tokens come to rest after being released, together with the position of other tokens which have previously been so released.
Occasional Use Notice (OUN)	Betting may be permitted on a 'track' by an OUN without the need for a full Premises Licence.
Odds	The ratio to which a bet will be paid if the bet wins. e.g. 3-1 means for every £1 bet, a person would receive £3 of winnings.
Off Course Betting	Betting that takes place other than at a track, i.e. at a licensed betting shop.
Off Course Betting - Tracks	Betting that takes place in a self-contained betting premises with the track premises providing facilities for off course betting, i.e. on other events, not just those taking place on the track. Normally operates only on race days.
On Course Betting - Tracks	Betting that takes place on a track while races are taking place.
Operating Licence	Licence to permit individuals and companies to provide facilities for certain types of gambling. It may authorise remote or non remote gambling.
Permits	Authorisation to provide a gambling facility where the stakes and prizes are very low or gambling is not the main function of the premises.
Personal Licence	Formal authorisation to individuals who control facilities for gambling or are able to influence the outcome of gambling. Cannot be held by companies.
Pool Betting – Tracks	For the purposes of the Gambling Act, pool betting is made on terms that all or part of the winnings: 1) Shall be determined by reference to the aggregate of the stakes paid or agreed to be paid by the persons betting 2) Shall be divided among the winners or 3) Shall or may be something other than money. For the purposes of the

	Gambling Act, pool betting is horse-race pool betting if it relates to horse-racing in Britain.
Private Lotteries	<p>There are three types of Private Lotteries:</p> <ul style="list-style-type: none"> ❑ Private Society Lotteries - tickets may only be sold to members of the Society or persons who are on the premises of the Society; ❑ Work Lotteries - the promoters and purchasers of tickets must all work on a single set of work premises; ❑ Residents' Lotteries - promoted by, and tickets may only be sold to, people who live at the same set of premises.
Prize Gaming	Where the nature and size of the prize is not determined by the number of people playing or the amount paid for or raised by the gaming. The prizes will be determined by the operator before play commences.
Prize Gaming Permit	A permit to authorise the provision of facilities for gaming with prizes on specific premises.
Regulations or Statutory instruments	Regulations are a form of law, often referred to as delegated or secondary legislation. They have the same binding legal effect as Acts and usually state rules that apply generally, rather than to specific persons or things. However, regulations are not made by Parliament. Rather, they are made by persons or bodies to whom Parliament has delegated the authority to make them, such as a minister or an administrative agency.
Representations	In the context of the Gambling Act representations are either positive statements of support or negative objections which are made in relation to a licensing application. Representations must be made in time, e.g. during a designated notice period.
Responsible Authorities	<p>Public Bodies that must be notified of all applications and who are entitled to make representations in relation to Premises Licences, as follows:-</p> <ul style="list-style-type: none"> ❑ The Licensing Authority in whose area the premises is partly or wholly situated ❑ The Gambling Commission ❑ The Chief Officer of Police ❑ Fire and Rescue Service ❑ The Planning Authority for the local authority area ❑ Environmental Health Service for the local authority area

	<ul style="list-style-type: none"> ❑ The Body competent to advise on the protection of children from harm ❑ HM Revenue and Customs ❑ Authority in relation to vulnerable adults ❑ Vessels only - the Navigation Authority whose statutory functions are in relation to waters where the vessel is usually moored or berthed, i.e. the Environment Agency, British Waterways Board, the Maritime and Coastguard Agency <p>Full details of Responsible Authorities for the Borough are contained in Appendix 'B' to this Policy.</p>
Skill machine / Skill with prizes machine	The Act does not cover machines that give prizes as a result of the application of pure skill by players. A skill with prizes machine is one on which the winning of a prize is determined only by the player's skill – any element of chance imparted by the action of the machine would cause it to be a gaming machine. An example of a skill game would be trivia game machines, popular in pubs and clubs, which require the player to answer general knowledge questions to win cash prizes.
Small Society Lottery	A lottery promoted on behalf of a non commercial society, i.e. lotteries intended to raise funds for good causes.
Society	The society, or any separate branch of such a society, on whose behalf a lottery is to be promoted.
Stake	The amount pledged when taking part in gambling activity as either a bet, or deposit to the bank or house (where the house could be a gaming machine).
Table gaming	Card games played in casinos.
Temporary Use Notice (TUN)	To allow the use of a premises for gambling where there is no Premises Licence but where a gambling operator wishes to use the premises temporarily for providing facilities for gambling.
Tote [or Totalisator]	"Tote" is short for Totaliser, a system introduced to Britain in 1929 to offer pool betting on racecourses.
Track	Sites where races or other sporting events take place, e.g. horse racing, dog racing or any other premises on any part of which a race or other sporting event takes place or is intended to take place.
Vehicles	Defined as trains, aircraft, sea planes and amphibious vehicles other than hovercraft. No form of commercial betting and gaming is permitted.
Vulnerable Persons	

	<p>No set definition, but likely to mean group to include people who:-</p> <ul style="list-style-type: none"> □ gamble more than they want to □ gamble beyond their means <p>who may not be able to make informed or balanced decisions about gambling due to a mental impairment, alcohol or drugs</p>
Young Person	An individual who is not a child but who is less than 18 years old.

ANNEX 'D'



ANNEX 'E'

Local Area Risk Assessment Example Template

1: Local Area			
No	Local Risks:	Licensing objective(s) at risk: (CD, FO or CV)	Control Measures
1.1			Systems
			Design
			Physical
1.2			Systems
			Design
			Physical
1.3			Systems
			Design
			Physical

2: Gambling Operation			
No	Local Risks:	Licensing objective(s) at risk: (CD, FO or CV)	Control Measures
2.1			Systems
			Design
			Physical
2.2			Systems
			Design
			Physical
3.3			Systems
			Design
			Physical

3: Internal and External Premises Design			
No	Local Risks:	Licensing objective(s) at risk: (CD, FO or CV)	Control Measures
3.1			Systems
			Design
			Physical
3.2			Systems
			Design
			Physical
3.3			Systems
			Design
			Physical

Actions following assessment:			
1: Local Area			
Action	Person/Dept tasked	Date tasked	Date completed
2: Gambling Operation			
Action	Person/Dept tasked	Date tasked	Date completed
3: Internal and External Premises Design			
Action	Person/Dept tasked	Date tasked	Date completed

Signed:		Date:	
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Print Name:	
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Notes: In addition to the requirement for existing licence holders to have a local area risk assessment, this risk assessment must be completed for all new premises or when the premises licence is varied. The assessment must also be reviewed when there are any significant changes to either the local circumstances and/or the premises. see section 14 of this policy)

Risks: Area of consideration that may impact on one or more of the licensing objectives
 Local Risks: These are the identified factors that may pose a risk to the licensing objectives by virtue of the provision of gambling facilities at the premises

Licensing Objectives: these are the three licensing objectives under the Gambling Act 2005 to which the risk factors have been identified as potentially impacting. For ease of reference within this assessment the objectives have been given codes that should be used to replace the full objective. These codes are CD for the Crime and Disorder objective, FO for the Fair and Open objective and CV for the protection of children and the vulnerable.

Control Measures: These are measures that the operator can put in place to mitigate the risk to the licensing objectives from the risk factors. These control measures are split into three categories, systems, design and physical.

The fact that there are three subsections in each section of the template should not be taken to suggest that you should limit your assessment to three risks for each section. The above template is an example only. You are at liberty to use your own design.

ANNEX 'F'

Non statutory fees are reviewed by the Licensing Authority on an annual basis in accordance with the Gambling (Premises Licence Fees) (England and Wales) Regulations 2007. Details of current fees can be obtained by contacting

The Licensing Authority
Public Protection Division (Floor 13)
Department for Place
Southend-on-Sea Borough Council
Civic Centre
Victoria Avenue
Southend-on-Sea
Essex SS2 6ZG Telephone: 01702 215005

Email: licact2003@southend.gov.uk

or alternatively by viewing the Council's Website www.southend.gov.uk

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Gambling Act Draft Licensing Policy Consultation

A six week consultation was launched on 19th July 2021 (with responses to be submitted by 29th August 2021), which consisted of letters and emails to local businesses and residents who have requested to be informed of our consultations. A webpage containing a link to the Draft Gambling Act Licencing Policy document, including the Licensing Conditions was publicised and a media release was issued on 23rd July 2021. A total of 165 people accessed the web campaign, of that 58 were informed which indicates they had visited the project page and viewed the survey and documents, 127 people were aware (clicked on the project page) but chose not to comment or look at the survey or supporting documents

Approximately 350 letters and emails were sent out to giving direct notification to local residents and businesses and the information was forwarded to the Southend Business District, which includes a number of business in and around the Town Centre. Relevant bodies enforcing the Act and supporting vulnerable groups were also consulted, as were all those specifically required by the Gambling Act 2005 (the Act)

The results:-

A total of 11 people responded to the consultation, no actual questions were set as we wanted responses and opinions on the content within the draft policy. Respondents were also given the opportunity to say if they agreed with the policy. 57% agreed. Below are the comments received in full.

Comments	
Resident	Licensing Authority (LA) Response
<p>Should be looked at as part of the Poverty prevention strategy. Gambling is a route to poverty. It is far too easy for people to become addicted to gambling and become in debt. The only person to ‘win’ at slot machines is the person who owns the machine.</p>	<p>The purpose of the Statement of Licensing Policy is to set out the principles by which Southend-on-Sea Borough Council, as the Licensing Authority under the Gambling Act 2005 intends to apply in discharging its functions to licence premises for gambling under the Act. Section 153(1) of the Act states “In exercising their functions under this Part a licensing authority shall aim to permit the use of premises for gambling in so far as the authority think it—</p>

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<p>Far to many slot machines are used as a cover for criminal activities eg money laundering. Many slot machine arcade owners have to 'pay' protection money to criminals unless of course its criminals that own the arcade! Quite frankly there is already enough ways to lose ones rent money in Southend with out more being added to the list</p>	<p>(a)in accordance with any relevant code of practice under section 24, (b)in accordance with any relevant guidance issued by the Commission under section 25, (c)reasonably consistent with the licensing objectives (subject to paragraphs (a) and (b)), and (d)in accordance with the statement published by the authority under section 349 (subject to paragraphs (a) to (c)).”</p> <p>While the act sets out the protection of the vulnerable as an objective and this will be taken into account when judging an application in accordance with Section 153(c), the correct policy to address problem gambling would be Public Health’s (PH) Reducing Harmful Behaviors strategy. This policy specifically addresses Gambling issues and a member of the licensing authority sat on the panel which created that document. In addition the LA produces a Local Area Profile for use of applicants in risk assessing the impact of their application and for use by existing licensees in their assessments. Included within this is PH data on depravation.</p> <p>Essex Police are a designated ‘Responsible Authority’ under the Act. This gives them the power to review a licence where there is evidence that it is linked with criminal activity</p> <p>Outcome – No Change</p>
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<p>Resident</p> <p>We already have three casinos around the Southend seafront area. so i do not want anymore built or commissioned.</p> <p>Along the pier area we have slot machines so this is plenty. There are also betting shops darted around the various high streets. I do not want anymore gambling set up within the borough.</p>	<p>Licensing Authority (LA) Response</p> <p>There are 4 casino licences, one is 'dormant'. In order for more to be built, a change to the Act would be required. The LA have no power to allow more than the current limit of 4</p> <p>Section 153 of the Act is specific in stating that 'need' cannot be taken into account when deciding an application. In 2015 the Government moved betting and payday loan shops out of the A2 planning class and into the 'sui generis' class. This means that planning permission is now required before a building can change to either of these uses; thus local authority controls on number of premises will be via the planning regime rather than the licensing one. The LA has no power to cap the number of arcade or betting premises.</p> <p>Outcome – No Change</p>
<p>Resident</p> <p>Disagree with language literature statement; only English should be used.</p>	<p>Licensing Authority (LA) Response</p> <p>The LA believes that making such literature available in languages other than English may assist readers in making reasoned decisions about gambling by way of having a better understanding. A study by GambleAware in 2020 found that minority ethnic groups are usually the ones who are disproportionately affected by gambling-related harm. The 'statement' accords with the licensing objective of 'Protecting the Vulnerable'.</p>

<p>'Bricks & Mortar' gambling establishments within Southend should be: . limited to a specific number, i.e., no more than five (5) different venues with final permission granted only by the Council; . restricted to a specific vicinity/area - for oversight and the containment of gambling Rationale: Public access to online gambling is already exceedingly prevalent; making 'Bricks & Mortar' gambling establishments less relevant</p>	<p>Section 153 of the Act is specific in stating that 'need' cannot be taken into account when deciding an application. In 2015 the Government moved betting and payday loan shops out of the A2 planning class and into the 'sui generis' class. This means that planning permission is now required before a building can change to either of these uses; thus local authority controls on number of premises will be via the planning regime rather than the licensing one. The LA has no power to cap the number of arcade or betting premises.</p> <p>Online Gambling is regulated by The Gambling Commission. We have seen a reduction in the number of betting shops since the last policy was published.</p> <p>Outcome – No Change</p>
<p>GambleAware - Charity</p> <p>Thank you for consulting us on your draft Statement of Principles under the Gambling Act 2005.</p> <p>Due to resource constraints on a small charity, we are not able to offer specific feedback on your policy. However, you may find GambleAware's recently published interactive maps useful, which have been designed for use by local authorities. The maps show the prevalence of problem gambling severity in each local authority and ward area as well as usage of, and reported demand for, treatment and support for gambling harms.</p> <p>GambleAware also strongly commends two publications by the Local Government Association which set out the range of options available to local authorities to deal with gambling-related harms using existing powers:</p>	<p>Licensing Authority (LA) Response</p> <p>The maps will be incorporated into the local area profile document</p> <p>The LA is aware of and uses these publications</p>

<p>https://www.local.gov.uk/tackling-gambling-related-harm-whole-council-approachhttps://www.local.gov.uk/gambling-regulation-councillor-handbook-england-and-wales</p> <p>GambleAware is also fully supportive of local authorities which conduct an analysis to identify areas with increased levels of risk for any reason. In particular we support those who also include additional licence requirements to mitigate the increased level of risk. Areas where there are higher than average resident or visiting populations from groups we know to be vulnerable to gambling harms include children, the unemployed, the homeless, certain ethnic-minorities, lower socio-economic groups, those attending mental health (including gambling disorders) or substance addiction treatment services.</p> <p>Finally, GambleAware is a leading commissioner of prevention and treatment services for gambling harms. It provides these functions across England, Scotland and Wales and its work is underpinned by high quality research, data and evaluation. We encourage all local authorities to signpost people to the National Gambling Helpline on 0808 8020 133 and also www.begambleaware.org. Both are part of the National Gambling Treatment Service and offer free, confidential advice and support for those who may need it.</p>	<p>Signposting would come via support agencies rather than the policy itself</p> <p>Outcome – no change to policy, but an update to the Local Area Profile.</p>
<p>Member of Southend Council</p> <p>I wondered if the two points below are contradictory with the first suggesting one other prominent first language, whereas point two (that was highlighted as new) states other language(s). I think in a multi cultural area it would be reasonable to expect more than one other language to be covered but I am</p>	<p>Licensing Authority (LA) Response</p> <p>This point is accepted and the two sections will be combined in to one clearer section to read as follows:</p>

unsure if there is discretion on the part of the operator on which languages to include?

14.13 - The provision of signage and documents relating to games rules, gambling care providers and other relevant information be provided in both English and the other prominent first language for that locality
14.20 - Where an area has a high proportion of people who do not have English as their first language, The Licensing Authority will expect this to be reflected in the local area risk assessment. The provision of gamble awareness literature in languages other than English should be considered.

With regard to unlicensed family entertainment centres I wondered if there was an identified age under which 'very young children' are considered, to reduce ambiguity or interpretation associated within the context of

25.3 Training covering how staff would deal with:- unsupervised, very young children being on the premises, children causing perceived problems on/around the premises, or suspected truant children

Also I wondered if there is any requirement in this context to have notices up for the public about who to contact if you are worried about the welfare of a child?

"14.13 - Where an area has a high proportion of people who do not have English as their first language, The Licensing Authority will expect this to be reflected in the local area risk assessment. The provision of signage and documents relating to games rules, gambling care providers and other relevant information being provided in both English and the other prominent first language(s) for that locality should be considered"

In regard to section 25.3 The LA are not empowered to make rules or add conditions to UFEC premises and therefore can only give guidance and list expectations which in turn will unfortunately allow for ambiguity. There is no definition in Gambling law of 'very young children'. Therefore to remove any doubt a change of the term to 'Children' by removing 'very young' will be made.

This section will be reworded as follows:

"25.3 The Licensing Authority will expect the applicant to show that there are written policies and procedures in place to protect children from harm. Harm in this context is not limited to harm from gambling but includes wider child protection considerations. The suitability of such policies and procedures will be considered on their merits, however, they may include:-

	<ul style="list-style-type: none"> • A basic Disclosure & Barring Service check or equivalent criminal record check for the applicant and the person(s) having the day to day control of the premises; • Proof of age schemes; • Displaying details of contact numbers advising the public of agencies to whom can report concerns in respect to children; • How the applicant proposes to ensure that children will be protected from harm whilst on the premises; • Training covering how staff would deal with:- <ul style="list-style-type: none"> ➤ Unsupervised children being on the premises, ➤ children causing perceived problems on/around the premises, or ➤ suspected truant children <p>In addition applicants should be able to demonstrate a full understanding of maximum stakes and prizes (and that staff are suitably trained in this respect)</p>
Kings Money Advice Centre	
<p>Please consider the below the response to the consultation on Southend’s Gambling Policy from King’s Money Advice Centre, Southend: We are a charitable debt advice centre, authorised and regulated by the Financial Conduct Authority and working mainly in the Blenheim/St Lawrence wards of Southend. Just over 20% of our current/recent clients have issues with gambling that have led directly to their financial problems and contributed to their unsustainable debts. Their whole lives (including housing, relationships, ability to work, mental health) have been shaped by</p>	

gambling- unequivocally negatively. All of these clients would fall into the 'vulnerable' category described in this policy.

As such, we are encouraged by the consideration the policy places upon awareness of and potential protections for vulnerable people. There are, however, several general points we wish to draw attention to. In the first place, it is worth saying that the biggest problem our clients face is simply plenty of opportunity to gamble, and so our general perspective would be that the fewer permits awarded/premises licensed, the better for our town. It is all very well keeping such premises away from 'centres for gambling addicts' (at 14.20), but gambling addicts do not spend all their time at such a place. The fewer premises that are licensed, the fewer opportunities for vulnerable people like our clients to gamble.

We also note (at 19.2) that there is no resolution 'not to issue new licences for casinos', and would encourage the Licensing Authority to consider passing such a resolution, for the same reason.

Secondly, we would urge the Licensing Authority to place great weight on the consideration of the needs of vulnerable people when making their decisions (as necessitated by the wording of 14.8 and 14.12 for example), and when inspecting premises to ensure that the protections planned are actually put in place. As we said above, we are encouraged by the inclusion of these provisions, but we just wanted to take the opportunity this consultation provides to share from our experience working with vulnerable people in Southend; paying only lip service to these provisions would impact lives incredibly negatively. In short, there would inevitably be consequences for individuals and families across the borough and for the service providers that will end up having to pick up the pieces for these vulnerable people. If not enough protection for vulnerable people is provided, there would be a net

Section 153 of the Act is specific in stating that 'need' cannot be taken into account when deciding an application. In 2015 the Government moved betting and payday loan shops out of the A2 planning class and into the 'sui generis' class. This means that planning permission is now required before a building can change to either of these uses; thus local authority controls on number of premises will be via the planning regime rather than the licensing one. The LA has no power to cap the number of gambling premises.

In order for more casinos to be built, a change to the Act would be required. The LA have no power to allow more than the current limit of 4 thus a resolution would be superfluous.

In the 2017 review of the policy the LA introduced the concept of Local Area Risk Assessments (LARA) for new applications. In 2019 this was expanded to include existing licensed premises. 14.12 supports the protection of the vulnerable in stating "In every case the local risk assessment should show how vulnerable people, including people with gambling dependencies, are protected". When considering any application the LARA would be reviewed by officers and where appropriate the application would be considered at hearing. Inspections include a review of the LARA and that the protections in it are in place.

<p>cost for our town, rather than any benefit, and we believe this must be borne in mind.</p>	<p>Outcome – No Change</p>
<p>Port of London Authority</p>	
<p>Thank you for consulting the Port of London Authority (PLA) on Southend-on-Sea Borough Councils latest draft of its gambling licensing policy. I have now had the opportunity to review the draft policy and can confirm that the PLA has no comments to make.</p>	<p>Outcome – No Change</p>
<p>The Licensing Committee</p>	
<p>The Licensing Committee reviewed the proposed changes at a meeting of the full committee on 16th August 2021.</p> <p>Whilst noting the proposed revisions, the Committee felt that the wording of the first two bullet points under section 26.4 of the revised policy should be amalgamated and reworded to enable those premises unable to position the machines in sight of the bar an acceptable alternative.</p> <p>Resolved:- That the Cabinet be recommended that the Revised Statement of Gambling Licensing Policy be adopted subject to the following amendment:</p> <ul style="list-style-type: none"> • The first two bullet points under section 26.4 be amalgamated and reworded as follows: <p>“Adult machines being in sight of the bar or in sight of staff who will monitor that the machines are not being used by those under 18;”</p>	<p>Agreed.</p> <p>Outcome - The first two bullet points under section 26.4 shall be amalgamated and reworded</p>

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Southend-on-Sea Borough Council

Report of Executive Director Adult and Communities
To
Cabinet

On
2 November 2021

Report prepared by: Scott Dolling, Director of Culture and
Tourism

Agenda
Item No.

9

Southend Theatres Contract / Cliffs Pavilion Investment
Relevant Scrutiny Committee: Place
Cabinet Member: Councillor Carole Mulroney
Part 1

1. Purpose of Report

- 1.1 To apprise Cabinet of the need for major capital investment in the Cliffs Pavilion and to update on the outcome of the recent successful Levelling Up Fund announcement of which the Cliffs Pavillion was an element of that bid.
- 1.2 To identify the opportunity for additional investment by Southend Borough Council (SBC) and HQ Theatres to expand the commercial offer for the Cliffs Pavilion as outlined in the Southend 2050 Ambition.
- 1.3 Considering the above, to take the opportunity to review and amend the service contract between SBC and HQ Theatres Ltd to reflect the parties' relevant capital investment and increase the commercial return to SBC from the operator.

2. Recommendations

- 2.1 **That Members note the impact of the proposed project on the Council's Medium Term Financial Plan.**
- 2.2 **That Members, in the light of this financial position, consider their in-principle agreement to the proposed investment of £8.3M into the Cliffs Pavilion, subject to a viable business case being agreed by the Council's Investment Board and a new lease agreement with HQ Theatres.**

- 2.3 That Members note that the capital investment will be financed by a mixture of a contribution from HQ Theatres, external funding via the Levelling Up Fund and borrowing.**
- 2.4 That Members approve the change from service contract to land transaction (lease) between SBC and HQ Theatres with an appropriate redistribution of liabilities and returns.**
- 2.5 That Members agree to delegate authority for the financial and contractual negotiations between SBC and HQ theatres to the Council's S.151 Officer (Executive Director Finance and Resources) in consultation with the Cabinet Member for Environment, Culture Tourism and Planning, ensuring that they deliver best value yet ensure timely approvals for project delivery.**

3. Background

- 3.1 The Cliffs and Palace Theatres are both Council owned assets and have a service delivery contract with HQ Theatres until 2036.
- 3.2 The Cliffs Pavilion is a key cultural destination for visitors and residents welcoming around 500,000 visitors per year.
- 3.3 An expanded hospitality offer has been designed by HQ Theatres as part of a capital project which will increase economic activity and an additional 17 full time equivalent jobs are expected following this major upgrade, in addition to onsite training. The Cliffs Pavilion's annual economic contribution to the borough was in the region of £8.9M in 2018/19. (Economic assessment appended).
- 3.4 The £8.3M proposed investment in developing the offer at the Cliffs will secure the venue's continued place as one of the top ten regional theatres in the country, benefitting from the larger touring shows that draw major audiences. A recent merger with HQ Theatres and Trafalgar Entertainment is also delivering improved programming opportunities for the Theatres.
- 3.5 The proposed capital investment project would be a combination of improvements to the Cliffs Pavilion alongside essential major works to the building with full planning application awaiting decision in the November Development Control Meeting.
- 3.6 HQ Theatres have committed £1M towards the project. In addition, a successful bid of £5.5M to the government's Levelling Up Fund has also been confirmed in an announcement by the Chancellor of the Exchequer on 27th October as part of the Government's Budget 2021 and Comprehensive Spending Review, which will support the project's outcomes as a major part of our visitor economy. The current service agreement provides for a rising scale of contributions to SBC from HQ to the end of the contract in 2036. Currently the contribution is £50k per annum, this rises to £125k by the end of the term.
- 3.7 An independent valuation of the contract has been commissioned with a view to renegotiating the current service arrangement and instead developing and replacing it with a leasehold arrangement. The lease would be based on the value

left in the contract and consider the additional value to HQ Theatres of a longer term. This would be developed to increase current levels of contributions and reflect the investment made, as well as the different distribution of liabilities and returns to reflect the investments made.

- 3.8 The last major improvement investment in the theatre was in 1992, when the balcony was constructed, increasing the audience capacity. Since that time, there have been regular capital investments made by the Council around the building for essential major maintenance works, however these have not contributed to improving the overall offer and visitor experience.
- 3.9 The new designs will protect the SBC's asset, upgrade the building, increase income opportunities, and ensure that the public spaces reflect consumer expectations. This development will maintain the Cliffs Pavilion's market strength and grow Southend's cultural destination appeal. The new restaurant area and improved offer to customers will lead to increased employment and greater skills for its employees. Large areas of the public open space in the building will not bring a financial return and were included in the £5.5M Levelling Up Fund submission. Without public sector funding these areas will deteriorate and affect the wider offer. These enhancements also reduce the long-term capital expenditure on areas that would otherwise fall to the council in maintenance activity.
- 3.10 The current service contract also covers the Palace Theatre which would be included in the renegotiated lease.

4. Other Options

- 4.1 SBC could continue to maintain capital works at the Theatre without making significant change to the offer. This is not recommended as consumer expectations have changed and whilst major maintenance has been done, the Cliffs has not had any major refurbishment/changes for c.28 years. The offer is very tired and could lead to failures and multiple lost opportunities.

5. Reasons for Recommendations

- 5.1 To maximise the venue's economic impact, increase jobs and spend and enhance the visitor's experience and dwell time in the Theatre. This will position the venue for future success and respond to changing customer demands, needs and expectations.
- 5.2 The designs for the Theatre will upgrade the building in readiness for the future. The refurbishment and investment will help to ensure its future, protecting it from failure and reputational and financial damage to SBC.
- 5.3 The Theatre is SBC's asset, and a significant asset to the community. SBC would be liable for significant losses to HQ Theatres if the building were to close or fail to operate.

- 5.4 The Theatre is in need of substantial and continued capital investment and the option to do nothing would result in depreciation of a key Council asset. The proposed arrangements offer the opportunity to redistribute the liabilities and commercial returns aligned to the investment made.
- 5.5 It will also ensure that future commitments the council will need to have made in the capital investment programme on the various major works under its responsibility will be factored into this proposal.
- 5.6 Southend is a leading cultural destination and the programme at the Cliffs Pavilion demonstrates its position in the top ten regional theatres nationally bringing significant economic value to Southend.
- 5.7 Converting to a lease agreement provides HQ Theatres with increased confidence in their own investments supporting the overall project.

6. Corporate Implications

- 6.1 The Council has made a commitment to the 'Cliffs Pavilion upgraded' project through the updated 2050 Road Map.
 - 6.1.1 **Pride and Joy** – The variety and quality of our outstanding cultural and leisure offer has increased, and we have become the first-choice English coastal destination for visitors.
 - 6.1.2 **Opportunity and Prosperity** – Southend is a place that is renowned for its creative industries, where new businesses thrive and where established employers and others invest for the long term.

7. Financial Implications

- 7.1 The overall project is estimated at £8.3M. HQ theatres would be making a capital contribution of approximately £1M. CBRE have been appointed to assess SBC's S123 Local Government Act 1972, best consideration requirements and confirm that any proposed arrangements switching to a land transaction will, in those terms, deliver best consideration to the Council.
- 7.2 A negotiation based on the investment level and an independent valuation of the contract to convert to a lease agreement is anticipated to replace the existing service contract. It is anticipated that the renegotiation will ensure as a minimum that the new lease agreement will cover the current income stream under the service contract that will be lost, and the capital financing costs for the Council's investment of £1.8m.
- 7.3 Stage 1 of this project for the design and specification has been to the Investment Board as a business case and was submitted earlier this year. The Business Case for Phase 2 (construction) of the project has not yet been considered by Investment Board.

- 7.4 The Cliffs Pavilion Refurbishment and Remodelling project is currently listed in the 'subject to viable business case' section of the capital investment programme. It could be brought up into the main programme following in principle agreement by Members that there is appropriate justification for the scheme to progress. This in principle agreement would need to be followed by consideration of the full business case at Investment Board and will only be approved to progress into the main programme if there is a viable business case to proceed. In addition, the project will also be subject to final approval on satisfactory lease negotiations with HQ Theatres.
- 7.5 The approved Levelling Up Fund external funding to support the visitor economy has now been successfully announced by the Chancellor, which confirms £5.5M towards this project.
- 7.6 The total project investment cost is circa £8.3M. £1M of this will be funded by HQ Theatres and through the successful Levelling Up Fund bid for £5.5M means the remaining sum for the Council to fund is now £1.8M. This would incur annual financing costs of circa £0.125M, which is not accounted for in the Council's current MTFP.
- 7.7 Until the amount of borrowing and the lease negotiations are determined, it is not possible at this stage to say how far the new lease arrangement would offset these additional capital investment financing costs for the Council and the lost revenue stream under the current service contract. It should also be noted that some of the overall investment would be the Council's responsibility for maintaining the asset and would need to be factored into the Capital Investment Programme accordingly at some future point without this proposed project.
- 7.8 Members are asked to note and consider in making their decision that the Council's current MTFP as agreed at Budget Council in February 2021 has a budget gap of £20.7M. Since then, this has been reviewed in light of various announcements, review of areas in the MTFP and awaiting the full details of the Comprehensive Spending Review, which are all expected to increase the current four-year budget gap. Any additions for financing costs (net of the new lease arrangement) arising from the above proposal are yet to be factored into the MTFP but will clearly increase the budget gap further and will need to be factored into the budget setting for 2022/23.

8. Legal Implications

- 8.1 The proposal is that the Council will retain ownership of the freehold land and the lease will grant HQ Theatres a leasehold interest in the land for a period of years that will be considered as part of the negotiations.
- 8.2 The Council will engage external legal support to support lease negotiations and with regards terminating the current agreement and the commencement of the lease.

8.3 Consideration will be given to rights to renew the lease under the Landlord and Tenant Act 1954 which will have an impact on value and form part of the negotiations.

8.4 The external legal advisors will be requested to provide a final report on the transaction that will consider and respond to any concerns raised by the Council and the Council's other advisors.

9. People Implications

9.1 There are no People Implications within this report.

10. Property Implications

10.1 The Cliffs Pavilion remains a Council asset and its value would increase resulting from the capital investment. The project would allow enhancements to the building that reduce the likelihood of urgent works being required.

11. Consultation

11.1 Pre-planning advice was undertaken to understand any considerations to factor in for design. Full planning was registered in July and is to be determined in November Development Control Committee.

12. Equalities and Diversity Implications

12.1 The building is already fully compliant with Equality Act requirements, the new areas would be subject to accessibility legislation. The Theatre's programme includes a variety of inclusive performances which can be viewed on https://southendtheatres.org.uk/Online/accessible?menu_id=E5A65AE5-4370-400F-8450-DDCA0470C046. HQ Theatres are involved in a project called 'Theatres for Everyone' which addresses accessibility for customers and employees. The theatre promotes disability training regularly for all its staff.

13. Risk Assessment Implications

13.1 There are no Risk Assessment Implications within this report.

14. Value for Money

14.1 A framework has been agreed with Procurement to select from approved suppliers that are also in line with HQ Theatres' requirements. In addition, of the total cost of £8.3m, £6.5m will now come from external sources. In addition, there will be a revised lease agreement on the back of this investment which will improve the Council's revenue income stream with the intention of this at least

offsetting the capital financing costs for the Council's £1.8m investment and the current revenue income stream under the service contract.

15. Community Safety Implications

15.1 There are no Community Safety Implications within this report.

16. Environmental Impact

16.1 An environmental assessment will form part of the planning process for the works.

17. Background Papers

17.1 There are no background papers to this report.

18. Appendices

18.1 **Appendix A - Economic Impact study**

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**SOUTHEND
CLIFFS PAVILION**
ECONOMIC IMPACT
ASSESSMENT

EXECUTIVE SUMMARY

The Cliffs Pavilion makes a **significant economic contribution** to Southend-on-Sea Borough.

IN 2018-2019: **494,355** people visited the Cliffs Pavilion.

These customers generated an extra **£6.1m** for the local economy as a direct result of their trip to the theatre.

Venue expenditure on supplies and services spent locally generated **£1.3m**

A further **£868k** of economic impact was generated by Cliffs Pavilion employees spending their wages in the borough.

Artists and touring companies spending locally contributed a further **£330k**

Alongside this **£260k** was generated through hotel stays.

The Cliffs Pavilion's total **direct economic contribution** to Southend-on-Sea Borough in 2018-2019 was at least **£8.93m**





1. REPORT OVERVIEW

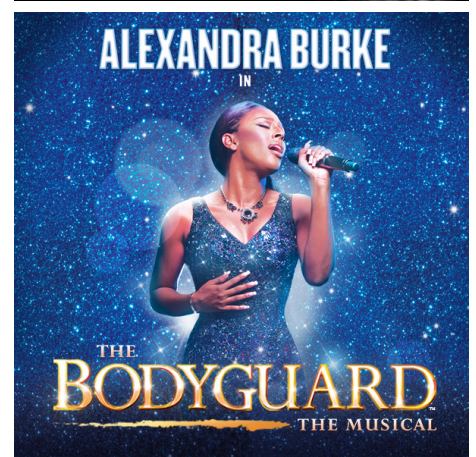
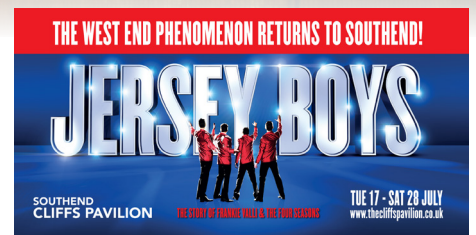
The Cliffs Pavilion is a major visitor attraction and a significant local employer. The venue welcomes a range of large-scale touring productions each year as well as privately organised events, creative learning and community activities.

In the financial year 2018-2019 The Cliffs Pavilion hosted 335 performances in the main house, attracting 374,355 visitors. Around 120,000 additional customers visited the venue for other events and activities away from the main house or for food and drink unconnected with a visit to the theatre.

Total footfall for the year was **494,355**

The volume of footfall, the number of touring productions, staff employed locally and expenditure by the venue itself has a substantial and positive knock-on effect to the wider economy of Southend-on-Sea. This report aims to quantify the level of that economic impact based on existing levels of business.

The report is written in the context of the proposed major improvements planned for the Cliffs Pavilion as set out briefly under section 4; the effect of which will be to amplify activity, ensure that the venue continues to attract major touring productions and to safeguard these economic impacts for many years to come.



2. REPORT METHODOLOGY AND REFERENCES

The methodology used in this assessment is based upon Arts Council England’s guidance document *Measuring the Economic Benefits of Arts & Culture* and on Professor Dominic Shellard’s *Economic Impact Study of UK Theatre*.

All figures included are net of VAT and figures have been adjusted for inflation where appropriate.

The following impacts are factored into the assessment:

CATEGORY	DEFINITION
Additional Visitor Spend	Additional spending by theatre audiences on items such as travel, transport, parking, spending in local bars, shops and restaurants, childcare, and overnight accommodation in connection with a visit to the venue.
Local Venue Expenditure	Purchase of goods and services made through local businesses, shops and suppliers by the Cliffs Pavilion through its normal operations.
Visiting Company Expenditure	Purchases made locally by visiting companies and their personnel (actors, technicians, stage crew etc.) which includes accommodation, food, drink and other items.
Staff Wages	The proportion of wages spent locally by staff at the Cliffs Pavilion who live locally (on items like rent, accommodation, food and drink, supplies and services and other leisure pursuits in the borough).



* Source: Economic Impact Study of UK Theatre, Professor Dominic Shellard, Arts Council England

The Multiplier Effect

Expenditure made locally by visitors, staff, the Cliffs Pavilion itself and visiting companies will be subject to a multiplier effect as a proportion of the money retained by local shops and suppliers will, in turn, be spent locally. For the purposes of this report we have applied a multiplier of 1.5* to the additional visitor spend, local venue expenditure, visiting company expenditure and staff wages figures to take account of this effect.

Adjustments for Displacement, Substitution, Leakage and Deadweight

A number of additional effects come into play when calculating Economic Impact which also need to be considered in order for the assessment to be robust. These include:

- **Displacement & Substitution**
Some expenditure made in relation to a visit to the Cliffs Pavilion represents money that will not be spent elsewhere in the local economy.
- **Leakage**
Some spending will ‘leak’ out of the borough. For example wages may be paid to someone who lives locally, but a proportion of that expenditure will be spent elsewhere.
- **Deadweight**
Some spending would have happened within the local area anyway, irrespective of the presence of the Cliffs Pavilion.

For the purposes of this report the following percentage reductions have been applied to the calculations below:

1. A reduction of 30% to the Additional Visitor Spend figures to allow for the effect of Displacement, Substitution & Deadweight.
2. A reduction of 40% to the Staff Wages figures to allow for the effect of Leakage.

No adjustments have been made to the Local Venue and Visiting Company expenditure figures, with the reasoning that these amounts are solely attributable to the presence of the Cliffs Pavilion and the activities that take place within the building.

It is recognised that the application of these percentage reductions is largely arbitrary; it is difficult to accurately assess the effects without significant research being undertaken, beyond the scope of this report. In estimating the percentages reference has been made both to Arts Council England’s guidance document *Measuring the Economic Benefits of Arts & Culture* and to the report *Tourism Marketing Return on Investment* issued by the Department of Culture, Media & Sport.

3. CALCULATING THE ECONOMIC IMPACT OF THE CLIFFS PAVILION

1. Additional Visitor Spend (AVS)

In 2018-2019 the Cliffs Pavilion welcomed 494,355 visitors, each spending an additional £11.81* related to their visit on travel, transport, parking, childcare, food and beverage and accommodation.

Visitor Numbers 2018-19	(AVS) per head	Total AVS	Multiplier Effect (x1.5)*	30% Reduction**
494,355	£11.81*	£5,838,530	£8,757,795	(£2,627,339)
Total AVS £6,130,456				

We conservatively estimate that 1% of customers stayed overnight in connection with a visit to the Cliffs Pavilion - usually to see a major gig or event. Allowing for multiple hotel room occupancy (most customers stay as a couple) we estimate that 2,471 hotel rooms were booked locally as a result of visits to the Cliffs Pavilion.

Hotel Rooms	Average Room Rate†	Total Hotel Spend	Multiplier Effect (x1.5)*	30% Reduction**
2,471	£100.58	£248,533	£372,800	(£111,840)
Total Hotel Stays £260,960				

2. Local Venue Expenditure

In 2018-2019 the Cliffs Pavilion spent £2,969,928 on supplies and services - excluding utility costs. It is estimated that at least 30% of this expenditure was made with local suppliers, businesses and other organisations within the borough.

18-19 Venue Supplies & Services	30% Spent Locally	Multiplier Effect (x1.5)*
£2,969,928	£890,978	£1,336,468
Total Local Venue Expenditure £1,336,468		

3. Visiting Company Expenditure

In 2018-2019 it is estimated that visiting companies at the Cliffs Pavilion spent at least £220,000 in the local area on accommodation, food and drink and supplies and services.

18-19 Visiting Company Expenditure	Multiplier Effect (x1.5)*
£220,000	£330,000
Total Visiting Company Expenditure £330,000	

4. Staff Wages

In 2018-2019 the total wage bill at the Cliffs Pavilion was £1,378,000. It is estimated that at least 70% of full-time and casual members of staff live within the borough; and therefore spend a proportion of their wages locally on accommodation, leisure, local services and in local shops.

Cliffs Pavilion Wages	70% Local Resident	Multiplier Effect (x1.5)*	40% Reduction***
£1,378,000	£964,000	£1,446,900	(£578,760)
Total Staff Wage Expenditure £868,140			

5. Final Calculation

In total, therefore, the Economic Impact of the Cliffs Pavilion in 2018-2019 is estimated as follows:

Category	Economic Impact 2018-2019
Additional Visitor Spend (incl hotels)	£6,391,416
Local Venue Expenditure	£1,336,468
Visiting Company Expenditure	£330,000
Staff Wages	£868,140
Total Economic Impact 2018-2019 £8,926,02	



† UK average hotel room rate, BDO Accountants 2018

* Economic Impact Study of UK Theatre, Professor Dominic Shellard, Arts Council England, adjusted for inflation.

** Reduction to allow for the effects of Substitution, Displacement and Deadweight.

*** Reduction to allow for the effects of Leakage.

**SOUTHEND
CLIFFS PAVILION**

PROPOSED VENUE
IMPROVEMENTS
& CASE STUDIES

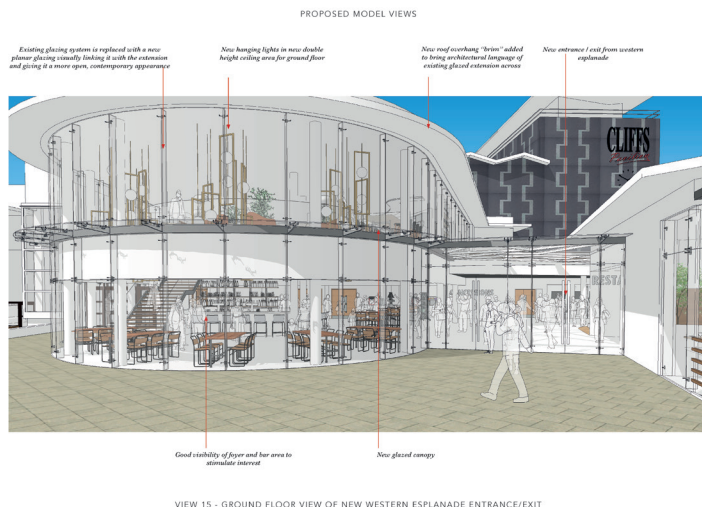
4. PROPOSED VENUE IMPROVEMENTS

A proposal has been developed by Southend-on-Sea Borough Council in conjunction with the venue operator HQ Theatres & Hospitality to improve, update and enhance the facilities at the Cliffs Pavilion.

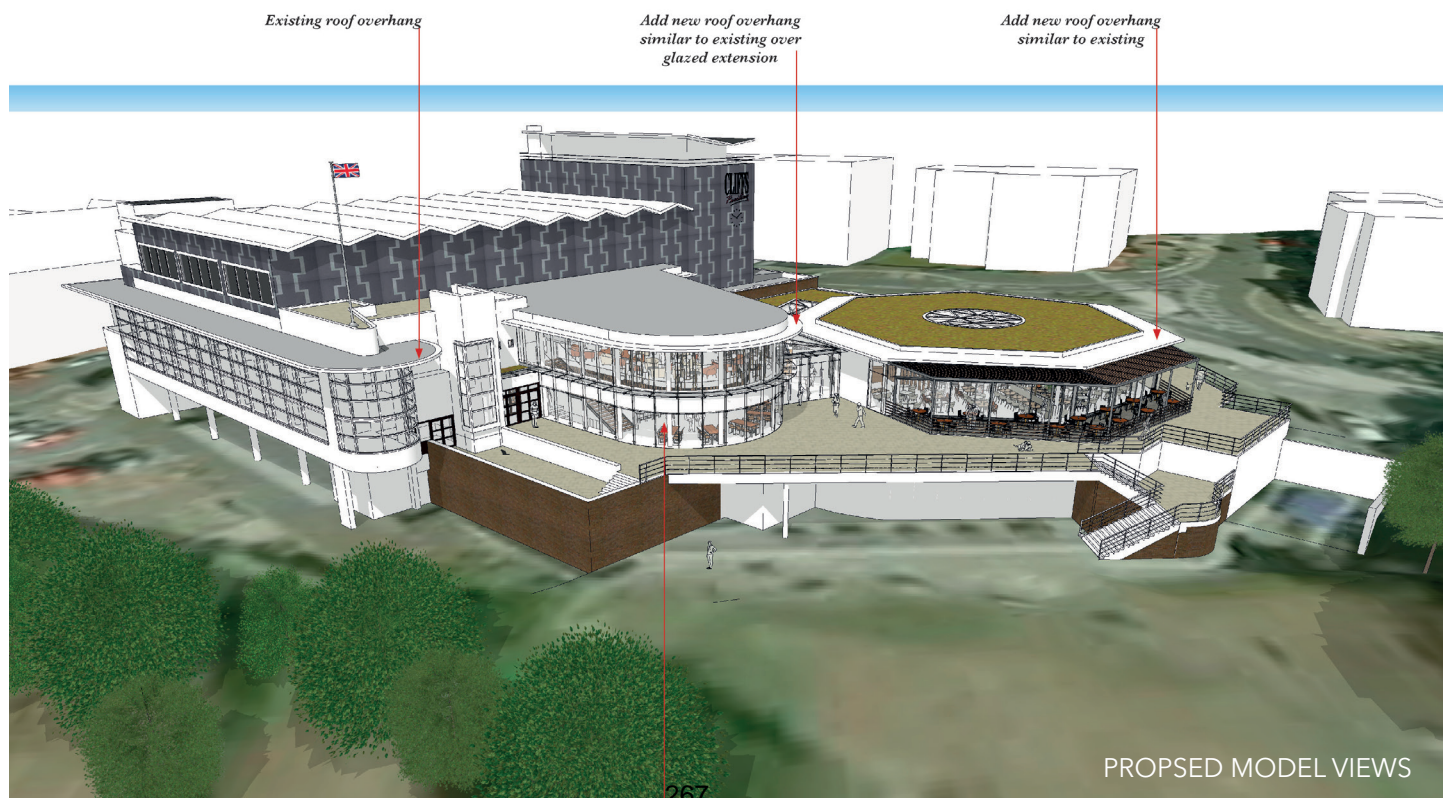
These improvements are focussed on maintaining the significant economic impact of the Cliffs Pavilion for the future – and represent the first major investment in the fabric of the building since the venue was redeveloped in 1992.

The improvement plan will:

- Ensure that the Cliffs Pavilion continues to thrive and continues to attract high quality shows, gigs and other events – competing with other major venues and attractions on the touring live entertainment circuit.
- Update and improve the facilities for customers – positioning the venue for future success and responding to changing customer demands, needs and expectations.
- Increase engagement and maintain participation levels and general levels of business connected to the presentation of performances.
- Enhance facilities for visitors the Cliffs Pavilion who attend for other events and activities and/or to visit the restaurant and café-bar.



The proposed venue improvements will create additional employment opportunities for local people, increasing the overall economic impact of the Cliffs Pavilion and delivering tangible economic benefits for local businesses.



5. CULTURAL VENUE INVESTMENT CASE STUDIES

The proposed improvements at the Cliffs Pavilion represent a major opportunity for the borough to improve the facilities and to safeguard and amplify the economic advantages for the borough for many years to come.

Set out below are a number of recent case studies where other local authorities have invested both in the redevelopment of their cultural buildings and in significant Front of House improvements to make them more financially resilient and sustainable.

Bristol Old Vic

In September 2018, Bristol Old Vic completed a 2-year multi-million-pound redevelopment project which transformed their front of house space into a warm and welcoming public building for all of Bristol to enjoy.

The project greatly enhanced their trading operation, with much improved catering facilities and Event Hire spaces. It further removed physical barriers improving theatre accessibility.

Lyric Hammersmith

The Lyric Theatre Hammersmith reopened in April 2015 following a multi-million pound redevelopment project partly funded by Hammersmith & Fulham Council. The project greatly increased the building's visibility through the creation of an entrance on the Lyric Square. The works also provided a large double height foyer containing a restaurant / bar as well as additional office space, rehearsal rooms, recording studios and dance studios. In April 2018, the Lyric announced further plans to refurbish the theatre's auditorium improving audience accessibility, comfort and sightlines and supporting essential commercial income generation going forward.

Stockton Globe

Stockton-on-Tees Borough Council has contributed £10.5million towards the restoration of the neglected Grade II listed Art Deco venue The Globe; a further £4.5million of National Lottery funding was also awarded for the project. Set to reopen in 2020, the venue will have an increased capacity of 3,000, firmly positioning it as the largest venue between Newcastle and Leeds.

As well as creating more than 250 jobs, the development is expected to bring in the region of 170,000+ visitors to Stockton town centre every year and an estimated £18million to the local economy.

Bradford Odeon

Bradford Live is a not-for-profit charitable company that was formed in 2012 to find a long term viable use for the historic former Odeon building in Bradford city centre which has been derelict since 2000. At the end of 2014, the Council awarded Bradford Live the right to re-develop the building. The Council contributed towards the urgent repair works for the building and have further agreed to provide a major loan of £12million towards the £20million cost of the restoration of the building.

Once completed, the venue is expected to host over 200 events a year, attracting 270,000 people to Bradford city centre annually and boosting the local economy by around £10 million per year.

Walthamstow Granada (EMD)

The London Borough of Waltham Forest recently announced their intention to purchase the Granada for £2.6 million. The building will be fully restored to bring it back to its former glory in order to create a destination venue. The Council is currently looking for options to part finance the renovation of the building.

The Council has estimated that a reopened and renovated site could add between £34 and £52 million to the local economy over a ten year period.

Fairfield Halls

With excellent transports into Central London, Croydon Town Centre is undertaking major strategic regeneration, which includes undergoing a £30 million redevelopment of Fairfield Halls, a cultural landmark in Croydon since 1962. Having closed for redevelopment in July 2016, the world-class entertainment venue at the heart of the town centre will reopen in September 2019.

Croydon Council's ambition is to grow a thriving and lively cultural offer which engages communities and supports the major strategic regeneration of Croydon 'London's Growth Borough'.

Mayflower Theatre, Southampton

In September 2018 the Mayflower Theatre, an independent theatre that operates as a charitable trust, opened its doors after 16 weeks of major refurbishment work. The works included both auditorium and front of house redecoration and refurbishment, enhanced accessibility for disabled patrons as well as improved theatrical lighting and energy efficiency. Every year more than 500,000 people visit Mayflower Theatre, spending money locally while in the city and contributing significantly to the local economy.

The multi-million-pound project will ensure the theatre remains at the top of its game and continues to draw in hundreds of thousands of people to the city. The project has been described as regeneration for the next generation.

Southend-on-Sea Borough Council

Report of Executive Director (Finance & Resources)
to
Cabinet
on
2 November 2021

Agenda
Item No.

10

Report prepared by: Caroline Fozzard
Senior Finance Lead (Strategy, Sustainability and
Governance)

Treasury Management Report – Mid Year 2021/22
Policy and Resources Scrutiny Committee
Cabinet Member: Councillor Paul Collins
A Part 1 Public Agenda Item

1. Purpose of Report

- 1.1 The Mid-Year Treasury Management Report covers the treasury management activity and compliance with the treasury management strategy for both quarter two and the period from April to September 2021.

2. Recommendations

That the following is approved:

- 2.1 **The Treasury Management Mid-Year Position report for 2021/22.**
- 2.2 **That the benchmark against which in-house investment performance is measured is changed from 7-day LIBID to SONIA with effect from 1 January 2022. (Section 14.)**

That the following is noted:

- 2.3 **Treasury management activities were carried out in accordance with the CIPFA (The Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management in the Public Sector during the period from April to September 2021.**
- 2.4 **The loan and investment portfolios were actively managed to minimise cost and maximise interest earned, whilst maintaining a low level of risk.**
- 2.5 **£0.759m of interest and income distributions for all investments were earned during this six-month period at an average rate of 0.99%. This is 1.07% over the average 7-day LIBID (London Interbank Bid Rate) and 0.89%**

over the average bank rate. Also, the value of the externally managed funds increased by a net of £1.685m due to changes in the unit price, giving a combined overall return of 3.17%. (Section 8).

2.6 The level of borrowing from the Public Works Loan Board (PWLB) (excluding debt relating to services transferred from Essex County Council on 1st April 1998) remained at £310.3m (Housing Revenue Account (HRA): £75.0m, General Fund: £235.3m) during the period from April to September 2021.

2.7 The level of financing for ‘invest to save’ schemes decreased from £8.53m to £8.46m during the period from April to September 2021.

3. Background

3.1 This Council has adopted the ‘CIPFA Code of Practice for Treasury Management in the Public Sector’ and operates its treasury management service in compliance with this code. The code recommends that local authorities submit reports regularly as part of its Governance arrangements.

3.2 Current guidance is that authorities should report formally at least twice a year and preferably quarterly. The Treasury Management Policy Statement for 2021/22 set out that reports would be submitted to Cabinet quarterly on the activities of the treasury management operation. This is the second quarter report for the financial year 2021/22.

3.3 Appendix 1 shows the in-house investment position at the end of quarter two of 2021/22.

3.4 Appendix 2 shows the treasury management performance specifically for quarter two of 2021/22.

4. National Context

4.1 Following the easing of coronavirus (COVID-19) restrictions UK gross domestic product (GDP) is estimated to have increased by 5.5% in the quarter from April to June 2021, revised from the first estimate of a 4.8% increase. There were increases in all the main components of expenditure, with the largest contribution from household consumption, which contributed 4% of the 5.5% increase. However, the level of GDP is now 3.3% below where it was pre-coronavirus pandemic (for the quarter October to December 2019), revised from the previous estimate of 4.4% below.

4.2 The unemployment rate for the quarter from June to August 2021 was 4.5%. The number of job vacancies in July to September 2021 was a record high of 1,102,000, an increase of 318,000 from its pre-pandemic (January to March 2020) level.

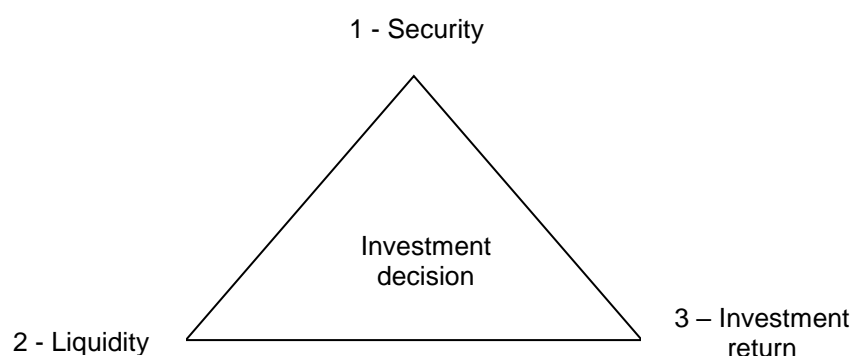
4.3 The Consumer Prices Index including owner occupiers’ housing costs (CPIH) was at 2.1% in July, at 3.0% in August and 2.9% in September. Restaurants and

hotels, recreation and culture, and food and non-alcoholic beverages made the largest upward contributions to the change in the CPIH 12-month inflation rate between July and August 2021. Restaurants and hotels made the largest downward contribution to the change in CPIH 12-month inflation rate between August and September 2021. The Bank of England expects inflation to increase further in the short term before falling back close to the target of 2%.

- 4.4 The Bank of England kept the bank base rate at the historically low value of 0.10% throughout the quarter and maintained their Quantitative Easing (QE) programme at £875bn of gilts.
- 4.5 The economic situation together with the financial market conditions prevailing throughout the quarter continued to provide challenges for treasury management activities. Whether for instant access, notice or fixed term deposit accounts, low interest rates prevailed throughout the quarter from July to September 2021 and this led to low investment income earnings from in-house investments.

5. Investments – quarter two (July to September)

- 5.1 A prime objective of our investment activities is the security of the principal sums invested. To ensure this security before a deposit is made an organisation is tested against a matrix of credit criteria. During the period from July to September 2021 investment deposits were limited to those who met the criteria in the Annual Treasury Management Investment Strategy when the deposit was placed.
- 5.2 Other investment objectives are to maintain liquidity (i.e. adequate cash resources to allow the council to operate) and to optimise the investment income generated by surplus cash in a way that is consistent with a prudent level of risk. Investment decisions are made with reference to these objectives, with security and liquidity being placed ahead of the investment return. This is shown in the diagram below:



Security:

- 5.3 To maintain the security of sums invested, we seek to lower counterparty risk by investing in financial institutions with good credit ratings, across a range of sectors and countries. The risk of loss of principal of monies is minimised through the Annual Treasury Management Investment Strategy.
- 5.4 Pie chart 1 of Appendix 1 shows that at the end of quarter two; 40% of our in-house investments were placed with financial institutions with a long-term rating of AAA, 33% with a long-term rating of A+ and 27% with a long-term rating of A.

- 5.5 As shown in pie chart 2 of Appendix 1, these monies were with various counterparties, 60% being placed directly with banks and 40% placed with a range of counterparties via money market funds.
- 5.6 Pie chart 3 of Appendix 1 shows the countries where the parent company of the financial institution with which we have monies invested is registered. For money market funds there are various counterparties spread across many countries. The cumulative balance of funds held with any one institution was kept within agreed limits.

Liquidity:

- 5.7 At the end of quarter two £45.3m of our in-house monies were available on an instant access basis, £22.5m were held in notice accounts and £22.5m was invested in fixed term deposits. The table below shows the fixed term deposits during the period April to September 2021.

Table 1: Fixed Term Deposits

Counterparty	Date of Deposit	Return Date	Number of days	Interest rate (%)	Amount (£m)
Santander UK plc	12/07/2021	12/04/2022	274	0.250	5.0
Goldman Sachs International	27/05/2021	28/02/2022	277	0.275	5.0
Goldman Sachs International	09/07/2021	08/04/2022	273	0.225	2.5
Standard Chartered	12/07/2021	12/01/2022	184	0.120	10.0

- 5.8 The maturity profile of our investments is shown in pie chart 4 of Appendix 1.

Investment return:

- 5.9 During the quarter the Council used the enhanced cash fund manager Payden & Rygel to manage monies on our behalf. An average balance of £5.1m was invested in these funds during the quarter. The table below shows the movement in the fund value over the quarter, the income distributions for that quarter, the returns both for each element and the combined return. See also Table 3 of Appendix 2.

Table 2: Payden Sterling Reserve Fund

Quarter 2	£m	Investment return (%)
Value of fund at start of quarter	5.098	
Increase/decrease in fund due to value of unit price	-0.009	-0.72
Value of fund at end of quarter	5.089	
Income distributions	0.006	0.44
Combined investment income (income distribution plus change in fund value due to unit price)	-0.003	-0.28

5.10 The Council had an average of £103.0m of investments managed in-house over the period from July to September, and these earned an average interest rate of 0.17%. Of the in-house managed funds:

- an average of £14.0m was held in the Council's main bank account. Over the quarter no interest was earned as the rate is at a margin below the base rate of 0.10;
- an average of £38.8m was held in money market funds earning an average of 0.08% over the quarter. These work in the same way as a deposit account but the money in the overall fund is invested in a number of counterparties, therefore spreading the counterparty risk;
- an average of £22.5m was held in notice accounts earning an average of 0.28% over the quarter;
- an average of £27.7m was held in fixed term deposits and earned an average return of 0.29% over the quarter;

5.11 In accordance with the Treasury Management Strategy the in-house performance during the quarter is compared to the average 7-day LIBID (London Interbank Bid Rate). Overall, investment performance was higher than the average 7-day LIBID. The 7-day LIBID rate fluctuated between -0.09% and -0.08% throughout the quarter. The bank base remained at 0.10% throughout the quarter. Performance is shown in Graph 1 of Appendix 2.

5.12 As investment balances fluctuate, all investment returns quoted in this report are calculated using the average balance over the period and are quoted as annualised returns.

6. Short Dated Bond Funds – quarter two (July to September)

6.1 Throughout the quarter medium term funds were invested in two short-dated bond funds: Royal London Investment Grade Short Dated Credit Fund and the AXA Sterling Credit Short Duration Bond Fund.

6.2 The monies are invested in units in the fund, the fund is then invested as a whole by the fund managers into corporate bonds in the one-to-five-year range. An income distribution will be generated from the coupon on the bond and income distributions are paid to the Council. The price of units can rise and fall, depending on the value of the corporate bonds in the fund. So, these investments would be over the medium term with the aim of realising higher yields than short term investments.

6.3 In line with the capital finance and accounting regulations the Council's Financial Instrument Revaluation Reserve will be used to capture all the changes in the unit value of the funds. Members should be aware that investment returns in some quarters will look very good and in other quarters there may be losses reported, but these will not impact the revenue account as only the distributions paid to the Council will impact that and not the change in the unit price.

- 6.4 An average of £7.7m was managed by AXA Investment Managers UK Limited. The table below shows the movement in the fund value over the quarter, the income distributions for that quarter, the returns both for each element and the combined return. See also Table 2 of Appendix 2.

Table 3: AXA Sterling Credit Short Duration Bond Fund

Quarter 2	£m	Investment return (%)
Value of fund at start of quarter	7.740	
Increase/decrease in fund due to value of unit price	-0.029	-1.52
Value of fund at end of quarter	7.711	
Income distributions*	0.025	1.29
Combined investment income (income distribution plus change in fund value due to unit price)	-0.004	-0.23

* This income distribution is an estimate and will be confirmed and distributed in quarter 3.

- 6.5 An average of £7.8m was managed by Royal London Asset Management. The table below shows the movement in the fund value over the quarter, the income distributions for that quarter, the returns both for each element and the combined return. See also Table 2 of Appendix 2.

Table 4: Royal London Investment Grade Short Dated Credit Fund

Quarter 2	£m	Investment return (%)
Value of fund at start of quarter	7.829	
Increase/decrease in fund due to value of unit price	-0.047	-2.35
Value of fund at end of quarter	7.782	
Income distributions	0.043	2.19
Combined investment income (income distribution plus change in fund value due to unit price)	-0.004	-0.16

7. Property Funds – quarter two (July to September)

- 7.1 Throughout the quarter long term funds were invested in two property funds: Patrizia Hanover Property Unit Trust and Lothbury Property Trust.
- 7.2 The monies are invested in units in the fund, the fund is then invested as a whole by the fund managers into properties. An income distribution is generated from the rental income streams from the properties in the fund. Income distributions are paid to the Council. There are high entrance and exit fees and the price of the units can rise and fall, depending on the value of the properties in the fund, so these funds are invested over the long term with the aim of realising higher yields than other investments.

- 7.3 In line with the capital finance and accounting regulations the Council's Financial Instrument Revaluation Reserve will be used to capture all the changes in the unit value of the funds. Members should be aware that investment returns in some quarters will look very good and in other quarters there may be losses reported, but these will not impact the revenue account as only the distributions paid to the Council will impact that and not the change in unit price.
- 7.4 An average of £14.0m was managed by Patrizia Property Investment Managers LLP. The table below shows the movement in the fund value over the quarter, the income distributions for that quarter, the returns both for each element and the combined return. See also Table 1 of Appendix 2.

Table 5: Patrizia Hanover Property Unit Trust

Quarter 2	£m	Investment return (%)
Value of fund at start of quarter	14.042	
Increase/decrease in fund due to value of unit price	0.779	22.02
Value of fund at end of quarter	14.821	
Income distributions*	0.175	4.92
Combined investment income (income distribution plus change in fund value due to unit price)	0.954	26.94

* This income distribution is an estimate and will be confirmed and distributed in quarter 3.

- 7.5 An average of £13.3m was managed by Lothbury Investment Management Limited. The table below shows the movement in the fund value over the quarter, the income distributions for that quarter, the returns both for each element and the combined return. See also Table 1 of Appendix 2.

Table 6: Lothbury Property Trust

Quarter 2	£m	Investment return (%)
Value of fund at start of quarter	13.208	
Increase/decrease in fund due to value of unit price	0.257	7.67
Value of fund at end of quarter	13.465	
Income distributions*	0.095	2.84
Combined investment income (income distribution plus change in fund value due to unit price)	0.352	10.51

* This income distribution is an estimate and will be confirmed and distributed in quarter 3.

8. Investments – quarter two cumulative position

- 8.1 During the period from April to September 2021 the Council complied with all the relevant statutory and regulatory requirements which limit the levels of risk associated with its treasury management activities. Its adoption and implementation of the Code of Practice for Treasury Management means its

treasury practices demonstrate a low-risk approach.

8.2 The Council is aware of the risks of passive management of the treasury portfolio and has proactively managed levels of debt and investments over the six-month period with the support of its treasury management advisers.

8.3 The table below summarises the Council's investment position for the period from April to September 2021:

Table 7: Investment position

	At 31 March 2021	At 30 September 2021	April to September 2021	
	Actual Balance (£000s)	Actual Balance (£000s)	Average Balance (£000s)	Average Rate (%)
Call accounts [#]	15,816	9,293	12,007	0.00
Money market funds	49,000	36,000	52,897	0.06
Notice accounts	10,000	22,500	18,669	0.28
Fixed term deposits	15,000	22,500	22,325	0.38
Total investments managed in-house	89,816	90,293	105,898	0.16
Enhanced Cash Funds	5,098	5,089	5,100	0.04
Short Dated Bond Funds	15,546	15,493	15,551	1.06
Property funds	26,539	28,286	26,989	16.82
Total investments managed externally	47,183	48,868	47,640	9.88
Total investments	136,999	139,161	153,538	3.17

[#]The council's main current account.

8.4 In summary the key factors to note are:

- An average of £105.9m of investments were managed in-house. These earned £0.084m of interest during this six-month period at an average rate of 0.16%. This is 0.24% over the average 7-day LIBID (London Interbank Bid Rate) and 0.06% over the average bank base rate. The average in-house balances are higher than they would be under normal circumstances due to the timing of receipt of COVID-19 related Government funding.
- An average of £5.1m was managed by an enhanced cash fund manager. During this six-month period this earned £0.011m from income distributions at an average rate of 0.41% and the value of the fund decreased by £0.009m giving a combined overall return of 0.04%

- An average of £15.5m was managed by two short-dated bond fund managers. During this six-month period these earned £0.136m from income distributions at an average rate of 1.75% and the value of the funds decreased by £0.053m giving a combined overall return of 1.06%
- An average of £27.0m was managed by two property fund managers. During this six-month period these earned £0.528m from income distributions at an average rate of 3.91% and the value of the funds increased by £1.747m giving a combined overall return of 16.82%.

8.5 The total for interest and income distributions in paragraph 8.4 above is £0.759m. The total change in external fund values due to the unit price is a net increase of £1.685m, which is set out in the table below:

Table 8: Externally managed funds – changes in unit price

Fund	Table Number	Amount (£m)
Payden Sterling Reserve Fund	Paragraph 8.4	-0.009
AXA Sterling Credit Short Duration Bond Fund	11	-0.022
Royal London Investment Grade Short Dated Credit Fund	12	-0.031
Patrizia Hanover Property Unit Trust	13	1.158
Lothbury Property Trust	14	0.589
Total net increase due to changes in unit price		1.685

8.6 Some cash balances held by the Council are required to meet short term cash flow requirements and therefore throughout the six-month period monies were placed into Money Market Funds 5 times for periods of one year or less. The table below shows the most used counterparties overall and the countries in which they are based. All deals are in sterling despite the country the counterparties are based in.

Table 9: Counterparties used

Counterparty	Country	No. of Deals	Value of Deals (£m)
Goldman Sachs	Money Market Fund (Various Counterparties)	3	26
BlackRock	Money Market Fund (Various Counterparties)	1	10
Insight Investment Management Ltd	Money Market Fund (Various Counterparties)	1	1

8.7 In addition to the above, use was also made of call accounts during the year, because they provide instant access to funds. This meant that funds were available for unexpected cash flow events to avoid having to pay higher rates to borrow from the market. During the period from April to September 2021 an average of £12.0m was held in such accounts.

8.8 For cash balances that are not needed to meet immediate or very short-term cash flow requirements, monies were invested in:

- a 95-day notice account with Barclays;
- a 185-day notice account with Goldman Sachs;

8.9 Monies were also invested in fixed term deposits of up to one year, depending on the liquidity requirements. The table below shows the fixed term deposits held during the period from April to September 2021.

Table 10: Fixed Term Deposits

Counterparty	Date of Deposit	Return Date	Number of days	Interest rate (%)	Amount (£m)
Santander UK plc	12/07/2021	12/04/2022	274	0.250	5.0
Goldman Sachs International	27/05/2021	28/02/2022	277	0.275	5.0
Goldman Sachs International	09/07/2021	08/04/2022	273	0.225	2.5
Standard Chartered	12/07/2021	12/01/2022	184	0.120	10.0

9. Short Dated Bond Funds – quarter two cumulative position

9.1 An average of £7.7m was managed by AXA Investment Managers UK Limited. The table below shows the movement in the fund value over the period from April to September, the income distributions for that period, the returns both for each element and the combined return.

Table 11: AXA Sterling Credit Short Duration Bond Fund

April to September 2021	£m	Investment return (%)
Value of fund at start of financial year	7.733	
Increase/decrease in fund due to value of unit price	-0.022	-0.57
Value of fund at end of quarter 2	7.711	
Income distributions*	0.050	1.30
Combined investment income (income distribution plus change in fund value due to unit price)	0.028	0.73

* This income distribution is an estimate and will be confirmed and distributed in quarter 3.

9.2 An average of £7.8m was managed by Royal London Asset Management. The table on the next page shows the movement in the fund value over the period from April to September, the income distributions for that period, the returns both for each element and the combined return.

Table 12: Royal London Investment Grade Short Dated Credit Fund

April to September 2021	£m	Investment return (%)
Value of fund at start of financial year	7.813	
Increase/decrease in fund due to value of unit price	-0.031	-0.79
Value of fund at end of quarter 2	7.782	
Income distributions	0.086	2.19
Combined investment income (income distribution plus change in fund value due to unit price)	0.055	1.40

10. Property Funds – quarter two cumulative position

- 10.1 An average of £13.9m was managed by Patrizia Property Investment Managers LLP. The table below shows the movement in the fund value over the period from April to September, the income distributions for that period, the returns both for each element and the combined return.

Table 13: Patrizia Hanover Property Unit Trust

April to September 2021	£m	Investment return (%)
Value of fund at start of financial year	13.663	
Increase/decrease in fund due to value of unit price	1.158	16.68
Value of fund at end of quarter 2	14.821	
Income distributions*	0.340	4.89
Combined investment income (income distribution plus change in fund value due to unit price)	1.498	21.57

* This is an estimate and may change due to the high level of uncertainty in the property market as a result of the Covid-19 pandemic. The income Distribution will be confirmed in quarter 3.

- 10.2 An average of £13.1m was managed by Lothbury Investment Management Limited. The table below shows the movement in the fund value over the period from April to September, the income distributions for that period, the returns both for each element and the combined return.

Table 14: Lothbury Property Trust

April to September 2021	£m	Investment return (%)
Value of fund at start of financial year	12.876	
Increase/decrease in fund due to value of unit price	0.589	8.95
Value of fund at end of quarter 2	13.465	
Income distributions	0.189	2.86
Combined investment income (income distribution plus change in fund value due to unit price)	0.778	11.81

11. Borrowing – quarter two

- 11.1 The Capital Financing Requirement (CFR) is the Council’s theoretical need to borrow but the Section 151 Officer can manage the Council’s actual borrowing position by either:
 - 1. borrowing to the CFR;
 - 2. choosing to use temporary cash flow funds instead of borrowing (internal borrowing) or;
 - 3. borrowing for future increases in the CFR (borrowing in advance of need)
- 11.2 The Council began quarter two in the second of the above scenarios, with actual borrowing below CFR.
- 11.3 This, together with the Council’s cash flow, the prevailing Public Works Loans Board (PWLB) at historically low interest rates and the future requirements of the capital investment programme, were taken into account when deciding the amount and timing of any further loans. During the quarter no new PWLB loans were taken out, no loans matured and no debt restructuring was carried out.
- 11.4 The level of borrowing from the Public Works Loan Board (PWLB) (excluding debt relating to services transferred from Essex County Council on 1st April 1998) remained the same at £310.3m during the quarter. The average rate of borrowing at the end of the quarter was 3.76%. A profile of the repayment dates is shown in Graph 2 of Appendix 2. A £3m loan taken out in March 1992 at 10.625% is due to mature in March 2022.
- 11.5 The level of PWLB borrowing at £310.3m is in line with the financing requirements of the capital investment programme and the revenue costs of this borrowing are fully accounted for in the revenue budget. The current level of borrowing is also in line with the Council’s prudential indicators and is prudent, affordable and sustainable.
- 11.6 Interest rates from the PWLB fluctuated throughout the quarter in response to economic and political events: 10-year PWLB rates between 1.42% and 1.84%; 25-year PWLB rates between 1.75% and 2.19% and 50-year PWLB rates between 1.49% and 1.96%. These rates are after the PWLB ‘certainty rate’ discount of 0.20%.
- 11.7 During quarter two, no short-term loans were taken out for cash flow purposes. This is shown in Table 4 of Appendix 2.

12. Borrowing – quarter two cumulative position

12.1 The Council’s borrowing limits for 2021/22 are shown in the table below:

	2021/22 Original (£m)
Authorised Limit	385
Operational Boundary	375

The Authorised Limit is the “Affordable Borrowing Limit” required by the Local Government Act 2003. This is the outer boundary of the Council’s borrowing based on a realistic assessment of the risks and allows sufficient headroom to take account of unusual cash movements.

The Operational Boundary is the expected total borrowing position of the Council during the year and reflects decisions on the amount of debt needed for the Capital Programme. Periods where the actual position is either below or over the Boundary are acceptable subject to the Authorised Limit not being breached.

12.2 The Council’s outstanding borrowing as at 30 September 2021 was:

- Southend-on-Sea Borough Council £318.8m
 - PWLB: £310.3m
 - Invest to save: £8.5m
- ECC transferred debt £9.6m

Repayments in the first 6 months of 2021/2022 were:

- Southend-on-Sea Borough Council £0.07m
 - PWLB: £0.00m
 - Invest to save: £0.07m
- ECC transferred debt £0.52m

12.3 Outstanding debt relating to services transferred from Essex County Council (ECC) on 1st April 1998, remains under the management of ECC. Southend Borough Council reimburses the debt costs incurred by the County. The debt is recognised as a deferred liability on our balance sheet.

12.4 The interest payments for PWLB and excluding transferred debt, during the period from April to September 2021 were £5.8m which is same as the original budget for the same period.

12.5 The table below summarises the PWLB borrowing activities over the period from April to September 2021:

Quarter	Borrowing at beginning of quarter (£m)	New borrowing (£m)	Re-financing (£m)	Borrowing repaid (£m)	Borrowing at end of quarter (£m)
April to June 2021	310.3	0	0	(0)	310.3
July to September 2021	310.3	0	0	(0)	310.3
<i>Of which:</i>					
General Fund	235.3	0	0	(0)	235.3
HRA	75.0	0	0	(0)	75.0

All PWLB debt held is repayable on maturity.

13. Funding for Invest to Save Schemes

- 13.1 Capital projects were completed on energy efficiency improvements at the Beecroft Art Gallery, replacement lighting on Southend Pier, draughtproofing of windows, lighting replacements at University Square Car Park and Westcliff Library which will generate on-going energy savings. These are invest-to-save projects and the predicted revenue streams cover as a minimum the financing costs of the project.
- 13.2 To finance these projects the Council has taken out interest free loans of £0.161m with Salix Finance Ltd which is an independent, not for profit company, funded by the Department for Energy and Climate Change that delivers interest-free capital to the public sector to improve their energy efficiency and reduce their carbon emissions. The loans are for periods of four and five years with equal instalments to be repaid every six months. There are no revenue budget implications of this funding as there are no interest payments to be made and the revenue savings generated are expected to exceed the amount needed for the repayments. £0.016m of these loans were repaid during the period from April to September 2021.
- 13.3 At the meeting of Cabinet on 23 June 2015 the LED Street Lighting and Illuminated Street Furniture Replacement Project was approved which was to be partly funded by 25 year reducing balance 'invest to save' finance from L1 Renewables Finance Limited. The balance outstanding at the end of quarter two was £8.40m. A repayment of £0.053m was made during the period from April to September 2021.
- 13.4 Funding of these invest to save schemes is shown in Table 5 of Appendix 2.

14. Discontinuation of 7-day LIBID rates

- 14.1 The Council's 2021/22 Treasury Management Strategy sets out that in-house investment performance will be measured against the 7-day London Inter-bank Bid Rate (LIBID). This rate is linked to the London Inter-bank Offered Rate (LIBOR) which will only be available until the end of 2021, when all LIBOR settings will cease.
- 14.2 The markets are moving away from LIBOR due to rate manipulation and little transactional volume. In 2012 the Financial Conduct Authority began imposing fines on firms for the attempted manipulation of LIBOR. Also, since the 2008 financial crisis the number of panel banks reporting their funding rate has declined and the remaining banks that still submit a rate are reporting significantly fewer transactions.
- 14.3 The Working Group on Sterling Risk-Free Reference Rates has recommended the rate to replace GBP LIBOR is the Sterling Overnight Index Average (SONIA), a rate administered by the Bank of England.
- 14.4 Given the changes set out above, from 1 January 2022 the Council's in-house investment performance will be measured against the SONIA rate.

15. Compliance with Treasury Management Strategy – quarter two

- 15.1 The Council’s investment policy is governed by the CIPFA Code of Practice for Treasury Management in the Public Sector (revised in December 2017), which has been implemented in the Annual Treasury Management Investment Strategy approved by the Council on 25 February 2021. The investment activity during the quarter conformed to the approved strategy and the cash flow was successfully managed to maintain liquidity. This is shown in Table 7 of Appendix 2.

16. Other Options

- 16.1 There are many options available for the operation of the Treasury Management function, with varying degrees of risk associated with them. The Treasury Management Policy aims to effectively control risk to within a prudent level, whilst providing optimum performance consistent with that level of risk.

17. Reasons for Recommendations

- 17.1 The CIPFA Code of Practice on Treasury Management recommends that Local Authorities should submit reports regularly. The Treasury Management Policy Statement for 2021/22 set out that reports would be submitted to Cabinet quarterly on the activities of the treasury management operation.

18. Corporate Implications

18.1 Contribution to Council’s Vision & Critical Priorities

Treasury Management practices in accordance with statutory requirements, together with compliance with the prudential indicators acknowledge how effective treasury management provides support towards the achievement of the Council’s ambition and desired outcomes.

18.2 Financial Implications

The financial implications of Treasury Management are dealt with throughout this report.

18.3 Legal Implications

This Council has adopted the ‘CIPFA Code of Practice for Treasury Management in the Public Sector’ and operates its treasury management service in compliance with this code.

18.4 People Implications

None.

18.5 Property Implications

None.

18.6 Consultation

The key Treasury Management decisions are taken in consultation with our Treasury Management advisers.

18.7 Equalities and Diversity Implications

None.

18.8 Risk Assessment

The Treasury Management Policy acknowledges that the successful identification, monitoring and management of risk are fundamental to the effectiveness of its activities.

18.9 Value for Money

Treasury Management activities include the pursuit of optimum performance consistent with effective control of the risks associated with those activities.

18.10 Community Safety Implications

None.

18.11 Environmental Impact

None.

19. Background Papers

None.

20. Appendices

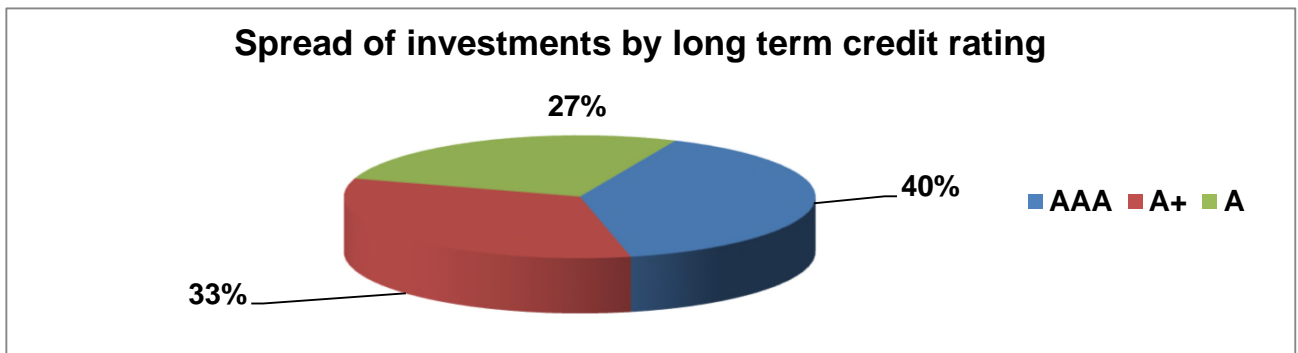
Appendix 1 – In-House Investment Position as at 30 September 2021

Appendix 2 – Treasury Management Performance for Quarter Two – 2021/22

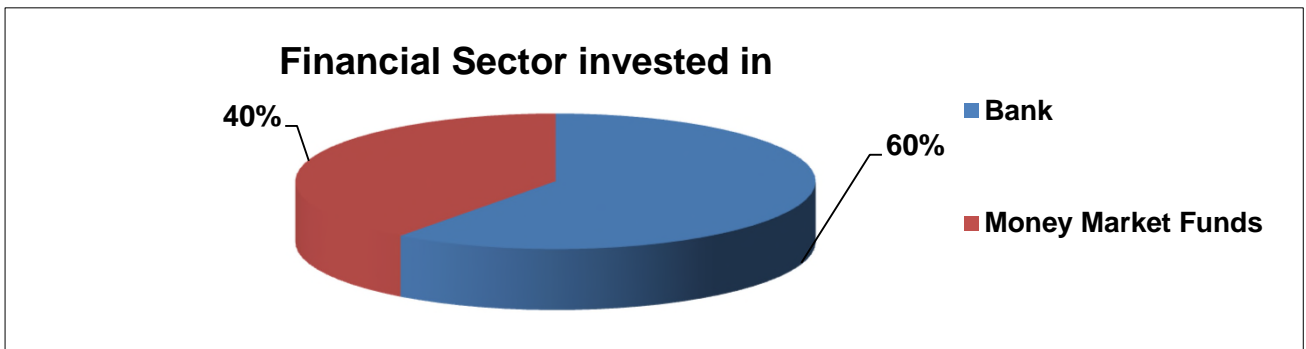
In-House Investment Position as at 30 September 2021

INVESTMENTS - SECURITY AND LIQUIDITY

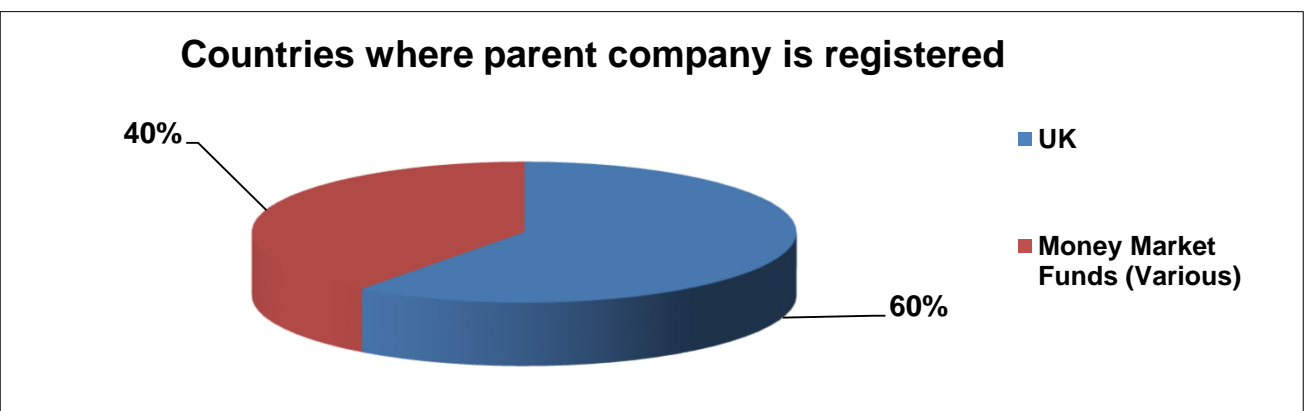
Pie chart 1



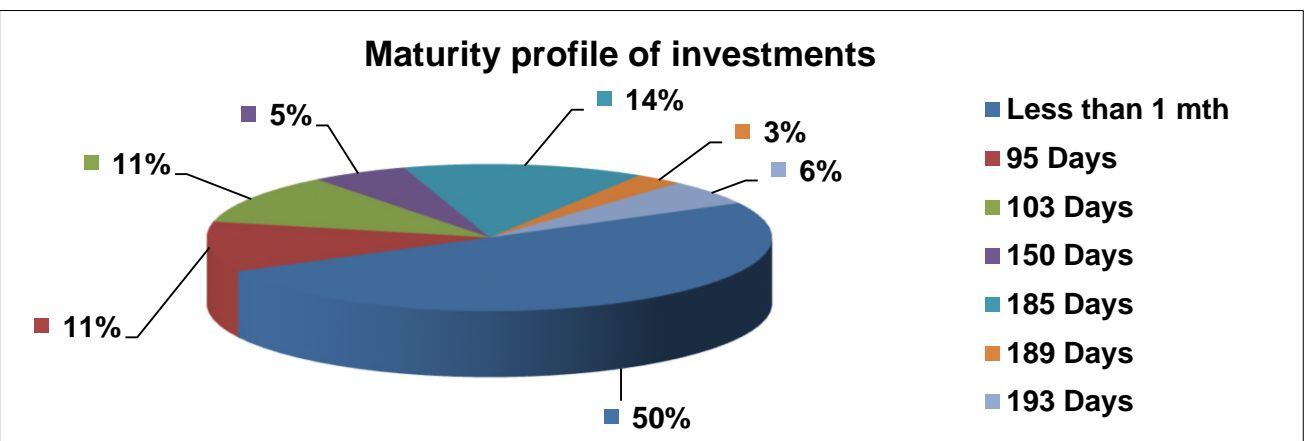
Pie chart 2



Pie chart 3



Pie chart 4



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TREASURY MANAGEMENT PERFORMANCE FOR QUARTER TWO - 2021/22

GRAPH 1 - INVESTMENT RETURN

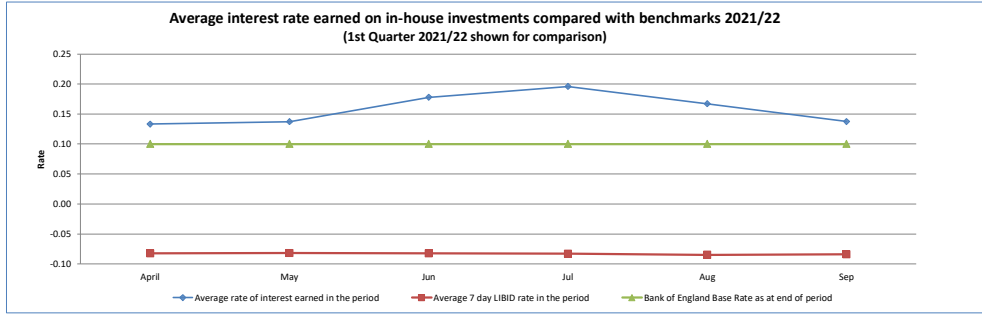


Table 1 - Property Funds

Financial Institution	Quarter	Value of fund at start of the Qtr £	Number of units in the Qtr Units	Increase / (Decrease) in fund value £	Value of fund at end of the Qtr £	Income Distribution during the Qtr £	Combined Interest Rate %
Patrizia Property Investment Managers LLP	Q2	14,041,748.00	997	779,245.23	14,820,993.23	174,356.95	26.94
Lothbury Investment Management Ltd	Q2	13,208,198.97	6,844	257,048.25	13,465,247.22	95,213.71	10.51

Table 2 - Short Dated Bond Funds

Financial Institution	Quarter	Value of fund at the start of the Qtr £	Number of units in the Qtr Units	Increase / (Decrease) in fund value £	Fund Value at end of the Qtr £	Income Distribution during the Qtr £	Combined Interest Rate %
Royal London Asset Management	Q2	7,828,781.12	7,751,268.43	(46,507.61)	7,782,273.51	43,275.33	(0.16)
AXA Investment Managers UK Limited	Q2	7,740,186.45	7,406,876.9870	(29,627.51)	7,710,558.94	25,119.57	(0.23)

Table 3 - Enhanced Cash Fund

Financial Institution	Quarter	Value of fund at the start of the Qtr £	Number of units in the Qtr Units	Increase / (Decrease) in fund value £	Fund Value at end of the Qtr £	Income Distribution during the Qtr £	Combined Interest Rate %
Payden & Rygel Global Limited	Q2	5,098,324.94	501,591.3477	(9,229.28)	5,089,095.65	5,585.22	(0.28)

BORROWING

Table 4

SHORT TERM BORROWING	Counterparty	Rate %	Amount £	From	To
In place during this Quarter	None				
Taken Out This Quarter	None				

Table 5 - INVEST TO SAVE FUNDING

Financial Institution	Date	Period of loan	Final Repayment date	Amount borrowed £	Amount Repaid to Date £	Closing Balance Qtr 2 £	Rate of interest %
Salix Finance Ltd Energy Efficiency Programme	23/03/2017	5 Years	01/04/2022	82,017	(65,613.60)	16,403.40	0
	22/02/2019	5 Years	01/02/2024	64,148	(32,074.00)	32,074.00	0
	25/11/2019	5 Years	01/11/2024	8,200	(2,460.00)	5,740.00	0
	02/07/2020	5 Years	01/06/2025	6,171	(1,234.18)	4,936.72	0

L1 Renewables Finance Ltd

- 25 year reducing balance finance
 - balance of £8.4m outstanding at the end of Q2
 - there was a repayment of £53K in this quarter

Table 6 PWLB BORROWING

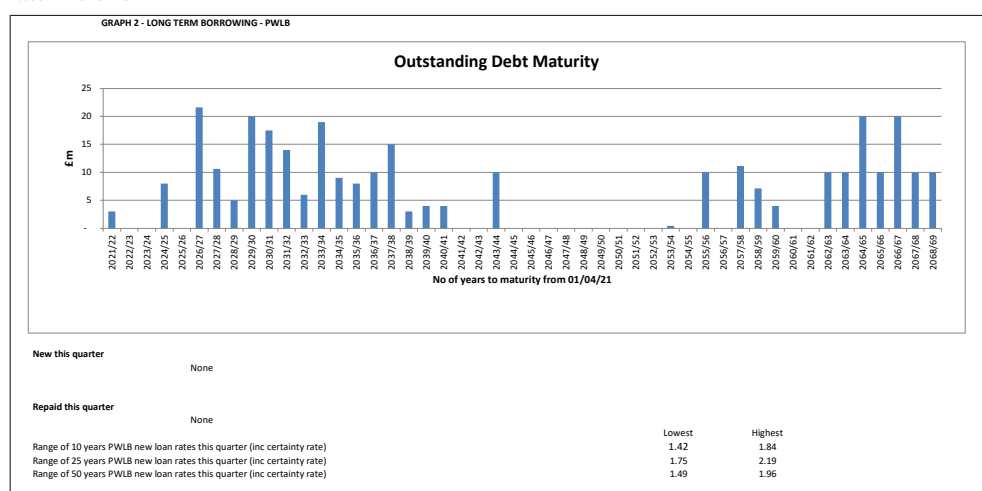


TABLE 7 - COMPLIANCE WITH TREASURY MANAGEMENT STRATEGY

All transactions properly authorised	✓
All transactions in accordance with approved policy	✓
All transactions with approved counterparties	✓
Cash flow successfully managed to maintain liquidity	✓
Any recommended changes to procedures	None required

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Southend-on-Sea Borough Council

Report of Executive Director (Legal and Democratic
Services)

to

Cabinet - 2 November 2021

Report prepared by:

Val Smith – Knowledge and Data Privacy Manager
(overarching)

Charlotte McCulloch – Customer Service & Complaints
Manager (Section 4)

Michael Barrett – Complaints Officer (Section 5)

Cabinet Member (overarching) - Cllr Collins

Cabinet Member Appendix B Report – Cllr Nevin

Cabinet Member Appendix C Report – Cllr Burton

Annual Report – Comments, Complaints and Compliments – 2020/21 All Scrutiny Committees

A Part 1 Public Agenda Item

1. Purpose of Report

An effective complaint system delivers:

- Early warning of things going wrong
- Root cause analysis which finds out what is causing a problem and does something about it
- Fair outcomes for individuals who complain
- Individual outcomes which are applied to the wider customer base
- Continuous improvement of products/processes and people skills
- Appropriate remedies where things have gone wrong.

This report is to:

- Provide performance information about general comments, complaints and compliments received across the Council for 2020/21
- Provide an annual report concerning compliments, concerns and complaints received about the Council's Children and Adults' social care functions.
- Report to councillors on the findings of certain Local Government and Social Care Ombudsman investigations

2. Recommendations

To note the Council's performance in respect of comments, complaints, and compliments and Ombudsman investigations for 2020/21 and to refer the report to all Scrutiny Committees (Sections 4 and 5 to the People Scrutiny Committee only).

3. General Comments, Complaints and Compliments Process

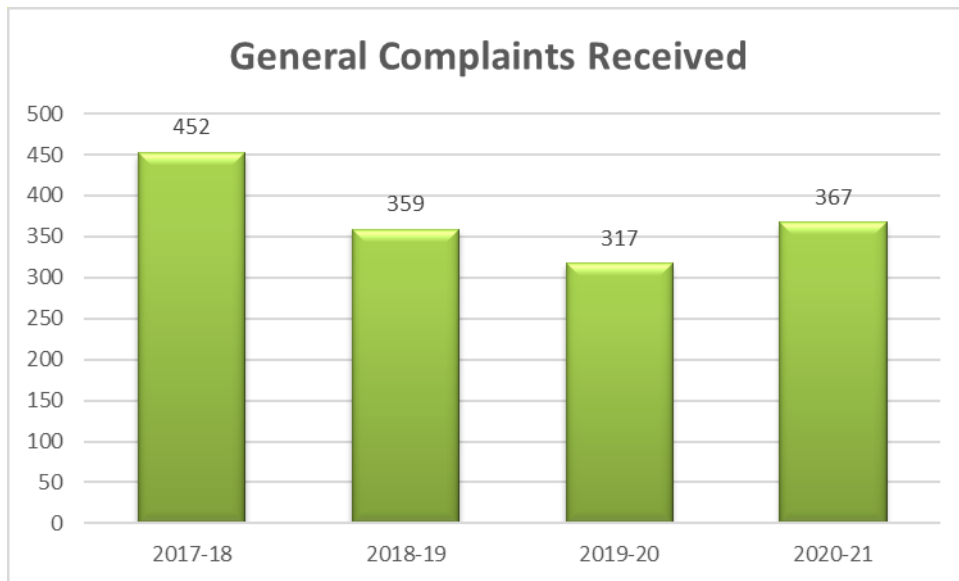
3.1 Background

Complaints which do not have a specialist process are considered under the General Comments, Complaints and Compliments procedures. The Local Government and Social Care Ombudsman recommends councillors receive an annual report on the operation of the process and insight arising from it.

3.2 Complaints

367 complaints were received through the General complaint process in 2020/21.

This Graph shows the number of complaints received and a comparison with the previous three years.



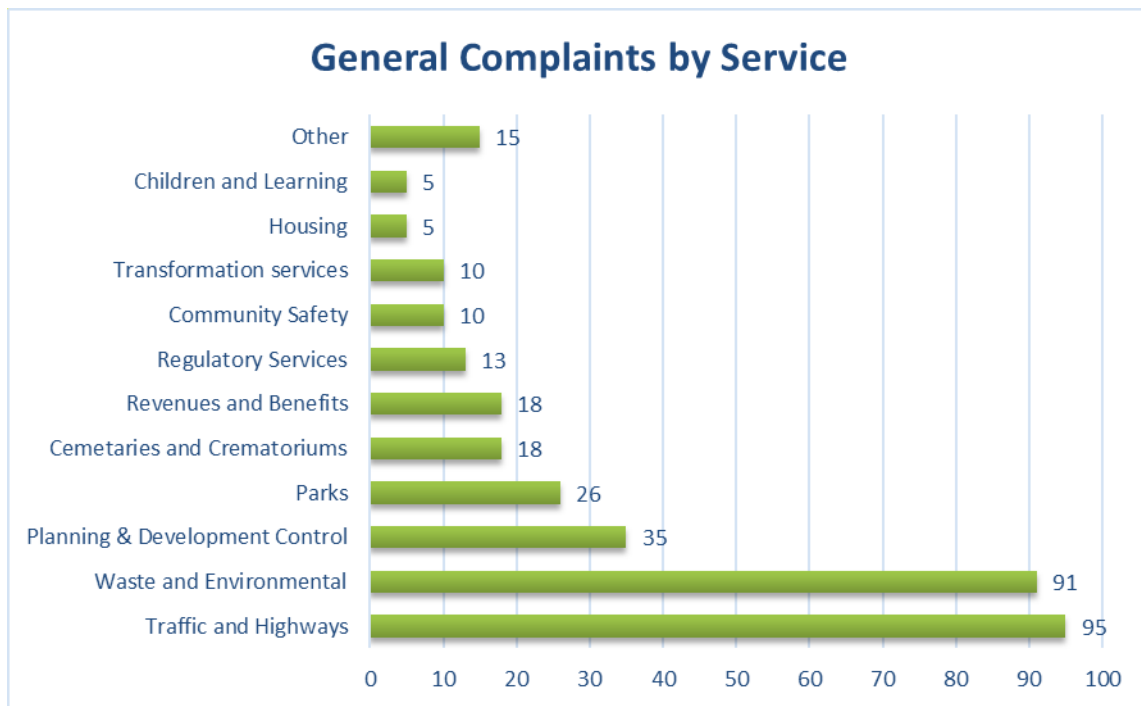
The number of complaints made under the general process has remained stable despite the challenge to the organisation posed by the pandemic.

3.3 Overall Response Times

341 complaints were resolved in 2020/21, of these 81.82% were responded to within the relevant timescale.

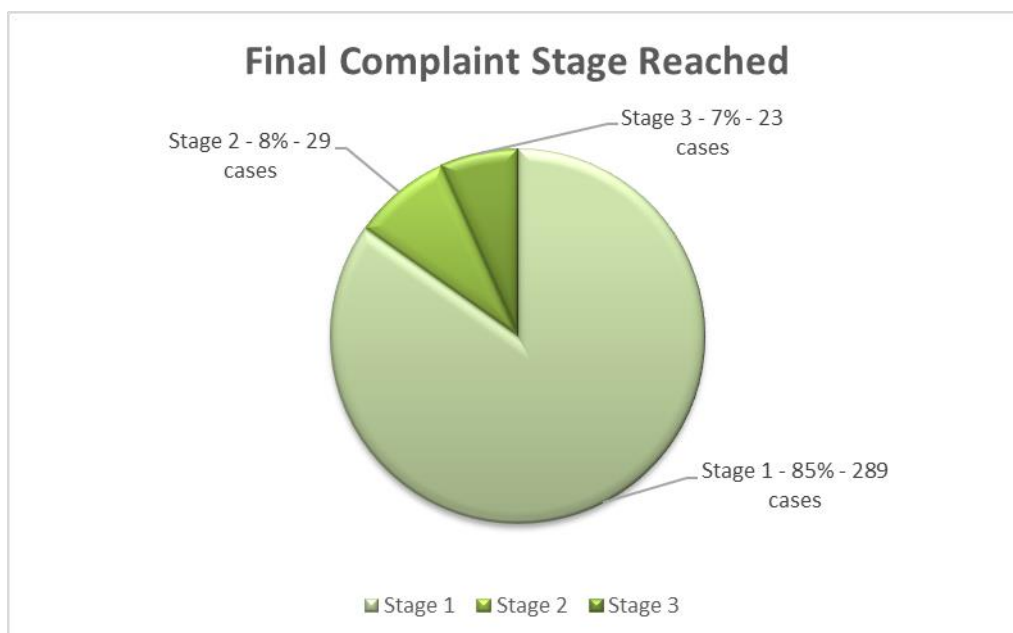
3.4 Breakdown of Resolved Complaints by Service Area

The resolved complaints related to the following services:



3.5 Stage reached by complaints

There are three stages to the general complaints process. At each stage a more senior manager looks at the complaint with a stage 3 response being sent jointly by a member of Corporate Management Team and the Leader of the Council. The following chart shows the Stage of the complaint process at which the complaints were resolved during the year:



Those who make a complaint have the option, usually at the conclusion of the complaint process, to approach the Local Government and Social Care Ombudsman. This is explored in more depth in section 6.

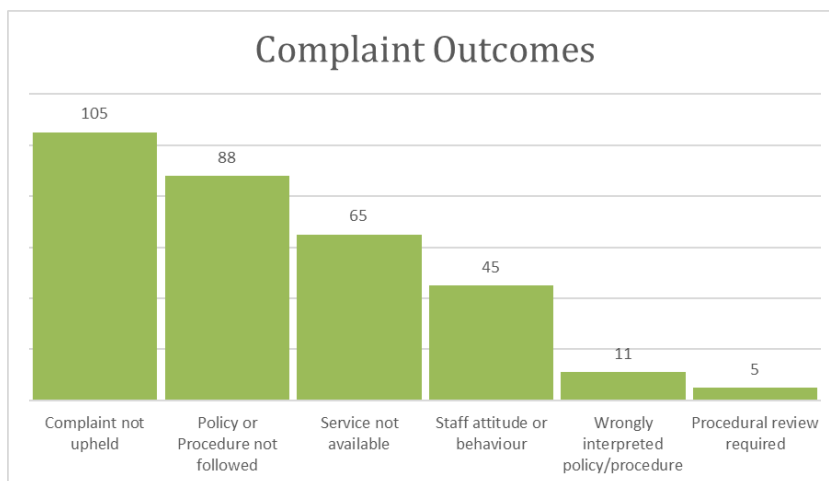
3.6 How Complaints Are Received

Most commonly those who make a complaint contact the Council by e-mail or on-line form with 94% received in this way, the same as the previous two years. This reflects the general shift to use of electronic means when interacting with the Council.

The Council remains committed to keeping all complaint channels available, including telephone and letter, to meet its equalities obligations and to comply with Ombudsman best practice. A formal complaint may be received over social media but would be moved to more conventional channels for resolution.

3.7 Nature and Outcome of Complaints

The following chart shows the outcome of the 319 complaints for which the data is held:



67% of these complaints were upheld, and of these over 80% were remedied with the offer of a solution or service or a meaningful apology. In a small number of cases a remedial payment was made.

3.8 Comments and Compliments

When comments are received, they are responded to by the service concerned and the person making the comment is acknowledged where appropriate and advised if their suggestion is to be taken up.

Compliments are acknowledged where appropriate and shared with the appropriate line management to inform the service or member of staff. This may then inform the staff member's performance discussion.

116 compliments were received in 2020/21 through the general process.

3.9 Monitoring and Reporting

Data from complaints is used in a responsive way to inform service analysis and improvements and is regularly reported to the Good Governance Group and in the quarterly council health check report.

3.10 Conclusion

The process continues to deliver a professional response to individual complaints, a robust system of complaint monitoring and real service improvements.

4. Adult Social Care Statutory Process

4.1 Background

This section is the report of the Executive Director for Adults and Communities concerning compliments concerns and complaints received about its adults' social care function throughout the year.

The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009 provide a single process for health and social care services. With the increase in integrated services, the single process makes it easier for patients and service users to make complaints and allows them to make their complaint to any of the organisations involved in their care. One of the organisations will take the lead and co-ordinate a single response.

There is a single local resolution stage that allows a more flexible, customer focused approach to suit each individual complainant. At the outset, a plan of action is agreed with the complainant to address their complaint. Amendments to the plan can be agreed at any stage of the process.

The regulations do not specify timescales for resolution and a date for response is agreed and included in each plan. Response times are measured against the agreed dates in the plans.

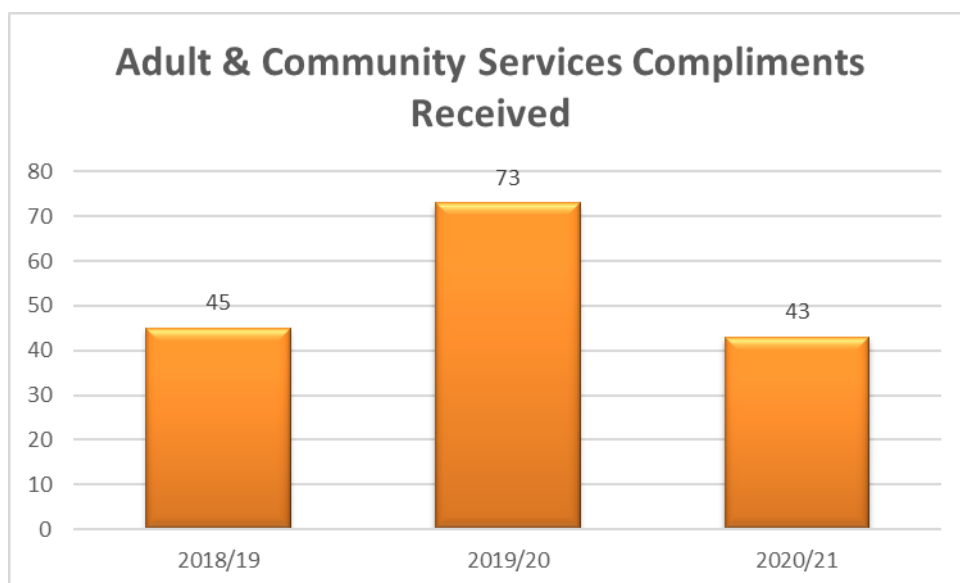
When the local authority believes that it has exhausted all efforts to achieve a local resolution, and the customer remains dissatisfied, the next step is referral to the Local Government Ombudsman. This is explored in more depth in section 6.

4.2 Compliments

Compliments are a very important feedback and motivational tool, and members of staff are encouraged to report all compliments they receive to the Customer Services Manager for recording. All compliments are reported to the Group Manager of the Service to pass on their thanks to the staff member and the team. This practice has been well received by staff.

Adult and Community Services received 43 compliments about its social care services in 2020/2021.

This graph shows the number of compliments received in 20120/2021 and a Comparison with previous two years



4.3 Concerns

The current regulations require the local authority to record concerns and comments as well as complaints. Some people wish to provide feedback to help improve services, but they do not wish to make a formal complaint, and this process facilitates that.

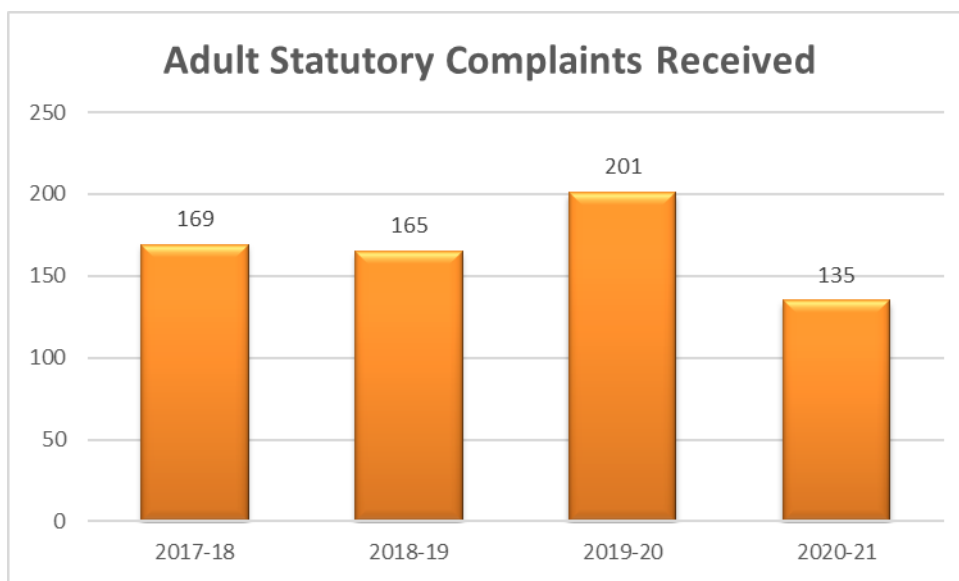
Adult and Community Services received 1 'concern' about its social care services in 2020/2021.

All concerns and comments are considered to identify areas for improvement and responses are made where appropriate or requested.

4.4 Complaints

Adult Services received and processed a total 135 statutory complaints about its statutory social care services in 2020/21

This Graph shows the total number of complaints received and processed by Southend-on-Sea Borough Council during 2020/21 and a comparison with the previous three years.



The complaints received in 2020/21 have seen a decrease by 33% on the previous year. This decrease has been seen in internal services and domiciliary care, where residential care has remained the same.

Whilst there is a decrease in complaints, comparisons cannot be drawn from the previous year due to the exceptional circumstances within which we operated during 2020/21. The pandemic saw resources within the care sector stretched and priorities were diverted to responding to the additional measures and guidelines put in place by the Government.

More families took over the responsibility of caring for their elderly relatives and there was a reluctance to use Residential Homes, due to the potential risks. This combined with an appreciation by the public of the pressure the care sector was facing, there was a possible reluctance to make complaints which may have contributed to the significant reduction.

The number of complaints represents 4.6% of the adults that we provided a service to in 2020/21

Complaints logged through the council's complaints process is only one way in which a complaint can be made. Many concerns or issues are resolved locally with the Social Worker and/or provider, rather than through the formal statutory complaint process. In addition, complaints about external providers can be raised directly with them and these are not recorded by the Council.

4.5 Overall Response Times

Adherence to response times is measured by compliance with the agreed dates set out in the individual complaint plans. There is no statutory requirement with regards to response timescales, however we recognise the importance of trying to achieve a speedy resolution to complaints and generally aim to resolve complaints within 10

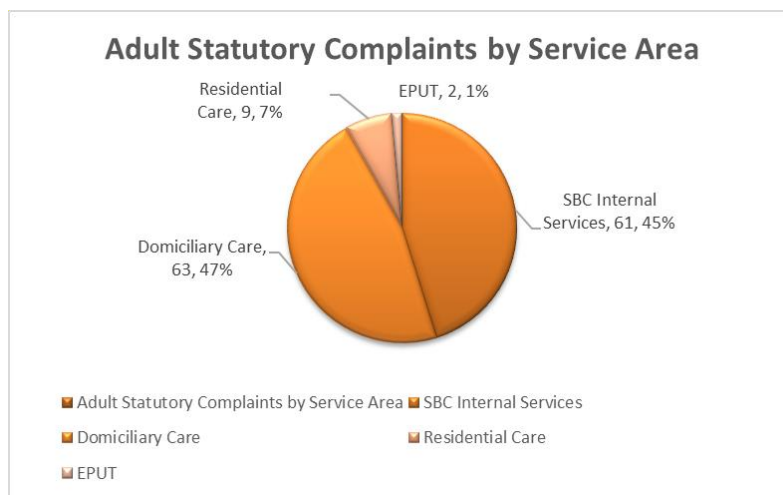
working days. However, depending on the complexity of the complaint raised, agreement is made with complainants on an acceptable timescale for a response.

Out of the 135 complaints received, 4 complaints were withdrawn prior to response and 3 were moved to Safeguarding Concerns. Therefore, out of the 128 complaints responded to, 50 complaints (39%) were responded to within the initial timescales agreed locally between the complaints service and the complainant.

Whilst this is low and a decrease on the previous year, it is understandable that resources were focused on responding to the pandemic and implementing government guidance as their main priority.

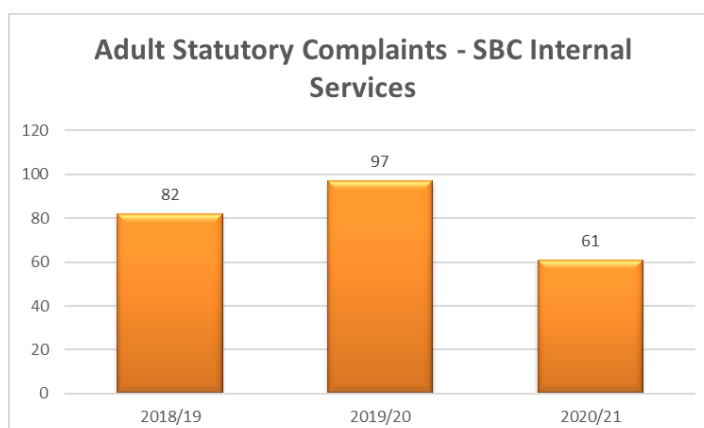
Whilst every effort is made to meet the timescales agreed, if it transpires through the course of the investigation this will not be possible, the complainant is kept informed and updated accordingly.

4.6 Breakdown of Complaints by Service Area



4.7 Complaints about Internal Southend Council Services

Out of the total 135 complaints received 61 complaints were received regarding Internal Southend Council Services. This is a decrease of 37% on 2019/20.



Of the 61 complaints received about Internal Services, 56 required a response, 26 (46%) were given a full response within the timescales agreed.

Some Complainants raise more than one issue therefore the 56 complaints raised related to 61 Issues.

Of these 61 Issues – 31 were upheld
 7 were partially upheld
 16 were not upheld
 6 were unable to reach a finding
 1 is still ongoing

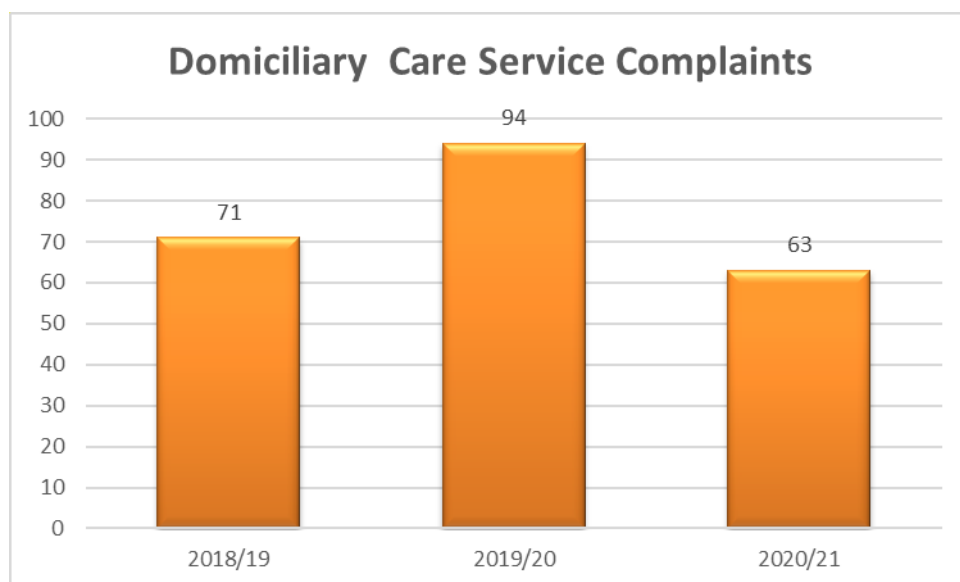
The top four issues were:-

	<i>Total</i>	<i>Outcome</i>
Care charges not explained	26	8 Not upheld
Financial loss	9	2 Not upheld
Delay/ Failure to keep informed	8	1 Not upheld
Professionalism	3	2 Not upheld

4.8 Complaints about services from Commissioned Providers

4.8.1 Domiciliary Care

Of the 135 complaints received by Southend-on-Sea Borough Council, 63 were about Domiciliary Care Providers. This is a decrease of 32% on 2019/20.



Of the 63 complaints received, 60 required a response. 19 (31%) were responded to within the timescales agreed.

60 complaints related to 98 issues that were raised.

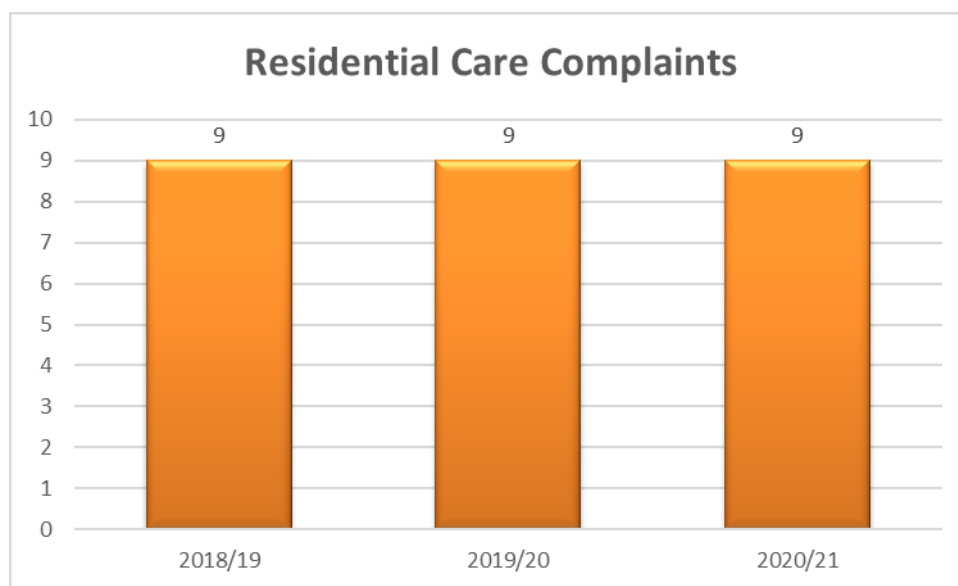
Of the 98 Issues raised – 52 were upheld
 5 were partially upheld
 23 were not upheld
 17 were unable to reach a finding
 1 No response received

The top four issues were: -

	<i>Total</i>	<i>Outcome</i>
Timing of planned homecare calls	15	5 Not upheld
Short Visits	10	2 Not upheld
Rude / Bad attitude of staff	9	4 Not upheld
Missed Calls	8	0 Not upheld

4.8.2 Residential Care

9 complaints were received about Residential Care homes. This represents 1% of the number of adults placed in Residential Care under a Southend-on-Sea Borough Council contract.



4 complaints were responded to with the timescale agreed (44%)

Over the 9 complaints 14 issues were raised. The complaints concerned a number of different Residential Homes and the issues raised varied with no one particular area highlighted as a distinct concern.

Our Contracts Team and Complaints Team continue to work with the residential and domiciliary care providers to address issues and effect improvements around complaints handling.

4.9 Monitoring & Reporting

Statistical data regarding complaints about our commissioned home care providers are provided quarterly to inform the Contract Monitoring Meetings.

Complaints are monitored by the Complaints Manager for any trends/emerging themes and alerts the relevant service accordingly.

Complaints information is fed into the monthly operational meetings where issues regarding providers are shared. This is to ensure that a full picture is gathered regarding the providers service delivery and identify any concerns or trends that may be emerging.

4.10 Learning from Complaints

The Council continues to use complaints as a learning tool to improve services and to plan for the future. Local authorities are being asked to show what has changed as a result of complaints and other feedback that it receives.

Improvements made in 2020/21, as a result of complaints: -

- 2020/21 was a challenging year for everyone, the complaints team adapted quickly to working from home and embraced the new technology which meant the complaints service continued throughout.
- Ensure financial information and the implications are consistently communicated and understood by the Adult and/or their family.
- Provided guidance and clarity on the NHS Covid funding.

5. Children's Social Care Statutory Process

5.1 Background

This section is the report of the Executive Director for Children and Public Health concerning compliments and complaints received about its children's social care function throughout the year.

Complaints in the children's services are of 2 types, Statutory and General.

The law also says that children and young people (or their representative) have the right to have their complaint dealt with in a structured way. The statutory procedure will look at complaints, about, for example, the following:

- An unwelcome or disputed decision
- Concern about the quality or appropriateness of a service;
- Delay in decision making or provision of services;
- Attitude or behaviour of staff
- Application of eligibility and assessment criteria;
- The impact on a child or young person of the application of a Council policy

- Assessment, care management and review.

The General Complaint Procedure which is explained in Section 3 above would be used when issues giving rise to the complaint fall outside the scope of the above statutory procedure.

Within children's services most complaints fall under a statutory process within the Children's Act 1989, where the expected performance regarding response times is described. This is also an area routinely reviewed within an inspection or regulatory visit. They are also mainly about how the actions of our staff are perceived by the families they interact with and therefore the majority of complaints include complaints about specific members of staff.

The process for complaints regarding children's statutory services has three stages.

Stage 1 affords an opportunity to try to find a local resolution usually at team manager level. If the complainant is not satisfied with the outcome, they may request to proceed to stage 2.

At stage 2, the Department appoints an Investigating Officer, and an Independent Person to investigate the complaint. The Investigating Officer is a senior service worker who has not been associated with the case, and the Independent Person is someone who is not employed by the council, but has experience of children's issues, social care or investigations. The stage 2 response is reviewed and approved by the Director of Children's Services.

If the complainant is still not satisfied, they may proceed to stage 3. At this stage, the complaint is referred to an Independent Review Panel of three independent panel members with one member acting as Chair. They will review the stage 2 investigation and outcome, and will make recommendations. These recommendations are reviewed by the Deputy Chief Executive, who formally responds to the complainant.

The process is based on the premise that at each stage, a more senior officer responds on behalf of the Department.

Those who make a complaint have the option, usually at the conclusion of the complaint process, to approach the Local Government and Social Care Ombudsman. This is explored in more depth in section 6.

The Complaints team encourages and supports Team Managers to resolve complaints at the earliest stage, including before they become formal complaints. We also advise a face to face meeting regarding the issues before the formal stage 2 process is started. This is thought to resolve the outstanding issues as early in the process as possible and in a way which many find less formal and adversarial for the complainant.

The numbers of compliments and complaints indicated in this report may not reflect the quality of the support generally provided by the social work teams, rather they are the opposite ends of our client satisfaction range, meaning that the majority of service users and their families are satisfied with the professional support provided.

5.2 Compliments received in 2020/21

This year we have recorded 51 compliments, a reduction from the 2019/2020 figure of 62, however, this is still significantly above previous years.

An issue with compliments is that unlike complaints they do not need a specific response, and so there is a possibility that in the past and in current years some compliments may have been made verbally or in an email and not then passed on to the complaints team to be formally logged.

5.3 Complaints received in 2020/2021

Performance on complaints information is reported quarterly so that senior management are kept regularly informed.

Over the previous two years, complaint numbers have been consistent, however during the first nine months of 2020/21 there was an increase in the number of complaints received, as well as those escalating to stage 2. Had we continued at that rate we would have had a total of around 100 complaints.

However, as can be seen below, we received only 15 complaints in the 4th quarter, the previous 3 quarters had averaged 25/quarter. This is not normally a seasonal matter and fluctuations tend not to be too large. For context, in the 4th quarter of 2019 we had 20 complaints.

Complaints by Qtr	2019/20 complaint	2020/21 complaint
q1	20	27
q2	21	21
q3	29	27
q4	20	15
Total	90	90

The number of complaints reduced significantly from January onwards, possibly in part due to the effects of Covid 19. The total number of complaints received across the year is still in line with that of the previous two years. It can be seen below that the reductions in complaints were in January, before Covid 19 restrictions were imposed but awareness/anxiety were growing, and in March when lockdown restrictions were imposed. The February and March figures are low but in line with the previous year.

4th Quarter complaints

	2019/20 complaint	2020/21 complaint
JAN	3	3
FEB	7	7
MAR	10	5
Qtr 4 total	20	15

We record and report on the number of complaints received, and also on the number of issues raised. This better allows us to help identify the things which create complaints, as well as better manage our responses to the complainant.

In 2020/21 the 90 complaints were made up of 129 separate issues raised. On average each complaint was made up of 1.4 issues. In 2019/20 we received 90 complaints, which were made up of 145 issues.

5.4 Complaints Stage 1

In 2020/21 we received 90 complaints in total, the same as in 2019/20. However, there was an increase in the number of corporate complaints, and obviously an equal reduction in statutory complaints.

	2020/21		2019/20	
	No.	%	No.	%
STATUTORY COMPLAINTS	73	81%	83	92%
CORPORATE COMPLAINTS	17	19%	7	8%
TOTAL	90		90	

The reason or cause of each complaint and issue received is recorded. Of the 129 issues received in 2020/21 they are categorised and distinguished as below.

COMPLAINTS/ISSUES BY DESCRIPTION	NUMBER	
Biased	7	5.4%
Breach of confidentiality	4	3.1%
Delay delivering service	1	0.8%
Delay/failure to keep informed	7	5.4%
Failure to take account of S/U or families views	20	15.5%
Inappropriate Behaviour	3	2.3%
Insufficient Support	23	17.8%
Meeting minutes not sent or delay in sending	1	0.8%
Non-adherence to procedure	14	10.9%
Not returning calls/e-mails	2	1.6%
Outcome of decision/assessment	4	3.1%
Poor communication style	10	7.8%
Professionalism	29	22.5%
Rude / unhelpful	4	3.1%
Grand Total	129	

There are broader themes within the types of complaints which seem to drive many of the areas of complaint. The same general themes run through the complaints each year.

From the perception of the complainant they are;

- Professionalism,
- Insufficient Support,
- Failure to take account of the views of the family/service user.

Put simply,

- They feel that at times our staff are unprofessional, are slow at decision making. That the support provided is not sufficient or timely.
- They feel we are not listening to them or taking their views and concerns seriously, decisions are made without them.
- They feel we don't follow our own processes and procedures, and that decisions can be arbitrary.

5.5 Complaints Stages 2 and 3

All stage 2 and 3 complaints were "paused" due to the Covid 19 pandemic and were resumed in the late summer of 2020, with all those involved working and communicating remotely. This is in line with guidance from the government generally and the specific Local Government and Social Care Ombudsman advice.

During 2020/21 we dealt with 8 complaints at stage 2, some of which were carried over from the delay caused by Covid 19. One of these was withdrawn by the complainant and we have concluded the remaining 7.

Of the complaints which have been concluded at stage 2, five have opted to escalate to stage 3. We have completed three of these with two in the process of the panels being held in the near future. We will continue to hold these remotely even though Covid 19 restrictions are easing.

To better manage the number of complaints being escalated beyond stage 1 of the complaints process, we advise the complainant and suggest that they meet with the social work manager/staff involved to discuss the issue and hopefully resolve it in a constructive way rather than the more formal and time-consuming stage 2 process.

5.6 Outcomes

During the year there were 129 different issues complained about within the 90 complaints made. This does not mean that the complaints are valid.

After investigation at stage 1, 20 (16%) were upheld and 19 (15%) were partially upheld. The majority 78 (60%) were found to be not upheld, while 31% (16% + 15%) were found to be upheld or partially upheld, where the complainant was found to be correct or partially correct and there was some fault in our actions or processes. The balance were complaints where we were unable to make a finding or that were found to be out of our jurisdiction.

5.7 Staff

Of the 129 issues raised in the complaints, there were 68 (53%) in which staff were identified. Although it appears high, this is a slightly lower proportion than we have seen over the last 3 years. This is a reflection of the often emotionally charged environment that the social workers work in, where a disputed family breakup or chaotic situation can lead to a parent or close family member feeling confused, isolated or misunderstood. The outcomes for the complaints where particular staff are named are in line with the overall outcomes.

5.8 Management of complaints

After some improvement over the last couple of years the performance in the timeliness of response to the complaints had declined in 2019/20, although this has improved in the last year, 2020/21, but is still below 50% of complaints responded to within ten working days.

5.9 Complaints by children

Children are defined as those who are under 18 years old. During 2020/21 we received 3 separate complaints from young people, which is in line with most of the previous years, with the exception of last year which had a high figure of 8.

Most of these young people were supported by an advocate, and where not they were offered the services of one. Any young person wishing to make a complaint and who does not have an advocate is always advised to use one and is provided with contact details and helped to contact the advocacy service.

In addition we also received 3 complaints from young people who were care-leavers, in the 18-24 age bracket, and who had issues with some aspect of their earlier care or arrangements for leaving care.

5.10 Learning from Complaints

The Council continues to welcome complaints as a means of improving services and to plan for the future. Local authorities are asked to show what has changed as a result of complaints and other feedback it receives.

Examples of improvements made as an outcome of complaints;

- Following a Stage 1 response if the complainant remains dissatisfied, a meeting can be offered with a manager to try to resolve the issues and avoid going to stage 2 of the complaints process.
- That all parties concerned are kept updated on developments and actions taken by our staff.
- That, in all cases where MARAT has concluded that a case of domestic abuse is high risk, team managers should consider if a risk assessment should be completed before any Local Authority employee is required to have face to face contact or visit the homes of the service users. This is to ensure that the

Local Authority discharge their duty of care to the families involved and our staff.

Where claims of bias or unfairness are concerned;

- That staff now provide both parents with a confirmation letter when their child's file is closed.
- That in the cases involving separated parents, staff have been made aware that they must not appear to favour or support one parent, and as much as possible, communication should be consistent between parties. To identify an advocate to provide support if one party needs additional support

5.11 Areas for improvement

To build on the development of the routine monthly and quarterly management reporting, so that we can identify and then address the issues which cause people to make complaints by improving our services and how they are delivered.

6. Local Government and Social Care Ombudsman (LGSCO)

6.1 Background

This section constitutes the report of the Monitoring Officer concerning complaints to the Local Government and Social Care Ombudsman throughout the year and fulfils the Monitoring Officer's reporting duty under section 5(2) of the Local Government and Housing Act 1989 and the Local Government Act 1974.

The Monitoring Officer must provide councillors with a summary of the findings on all complaints relating to the Council where in 2020/21 the Local Government and Social Care Ombudsman (LGSCO) has investigated and upheld a complaint.

6.2 What the LGSCO Investigates

The LGSCO investigates complaints about 'maladministration' and 'service failure', generally referred to as 'fault'. They consider whether any fault has had an adverse impact on the person making the complaint, referred to as an 'injustice'. Where there has been a fault which has caused an injustice, the LGSCO may suggest a remedy.

The Council works with the LGSCO to resolve complaints made to the Ombudsman. Most complaints are resolved without detailed investigation.

The LGSCO may publish public interest reports concerning a Council or require improvements to a Council's services.

The Ombudsman's annual letter provides statistics focused on three key areas:

Complaints upheld – The LGSCO uphold complaints when they find some form of fault in an authority's actions, including where the authority accepted fault before they investigated.

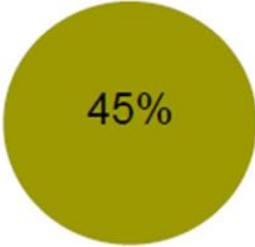
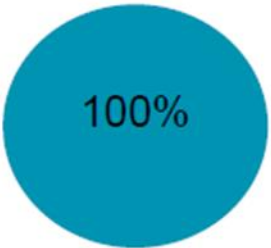
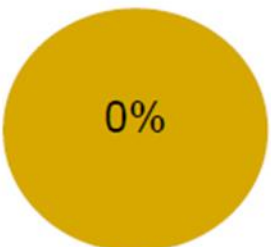
Compliance with recommendations – The Ombudsman recommends ways for authorities to put things right when faults have caused injustice and monitor their compliance with the recommendations. Failure to comply is rare and a compliance rate below 100% is a cause for concern.

Satisfactory remedy provided by the authority - In these cases, the authority upheld the complaint and the Ombudsman agreed with how it offered to put things right.

6.3 Statistics from the LGSCO annual review letter

Statistics from the annual review letter of the LGSCO are as follows:

Southend-on-Sea Borough Council
For the period ending: 31/03/21

Complaints upheld		
 <p>45%</p>	<p>45% of complaints we investigated were upheld.</p> <p>This compares to an average of 63% in similar authorities.</p>	<p>5 upheld decisions</p> <p>Statistics are based on a total of 11 detailed investigations for the period between 1 April 2020 to 31 March 2021</p>
Compliance with Ombudsman recommendations		
 <p>100%</p>	<p>In 100% of cases we were satisfied the authority had successfully implemented our recommendations.</p> <p>This compares to an average of 99% in similar authorities.</p>	<p>Statistics are based on a total of 7 compliance outcomes for the period between 1 April 2020 to 31 March 2021</p>
<ul style="list-style-type: none"> Failure to comply with our recommendations is rare. An authority with a compliance rate below 100% should scrutinise those complaints where it failed to comply and identify any learning. 		
Satisfactory remedy provided by the authority		
 <p>0%</p>	<p>In 0% of upheld cases we found the authority had provided a satisfactory remedy before the complaint reached the Ombudsman.</p> <p>This compares to an average of 10% in similar authorities.</p>	<p>0 satisfactory remedy decisions</p> <p>Statistics are based on a total of 11 detailed investigations for the period between 1 April 2020 to 31 March 2021</p>

NOTE: To allow authorities to respond to the Covid-19 pandemic, we did not accept new complaints and stopped investigating existing cases between March and June 2020. This reduced the number of complaints we received and decided in the 20-21 year. Please consider this when comparing data from previous years.

Full details and the Ombudsman’s annual letter are available on the [LGSCO website](#).

6.4 Complaints made to the LGSCO

In 2020/21, 39 complaints and enquiries were made to the LGSCO in respect of Southend-on-Sea Borough Council.

44 decisions were made by the LGSCO, as follows:

Advice Given	6
Closed after initial enquiries	12
Incomplete/Invalid complaint	2
Not upheld	6
Referred back for local resolution	13
Upheld	5
Number of decisions made	44

6.5. Number of decisions investigated in detail by the LGSCO

The LGSCO concluded 11 detailed investigations in respect of Southend-on-Sea Borough Council in the period between 1 April 2020 and 31 March 2021 with 5 complaints being upheld.

Year	18/19	19/20	20/21
Number of detailed investigations	7	10	11
Number of detailed investigations upheld	4	7	5
Upheld rate	57%	70%	45%

6.6. Complaints upheld by the LGSCO

The following is a summary of the upheld complaints:

Function	Education & Children's Services
Summary of complaint	The Ombudsmen find North East London NHS Foundation Trust delayed Miss X's son, G, accessing autism support. Miss X suffered distress and time and trouble chasing. The Ombudsmen also find Southend-on-Sea Borough Council delayed issuing G's Education, Health and Care Plan by over 18 months. That fault caused Miss X distress, uncertainty and time and trouble.
Service improvement recommendations	Education and Health Care Plans: The Council and the CCG to detail what improvements they have introduced when jointly working with other organisations on EHCPs. To include how the Council plans to chase parties when they do not provide information for Education, Health and Care plans in a timely manner.
Agreed remedy	Apology, financial redress and improve procedures.

Function	Education & Children's Services
Summary of complaint	The complainant alleges that the Council's Special Guardianship allowance practice was not in accordance with statutory guidance, and it also withdrew financial support for his legal assistance. The Ombudsman has found fault in the Council's understanding of the statutory guidance, which has affected the allowance paid to the complainant, and to other family foster carers, during the first two years since they were granted a Special Guardianship Order. The Ombudsman has also found fault in the way the Council withdrew the financial support for legal assistance to the complainant. The Council has accepted the recommended actions to remedy this complaint.
Service improvement recommendations	The Council to review from 2013 the financial support for special guardians who previously were family foster carers. The Council to review and amend its Special Guardianship allowance practice so it is in accordance with the legislation, statutory guidance, and caselaw; ensuring that, any change to the Council's revised practice/policy is considered by Cabinet members and/or Scrutiny Committee; and review other special guardians, whose SG allowance was wrongly reduced over the two year transitional period and make backdated payments. See Item ten, Cabinet paper 15 June 2021 for more details.
Agreed remedy	Apology, financial redress and changes to policy and procedures.

Function	Education & Children's Services
Summary of complaint	Summary: Mr X complained about the way the Council dealt with his application and appeal for help with transport for his 18-year-old son who has special educational needs to attend college. The Ombudsman finds there was fault by the Council. The Council has agreed to arrange a fresh appeal hearing and review its policy on post-16 education transport.
Service improvement recommendations	The Council to review its policy and Transport Policy Statement on post-16 education transport to ensure they comply with the law and statutory guidance. This should include reference to deciding whether transport is necessary and should set out the policy on transport for students with special educational needs and disabilities. The Council to consider combining its application and appeal processes for all pupils with special educational needs and disabilities to ensure their needs are properly taken into account in the process.
Agreed remedy	Reconsideration of decision, financial redress. Change to policy and procedures.

Function	Highways & Transport
Summary of complaint	Mr Y complains the Council did not properly consider his application for two dropped kerbs. He says the Council delayed in referring his application to the correct committee. The Ombudsman finds fault in how the Council handled Mr Y's application and for a lack of clarity in its policy.
Service improvement recommendations	The Council to review and update its vehicle crossings policy, to include an indication of the timeframe in which it will progress applications, how it will update applicants if there are delays, clear details of its procedure for considering applications based on exceptional circumstances and any factors it will not normally consider as exceptional circumstances.
Agreed remedy	Apology, reconsideration of decision, financial redress. Change to policy and procedures.

Function	Housing
Summary of complaint	Summary: Mrs X complains about the Council's handling of her application to join the housing register. She says the Council ignored medical evidence and disrepair issues of damp and mould. She also says the Council delayed in accepting her onto the register. We find fault with the Council for not properly considering Mrs X's medical evidence. This caused a delay in her being accepted onto the register. We also find fault with the Council's complaint handling.
Service improvement recommendations	None.
Agreed remedy	Apology, financial redress.

6.7 Conclusion

The Council is co-operating fully with the LGSCO and successfully collaborating with them to identify the appropriate resolution for complaints made.

7. Future developments

The way in which both general and statutory complaints are administered is currently under review as part of the Business Support restructure.

8. Other Options

None. Reporting of general complaint performance is required by the Local Government and Social Care Ombudsman as demonstration of good practice. Reporting concerning social care complaints and Ombudsman decisions is required by law.

9. Reason for Recommendation

To ensure the Council continues to have transparent and effective complaint procedures.

10. Corporate Implications

10.1 Contribution to Southend 2050 Road Map

Feedback both positive and negative is a direct source of information about how services provided by the Council are being experienced in practice.

This insight may relate to any of the themes and outcomes of the Southend 2050 road map.

10.2 Financial Implications

Service improvements continue to result in meaningful outcomes for customers. A robust complaint process with thorough investigation and a positive approach reduces the likelihood of financial remedies being recommended by the LGSCO.

10.3 Legal Implications

These reports ensure compliance with legislation requires that statutory processes be in place to deal with complaints relating to child and adult social care and to produce annual reports concerning them. These reports also need to be shared with the Care Quality Commission and the Department of Health.

The report of the Monitoring Officer ensures section 5/5A of the Local Government and Housing Act 1989 (which requires the Monitoring Officer is required to prepare a formal report on all upheld Ombudsman complaint decisions) is met.

10.4 People Implications

Effective complaint handling is resource intensive but benefits the organisation by identifying and informing service improvements, development needs and managing the process for customers who are dissatisfied.

10.5 Property Implications

None identified

10.6 Consultation

The Advocacy Services and Representations Procedure (Children) (Amendment) Regulations 2004 confer a duty on local authorities to provide information about advocacy services and offer help to obtain an advocate to a child or young person wishing to make a complaint. All children and young people wishing to make a complaint are offered the services of an advocate.

10.7 Equalities and Diversity Implications

The complaints process is open to all and has multiple methods of access for customers. Adjustments to the process are made for those who require it because of a protected characteristic.

Although most commonly the process is accessed through e-mail and on-line forms, traditional methods such as post are available and where necessary a complaint can be transcribed over the telephone or be made in person.

This supports those who might otherwise be inhibited from using the process, perhaps through vulnerability.

10.8 Risk Assessment

Personal data regarding comments, complaints and compliments are recorded in approved centralised systems which can only be accessed by nominated officers.

10.9 Value for Money

Resolving a complaint as early as possible in the process reduces officer time spent dealing with concerns as well as providing the opportunity to improve service delivery.

10.10 Community Safety Implications

None identified

10.11 Environmental Implications

None identified

8. Background Papers - None

Southend-on-Sea Borough Council

Report of Executive Director, Children & Public Health

to

Cabinet

on

2nd November 2021

Agenda
Item No.

12

Report prepared by: Paul Hill (Southend Safeguarding
Partnership (Adults) Business Manager)

Southend Safeguarding Partnership Annual Report 2020/2021

People Scrutiny Committee

Cabinet Member: Councillor Laurie Burton & Cllr Trevor Harp
Part 1 (Public Agenda Item)

1. Purpose of Report

The purpose of the Annual Report from the Southend Strategic Safeguarding Partnership (SSSP) is to provide an annual assurance assessment for the Council in respect of its responsibilities for safeguarding children and adults in Southend. This report contributes to the requirements of statutory guidance in Working Together to Safeguard Children 2018 and the Care Act 2014.

2. Recommendations

Cabinet is asked to note the Annual Report from the Southend Strategic Safeguarding Partnership (SSSP)

3. Background

3.1 When Southend Council reviewed and updated its arrangements following the DfE's issue of the updated Working Together document in 2018, the Council decided to combine many of the functions of the old Local Safeguarding Children's Board (LSCB) and Safeguarding Adults Board (SAB) creating the new Southend Safeguarding Partnership.

3.2 In 2019-2020, an Interim Annual Report was published. This 2020-2021 Report is the first substantive one published.

3.3 The Annual Report of the SSSP for the Financial Year 2020-2021 is attached as Appendix 1 to the report. The Annual Safeguarding Report is co-owned by the SSSP's three Statutory Bodies, the Local Authority, Police and Health. The Annual Report which has been informed by all 3 statutory partners provides an account of safeguarding activity and ambitions, for both children and adults in Southend.

- 3.4 The pandemic placed unprecedented demands on Southend residents, services, and their staff for the 2020 / 2021 financial year so it is more important than ever to ensure that the SSSP reviews and accounts for its work in the previous year and sets in priorities for the 2021 / 2022 financial year.
- 3.5 The report opens with a commentary from the SSSP's Independent Advisor and Scrutineer Maggie Atkinson. It outlines the SSSP's mission, vision and values, its structure, and the links it has with local, regional, and national work on safeguarding for both adults and children.
- 3.6 The report sets the context and examines the performance of the SSSP and outline the strategy for 2021/2024 and the workplans that emerge from it. The report summarises and captures the outcomes from the work of partner organisations, the SSSP's sub-groups and the income and expenditure of the SSSP.

4. Other Options

N/A

5. Reasons for Recommendations

To keep the Council informed of the position in respect of safeguarding children and adults in Southend. Section 43 of the Care Act 2014 and section 41 of the statutory guidance in Working Together to Safeguard Children 2018 (WT 2018) document, together require the Southend Safeguarding Partnership to produce and to publish an annual report.

6. Corporate Implications

6.1 Contribution to the Southend 2050 Road Map

The work of partners and the Council in safeguarding children and adults directly contributes to all of the Southend 2050 outcomes and particularly Safe and Well.

6.2 Financial Implications

N/A

6.3 Legal Implications

This report supports the Council, The Leader, the Chief Executive, Executive Directors and Lead Member to discharge their statutory duties under the Children Act 2004 and Care Act 2014.

6.4 People Implications

N/A

6.5 Property Implications

N/A

6.6 Consultation

N/A

6.7 Equalities and Diversity Implications

N/A

6.8 Risk Assessment

N/A

6.9 Value for Money

Fulfilling our responsibility to safeguard children and adults and promote their welfare is a statutory requirement. The Council works in partnership with other organisations and local authorities to ensure we fulfil those responsibilities in the most cost-effective way.

6.10 Community Safety Implications

The SSSP works alongside the Community Safety Partnership (CSP) to safeguard children and adults living, studying and working in Southend.

6.11 Environmental Impact

N/A

7. Background Papers

- Working Together to Safeguard Children (2018)
 - <https://www.gov.uk/government/publications/working-together-to-secure-childrens-welfare>
- Keeping Children Safe in Education (2021)
 - <https://www.gov.uk/government/publications/keeping-children-safe-in-education>
- The Care Act (2014)
 - <https://www.legislation.gov.uk/ukpga/2014/23/contents>
- Care Act Guidance (2014)
 - <https://www.gov.uk/government/publications/care-act-statutory-guidance/care-and-support-statutory-guidance>

8. Appendices

Appendix 1- Southend Safeguarding Partnership – Annual Report (2020-2021)

Appendix 2- Southend Safeguarding Partnership – Annual Report (2020-2021)
(Executive Summary)

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SOUTHEND

317 Safeguarding Partnership

ANNUAL REPORT 2020 / 2021



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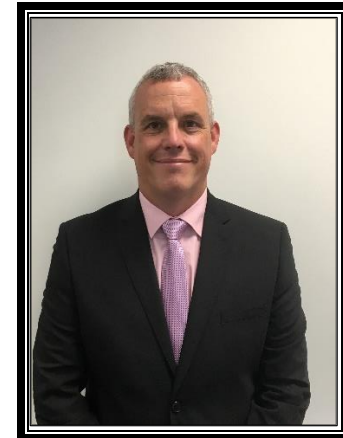
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Andy Lewis
Chief Executive
Southend Borough Council



Lorraine Coyle
Director of Nursing
Mid and South Essex Clinical
Commissioning Group



Andrew Packer
Detective Chief Superintendent
Crime and Public Protection Command
Essex Police

Introduction

We are pleased to present, and to endorse, the Annual Report of the Southend Safeguarding Partnership for the Financial Year 2020-2021. This Report, co-owned by our three Statutory bodies' staff and representatives and jointly authored and constructed by all of us, gives an account of safeguarding activity, and ambitions, for both children and adults in our borough. We are keenly aware that the financial year it covers was extraordinary for Southend's people of all ages and placed unprecedented demands on services and their staff which have followed us all into the current year's planning, funding and provision of services. We are equally aware that what we do continues to develop, not only because we are never satisfied with staying as we are and are striving to do better whatever the challenges, but also because Covid-19 has still not gone away, and "a new normal" is still being formulated across all our services and in all our communities. We consider safeguarding is not only a description of what we do to respond to people living with vulnerability or going through great difficulties, but must be a way of thinking and doing our work together – preventing harm in people's lives rather than only responding when it happens; responding to Southend's residents of all ages whose ideas about how they might stay safe must help to guide what we do with and for them; and supporting our communities to make staying safe and being well the norm, rather than waiting until danger is clear or people are unwell. We know there is more to do, and we are determined, as the borough looks towards shaping its future towards 2050, to ensure safeguarding and wellbeing are at the heart of our continued improvement. Do read all of this report as we commend it to you.

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Prof. Maggie Atkinson

Independent Advisor

Southend Safeguarding Partnership

Scrutiny Commentary

by Prof. Maggie Atkinson (Independent Advisor)

I am Professor Maggie Atkinson, Independent Adviser and Scrutineer for the Southend Safeguarding Partnership (referred to as the SSP in much of this document.) I have worked with and for children, families and communities since qualifying as a teacher in 1979, have been a Statutory Director of Children's Services and served as Children's Commissioner for England from 2010 to 2015.

I took up my role in Southend at the end of February 2021 and want to place on record here my thanks to my predecessor Liz Chidgey, who held the post for the greater part of the Financial Year 2020-2021, which this Annual Report covers.

The pages that follow have been written by senior representatives from a range of bodies. Principal among them are the SSP's three Statutory Partners who are responsible, in a Partnership of equals, for both the Children's and Adults' Safeguarding Partnerships: Southend Borough Council, Essex Police Service, and Southend Clinical Commissioning Group (CCG.) The Report looks in detail at how both preventive and early intervention based, and far more intensive and sometimes statutory safeguarding activity, are undertaken in Southend. Sections are supported by data wherever it is available, so that accounts bear weight, trends are clearly seen and reported on, issues can be examined and explained, and plans for future activity are then explored.

All sections of the report relate directly both to legislative and governmental demands or regulatory frameworks, and to the agreed SSP Strategy for 2020 to 2024.

Some contents of the report relate to Southend's residents and their wellbeing no matter what their age or stage of life, given most people live their lives in mixed-generational extended families and communities, and many issues can be lifelong. These include – to quote only a few examples – physical or intellectual disabilities, the effects of long-lived disadvantage or poverty, and the inter-generational impacts of domestic abuse and violence that leave people unsafe and vulnerable.

Whilst the SSP is a combined all-age Safeguarding Partnership, it has two branches, one dealing with children and young people, the second with the needs of adults, particularly where they have additional needs or vulnerabilities. Parts of the Report are therefore age-group-specific, given the needs of children, young people and adults often change over the course of a lifetime.

You will find details relating to children's education including when they have additional needs or are struggling for whatever reason; their health and wellbeing and how these are supported; what happens when a child or family needs additional help or support; what goes on to happen if stronger and more directive safeguarding work needs to happen with a family in the best interests of the children concerned; and how services respond if a child or family is in conflict with the law, or has to deal with extraordinary challenges, dangers or tragedy.

Equally, the Report covers issues that arise only in adulthood: the many and increasingly complex and long-lived challenges and effects of ageing; physical or intellectual difficulty or disability; A wide range of vulnerabilities; and the effects on adults of involvement in or being the victim of crime, substance misuse, housing, income, disadvantage and other difficulties that some Southend residents face.

Inevitably given the entire 2020-2021 Financial Year was lived in the midst of unprecedented challenges, triumphs and deep griefs of a global pandemic whose effects are still with us, many of the pages that follow account for services' and partners' responses to Covid 19. Southend's partner bodies are all clear that their ways of working, and their staff's safety, energies, ability to stay strong and optimistic, have been deeply challenged by the pandemic. Equally, they are determined to capture, and not to lose, some of the gains they have made in working in partnership as a matter of course, rather than working in separated bodies that sometimes cooperate, as tended to be the pattern before March 2020. As things have returned to normal, all concerned are clear that it is a "new normal" shaped by the changes brought by working at least in part on-line, and always with a concern both for Southend's welfare and wellbeing, and their own safety and ability to go on working.

No part of this Report seeks to claim that all is in a state of perfection in safeguarding for Southend's residents. There is a great deal of data and information that shows ongoing steady improvement, set against considerable odds and with ever more challenged resources. There is also a great deal of honest assessments of what more needs to be done. The report closes with a look-ahead to the 2021-2022 work already started as this report is published. The 2021-2022 Annual Report, which will be as detailed and as evidence based as the 2020-2021 Report you are about to read, will be published in the Summer of 2022.

SCRUTINY COMMENTARY AND STATEMENT OF ASSURANCE (WT 2018 / CARE ACT 2014)

Part of my work with Southend's Partnership is to chair several the bodies that bring agencies and services together to ensure the work of safeguarding is done, and that partners account to each other for what they do, as well as to their own organisation's governance bodies. Part of what I do is to give clear, direct, when necessary, professionally challenging advice on continued improvements to what is being done. I am also bound by the requirements of the Children and Families Act 2017 alongside Working Together to Safeguard Children 2018, and by the Care Act 2014, to give a formal and independent Statement of Assurance regarding the fitness for purpose of the SSP, and the degree to which it complies with those legislative requirements.

I confirm that I have no connection to any organisation, agency or service working with or for residents in Southend. I was appointed on a formal contract, after a competitive process of a written application to, and formal interview by, senior representatives of the three Statutory Partner bodies. I am entirely independent of any of them. The copy in this report has been read in detail, challenged, and cleared by, and remains under the editorial control, of myself as Independent Adviser.

In the nine months between my starting in this role and the publication of this Annual Report in November 2021, I have chaired two rounds of meetings of the parts of the Partnership I lead. I have met, in both one-to-one and small group settings, with senior representatives of all Partner bodies of the SSP, including in legally bound Relevant Agencies such as the borough's

schools and voluntary sector bodies. I have attended, as a Participant Observer, all the subgroups of the Partnership, whose reports are captured in this Report. I have met with governance leaders in Partner organisations. I have attended and contributed to Southend's Improvement Board meetings. I keep the two statutory Directors of Children's and of Adults' Services aware of what I find as I undertake the Scrutiny elements of the work I was appointed to do. I have so far met representatives of Southend's young citizens, whose voices and views can help to shape services for the future. In the coming year I intend to ensure that such meetings and connection-making continue.

Based on my work described above, and from the extensive and detailed reading and analysis I have done and continue to do about issues where I have yet to become involved at this point in my first year, I hereby present my formal Independent Scrutineer's Assurance that the SSP complies with the legal requirements placed on both Local Safeguarding Children Partnerships, and Safeguarding Adults Boards, in all English top tier or unitary Local Authorities. I can also confirm that all concerned are aware that the improvements in which they are all engaged are never to be considered "finished" or perfect but are continuous.

THINGS TO BE DONE

As referenced above, there remains, as always in a wide range of public services, much work to be done. In summary, the main issues faced for 2021-2022 and potentially in the far longer term are examined later in this report, where the 2021-2024 SSP agreed strategy and work plan are laid out. The contents of this Annual Report are also tied to these strategic aims and work programmes, and much of the work being done will continue to address stubborn challenges such as the effects of long-term neglect in the lives of some children and adults in the borough.

I have the following concerns that I advise all Partner agencies to seek to address in 2021-2022, and then onwards into 2022-2023.

- Too many of the evidenced, clear and accepted recommendations of the Governance Review of October 2020 by Carole Brooks Associates remain

unfulfilled, or not yet started over a year since publication. 2021-2022 should see a renewed focus on ensuring they are fulfilled, which will take refreshed and determined commitment from all partners in equal measure.

- The aftereffects of Covid 19 are likely to be long lasting, in terms of how well organisations recover, how robust and resilient services and their staff are given the unprecedented and relentless, and emotionally and personally challenging, events of the period since March 2020. All agencies will need to be both cognisant of, and actively engaged in responding to, the safeguarding challenges that will continue to face services, their staff and client groups.
- Whilst patterns of demand on services during the pandemic have changed to some degree, particularly where client groups have been less obvious because of “lockdown” effects on people staying behind their own front doors, services are likely to need to adapt again as “a new normal” comes about, and demand either returns to pre-March 2020 patterns or present new challenges and entirely new client groups who were previously unknown. Agility and flexibility will be needed, as will a determination to work in partnership to get things done.
- Southend has a remarkable “dashboard” facility that presents real time, historic and trend analysis material on a wide array and larger number of subjects, across all services connected to the SSP. It is fed by “push” from services’ own data, rather than having to be requested by a central data analyst or controller. It is potentially a remarkably powerful source of direction and priority setting. It remains under-used by too many of those who should be using it to help shape how they do what they should, and how they reflect on what Southend’s people need based on what the data tells them.
- The Business Unit is wafer thin and sorely under-resourced in comparison to any other such body, including in neighbouring Local Authority areas across the East of England. I am aware that resources are tight across all agencies and do not make these remarks lightly about a Unit that does a great deal more than its Establishment number might otherwise assume was possible. It features a manager for the Children’s and a manager for

the Adults’ Partnership strands of the SSP, plus one FTE administrative post. This leaves it unable to do all the following:

- Ensure the SSP’s website is refreshed, contains updated materials on central and local priorities, policies, lessons to be learned by professionals and signposts for Southend residents seeking information or advice on safeguarding
- Analyse the data that were it to be analysed could push forward at greater pace on the SSP’s shared agenda, direction of travel and ensured development of the safeguarding agenda for children and adults in Southend
- Host any central, partnership wide, multi-agency or coordinated training, learning and development function, as is common in partnerships across England. Southend’s situation in this regard means that (to quote only one example) a senior Public Health team member, who chairs the relevant subgroup but is also a very busy professional, is also left trying to engineer the training that thousands of professionals across dozens of organisations require on key pieces of agreed development such as the much-needed work on Harmful Sexual Behaviours and the roll out of the agreed Neglect tool Graded Care Profile 2.
- Hold any Partnership wide conferences or other learning events, which require a budget, and organisational capacity.
- Establish and then maintain a presence on social media, which given its prevalence in the lives of many residents including the most vulnerable, is a key missed opportunity.
- Permit the two managers to manage, rather than undertaking work that an even marginally larger support team would be charged to do were resources to be available.

Legal Duty to Deliver an Annual Report

Section 43 of the Care Act 2014 and section 41 of the statutory guidance in Working Together to Safeguard Children 2018 (WT 2018) document, together require the Southend Safeguarding Partnership to produce and to publish an annual report.

When Southend reviewed and updated its arrangements following the DfE's issue of the updated 2018 WT document, the borough decided to combine many of the functions of the old Local Safeguarding Childrens Board (LSCB) and Safeguarding Adults Board (SAB): Creating the new Southend Safeguarding Partnership. In 2019-2020, an Interim Annual Report was published. This 2020-2021 Report is the first substantive one published.

Coronavirus (COVID-19): the abiding theme of 2020-2021

COVID-19 and the restrictions it has brought to our community have changed the environment that we all live and work in. For children and vulnerable adults this has meant that the availability and methods of delivery for support has changed. It has also meant that contact they have had with the wider community has significantly reduced, often impacting on their well-being. For those members of our community suffering abuse and/or neglect in the home this has been a very difficult time. The lack of contact with local authority services, schools, dentists, medical staff etc. has meant that some requiring support and some suffering abuse have not been identified.

Service providers have also felt the impact of the changes cause by COVID-19. Staff have worked from home, not had contact with each other and their support networks. They have tried to utilise digital facilities quickly made available, but there is no substitute for human contact.... Supporting clients

through the pandemic, whilst not being able to visit or see their clients in person has been challenging and there are many reports of the struggle to ensure work is completed to a satisfactory standard. Health Partners have had to deal with a huge change and increase in workload and have had little time other than for the emergencies of the pandemic.

Southend Safeguarding Partnership has also been impacted significantly. Meetings have all been digital; Partners have not been able to give time to deliver against the agreed strategy and work plan, tasks and actions from meetings have not been completed because of huge workloads cause by community need. The Partnership governance team (2.5fte) have also been without 1 member for 3 months because of their contracting COVID-19.

Vision, Mission & Values

WHO WE ARE

Southend Safeguarding Partnership is led by the three Strategic Partners.

1. Essex Police
2. NHS Southend Clinical Commissioning Group
3. Southend Borough Council

We also include organisations and individuals from all sectors that support vulnerable people in Southend and make up our Partnership.

WHAT WE DO

We are the key statutory mechanism for agreeing how Partners co-operate to safeguard and promote the welfare of people in Southend; and for ensuring the effectiveness of what they do. We do this for Children and Vulnerable Adults.

VISION

To work together in the best way for the people of Southend

MISSION

- To create opportunity for Partners to work together
- To develop trust in the Partnership; so that we can help each other to find better ways of doing what we do.
- To ensure Partners work together to reduce the causes of harm to our communities
- To act as a critical friend and to highlight areas needing improvement
- To make sure that Partners understand what each other’s priorities are and where there are overlaps
- To make sure everyone is safe and gets the help they need.

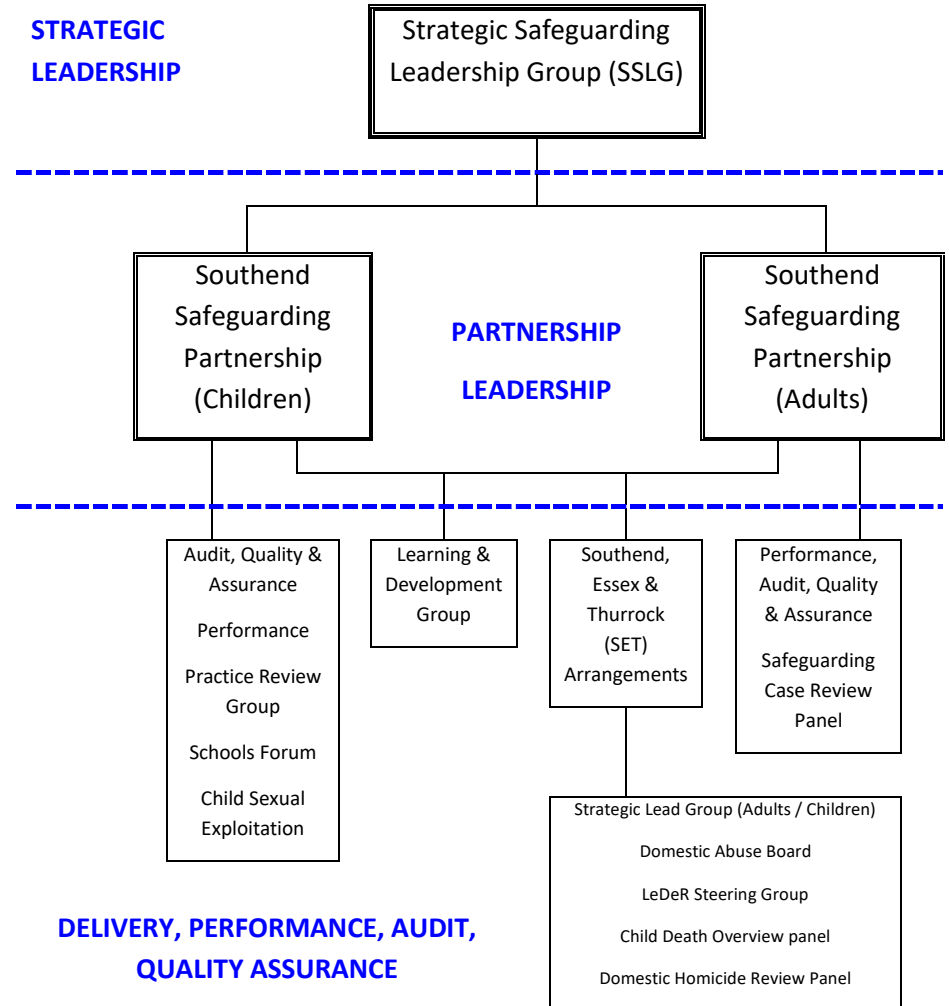
Structure

GOVERNANCE

On October 31, 2019, the Southend Local Safeguarding Childrens Board (LSCB) and Safeguarding Adults Board (SAB) combined to create the Southend Safeguarding Partnership (SSP). The SSP is established in accordance with the Children and Social Work Act 2017, Working Together to Safeguard Children 2018 and the Care Act 2014. The SSP provides the Multi–Agency Safeguarding Partnership framework under which accountable partners and relevant agencies work together to coordinate their safeguarding services, identify and respond to the needs of people in Southend, commission and publish local child safeguarding practice reviews, safeguarding adult reviews and provide scrutiny to ensure the effectiveness of the arrangements.

Readers should note that the SSP is a Partnership in its own right. It sits as one of a “family” of Partnerships, at the same level as, and equally backed by a legislative framework as, the Health and Wellbeing Board (HWBB) and the Community Safety Partnership (CSP.) These statutory Partnerships need to

ensure that they communicate their respective strategies, and the work they do, so that whilst each is “guardian” of its own particular elements of life and services in Southend, all of them are kept aware of what the others are dealing with so that there is both partnership-to-partnership joint working, and avoidance of both overlap, and the opening of unaddressed gaps or needs.



GOVERNANCE REVIEW

A review of these arrangements was completed in October 2020 by an external consultant (Carole Brooks). The review produced several recommendations (A number of which feature in our 'workplan' below). They are:

1. Maintain the current structure of a joint SSP and sub-groups, roles of Independent Adviser and Business Manager, except for the Safeguarding Scrutiny Panel and reviewing the support resource within the business unit.

The role of scrutiny and resources for the business unit is the subject of ongoing discussion in the Strategic Meeting of the Partnership. (See item 6 in workplan below)

2. Review membership and reduce the operational footprint of the partnership, identifying how meetings and communications can be more succinct, strategic and effective.

The Independent Advisor to the Partnership is offering guidance support to these meetings and will offer advice in the future for their re-shaping.

3. Refresh the published arrangements to be more accessible and which include suggestions within this review.

Not yet started

4. Consider how the workplans can be strengthened to measure change and impact for Southenders and ensure sufficient grip across the partnership and in meetings to progress work, balancing resources, risk and pace.

(See item 4 in workplan below)

5. Create a safeguarding effectiveness framework to include scrutiny, performance, quality assurance, understanding outcomes and impact across the partnership to replace the learning and improvement framework, and consider required resources and skills to do so.

(see item 6 in workplan below)

6. Accelerate and provide a stronger focus on listening and acting on the voice of Southenders, finding ways to do so during Covid.

(see item 4 of workplan below)

7. Refresh the case review documentation and approach to be more strengths based and strengthen capacity and skills in this area. Investigate case review referral thresholds to be assured they are being met and identify how single agency learning can be better shared across the partnership.

(see item 8 of workplan below)

8. Consider the expectations in learning and development in light of no dedicated budget, including reliance on individuals on the sub-group and single agencies to deliver.

The lack of resources is subject of ongoing discussions in the Partnership Leadership Group

Links with Key Partnerships, Regional and National Learning

The SSP is closely connected to and undertakes overlapping work with a range of single agency processes or statutory requirements. In brief, these are as follows:

Every locality has to operate a Child Death Overview Panel (CDOP) which takes account of all child deaths whether sadly expected or equally tragically unexpected, and reports into the SSP; and a related Child Death Review Panel (CDRP) which takes a clear, analytical and often medically led approach to discussion of all child deaths in order to present assurances to all agencies that the reasons for a child dying are understood, and any lessons for professionals' future practice are taken on and applied in the work being done in all relevant agencies

The Community Safety Partnership (CSP) features many of the same partners as does the SSP. The CSP's core work however relates to the borough's approaches to community cohesion, safety on the street, anti-social behaviour and how it can be both dealt with when it occurs, and prevented whenever possible. Some of the CSP's threads and themes overlap with those of the SSP.

Southend Health and Wellbeing Board (HWBB) which as its title suggests has the statutory overview of how Southend's residents are helped and supported to stay well, to make healthy choices and live the healthiest possible lives and have access to both medical and community support advice and help when needed. Again, some of its agendas overlap with parts of what the SSP does.

Across Southend Essex and Thurrock (SET) there is a wide range of continued collaborative working, and active collaborations. Not least these work well around the work of bodies that work across LA boundaries such as Essex Police Service teams and personnel, and also where there are shared concerns such as a noted rise during Covid 19 of Non-Accidental Injuries (NAIs) in under-two-year-old children, concerns about cross-border serious youth violence, and a known cross-border pattern of vulnerabilities that lead some families to move from area to area across all three SET Authority footprints.

Another regional development that will require flexibility and shared planning and implementation will be the forthcoming NHS, alongside likely linked changes to the creation of Health provider Alliances and linked.

It will also remain vital for SSP to remain as closely and cooperatively connected as possible to a continuously changing landscape of provision across schools' and FE colleges' governance bodies, the borough's Schools Forum, and SAVs and other Voluntary sector coordination and delivery bodies.

SSP is also bound to capture its responses to, and learning from, national developments. DfE and its National Panel which oversees lessons learned from Safeguarding Children Practice Reviews, and other government departments including DHSC, MHCLG, the Home Office, MoJ, and the plethora of inspection bodies including Ofsted, CQC, HMICFRS, HMI Probation and HMI Prisons, all regularly report on issues taken from practice on the ground. Often their reports contain lessons intended for national implementation. They can all also lead to changes in legislation on issues of vulnerability drawn from tragedies affecting children, young people, adults,

families, and communities. SSP needs to remain constantly alert, and ready to respond to such changes.

Contextual Factors

There are several review methodologies and processes that feed directly into the Partnership. They include:

- Domestic Homicide Reviews (DHRs)
 - A Domestic Homicide Review (DHR) is a multi-agency review of the circumstances in which the death of a person aged 16 or over has, or appears to have, resulted from violence, abuse or neglect by a person to whom they were related or with whom they were, or had been, in an intimate personal relationship, or a member of the same household as themselves. Since 13 April 2011 there has been a statutory requirement for local areas to conduct a DHR following a domestic homicide that meets the criteria.
 - These are managed by a Southend, Essex & Thurrock (SET) combined 'Core' group and include Partnership 'Adult' Business Manager who feeds outcomes back to the Partnership.
- Learning Disability Mortality (death) Review (LeDeR)
 - In a LeDeR review someone who is trained to carry out reviews, usually someone who is clinical or has a social work background, looks at the person's life and the circumstances that led up to their death and from the information they have makes recommendations to the local commissioning system about changes that could be made locally to help improve services for other people with a learning disability locally. They look at the GPs records and social care and hospital records (if relevant) and speak to family members about the person who has died to find out more about them and their life experiences.
 - These are managed by a Southend, Essex & Thurrock (SET) combined 'Steering' group and include Partnership 'Adult' Business Manager who feeds outcomes back to the Partnership.

- Safeguarding Adult Reviews (SARs)
 - A SAR is a multi-agency review process which seeks to determine what relevant agencies and individuals involved could have done differently that could have prevented harm or a death from taking place. It is to promote effective learning and improvement to prevent future deaths or serious harm occurring again.
 - SARs are managed by the SSP business unit and appoint an independent author. We have started one SAR in the year (Independent Author: Mr. Alan Coe), and none are outstanding to be included in this report. It has yet to be completed and includes independent management reviews by several Partners: It is also subject to a Coroner’s Inquest (again not yet complete). Outcomes will be included in next year’s annual report.
 - We have received the first National assessment of SAR outcomes this year. A paper was discussed at the SACRP sub-group.
- Local Child Practice Review (LCPR)
 - LCPRs are managed by the SSP business unit and appoint an independent author. We have started one Local Learning Review in the year *(as it did not meet the criteria for an LCPR according to the national panel)*, and none are outstanding to be included in this report.
 - LCPRs have replaced serious case reviews and are the new arrangements for undertaking multi-agency reviews involving a significant incident where abuse or neglect of a child is known or suspected.

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Performance Summary for the Partnership

Note: Local Authority Data Matrix (DfE/Ofsted derived) in Appendix 1

CONTEXT

We have used the most current data set from the Local Authority

Indices of Multiple Deprivation 2019

Based on mid-2019 population LSOA estimates

9.1% of Southend’s population live in the 10% most deprived areas of England (IMD Decile 1)

10.7% of Southend’s 0–17-year-olds live in the 10% most deprived areas of England (IMD Decile 1)

Low Income Families (2019/20 data):

Definitions:

- People in relative low income – living in households with income below 60% of the median in that year.
- People in absolute low income – living in households with income below 60% of (inflation-adjusted) median income in some base year, usually 2010/11.

‘Relative low income’ measure compares the households with the lowest incomes against the rest of the population in that year, while the ‘absolute low income’ measure looks at whether living standards at the bottom of the distribution are improving over time.

15.8% of children (under 16) in Southend live in relative low-income families

12.3% of children (under 16) in Southend live in absolute low-income families

Numbers in school:

May-2021 Census (accurate for Southend schools - academic year 2020/21):

School Type	No. of Students
Primary	15363
Secondary	14102
Special	595
Alt Provision	108
Total	30168

Children open to social care (as at 31 March 2021):

Social Care Status	No. of Children
On a CiN Plan	352
On a CP Plan	175
Looked After	280
Looked After Placed In Borough	132
Looked After Placed Out of Borough	148
Leaving Care	130

May-2021 Census (accurate for Southend schools - academic year 2020/21):

SEN Status	No. of Children
SEN CP	1130
SEN Support	2748

Fixed Term Exclusions:

Academic Year	No. of Incidents	No. of Students
2019/2020		
Alt Provision	96	56
Primary	51	32
Secondary	560	424
Special	54	38
Total (ex Alt Prov)	665	494

Academic Year	No. of Incidents	No. of Students
2020/2021 (up to 31/07/2021)		
Alt Provision	65	48
Primary	75	61
Secondary	703	549
Special	26	20
Total (ex Alt Prov)	804	630

Permanent Exclusions:

Academic Year	No. of Incidents	No. of Students
2019/2020		
Alt Provision	0	0
Primary	1	1
Secondary	9	9
Special	0	0
Total (ex Alt Prov)	10	10
Academic Year	No. of Incidents	No. of Students
2020/2021 (up to 31/07/2021)		
Alt Provision	1	1
Primary	0	0
Secondary	12	12
Special	0	0
Total (ex Alt Prov)	12	12

The number of people accessing long term support at the year end
(31st March 2021)

Number of Adults in receipt of a Long-Term Service as at 31st March 2021	2084
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Differing Levels of Need:

Prime Support Reasons	18-64	65+	Total
Physical Support	211	1051	1262
Learning Disability Support	447	75	522
Support with Memory and Cognition	5	89	94
Mental Health Support	123	54	177
Sensory Support	10	14	24
Social Support	2	3	5
Total	798	1286	2084

Support Setting	18-64	65+	Total
Nursing / Residential	99	419	518
Community	699	867	1566

Community Services support mechanism	18-64	65+	Total
Direct Payments	267	130	397
Part Direct Payments	58	21	79
Services via a Personal Budget	334	695	1029
Commissioned support	40	21	61

Of those supported in the Community, the number receiving support from an unpaid carer	866
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DoLS - For a DoLS to be Granted the client would be assessed as lacking capacity

Number of Applications received	1106
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Of those received, the number where a decision was made	912
The number of Active DoLS at year end	389

Safeguarding

The number of adults involved in safeguarding concerns	1377
The number of adults involved in new Section 42 enquiries	824

PERFORMANCE (SAFEGUARDING ADULTS IN SOUTHEND MAY2020 – APRIL 2021)

Adults

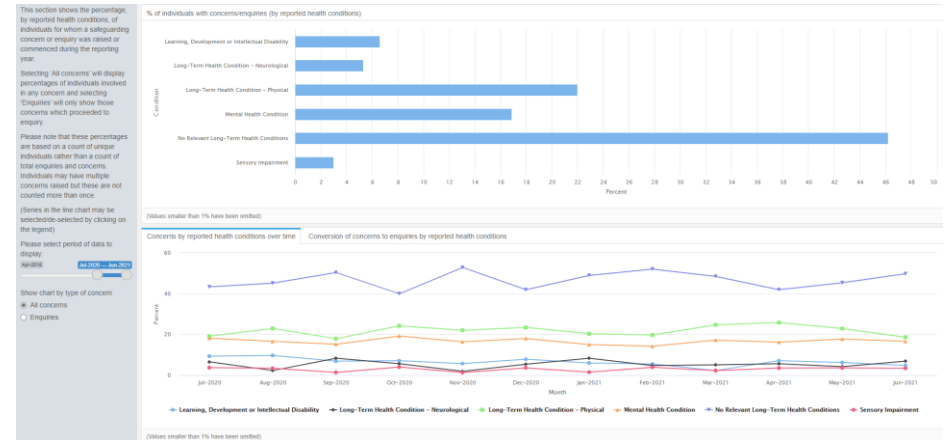


The number of contacts raised between May and June 2021 showed a dramatic increase as we came out of the lock-down restrictions caused by the COVID-19 pandemic. We only have one month's data after these three months increased, which has returned to pre-pandemic levels.

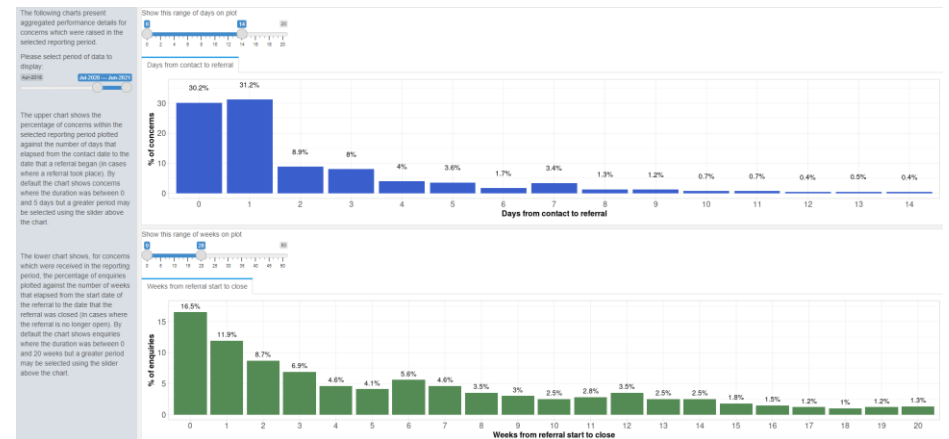


Neglect, Self-Neglect and Physical Abuse have seen a significant rise since the release of COVID-19 restrictions. The physical abuse records are currently

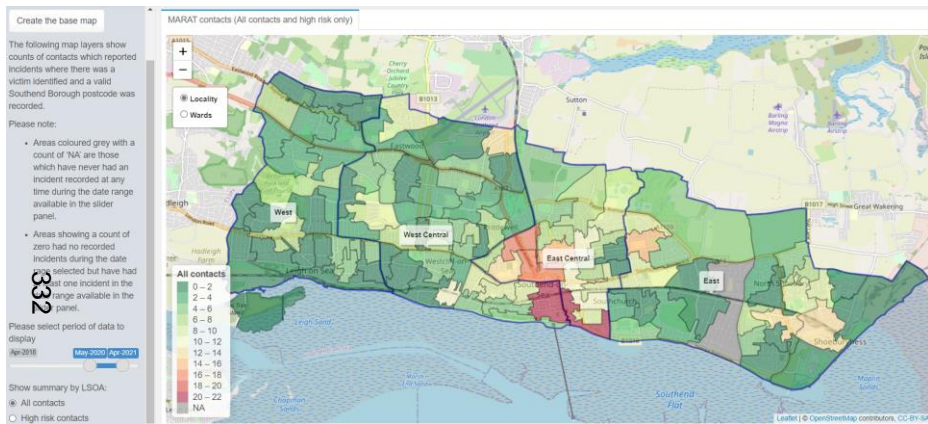
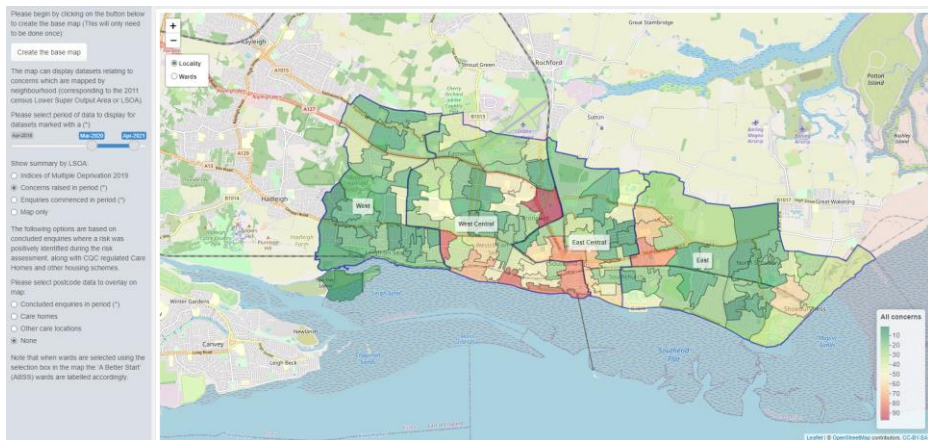
being explored as these may have been mis recorded domestic abuse events. (Domestic abuse is seen on the graph as not changing at all).



The percentage of people with recorded health conditions that are subject to safeguarding concerns/enquiries continually proves that these members of our communities are more at risk.

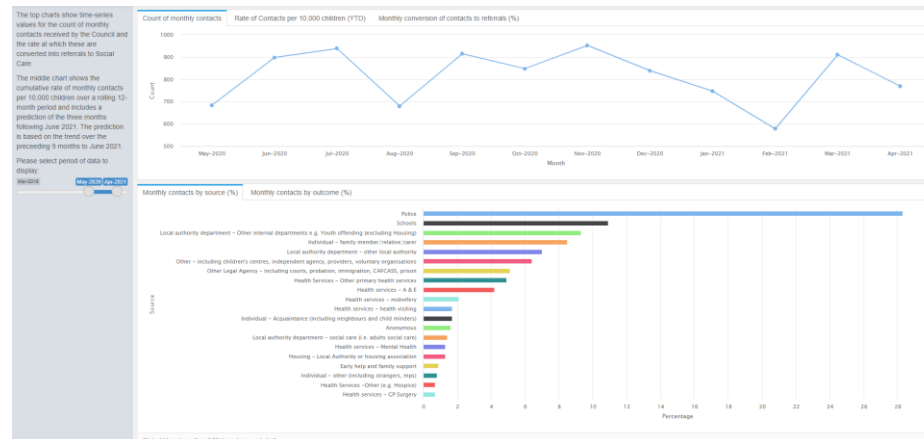


The speed at which safeguarding referrals are responded to and then the time it takes to resolve the issue is constantly being reviewed. Over 85% of referrals are contacted within 5 days (The contact is often not possible because of the referrer only giving details of a person not available). Over 85% of referrals are also resolved (a way forward found) within 2 weeks.

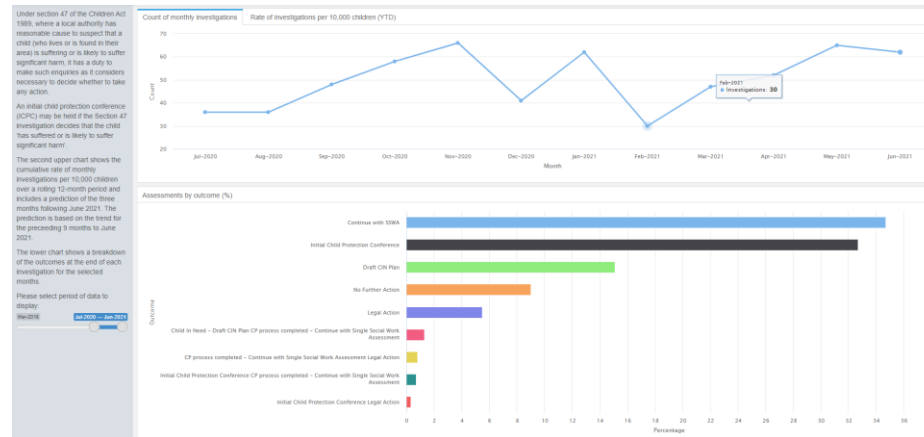


Areas of Southend where safeguarding concerns are raised, and domestic abuse cases reported are known and are subject to discussion at the Performance and AQA Group meetings.

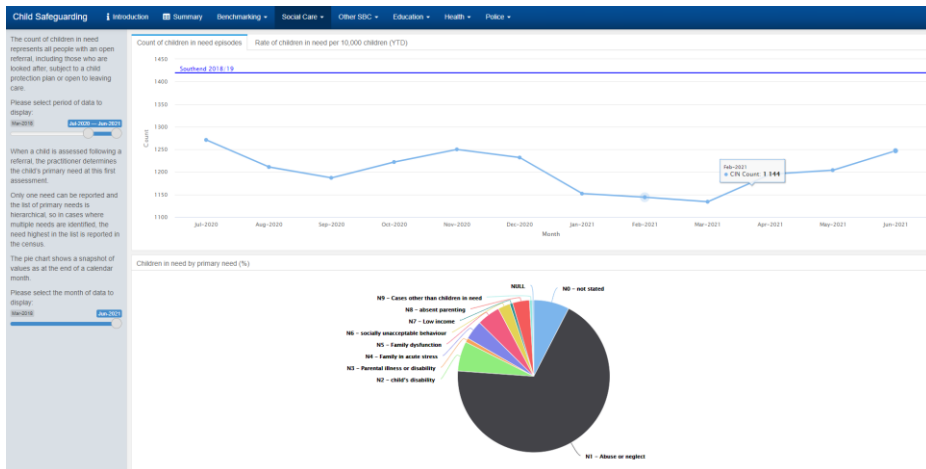
Children



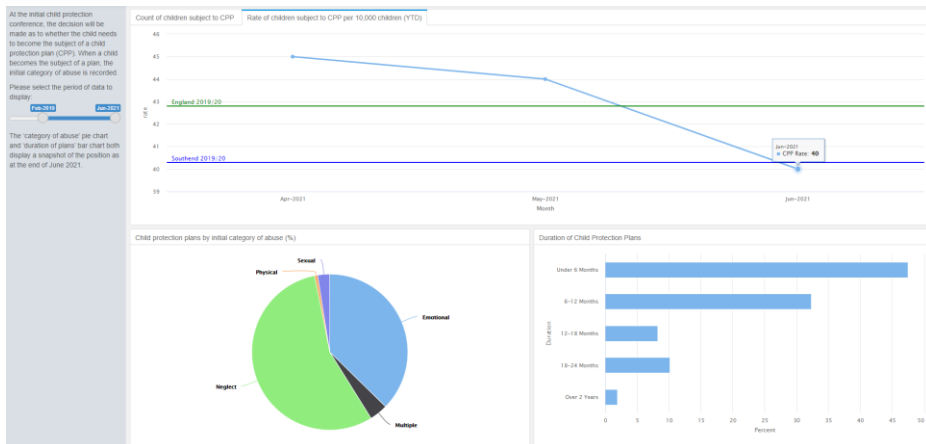
This table shows the number of contacts per month in 2021 received by Southend Borough Council Childrens Services and the source of contacts. There is a high degree of fluctuation over the months, and this reflects the different stages of lockdown, as does the lower rate and the normal percentage of referrals from schools. (2019/20 was 16.3%)



This table identifies the number of section 47 investigations over 2021 and the outcome of these investigations. Again, we see the fluctuations over the year and overall reduction of 174 in 2021 compared to 2020.



This chart shows the number of children in need and the primary reason for the referral. During the significant lockdown period in Jan-March 2021 (when schools were locked down, who are the major referrers) we see a large dip in referrals. This trend is now increasing back to pre-lockdown levels. Neglect and Abuse represent approximately 60% of the primary cause of referrals.



This chart represents the number of children that are subject to a Child Protection Plan (CPP) and the main category of need for referral. We see a drop in numbers of children subject to a CPP between May and June 2021.

Outline of SSP's Strategy 2021/2024 and Workplan

Strategic Priorities

Partnership Priorities

1. Ensure all Partners (Public, Private, Third Sectors and our Communities) have an opportunity to engage in working together and keeping people in Southend safe from harm and abuse.
2. Support communication between partners; ensuring vulnerable people have the information they need. (incl. data and information sharing)
3. Make arrangements that facilitate shared management of risk and delivery of services.
4. Create opportunity to build professional relationships and encourage Partners to work together to meet complex needs.
5. Make sure all practitioners and managers have the appropriate skills, competencies and training to fulfil their role; and are selected appropriately.
6. Ensure Partners learn from case reviews, organisational assessments and published guidance.

Vulnerable Adult Priorities

- Domestic Violence – work with Partners to ensure safeguarding is in place and victims, perpetrators and families can access support they need.

Children Priorities

- Ensure Partners develop their understanding of Harmful Sexual Behavior and put in place appropriate measures to protect victims.
- Develop Partners ability to keep people safe on-line.

Adults And Childrens Shared Priorities

- Neglect – promote the understanding of the issue.

- Prevention – work with Partners to identify and reduce the cause of harm and abuse.
- Ensure Partners hear the voice of the child/victim and think of the impact of abuse on the wider community (including family and close relationships)
- Ensure that Partners have the tools and forums to discuss complex needs and the facility to manage any internal conflict.
- Ensure that any change or new guidance is considered and implemented with the victim at the center of its thinking
- Ensure we develop the professional curiosity of practitioners.
- Highlight the importance of reporting and recording accurately to ensure Partners have the best information and can understand the history of a victim.

Workplan 2020-2024

1. Domestic Abuse:

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- SSP will seek assurance from all agencies that the outcomes desired by the victim are achieved and all those affected by the abuse are considered
- SSP will seek assurance from all agencies that the signs and symptoms of DA are recognised by front line staff; and they are aware of the appropriate response and reporting route.

SSP will work with SETDAB and Southend MARAT to ensure work is not duplicated and benefits from the expertise of experts in the area of abuse.

(It is important that all Partners understand each other's role and how they can work together to get the best outcomes.)

2. Safe Environment / Health Living (Prevention, Early Identification)

- SSP will work with Partners Agencies to ensure we learn from available information and recognise the environment and context where abuse is most likely to occur; and this informs the shape and place of their service delivery.

- SSP will seek assurance that, where appropriate, Partners deliver early interventions that are designed to prevent abuse are appropriately sized and targeted. (to be linked to appropriate activity and work)
- SSP will explore the Bristol insight and Liverpool data models to see if they can be replicated in Southend.

3. Partnership

SSP will look for every opportunity to encourage and support Partnership working. This includes seeking assurance that Partners work together where appropriate and are cognisant of each other's interaction with their clients.

4. Public, Family, Voice of Child / Adult (including Making Safeguarding Personal)

SSP will challenge all agencies to demonstrate how the voice of the victim directs services, solutions, policy, guidance and learning.

SSP will challenge all agencies to demonstrate how they consider the wider (children, family, friends and community) impact of abuse

Multi Agency Review (MAR): Consider how the workplans can be strengthened to measure change and impact for Southenders, and ensure sufficient grip across the partnership and in meetings to progress work, balancing resources, risk and pace.

MAR Recommendation: Accelerate and provide a stronger focus on listening and acting on the voice of Southenders, finding ways to do so during Covid19.

5. Data and Information Sharing

SSP challenge Partners data and information sharing protocols; seeking assurance that all appropriate information is shared, and they take a proactive approach to their management of personal data for the benefit of their clients.

6. Audit / Monitoring / Peer Review

SSP will consider all monitoring activity (from victim outcomes and personal service delivery to organisational inspections), review with Partners and if appropriate develop a Partner Action plan.

MAR Recommendation: Create a safeguarding effectiveness framework to include scrutiny, performance, quality assurance, understanding outcomes and impact across the partnership to replace the learning and improvement framework, and consider required resources and skills to do so.

7. Training

SSP will continue to monitor training Partners provide their staff and seek assurance that all appropriate training is provided.

SSP will promote regular opportunities (Conferences and Training) in areas where need is highlighted.

SSP

MAR Recommendation: Consider the expectations in learning and development in light of no dedicated budget, including reliance on individuals on the sub-group and single agencies to deliver.

8. Learning (Case reviews)

As a result of the outcomes of recent reviews the SSP will seek assurance from partners that the learning from Reviews are understood and appropriate action taken. Recent Reviews have highlighted learning in the following areas:

- Harmful Sexual Behaviour
- Professional Curiosity
- Including the voice of the victim in the design and delivery of the solution
- Neglect

(If any other issues are highlighted during the delivery of this strategy these will also be supported in the same way)

MAR Recommendation: Refresh the case review documentation and approach to be strengths based and strengthen capacity and skills in this area. Investigate case review referral thresholds to be assured they are being met and identify how single agency learning can be better shared across the partnership.

9. Recruitment

SSP will ask partners to review their recruitment services, seeking assurance that appropriate training, policies, and procedures are in place.

10. Reporting / Recording

SSP will ensure that all Partners are aware of the correct policy and procedures for reporting and recording Safeguarding Issues; and their staff are trained, and activity monitored.

11. Mental Health (Including MCA)

SSP will review the consideration of safeguarding issues when mental health services are provided, particularly the recognition of signs and symptoms of harm.

12. Escalation (including Whistleblowing)

SSP will work with Partners to ensure that all policies and processes of escalation are clear, known and working.

13. Professional Curiosity

SSP will explore with Partners how they ensure practice is appropriately professionally curious.

14. Decision Making and Supervision

SSP will explore how all Partners deliver Safeguarding Supervision and identify areas for improvement and potential for shared working.

15. E-Safety

SSP will review current provision of E Safety services; how E Safety can impact on the safety of their service users (or potential service users) and what action they may take

Updates on Safeguarding Activity from Strategic Partners

ESSEX POLICE

Domestic Violence

Data is collated by our Performance Analysis Unit (PAU) and held on the DA Dashboard. From the Dashboard, a performance pack is generated to allow for scrutiny within the heads of department at the DA Governance Board (DAGB) and presented at a Strategic Board chaired by an ACC. DA Dashboard data is scrutinised every 6 weeks at the DAGB.

A HMICFRS report 'Policing Domestic abuse during the pandemic' suggests that DA incidents did not increase as European statistics may have suggested would happen during COVID-19. However, calls to charities increased. Levels did return to normal as time went on. Annually, there is a trend showing an increase in DA during summer periods, peaking in August.

Domestic Abuse has been added to the force control strategy meaning that it will now focus as a priority area of policing during local and force tasking. An analytical product is being developed to determine the greatest risk domestic abuse perpetrators and feature victim, offender, and location information to determine domestic abuse hotspots. These analytical products will feature as part of the tasking process, ensuring resource and appropriate policing activities are focused on the greatest threat, harm, and risk.

The force will also continue to use analytical modelling to identify a domestic abuse victims cohort comprising of the current most vulnerable victims and a perpetrator cohort identifying domestic abuse perpetrators who pose the greatest threat, harm, and risk. These cohorts are identified using an RFG analytical model (Recency, Frequency, Gravity), to score and rank the most vulnerable and harmful.

The centralisation of all High-Risk Secondary DASH Assessments for the force is progressing well with the Central Referral Unit (CRU) taking responsibility and in doing so, providing greater consistency of Secondary DASH risk assessments across the force. This is generating more accurately gauged and quicker safeguarding requirements. It has also provided clear ownership. Our Central Referral Unit continued to support vulnerable DV victims during lockdown and have carried out several safeguarding interventions, including refuge runs. A victim focused success was the early identification of a High-Risk victim that had been at the receiving end of an especially swift escalation from financial abuse to strangulation. The CRU were able to secure this victim in immediate safe accommodation with a view to onward relocation in a refuge.

In March 2021 the new Domestic Abuse Problem Solving Teams were launched. The teams will be able to identify and overcome the individual and structural barriers preventing victims from breaking the cycle of abuse. They'll also be targeting some of our most prolific domestic abuse perpetrators, but they'll be ensuring there is a victim-focused approach throughout.

Op Enforce – Police participation within MARAC's identifying intelligence opportunities to target repeat perpetrators and maximise victim safeguarding. There have been some quick and positive results more recently attributable to the newly formed Domestic Abuse Problem Solving Team, which has supported swift actioning of tasking opportunities since inception, creating opportunities for intervention, diversion, and enforcement.

Under Op Consider the aim is to increase the usage of Domestic Violence Protection Notices (DVPN) and Domestic Violence Protection Orders (DVPO) where and when relevant. Before the scheme, there was a gap in protection.

The DA ACT has been law since 29th April, however there are lengthy timescales to get all the legislation within the act implemented. This is a standing item within the DAGB to monitor this as and when new actions come in. SETDAB are also accustomed with the DA ACT.

In 2021/22 there will be a focus on the VAIWG agenda. There will be an increase in the provision of IDVA's in Essex and it is already being looked at how they could be utilised.

Child Exploitation and Missing

Data is collated by PAU and supports the Partnership performance dashboard. Crime in general in Essex favourably compared to national context in most recent data with rates lower than average. There have been less rape and sexual offences in Essex compared to last year.

Most serious violence occurred with Domestic Abuse (26%) gangs and County lines (8%) and night-time economy (8%). Violence in night-time economy halved during the Covid 19 Lockdown. A Homicide prevention review of 3,000 offences, over five years, showed 25% of Homicides are linked to gangs/county lines, and within that element 62% of those involved use of a knife. In June 2020 mandatory knife use fields were added to the crime recording system to improve the quality of our knife data.

Over 200 professionals have been briefed around serious violence, allowing better understanding of those that cause most harm. The development of an algorithmic led programme to target those most likely to cause violent crime is now being piloted in the county.

Creation of safeguarding officers within Op Raptor County Lines teams has been developed in partnership with the violence and vulnerability unit. Providing a Gangs and County Lines input to school medical staff. Combining teams, has brought County lines corridors in different areas together. This has improved communication lines with partner agencies and ensured a more co-ordinated approach. Op Raptor continue to dismantle County Lines Gangs and make Safeguarding referrals.

There was an increase in Child Sexual Exploitation (CSE) of 6% and a slight reduction in Child Criminal Exploitation (CCE) of 6% of all young people with CE Social Care flags. The CSE Proactive Team was introduced in July 2020 to investigate the most serious complex and organised CSE. The team was set up to deal with those children most at risk of harm, but also pursue and disrupt those Perpetrators who cause the most risk.

The CSE Proactive Team identified and scored the first exploitation Organised Crime Group. Referrals were made to Eastern Region Special Operations Unit (ERSOU) and Government Agency Intelligence Network (GAIN). This identified

disruption opportunities with HMRC, Trading Standards and the Gangmasters and Labour Abuse Authority (GLAA).

Alongside which, an investigation was referred to the CSE Proactive Investigation team with its origins within Operation Goldcrest. This was the first such referral where the combination of these two investigative actions could be tested working alongside each other.

Op Henderson is a joint initiative with partners focusing on the transport networks, and its relation to Child Sexual Exploitation (CSE) and Criminal Exploitation (CCE) and Missing Children, undertaken in June 2021

Op Makesafe is a joint initiative with partners focusing on those businesses providing accommodation - Guest Houses, Hotels, B&B etc. to educate them on how to spot the signs of CSE/CA/Missing and report it.

Online CSE/CA contact increased during lockdown. For CSE this can be sharing of images and content and in CCE as a cyber enabled crime to exchange funds etc. Year on Year it has increased and in the last year CSE technologically based investigations increased by 16%.

Police online investigation team (POLIT) executed 294 warrants and safeguarded 289 children. The utilisation of polygraph in POLIT has seen all candidates make disclosures. POLIT worked alongside the Regional Organised Crime Unit and other forces to investigate a registered sex offender. As a result of the investigation the offender pleaded guilty to 11 offences.

Management of Sexual or Violent Offenders Team (MOSOVO) jointly with Kent are re-designing a course to ensure staff have improved training including a focus on Digital Devices, Active Risk Management System (ARMS) and Civil Orders. £170,000 funding for MOSOVO was approved from the Home Office. This has provided triaging equipment and home monitoring software for Registered Sex Offenders (RSO). MOSOVO maintain a 100% target when visiting High and Very High-Risk offenders.

During lockdown the number of children reported as missing decreased, levels are now returning. Missing and Child Exploitation (MACE) forums are working across the County with partners to provide enhanced programmes of work with youth services to identified individuals. The work was around direct and

indirect consequences of gang involvement and pathways out. MACE forums have reported improved engagement, school attendance and no longer with peer group which had caused concern.

In April 2021 a Missing Person Prevention Sergeant post commenced in the Operations Centre. A Missing Persons Board has been established, chaired by the Force lead every 6 weeks where current policies and procedures are discussed. There will be development in 2021 of a Force Missing data dashboard for the internal force missing person's board.

The Missing Person Liaison Officers (MPLO) work in each area and have been using Budi Tags, GPS monitoring systems for vulnerable persons who are believed to be being exploited. Following numerous visits to children's care homes, the MPLO's built up trust with the identified children, to the extent that the children began having more faith in the Police and wanting to use a Budi Tag. The children voluntarily agreed to wear the tag and as such the missing episodes stopped and the risk exposed to the extremely vulnerable children was mitigated. MPLO's build up strong links with local authorities and try to be 'out there' engaging with young people and building up their trust. The relationship built with the young person is such that the MPLO can call a frequently missing child, and they will automatically tell them where they are.

Training is being delivered to all front-line officers, covering the identification of risk to children, supporting decision making and referral to the relevant teams, MASH+ for Southend. 992 children have been reached and supported through voluntary sector work in 2020/21.

Op Encompass is a national operation that connects the Police with schools to secure better outcomes for children who are subject or witness to police-attended incidents of domestic abuse and has been rolled out in Southend. It provides a pathway for police to inform schools when their pupils are exposed to DA. This offers school's the opportunity to provide support and care via a Key Adult at a child's school/college, which may assist in reducing the harmful impact domestic abuse can have on a child's emotional wellbeing and the provision of early support and care for children in the aftermath of domestic abuse incidents. Improving multi-agency working and information sharing in safeguarding children

Harmful Sexual Behaviours

Children and Families Female Genital Mutilation/Child Abuse Linked to Faith or Belief/Breast Flattening Strategic Meeting is held Bi-monthly. Essex Police provide data Bi-Monthly to this meeting on cases of FGM, other organisations also provide their data in order that comparisons can be made.

Essex Police work alongside National Law Enforcement partners and other agencies to protect victims, enhance our knowledge and identify travelling offences via National deployment of Operation Limelight, a multi-agency operation at the UK Borders. This is to be rolled out to Southend Airport, however Covid has interrupted this piece of work. When Operation Limelight takes place, we can raise awareness with travelers regarding the issues surrounding FGM. We also look at families travelling and intervene if it is felt that a child may be at risk of being taken out of the Country for FGM.

Work is being carried out to look at how Essex Police engage with communities to raise awareness around FGM and the law in the UK.

An Intelligent Safeguarding Solution for Forced Marriage/FGM Protection Orders has been created whereby all Forces are informed by the Courts when a FM/FGM Protection Order is obtained. This ensures that we are aware of the order and can contact the victim and provide suitable Safeguarding and advice. This will enable police to deal with Perpetrators robustly when the order is breached.

An increase in peer on peer exploitation where over the last three years, half of suspects have been under 18 years old. Operation Hydrogen was established to monitor peer on peer abuse testimonies recorded on social media sites. In conjunction with Local Safeguarding Children's Partnerships (LSCP) an agreed referral process was created to notify relevant agencies when a site was found.

Neglect

Data is collated by PAU and supports the Partnership performance dashboard.

Essex Police has supported various awareness campaigns including the National Safeguarding Adult Week (NSAW), World Autism Awareness Week, Dementia Awareness and World Elder Abuse Awareness Day (WEAAD). The

National Safeguarding Adult Week's (NSAW) theme, 2020, which Essex Police focused on was around 'Financial Abuse' against the elderly and vulnerable people within our communities.

The significance and importance of these campaigns was to highlight concerns around safeguarding needs, and key areas of support and concerns for 'Adults at Risk' of harm, vulnerability, and the role we all play in preventing abuse/neglect from occurring. Officers and staff were reminded of the 'New Victims Code' including clear concise language, signposting to appropriate partnership agencies, the appropriate referrals including keeping the victim updated as the case develops/results

During the NSAW, a PowerPoint webinar was delivered to over 180 Adult Care Service professionals covering how Safeguarding cases are managed by Essex Police.

Essex Police Operations Centre Adult Triage team are working with key partners from Adult services and Fire to approach hoarding. There is a hoarding forum for each of the quadrants in Essex, specifically targeting this area.

Engaging with the Community

The force has an established Victims and Witnesses Group chaired by an ACC with a focus on improving services and listening to feedback. Feedback is received via a quarterly Public Perception Survey and specific Domestic Abuse Surveys to help deliver the best possible service. The Domestic Abuse Survey was paused during three national lockdown periods 2020/21 (resumed April 21)

In July 2020, twenty new Community Safety Engagement Officers (CSEO's) moved into posts across the district including Southend. The CSEOs will work closely with our existing Community Police Officers and Community Safety Partners which include local councils, fire, probation, and health services. They will work to reduce crime and anti-social behaviour. As well as this, they'll be improving our reach to as many local people as possible so we can better understand the issues they are facing, as well as letting them know how we've been addressing those concerns.

The Operations Centre weekly demand gauge now creates situational awareness of upcoming community awareness opportunities for engagement and proactive work. All three Safeguarding Adult Boards and the SET DA board are promoting increased awareness and pathway information across the county. The Volunteer sector is being heavily involved in the proactive 'Street Weeks' initiative which is set for further deployments across Essex over the coming months. In support of developing a clear process to ensure that the voice of vulnerable victims is heard, victim advocates are being sourced to support awareness training and Multi-agency pathway referrals.

A Victims Feedback Panel has been established to engage further with victims of crime from all crime types to shape and improve our service and approach. The commissioned services will ensure feedback is given to those victims who provided case studies at this panel

A review of 'The Voice of the Child' will take place and fed back into the Domestic Abuse Safeguarding Board.

CHILDREN'S SERVICES SOUTHEND BOROUGH COUNCIL

Overview

This report is on safeguarding activity within Children's Services with a focus on children in need of help and protection including contextual safeguarding. Whilst the report touches upon work with looked after children, detailed activity is reported to the Corporate Parenting Group.

April 2020 to March 2021 has been an unprecedented year and this report will:

- Outline our revised strategic vision.
- Explore the demand for statutory services during this period.
- Outline key responses to COVID.
- Identify key issues in relation to work in the areas of: Early Help; Children in Need of Help and Protection including Public Law Outline and contextual safeguarding.
- Identify key workforce issues.
- Identify key themes in relation to feedback from young people

- Outline the priorities for the year ahead.

Strategic vision

We have developed our strategic vision alongside staff and young people. Our vision is that all Children in Southend-on-Sea experience love, a sense of safety and the opportunity to achieve success.

We identified that our ways of working are:

- Driving positive change : We believe everybody has the right to another chance, and we commit to working together with children, young people, and families.
- Trust and respect: We will earn the trust of people we work with through working in a respectful manner, at all times.
- Building relationships to work well together: Restorative Practice is at the heart of our service. We will always seek opportunities to work alongside the children, young people, and families we serve.
- Acting with integrity and behaving responsibly : We will act with integrity and behave responsibly when working alongside children, young people and families.
- Demonstrating strong leadership: We are accountable to the residents of Southend-On-Sea in delivering good or better outcomes for children and young people.

Demand

In 2019/20 demand in the system for Children in Need (CiN) and Children in Need of Protection (CPP) were broadly similar to the England average. The rate of looked after children (LAC) was higher than the England average but mid-range in comparison with our statistical neighbours. The out turn for 2020/21 is:

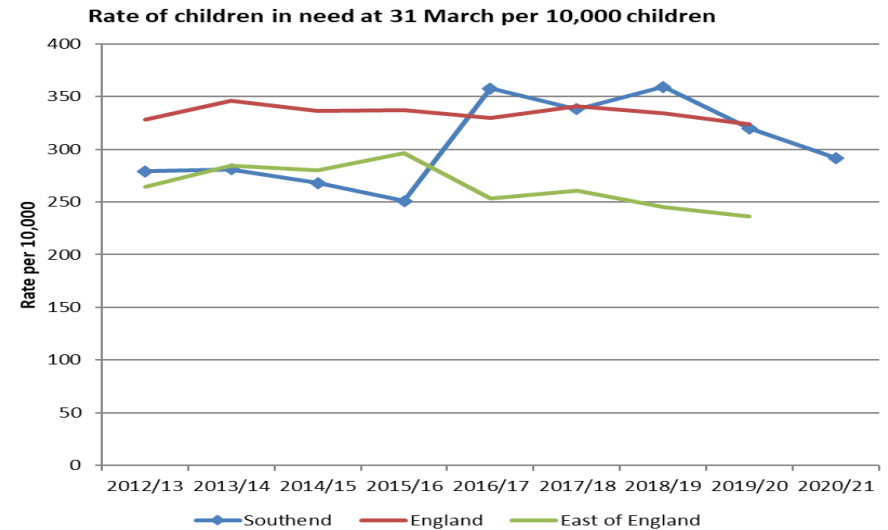
- CiN remains close to the statistical neighbour average and England average. It increased by 35 per 10,000 during the pandemic
- CPP remain lower than statistical neighbours but higher than the England average
- The number of LAC rate reduced from 309 to 283 during the year.

Demand for the period April 2020 to March 2021 needs to be seen in light of the pandemic:

- Contacts – 740 fewer contacts in 20/21 (9644) compared to 19/20 (10384)
- Referrals – 674 fewer referrals in 20/21 (2053) compared to 19/20 (2727)
- Assessments – 871 fewer assessments completed in 20/21 (2122) compared to 19/20 (2993)
- Child Protection Investigations (S47s) – 174 fewer investigations in 20/21 (551) compared to 19/20 (725)

The reduction in referrals is directly linked to the periods of lockdown during 20/21 especially when schools were closed. Since the end of the last lockdown we have seen referrals increase again.

Children in Need

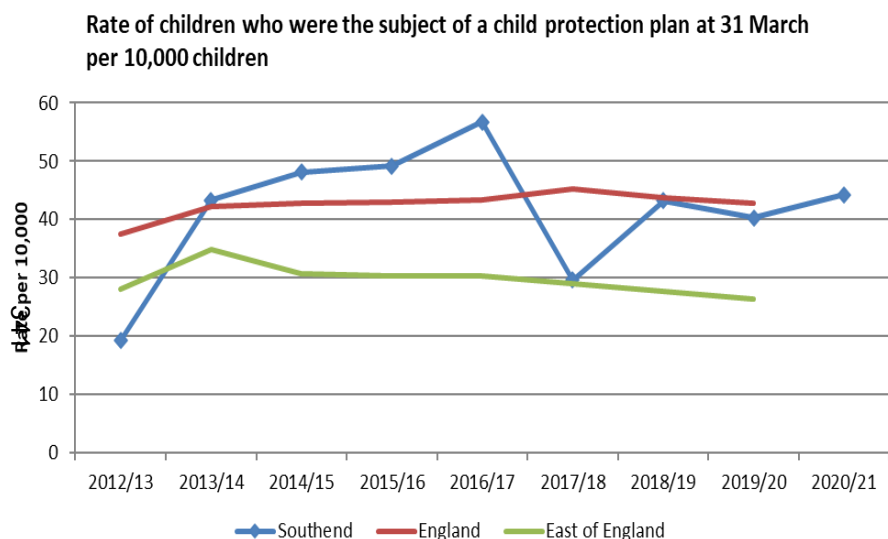


- The rate of children in need as at the 31 March 2021 was at 291.6 per 10,000. This continues a decreasing trend seen over the last 2 years.
- Overall, the primary need of children in need, abuse and neglect, is consistent with that in 2019/20
- There have been small increases in the number of children having a primary need of child’s disability, family dysfunction, socially

unacceptable behaviour and absent parenting however, the majority of children (66.9%) continue to have a primary need of Abuse or Neglect.

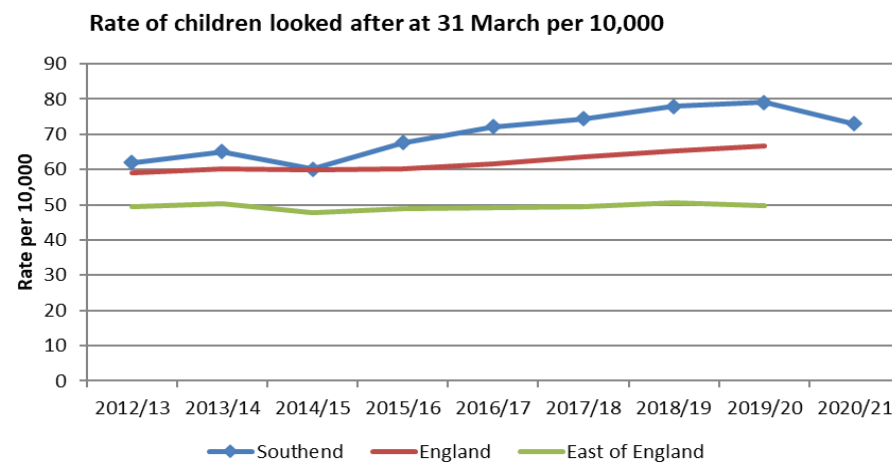
- 36.5% of children in need had been open for 2 years or more which is an increase from 2019/20 of 4%. Some of this is due to our approach to contextual safeguarding where young people at risk of exploitation receive medium and long term support

Child Protection



- The rate of children who were the subject of a child protection plans increased slightly from 40.26 to 44.3 per 10,000 in 2020/21.
- The increase correlates with the decreased in numbers of looked after children. The combined number of CPP and LAC has been stable for a number of years.
- The majority of children subject to a child protection plan have a category of abuse of Neglect (53.7%). We have seen a decrease percentage of plans with the category of neglect and an increase in the percentage of plans in the category of Emotional Abuse. This may be due to work focusing on the use of categories where Domestic Abuse is present.

Looked After Children



- The rate of LAC is 73 per 10,000 which is a decrease from the rate of 79.02 in 2019/20.
- The reduction in LAC is due to investment in the Edge of Care team, continued strength in securing permanence through adoption and children leaving care as they have reached the age of 18.
- The reduction correlates with the increase in numbers of CPP

Responses to COVID

As for all agencies 20/21 has been an unprecedented and challenging year with significant changes to how the service operates and works with families. Key responses included:

- Covid risk assessments were completed, and updated, for all vulnerable children known to Children’s Services to determine levels and manner of contact
- Information sharing arrangements were put in place to identify vulnerable learners to ensure professional contact with these children
- Local schools offered a link person from Early Help to support vulnerable learners and identify need at the earliest stage
- All statutory duties delivered in timescale, with the exception of health assessments for Looked After Children, during the pandemic

- Multi-agency planning meetings continued but mainly virtually in Social Care, Early Help and Youth Offending.
- Support to the workforce increased: emotional and physical wellbeing, support for home working, team check ins, frequent supervision.
- Most court hearings took place virtually but there were

Some key lessons included:

- Young people told us they want groups to be held face to face. This will be our way of delivering group work and youth councils as soon as it is safe to do so.
- Some families and young people found virtual contact more accessible. Decisions about contact methods will be based on assessments of need and risk and the preference of the families.
- Partner agencies found it easier to attend virtual meetings and will be able to continue to attend virtually if this meets the needs of the child.
- Regular virtual team checks continue.
- Engagement with staff on methods of delivering professional development and working from home is being undertaken to inform service delivery as lockdown eases.

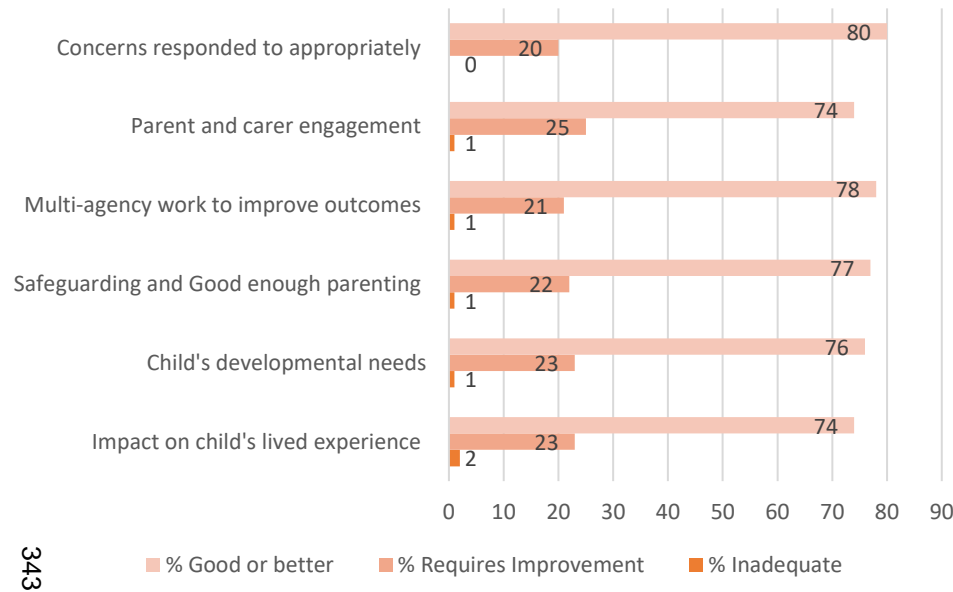
Key practice areas

a) Early Help and Family Support (EHFSS)

- There were positive outcomes for 83% of families who closed to EHFSS during 2020/21
- Only 29 children's (2.2% of children worked with by EHSS) needs escalated requiring a step up to social care
- High levels of visiting and contact with families and carers maintained throughout the pandemic. Community delivery of services in St Lukes continued throughout the pandemic to support communities most vulnerable to increasing need
- Early Help Intervention and Prevention (EH AIPT) supported 132 young people at risk of exploitation
- Multi-agency nature of the services means needs are addressed without delay

- The Family Engagement Team increased their capacity to deliver Family Group Conferences resulting in successful family plans and de-escalation of need
 - We have worked with partners to revise our early help offer.
- #### b) Child protection and children in need
- Section 47 investigations concluded without delay with 97.4% in timescale.
 - Harm to children subject of CPP is reduced quickly, either by step down or escalation into care, so that only 1.7% had been subject of child protection plans for more than 2 years at year end.
 - Despite the challenges of needing to operate in a Covid secure manner, 95.7% of referrals into Children's Services were responded to within 1 working day in 2020/21.
 - The work of the Edge of Care team and the oversight of senior managers supported a decrease in the number of children needing to be looked after from 309 to 283.
 - MARAC continue to be held within 15 days of incidents.
 - 16/17-year-olds at risk of homelessness are now jointly assessed with housing.
 - Action was taken to reduce re-referral rates including holding child in need cases for longer and not transferring teams. The re-referral rate for 2020/21 was higher than the England average but has reduced from a high of 32.1% and at the end of June 2021 stood at 20.3%.
 - Audit activity showed some improvements in practice e.g. at the end of the year 73% of files were rated good or above but this was lower than the target of 85% and there were some areas of improvement.

Case file audit findings Q3 and Q4



- There are still concerns that practice was not consistently good. Improvement activity is focused on the quality of chronologies, outcome focused planning, analysis in assessment and reflective supervision.
- c) Contextual safeguarding
- The work of the specialist, multi-professional, Adolescent Intervention and Prevention Team (AIPT) received national acknowledgement when it was Highly Commended in the Municipal Journal Awards.
 - County lines and gang activity is an area of increasing risk to our young people in Southend.
 - The greatest number of children assessed as at risk of CSE are aged 15, 16 and 17.
 - Multi-agency awareness raising sessions and training has been delivered to partners throughout the pandemic including to taxi drivers and hotel owners.
 - The multi-professional team approach enables young people to have their needs met, including sexual health, accommodation and emotional wellbeing, without delay.

d) Public Law Outline

The Public Law Outline (PLO) process takes place a Local Authority is concerned about a child's wellbeing and unless positive steps are taken to address and alleviate those concerns, the Local Authority may consider making an application to the Court. The concerns and plans are given to parents who can be supported through legal advice.

- The number of children experiencing delays in PLO is small. This is in the context of the pandemic where there were delays in the court processed. At the end of July 2021 3/13 cases subject of pre-proceedings PLO for more than 16 weeks and 1 case for more than 25 weeks.
- New procedures implemented during 2019/20 supported to reduce delays for children including greater oversight by senior managers.
- A review of PLO identified improved management oversight, consistent completion of chronologies and reduction of delays for children. The review identified areas for practice improvement in the use of expert assessments and the quality of chronologies.

e) Voice of the child and participation

This is an area priority focus and we are committed to increasing the influence of children and families. We are developing a new participation strategy that will be completed in September. Our Southend Beyond Auditing approach includes the voice of children and families

We engaged, listened and co-produced these changes with young people:

- Lean on Me mentoring project designed by LAC for new entrants into care will launch in the autumn
- Coming into care packs created by LAC for new entrants into care
- Black hair charter for schools in progress
- Emotional wellbeing resources developed by young people in response to Covid
- Worry box project and webinar developed by young people
- Socially distanced outdoor contact with vulnerable adolescents

In addition:

- We changed team structures to reduce changes in worker in response to feedback from children and families
- The child's lived experience has been introduced into our Building Strong Practice Programme
- We added parental experience of transition to continuing professional development offer based on learning from a complaint
- Our plans were redesigned so they are family and child focused and more accessible for children, young people and families

f) Workforce

- During 2020/21 the workforce was quite stable with the use of agency staff at 8% being below the national average and caseloads were an average of 16.
- However, since April caseloads have increased and at the end of June 2021 average caseloads were over 20. This reflected increased demand in the system and movement of staff.
- Casework supervision rates remains high (consistently over 90% of cases are supervised in timescales) but the quality of casework supervision is not yet good or better in all teams.
- The Newly Qualified Social Work programme is strong. NQSW caseloads are monitored weekly and are within expectations of being 20% lower than experienced social workers.
- Staff forum has developed the Children's Services vision and attend strategic meetings
- Building Strong Practice, a programme for all practitioners and managers covering key elements of practice, is mandatory with clear expectations against each role.
- We are pulling together the workforce development elements we have into a single document. The strategy will be in place by the end of August.
- Exit interviews show that some social workers leave Southend for career progression. A career development and progression pathway has been co-designed with practitioners and will form part of the workforce strategy

Our priorities 2021/22

- Strengthening leadership to drive ambition and purpose through all parts of the service
- Improve quality assurance so it drives a good or better experience for all children and young people across all teams
- Increase the influence of children, young people and families on the shape of our services
- Build further the voice of the workforce in strategic planning
- Improve placement stability Increase in house fostering provision and reduce use of PVI placements.
- Ensure all looked after children have appropriate health checks.

ADULT SERVICES SOUTHEND-ON-SEA BOROUGH COUNCIL

This report is on the annual safeguarding activity within Southend Borough Council's Adult Social Care Services with information of support from all other relevant Council areas in respect to safeguarding.

This report will focus on data for 2020/21 submitted through the Statutory Safeguarding Adult Collection (SACC).

- Successes and Reflection
- Outline key responses to COVID.
- Explore the demand for statutory safeguarding during this period, including feedback from people
- Identify key issues in relation to work in Adult Social Care & wider Council areas.
- Identify key workforce issues.
- Outline the priorities for the year ahead.

SUCCESSES AND REFLECTION

Headline Reflections

- *Strong response to Covid-19, harnessing community strengths across Southend and carried out an in-person, safeguarding response when risks of imminent harm were present*

- *Maintained good engagement with people and partners throughout the pandemic, for example, establishing a weekly meeting with the Care Quality Commission to aim to reduce harm in services that are regulated (such as care homes, homecare services, hospital, etc)*
- *Staff resilience and commitment to safeguarding from back office to front line*

During 2020/21, Southend Borough Council continued to work collaboratively with SSP(A) and its partners in both commissioning and provider settings, to ensure Southend residents who receive Adult Social Care support for aging, mental health, physical health, learning disabilities or related needs can thrive. The aim has been to help them to achieve their aspirations and live life free from abuse and risk of harm.

The principles of wellbeing: to prevent, reduce and delay the need for support through strengths-based asset practice guides our work. People are supported to enhance their strengths, resilience, and networks from which to live more independent, fuller lives. The family first approach is our key driver; when we think about people, we must think about their families and circles of support to consider the impact on the family as a whole. Adult Social Care works in partnership internally with Commissioning, Education and Special Educational Needs Service and with Children’s Early Help, Integrated Front Door, Social Care and other services to provide quality support throughout the life cycle.

A key priority area of development is around transition for young people into adult life. We are working with partners across Health, Social Care in its many guises, and with people and their families to ensure clear pathways of support for young people and their families going through transition into adult life. Continued work is required on pathways and partnerships to ensure smooth transitions at key life stages and to work together on priority agendas such as autism, exploitation, and modern slavery.

Southend Borough Council holds its responsibilities for safeguarding as a key priority in day-to-day practice. ‘Safe and Well’ is a key theme in the borough’s 2050 vision. We continue to work hard to ensure that safeguarding is considered everyone’s business from the Elected Members,

Chief Executive and through all strata of the organisation by offering a range of training and learning opportunities. The Council works closely with the Southend & Castle Point/Rochford Clinical Commissioning Group (Southend & CP&R CCG), Public Health and Essex Partnership University NHS Foundation Trust (EPUT) to deliver the elements of strategy. The Council is also a member of the Southend Suicide Prevention Strategy workgroup, which is a subgroup of the pan-Essex strategy. This group is currently going through a refresh and Adult Social Care will support this as a priority area of work.

We work in collaboration with the CCG, SBC and EPUT in primary care networks using a locality-based approach to aligning commissioning, services and social work and occupational therapy support which links with the Mid & South Essex Health and Care Partnership for both physical and mental health. Relevant Council staff and managers are aligned to working groups focusing on both acute care and mental health partnerships which then ensures that when these organisations need to work together to safeguard people, they are effective.

The Council works collaboratively with Essex Police to Safeguard Adults. 7.4% of all safeguarding concerns in 2020/21 were raised by Essex Police. There are strong relational links on initiatives such as domestic abuse, mental health, and safeguarding enquiries.

The Council is a member of the Southend, Essex and Thurrock (SET) Domestic Abuse Board and a core member of the SET Domestic Homicide Review Panel. We also sit on the Multi Agency Public Protection Arrangements (MAPPA) group and board.

KEY RESPONSE TO COVID: THE IMPACT

Covid-19 has proven a significantly challenging time for all services. Throughout the pandemic, staff have continued to make essential visits to support people requiring or receiving care and support. Staff have continued to visit and/or offer support across 1,839 safeguarding concerns for people experiencing abuse and neglect, working alongside them to improve their situations.

CCG and Council leaders and managers met with Care Quality Commission personnel weekly to monitor and support the provision of services in the domiciliary and residential market, where provision comes from a wide variety of providers across a range of sizes and complexities or organisations. This regular touching base and assurance given have been vital, especially when at the height of a number of lockdowns limited how interventions could be provided due to Covid restrictions.

The impact of the pandemic continues to be felt by services' operational teams in terms of ongoing and shifting workload demands and staff wellbeing. There are other pressures arising:

- care quality issues, resulting in whole-home moves due to proven and substantial institution safeguarding concerns. In 2020/21, there were large scale organisational investigations across 19 care homes and 4 Agencies. Within these investigations, there were 176 safeguarding enquiries within these Providers of Concern
- concerns regarding the effect of social workers and occupational therapists being unable regularly to check in face to face with people awaiting care
- significant challenges regarding the availability and supply of care offered or provided to people in their own homes
- difficult for services to manage competing demands from numerous groups, alongside a backdrop of escalating risk due to the spread and seriousness of the CV19 virus
- both supply and quality issues leading to an increase in complaints and queries both in person and via Elected Members
- significant increase in demand post COVID as restrictions started to ease, and all concerned are also aware of increasing complexity in some individual people and families' circumstances.
- When comparing Quarter 1 (April-June 2020) to Quarter 1 (April-June 2021), the number of Contacts from people received: 1317 compared to 1663 for the same time-period equating to an increase in demand of 26.2%.
- Number of Safeguarding concerns received: 366 compared to 529 for the same time-period equating to an increase in demand of 44.5%

- Number of S42 enquiries conducted raised from 249 from 197 for the same time-period equating to an increase in demand of 26.4%.
- the emergence of residents needing or enquiring about receiving services, who had not been known to any agency beyond Primary Care or community groups before the pandemic but who now need a significant level of care or intervention in order to support them to live safely.

STATUTORY RESPONSIBILITIES FOR SAFEGUARDING (DATA)

All relative data derived from Section 42 of the Care Act 2014, relating to Safeguarding Adults enquires and Deprivation of Liberty Safeguards applications, which are collectively known as the Safeguarding Adult Collection, is available via [Safeguarding Adults - NHS Digital](#).

National data returns for the annual year 2020/21 will not be published until later in 2021.

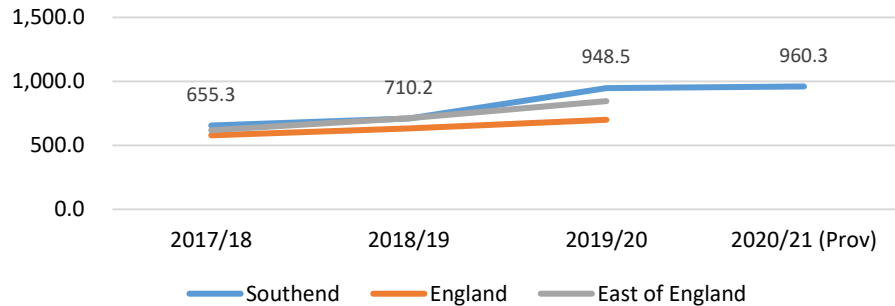
For clarity, a safeguarding concern is where the local authority is notified about a risk of abuse. Some of these concerns will lead to a Section 42 enquiry where the adult meets the criteria under Section 42 of the Care Act 2014.

Summary of what the data tells us:

- The number of individuals and overall numbers of Safeguarding Concerns raised has risen compared to 2019/20. Performance in both these measures is above national and regional figures (based on 2019/20) and remains in the 4th quartile.
- Individuals involved in new Section 42 Enquiries has fallen compared to 2019/20 as well as the overall number of Section 42 Enquiries, however these figures remain above England and regional (based on 2019/20).
- The conversion rate of Safeguarding Concerns into Enquiries has dropped to 52% compared to 64% in 2019/20 – this is the lowest conversion rate in the past 4 years.
- Total number of concluded Section 42 Enquiries has dropped compared to 2019/20.

Individuals Involved in Safeguarding Concerns

rate per 100,000 population (18+)

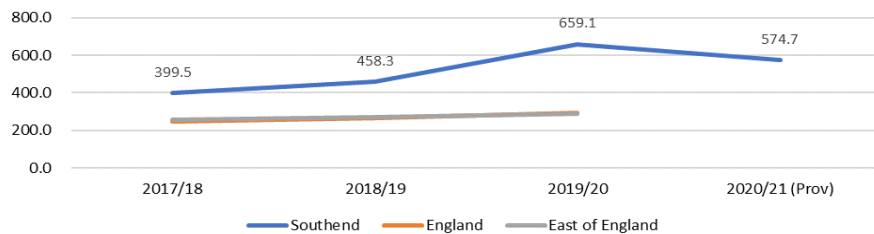


Key Points:

- Rate increased by 11.9 compared to 2019/20
- Remain in quartile 4 (based on 2019/20 results)
- ³⁴⁷ Still above regional and national performance (2019/20)
- The rate of individuals involved in safeguarding concerns has risen slightly compared to 2019/20 (1,377 individuals compared to 1,360)
- This is a less significant increase than the rise between 2018/19 (1,015) and 2019/20 (1,360)

Individuals Involved in Section 42 Enquiries

rate per 100,000 population (18+)



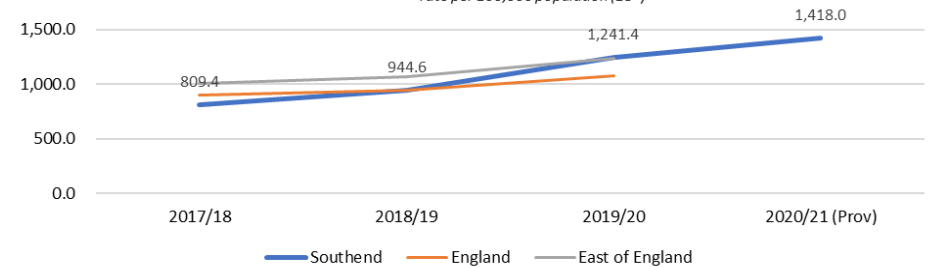
Key Points:

- The rate of individuals involved in new Section 42 Enquiries has fallen compared to 2019/20 (824 individuals compared to 945).

- Rate decreased by 84.4 compared to 2019/20
- Remain in quartile 4 (based on 2019/20 results)
- Still above regional and national performance (2019/20)

Total number of Concerns raised by financial year

rate per 100,000 population (18+)

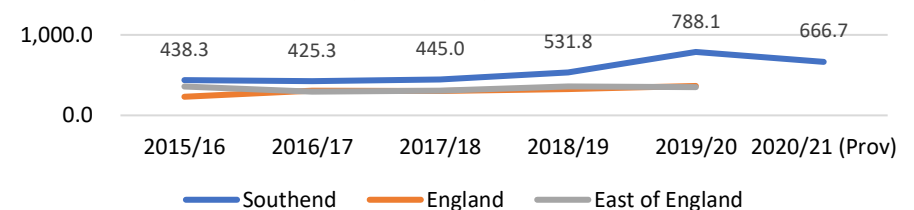


Key Points:

- The total number of Safeguarding Concerns raised each year continues to rise and is one of our key lines of enquiry in the coming year
- The number of Concerns raised in 2020/21 was 1,839 compared to 1,780 in 2019/20 and 1,350 in 2018/19.
- Total number of Safeguarding Concerns raised has increased by 36.2% since 2018/19.
- Rate increased by 176.1 compared to 2019/20
- Remain in quartile 4 (based on 2019/20 results)
- Still above regional and national performance (2019/20)

Total number of Section 42 Enquiries starting by financial year

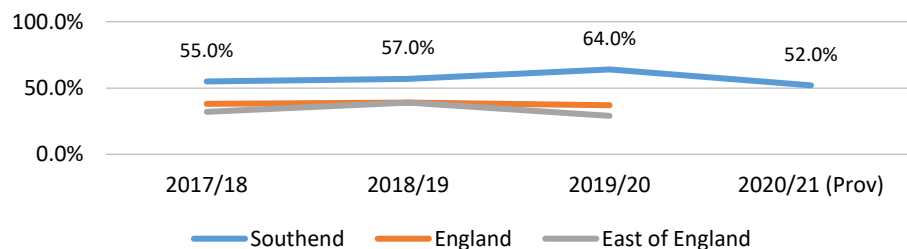
rate per 100,000 population (18+)



Key Points:

- Rate decreased by 121.3 compared to 2019/20
- Remain in quartile 4 (based on 2019/20 results)
- Still above regional and national performance (2019/20)
- The total number of Section 42 Enquiries started has dropped compared to 2019/20 (956 compared to 1,130)

Conversion rate of Concerns into Enquiries



Key Points:

The ratio of total enquiries to concerns gives a ‘conversion rate’.

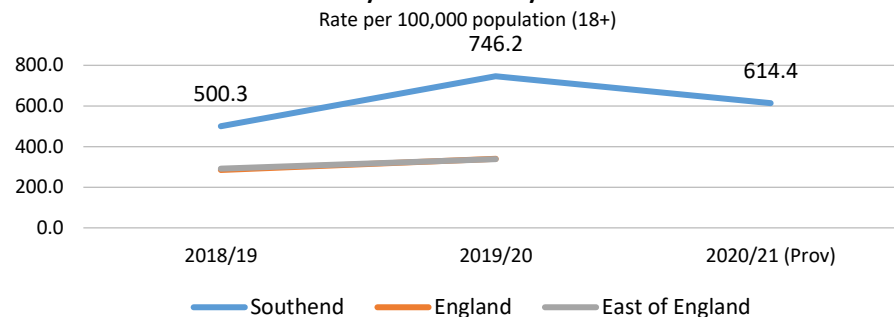
- Conversion rate has dropped 11.5% compared to 2019/20
- Conversion rate is lowest it has been in past 4 years
- Still above regional and national rates (2019/20)
- The proportion of concerns leading to an enquiry has dropped compared to 2019/20
- 956 Enquiries from 1,839 concerns in 2020/21 compared to 1,130 Enquiries from 1,780 Concerns in 2019/20

Following the outcome of the Safeguarding Adults Data Collection in March 2021, showing SBC as an outlier, an internal peer audit was requested to explore the high conversion rate from a section 42(1) to a Section 42(2). The peer audit identified that that in the main, the auditor agreed with the decision maker’s outcome. The peer audit looked at a particular sample but our higher conversion rate is another line of enquiry for the coming year.

The learning around accuracy of record keeping was reinforced through the exercise. It is of note that despite the primary need of a significant number

of referrals concerning people with a mental health condition, only a small proportion of them were accepted by EPUT for investigation.

Total number of concluded Section 42 Enquiries by financial year



Key Points:

- Rate has dropped 131.8 compared to 2019/20
- No ranking or quartile data
- Total number of concluded Section 42 Enquiries has dropped compared to 2019/20
- 881 Concluded Section 42 Enquiries in 2020/21 compared to 1070 in 2019/20.

Self-Neglect

Section 42 (S42) Safeguarding Enquiries – Key findings

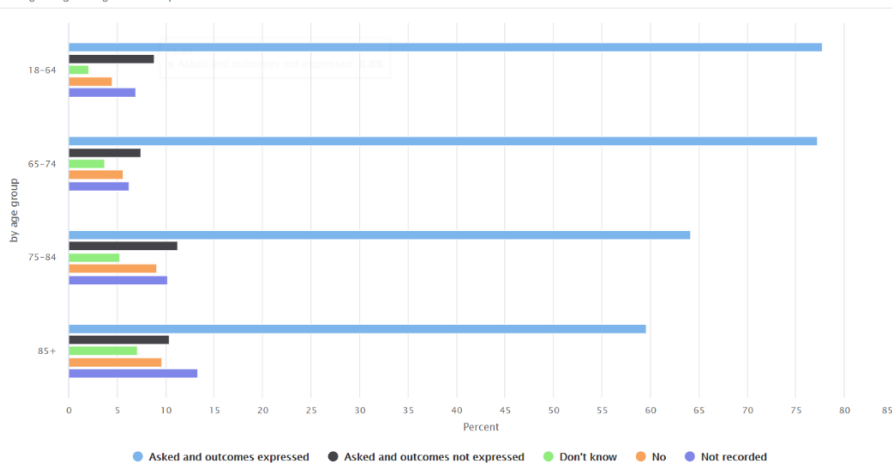
The statutory definition of self-neglect ‘...covers a wide range of behaviour neglecting to care for one’s personal hygiene, health or surroundings and includes behaviour such as hoarding (Care Act 2014)’ Using the 2019/20 Safeguarding Adults Statutory Return (the last year where we have published benchmarking data), it is clear that a high proportion of adult safeguarding concerns received or referred into the Council’s services fall in the category of self-neglect / neglect. The SSP and the Health and Wellbeing Board have worked with local – often third sector - partners to develop an approach called *Thriving Communities*. The group is a subgroup of the borough’s new Thriving Communities and Neglect Strategic Group (TCSG.) and the work follows on

from a previous Neglect Task and Finish Group, originally set up with a short-term aim of steering and contributing to work to tackle both adult and childhood neglect at the earliest possible point of intervention, and to support Southend’s residents and communities to thrive. This new operational level group under the Thriving Communities banner will now report into TCSG, with the Health and Wellbeing Board acting as the “parent” partnership overseeing the work concerned. However, neglect being a serious and considerable safeguarding issue, Thriving Communities will also, as this Annual Report shows, report its work and outcomes through the SSPA.

The overall purpose of the operational group is to lead on the delivery of a Thriving Communities and Neglect Strategy and action plan for Southend, that supports and contributes to the Southend 2050 ambition, and relates closely to the work of the SSP for both adults and children, given the paramountcy of safeguarding concerns whenever neglect is suspected, or can be proven, in the life of a child or a vulnerable adult. The operational group will focus on the on the ground delivery of the strategy and vision given by TCSG and relating directly into the work of the SSP. It will promote community opportunities on the ground to enable Southend residents and communities to support neighbours, to tackle neglect at the earliest possible point, and to enable vulnerable individuals and families in the borough to thrive.

Making Safeguarding Personal- the Voice of People

Making Safeguarding Personal - preferred outcomes



For 2020/21, SBC achieved a high rate of satisfaction and achievement of the safeguarding outcomes that people expressed at the beginning of their safeguarding enquiry.

KEY ISSUES FOR SAFEGUARDING ACROSS ADULT SOCIAL CARE & WIDER COUNCIL AREAS

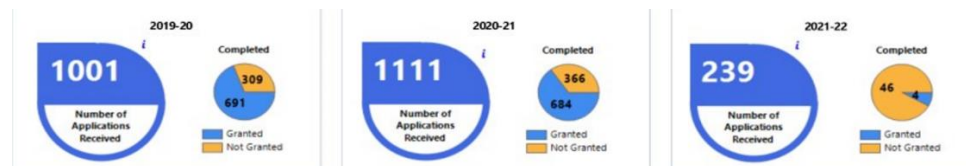
The Mental Capacity Act (2005) and Deprivation of Liberty Safeguards (2009)

The Deprivation of Liberty (DoLS) team is comprised of 2 qualified Social Workers/Practice Leaders and administrative staff. They have continued to provide a consistent and effective service during 2020-2021, despite the challenges brought about by Covid-19 and the subsequent changes in how we work. During 2021, a thorough audit was conducted by Internal Audit and supported externally by PwC which established that the administration and application of the DOLS systems in Southend were robust and functioning with strong quality.

On average we receive 20 allocations for urgent and standard DoLS authorisations from Southend Hospital and care homes per week.

Out of the 391 active DoLS cases we currently hold 275 are female and 116 male, the most common reason for requiring a DoLS is dementia which accounts for 275 of these cases.

DoLS applications have increased 10.9% from 2019/20 (1,001 referrals increasing to 1,111) to 2020/21.



In April 2022, DoLS will be replaced by the Liberty Protection Safeguards (LPS). This will widen the eligibility of people for an authorisation to include 16- to 17-year-olds and will add settings such as supported

living, sheltered accommodation, residential colleges and private dwellings. Under LPS, the Responsible Body (previously the Supervisory Body under DoLS) will authorise arrangements that amount to a deprivation of liberty to enable care or treatment. The responsible body will no longer be the sole responsibility for adult social care in the local authority as Children's Services and the NHS (hospital and local CCG for non-hospital settings) will also have responsibility as appropriate.

Southend Borough Council DoLS team have created a LPS implementation steering group which comprises of attendees throughout the council from adult social care to children's services, workforce development, learning and development and ICT.

Public Health

Public Health supports Southend Borough Council and the Southend Safeguarding Adult Partnership by taking a public health approach to the health and wellbeing of adults living in and using services in Southend. That is to say, exploring the impacts and the interfaces of wider determinants of health around issues like poverty, housing, mental illness, disability, substance misuse, smoking, health outcomes and lifestyles.

For Public Health the Covid-19 Pandemic has consumed the world, our nation, communities and our homes for this last year. The health protection function has dominated and demanded full attention. There were immediate needs to be addressed in the homeless and rough sleeping population and the most clinically vulnerable in our community, especially those in care homes and with learning disability. Over the last year the partners have started to see the impact of isolation, illness, long term covid and loss of loved ones on the health and mental health of the population. Protection of the most vulnerable and risk of death was a key priority this year, as was rolling out a testing and vaccine programme at scale. The Southend Public Health Team working with partners from all sectors, have been able to put in place an effective Local Outbreak Management Plan for Southend (Local Outbreak Management Plan – A guide to Test and Trace – Southend-on-Sea Borough Council).

Public health will work with the NHS and wider partners moving forward on understanding and addressing the impacts of Covid. Priorities for the coming year include the management and recovery from Covid-19 and learning how to live with the virus. Other priorities include recovery of services and responding to rising and changing inequalities in health and mental health outcomes.

MARAT and Safeguarding Adults

The Southend Multi-Agency Referral & Assessment Team (MARAT) is a multi-agency team, which seeks to transform how high-risk domestic abuse (DA) is responded to within Southend by agencies working collaboratively as a partnership. The team includes representatives from social care, health, police and Independent Domestic Violence Advocacy services and works alongside representatives from the Probation Service, the Council's Housing Department, substance misuse and domestic abuse support agencies. The Commissioned support service for Southend is Safe Steps.

MARAC deals with approximately 420 referrals per year. A large proportion of referrals for adults (81% in 2020-21) had children within the household. MARAC collaborates regionally with Thurrock and Essex MARAC, along with the SET DA Board to share good practice and provide scrutiny and collaboration on the safeguarding and action planning. It also feeds into the National Data collected by Safe Lives in order to understand trends and the performance of the MARAC both nationally and locally.

The Domestic Abuse Act 2021 which became law 29th April 2021 brings the support for victims and their families in safe accommodation onto a Statutory footing. Southend has undertaken a Needs Assessment in order to better understand the picture across Southend, highlighting gaps in service provision and target areas for intervention. A Strategy is currently being written to address the DA Act requirements, with the intention to expand on this Strategy more widely in the next 12 months to cover the wider needs for Domestic Abuse victims and their families along with perpetrators in Southend.

Southend Community Safety Partnership

The Partnership is responsible for delivering Essex Hate Crime Prevention Strategy and Delivery 2020-21. The 5 objectives of the strategy are:

- Understanding Hate Crime
- Preventing Hate Crime
- Increasing the reporting of Hate Crime
- Increasing access to support for victims
- Improving the operational response to hate crimes

Hate Crime is a Southend CSP 2021/22 priority, regular meetings with partners take place to discuss support, actions, and disruption activities. The group works to the following outcomes:

- Increase the community's awareness of what hate crime is and how it can be reported
- Increase Hate Crime reporting and support for victims via a wide range of stakeholders
- Improve the service delivery and response to Hate Crime
- Reduce repeat victimisation and repeat offending

For 8 years, Southend-on-Sea has consistently been one of the top recorded districts for its volume of domestic abuse investigations across Essex. Southend has a domestic abuse rate of 35.8 per 1000 adults (that is, individuals aged 16 and over.) This is the second highest rate in the county. Domestic Abuse is a Southend Community Safety Partnership (CSP) 2021/22 priority, given greater and heightened focus by the passage in late April of the Domestic Abuse Act 2021, confirming Councils' extensive duties in leading their localities in their actions on this issue.

During the first lockdown of Covid-19 a specific domestic abuse task and finish group was set up to respond to the concern that DA would be likely to rise within this period. Measures taken included (but were not limited to);

- Working with schools, training, and referrals.
- Communication
- Accommodation and;

- Recovery

The Safeguarding Partnership is actively engaged with the creation of the Southend, Thurrock, Essex Domestic Abuse Board (SETDAB) 2020-2025 strategy and all three Authorities are working together to achieve the collective outcomes. Southend is working towards writing its own Domestic Abuse Strategy aligned with SETDAB, in response to the requirements of the 2021 Act. Essex Police have also released an internal Domestic Abuse Problem Profile, outlining key recommendations for Police and Partners to work together to improve outcomes for survivors.

CHANNEL

Channel is a statutory, multi-agency programme which identifies and supports individuals of all ages who are brought to services' notice because they are deemed at risk of radicalisation and/or being drawn into terrorism, including domestic and far-right supremacist or far-left revolutionary or anarchist "direct action" extremism.

In Southend, the Channel Panel is located within, and chaired by, the Local Authority, with engagement from relevant partners which include both Essex and PREVENT Police, Health, Probation and education. The Channel Panel meets monthly where new referrals will be considered for CHANNEL intervention (adoption). Adopted cases will be discussed and an action plan agreed, and closed cases are reviewed on a 6 and 12 monthly basis.

Southend PREVENT Delivery Group

Prevent is about safeguarding and supporting those vulnerable to radicalisation. Prevent is 1 of the 4 elements of [CONTEST](#), the Government's counter-terrorism strategy. It aims to stop people becoming terrorists or supporting terrorism ([Lets Talk About It - What Is Prevent? \(Itai.info\)](#)). The Group has refreshed the 2021 Action Plan and reviewed group membership including Terms of Reference. The Southend PREVENT Group chair also sits on the Countywide CONTEST group which supports cross authority collaboration and intelligence sharing on issues concerning counter terrorism. Key actions currently being focused on by the Group include refreshed CT training and awareness for council and partner staff, along with

attention to referral rates to Southend's Channel Panel. Further work this year will also include a review of Southend's PREVENT champions across internal staff and partner agencies and potential county wide conference for all PREVENT champions in the Autumn.

Modern Slavery Act 2015

The Council recently updated its annual modern slavery statement (available [here](#)) which sets out high risk areas, the policy framework and workforce training undertaken over the past year, as well as highlighting the Council's commitment for the forthcoming year. This refreshed and updated material aligns to the Modern Slavery Action Plan 2021-22, ratified at the Violence and Vulnerability Group. The Action Plan sets out key priorities:

1. Delivering a programme of training and awareness raising for the workforce, across all partner agencies and third sector organisations.
2. Promoting national campaigns to help raise awareness of modern slavery and human trafficking.
3. Reviewing, and refreshing where applicable, the adult safeguarding referral pathway to better identify and support potential victims of modern slavery and human trafficking.
4. Enhancing data and intelligence gathering across partners to help identify and support potential victims, as well as informing disruption activities.

WORKFORCE & TRAINING AND DEVELOPMENT

Our workforce is the foundational bedrock of our delivery of safeguarding services. Over the last year, we have worked with the teams at pace to ensure that we could continue to safeguard people whilst adapting to the significant and rapidly changing landscape across the system. We have continued to tightly monitor and continuously reprioritise people waiting for assessment and waiting for the provision of care at home. The allocation of safeguarding work has continued to be a top priority throughout the pandemic.

The headline feedback and achievements are:

- COVID impacted on usual delivery and has significantly impacted on the wellbeing of staff across Adult Services.
- Implemented the Coronavirus Act 2020: Care Act easements. We prepared for them but did not have to use them.
- Implemented the Covid-19 Hospital Discharge Service Requirements and supported the NHS to ensure safe discharges for better outcomes and the reduction of safeguarding concerns
- Workforce Development have been instrumental in the pilot of Microsoft Teams to support virtual working and inform future roll-out of technology.
- All face-to-face programmes have been reproduced into a virtual format
- Continued strong integrated approach to practice with multi-agency links to a number of partners, ensuring collaborative and consistent approaches across the system.
- Southend Borough Council is a key partner to the Mid and South Essex Health and Care Partnership and working and contributing to many activities under the workforce strategy to support Health and Social Care collaboration and improving system working.
- Staff risk assessment and safety also rolled out during pandemic.
- We have introduced weekly safeguarding drop-in workshops to aid problem solving and legal literacy.
- Review mandatory safeguarding/mental capacity and Care Act training that is required.

Serious Adult Review


During 2021/22, Council services have contributed to the learning in connection with a Serious Adult Review commissioned and overseen by the Safeguarding Adults' Partnership. Learning from the SAR will be disseminated with partners and practitioners when the review is completed and the report published, at a date likely to be close to or possibly the publication deadline for this Annual Report. The outcomes of the resultant learning will therefore be reported on in the 2021-2022 Annual Report of the SSP.

KEY PRIORITIES: LOOKING FORWARD THROUGH 2021-2022

The Council's services will continue to work with partners as several key and potentially change-shaping elements of vital legislation with a safeguarding emphasis are to be implemented over 2021-2022.

Leaders and managers are uncertain what the long-term impact of COVID -19 is or will be. It is unclear whether the surge in demand during the middle period of 2021 will continue as a result of the pandemic having long-term negative impacts on residents' physical and/or mental health resulting in them needing support now when before the pandemic they may not have needed it. There are also questions regarding whether the rise in identified or self-reported need is a byproduct of some residents not seeking support during the pandemic, whose difficulties may be eased through relatively short-term interventions so that demand on services may subside over time.

Our priorities over the next year are to:

-  Improve quality assurance by introducing a Quality Assurance Framework across Adults so it drives practice to ensure an excellent experience for all adults and their families
- Support the relaunch of the Suicide Prevention Board and associated strategy
- Prepare for key legislative changes:
 - a) Domestic Abuse Act 2021
 - b) Autism Interim Strategy 21/22
 - c) The Mental Health Act review
 - d) Liberty Safeguards Protection
- Work with Commissioning and other Council departments to enhance robust policies which support providers to boost quality provision of services and shape the market whilst ensuring strong recruitment across the entire care sector
- Support with the implementation of the three 5 year strategies Living Well (working age), Aging Well (Older people) Caring Well (Carers).

- Increase the influence of people and their families on the shape of our services and our market
- Support staff wellbeing and continuous professional development for a strong workforce with robust legal literacy
- Improve the experience for people and families going through transitions to ensure clear pathways and smooth transitions across Children's Services, Education, Health, Mental Health & Adult Services
- Revise the mandatory training matrix to aid continuous professional development
- Work with the Liquid Logic Delivery Board to ensure that Organisational Safeguarding is built into the database
- Work with the Safeguarding Partnership to improve access to modern slavery data

SOUTHEND BOROUGH COUNCIL – PUBLIC HEALTH

Public health refers to all organised measures to prevent disease, promote health and prolong life among the population at whole (World Health Organisation). The overall objective is improving the health of people and their communities and reducing health inequalities in groups. Public health focuses on evidence -based population level approaches and strategy looking widely across the population at large.

Public Health supports the Southend Safeguarding Children's Partnership by taking a public health approach to the health and wellbeing of children and families living in and using services in Southend. That is to say, exploring the impacts and the interfaces of wider determinants of health around issues like poverty, housing, mental illness, safeguarding, substance misuse, smoking, health outcomes, parenting and lifestyles. One of Public Health England's key priorities for the 5-year strategy 2021-2025, is ensuring children have the best start to life. A major contributor to this is the Healthy Child Programme universal offer & A Better Start Southend Programme, to help lay down the foundations to a healthy life. Universal and targeted programmes are crucial to ensuring the health and wellbeing of children and young people. Safeguarding is a core element of the Healthy Child Programme and a

function of Public Health 0-19 health visiting and school nursing teams (PHE Best Start to Life and Beyond).

For Public Health the Covid-19 Pandemic this year has consumed the world, our nation, communities, and our homes. The health protection function has dominated and demanded full attention. The immediate needs for the adult population to be addressed included the homeless and rough sleeping population and the most clinically vulnerable in our community, especially those in care homes and with learning disability. There were immediate needs to be addressed for the children most clinically vulnerable in our community. System partners have seen strain in families challenged due to the impact on the education offers, home-schooling, reduced face to face contacts by professionals and the impact of isolation. For every family this will have been a unique journey.

Over the last year the partners have started to see the impact of isolation, illness, long term covid and loss of loved ones on the health and mental health of the population. Protection of the most vulnerable and risk of death was a key priority this year, as was rolling out a testing and vaccine programme at scale. The Southend Public Health Team working with partners from all sectors, have been able to put in place an effective Local Outbreak Management Plan for Southend ([Local Outbreak Management Plan – A guide to Test and Trace – Southend-on-Sea Borough Council](#)).

Public health will work with the NHS and wider partners moving forward on understanding and addressing the impacts of the Covid-19 pandemic. Priorities for the coming year include the management and recovery from Covid-19 and learning how to live with the virus. Other priorities include recovery of services and responding to rising and changing inequalities in health and mental health outcomes.

MID AND SOUTH ESSEX FOUNDATION HOSPITAL TRUST (MSE)

The last year has been a challenging one for the Mid and South Essex Foundation Hospital Trust (MSE). The Covid19 pandemic has meant that essential changes were required by the Trust for the ongoing access and

provision of acute health care services to patients within a safe framework utilising the Government message and NHS England guidance and direction to reduce the spread of Covid19 infection. Adaptations were made by the 3 MSE hospitals (Southend, Basildon and Broomfield) to maintain the provision of acute services whilst managing an overwhelming number of critically unwell patients suffering from Covid19 alongside the impact on the workforce from high numbers of staff sickness and individuals having to self-isolate.

Flow of patients though the hospital was managed to limit contacts and infection spread and Emergency Department teams and areas were adapted to deal separately with patients who have suspected or confirmed COVID-19 infection and those patients with other emergency conditions. Non urgent routine outpatient referrals were reviewed and either postponed and referred back to the GP for rebooking or actioned with patients by telephone appointments or virtual video appointments. Management of in-patient children prioritised restricting the spread of infection and outpatient appointments were carried out virtually unless a face-to-face appointment was essential. All acute services are currently continuing to transition to a “safe normal” face to face provision combined with virtual contacts where appropriate, taking into account vulnerability of patients, patient choice and need and current Covid infection rates.

Over the last year MSE Maternity services have adapted their provision of maternity care in line with NHS England and Government guidance while continuing to prioritise face to face visiting combined with virtual and telephone contacts. All maternity services have now returned to normal pre-Covid service provision with appropriate infection control assessments and PPE in place.

In April 2020 the MSE Maternity Direct app went live across the 3 MSE hospitals. This platform supports conversations between patients and midwives and provides relevant health information for those who don't need 1-2-1 contacts. Additional functionality was added to the app – triage, personal care plans and information forms so that all Covid-19 related questions and queries can be answered prior to any appointments and patients can review their appointment times and care plan via the app. The

support provided by this app has resulted in reduced requirement for appointments and has helped limit unnecessary exposure of pregnant women to potential infection through attendance at an acute hospital, and feedback from users has constantly been very positive

MSE Safeguarding Service Provision

The MSE directors supported safeguarding as a front-line service throughout the Covid19 pandemic ensuring that there was no disruption to the safeguarding service across the 3 hospitals. This meant that the MSE safeguarding adult and child service has remained site based over the last year and has continually provided a face-to-face operational service across the three hospital sites supporting the safeguarding of vulnerable adults and children and staff throughout the Covid pandemic.

It has been a challenge for the safeguarding team to deliver level 3 safeguarding Children training across the 3 hospitals within the constraints of social distancing and workforce capacity during the last year. To mitigate this an alternative method of delivery using E- learning (E-learning for Health Level 3 Safeguarding Children Training programme) was optimised during this time to ensure that safeguarding learning and the development of safeguarding competency across the workforce was not overly compromised. Safeguarding adult E-learning training has continued to be accessed with compliance maintained at an acceptable level. Safeguarding children supervision is a priority for the Trust and provision has continued across the 3 hospital sites via face-to-face sessions or through utilising virtual platforms if required.

Safeguarding Activity and Focus Areas.

There was a noticeable decrease in safeguarding activity across the 3 hospitals at the early stages of the pandemic; this was due to a decrease in footfall through the hospital and a reduction in vulnerable adults and children accessing both health services and other services including school during lockdown periods, and this reduction reflected the national picture. The safeguarding service, through contingency and reset planning, was made ready for a potential increase in safeguarding activity across the hospitals as Covid 19 lockdown restrictions were reduced and schools reopened resulting

in children being seen regularly outside of the home. However, to date a significant increase in safeguarding activity has not been seen and activity levels are comparative to those of pre Covid.

At the end of 2020 the MSE safeguarding children leads reviewed the number of children and babies requiring child protection medicals across the 3 hospitals. During the first and second wave of the pandemic to identify any trends or emerging safeguarding features. This identified that injuries had not increased but were more severe in nature. Additionally, in response to a cluster of non-accidental injuries in very young babies in Southend during the first wave of the pandemic, the MSE hospital safeguarding children leads engaged in an initial partnership scrutiny of this cluster in December and January 2021, and then subsequently led on the multi-agency Deep Dive into the 5 cases in March 2021. The aim of this was to identify learning across the system and consider any gaps in service provision. The findings highlighted the importance of including and using the information available regarding current and historical parental mental health issues in all assessments by professionals during interactions with parents and carers and highlighted how little is known about the health wellbeing and potential vulnerability or risk factors pertaining to fathers and men who are in the home and may be caring for babies and children.

During November and December 2020 and the first 5 months of 2021 the MSE safeguarding team examined the data pertaining to attendance of young people accessing the acute trust as a result of emotional health issues and self-harm during the Covid pandemic to identify obvious pockets of increase, trends and implications for safeguarding and relevant services. This has led to further scrutiny through the Performance Subgroup and the decision for the Emotional Wellbeing Mental Health Services and MSE safeguarding to undertake an audit of the child's pathway to mental health services during Covid. This audit has recently commenced and the findings will be shared with the Safeguarding Partnership once available.

During 2021 we have developed our MSE Safeguarding Strategy (2020-2022) and the actions plans that underpin the progress of the Strategy priorities. Domestic abuse is a shared Strategy priority across MSE children's and adults safeguarding, and throughout the last year we have communicated to staff

the National and Local reports that domestic abuse was increased during lockdown and that this was in the main hidden from those outside of the home with opportunities for victims to access to domestic abuse services reduced due to lockdown restrictions. The need to make every contact count in terms of increasing the opportunity for safe disclosures of domestic abuse by patients was reinforced through Trust meetings, supervision and contact points with service teams. In terms of forward planning, we are starting to consider the recommendations from the Domestic Abuse Act 2021 and we are preparing for the guidance on the implementation of Liberty Protection Safeguards, including changes within this for children aged 16-17 in order for this new process to be incorporated into practice across our hospitals.

NHS SOUTHEND CCG SOUTHEND

Coronavirus (COVID-19): A section that explains that the pandemic has impacted on our Partners ability to deliver progress and delivery of the 2020/2023 Strategy, which has been renamed the 2021/2024 Strategy and Workplan.

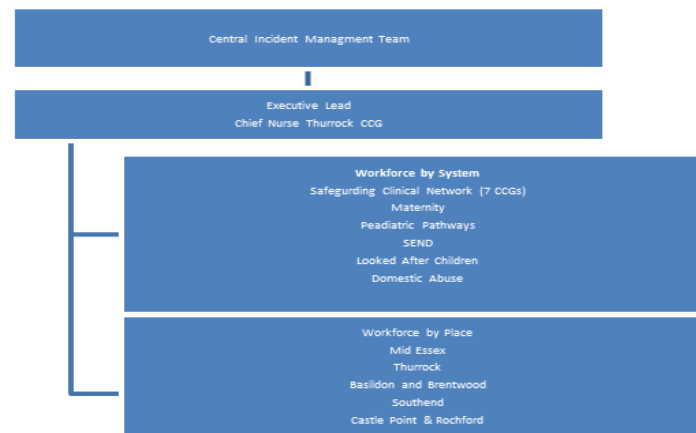
The SARS-CoV-2 (COVID-19) pandemic had a profound impact on NHS services across the entire health economy. In March 2020 and again in January 2021 major incident protocols initiated a re-focus of acute, community and primary care services to the COVID 19 response. This resulted in a scaling back of non-essential work and changes to the delivery of nearly all front-line functions.

Throughout the pandemic, safeguarding (adult and child) has remained a business-critical activity and NHS services have maintained the integrity of provision to adults at risk, children in need of protection and other vulnerable populations within the parameters of government guidance. In Southend no safeguarding professionals were redeployed although they have supported the delivery of health services as needed, for example, the COVID-19 vaccination programme.

In March 2020 in the five Mid and South Essex Clinical Commissioning Groups (MSE CCGs) safeguarding teams moved to an integrated structure working

closely together to identify and respond to emerging risk in a rapidly changing environment.

Figure 1: Covid-19 integrated safeguarding structure



This arrangement ensured compliance for CCG statutory safeguarding functions whilst boosting system safeguarding resilience. It created a mechanism where system risks were shared and escalated and allowed for strengthened partnership with existing workstreams; Maternity, End of Life, Children services, Discharge Pathways, Primary, Community and Acute care.

As part of the Safeguarding Clinical Network (SCN) covering the 7 Essex CCGs, we continued to support work across boundaries and ensured that safeguarding remained high priority within the Covid-19 response as new services such as Swabbing Centres became a key contact opportunity for the public.

The longevity of the COVID-19 pandemic has at times adversely impacted the capacity of the NHS to commit fully to Southend Safeguarding Partnership Strategy through its subgroups and workstreams. Implementation of Mental Capacity (Amendment) Act 2019 was slowed, and all routine audit activity stopped, including the primary care modified s11 audit. Nevertheless, the NHS has been a key contributor to the audit and deep dive looking at non-accidental injuries in children under 1.

NHS Southend CCG remains a committed Safeguarding Partner and as the NHS resets to business as usual the Alliance Director has taken over as Chair

CCG	HCS Q1	AHCs Q2	AHCs Q3	AHCs Q4	Total AHCs Completed	Same Point Last Year	Target (based on 67%)
B&B	85	103	191	269	648	649	791
Thurrock	3	52	160	177	392	328	355
CP&R	38	34	152	221	445	342	484
Southend	7	92	275	386	760	720	737
Mid	33	95	271	498	897	838	1022
NE	54	185	417	942	1598	1293	1342
West	101	29	196	374	700	573	548
Total	321	590	1662	2867	5440	4743	5278

for the
SSP
Strategic

commissioning, support for provider services and collaborative working with local authorities.

Learning Disabilities Mortality Review (LeDeR) The CCG has participated in the quality assurance of LeDeR reviews, reducing the number of outstanding reviews, the identification and implementation of learning. The delivery of effective annual health checks for people with Learning Disabilities (LD) has been a local learning point. Financial support has been given to Primary Care Networks to support the completion of the annual health checks and NHS England set a national target of 67% of patients on GPs' LD registers by March 2021. All areas performed as well or better than last year despite of COVID-19. Overall, across the Transforming Care Partnership performance exceeded the 67% target. Figure 2 Percentage of LD Annual Health checks per CCG (week ending Friday 30 March 2021)

Initial Health Assessment Digital Solution is being explored that would progress one digital solution for Mid and South Essex which would show the point at which the child is within the IHA pathway (live database). It is hoped that the IT solution would address collection of data to track children, so no child is lost in the system. This initiative has been delayed due to NHS Covid-19 response, but Essex Partnership University NHS Trust (EPUT) work has already commenced work on progression of a pilot to establish feasibility of extending across Essex. **Child Protection Information Sharing (CPIS)**. CPIS is an IT connection between the NHS and Local Authorities that allows information to be shared for children in need of protection and those Looked After. Nearly all relevant health providers have CPIS including IC24 (out of hours primary care service) and has been piloted with an independent health provider setting in Southend who offer paediatric services. CPIS will be rolled out to the East of England Ambulance Service during 2021. All health services providing unscheduled care can see if a child is in care or has a child protection plan in place and take appropriate action and the social worker receives timely notification of the attendance. provides an additional layer of protection to the most vulnerable children and allows a secure, systematic way of sharing information across England. It is anticipated that this will enable health and social care professionals to have oversight of reduce the opportunities for children

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Leadership Group and this will be maintained through 2021/22 to ensure consistency as the CCGs transition into an integrated care system

NHS Southend Clinical Commissioning Group (SCCG) has continued to work closely with CCGs in Mid and South Essex as the CCGs transition into an Integrated Care System (ICS) by April 2022. In light of the increasingly complex landscape for health providers and commissioners, the CCGs commissioned a whole system review of child / adult safeguarding arrangements in January 2020 to ensure they remain relevant, robust and fit for purpose. The report was delayed due to the pandemic and was shared with CCGs and partners in the latter part of 2020. The outcome and recommendations will inform the development of the ICS safeguarding function <https://southendccg.nhs.uk/> .

In 2020/21 key safeguarding activity included:

Mental Capacity (Amendment) Act 2019 – led by the Safeguarding Clinical Network a Greater Essex Steering Group has oversight of the implementation of Liberty Protection Safeguards with 3 workstreams covering CCG

Children’s and Young People’s Specialist Counselling Service was commissioned by MSE CCGs to provide counselling and emotional support to children and young people with anxiety and increased emotional difficulties.

Asthma Care and Treatment Pathway is being developed to promote the health and prevent deaths of children with asthma.

Domestic Abuse – the CCG leads on domestic abuse for the 7 Essex CCGs supporting the delivery of the SETDAB strategy.

Safeguarding Commissioning Assurance Toolkit. Essex CCGs participated in the pilot for a national safeguarding assurance toolkit. This provides assurance and challenge between NHS England and CCGs on the safeguarding governance framework.

ESSEX PARTNERSHIP UNIVERSITY TRUST (EPUT) SAFEGUARDING ADULTS AND CHILDREN TEAM

EPUT are a provider of health and social care services in Essex, Suffolk, Bedfordshire and Luton. EPUT’s services include mental health, community, learning disability and social care support to people helping them to live independently.

The safeguarding adult and children team in EPUT provide a specialist safeguarding service to staff within EPUT and SBC 0-19 service alongside working in partnership and contributing to the wider safeguarding partnership. The team support the staff who work directly with children, adults and their families and carers. The services include supervision, consultation, training within, and external to our organisation. The service, like most others, was directly affected by Covid and resulted in the service delivery model being adapted from March 2020 to continue to meet safeguarding requirements.

The service was subject to an internal audit review during the period of this annual report for the purpose to review the Trust’s arrangements for safeguarding people within its care, focusing on how the Trust monitors implementation of its safeguarding policy and procedure to protect children, young people and adults from risk of harm or abuse. The audit report

demonstrated substantial level of assurance for service design and moderate level of assurance for overall effectiveness because of some controls not evident during the audit. The following extract within the report demonstrates these controls have now been put in place.

“Since the audit the Trust has taken action quickly to address the points raised and have provided evidence to us that this has been done. On that basis, the opinion would improve to substantial for design and effectiveness, assuming no further issues were identified.”

Key assurance areas:

- Good collaborative working with partner agencies to safeguard families
- Use of Datix as a recording system for all safeguarding concerns
- Successful implementation of a Duty System
- Safeguarding adults and children policies were reviewed Impact of Covid

In March 2020 the safeguarding service implemented its business continuity plans in alignment with operational services as a result of the Covid-19 pandemic. The service revised its service deliverables to the must do’s of supervision, consultation and case management meetings through a remote model and temporarily ceased delivering service with added value such as participation in multi-agency task and finish groups, audits and the wider partnership elements it contributes to. The focus was on keeping people safe through direct case management in creative ways and supporting staff doing this. The competency based level 3 safeguarding training was suspended because the team were unable to gather large groups of staff members in a training room along with the increased demand on our health care operational staff to care for very sick and vulnerable patients in our care. This resulted in the suspension of 17 training sessions of which there were 10 adult and 2 children’s sessions during the period. This would have given capacity for 585 training places equating to 325 adults and 260 children’s spaces available to staff.

With the easing of restrictions in mid-2020, the safeguarding service were then able to recover and restore their level 3 competency based safeguarding training service provision back to the pre Covid-19 position whilst retaining some of the innovative and transformational ways that it had delivered

business during the restrictions. Prior to Covid training as delivered in large groups directly to staff but this model changed to the team delivering the majority of the training virtually using Microsoft Teams and were able to engage a larger audience using this format. Some direct face-to-face training has been provided to operational teams who have been able to organise solutions for their teams to book a large enough space for their staff to social distance during these sessions.

Staff have found the accessibility and interactive sessions to be effective through the Microsoft team's model and the team have invested in developing their knowledge and skills to improve the delivery with the continual improvements and updates made to the software. Staff are able to access the training easily as no additional commute is required and have meant staff not being able to get to a venue previously have now more accessibility to the training. Staff are able to post questions and comments in the chat area and share experiences and knowledge. The team will continue with this innovative delivery model for their training whilst offering choice for those wishing to attend a face-to-face session.

The team have equally adapted the way they deliver individual and group safeguarding supervision to operational teams, delivered mainly virtually during the period of pandemic. Teams have benefited from this and restoration and recovery has continued with this as an available option along with meeting in person in a Covid secure space. Teams and practitioners choose their preferred method. Staff are able to prepare the cases they wish to bring to case management supervision or identify themes to discuss in the group supervision before the session. The safeguarding service operates a duty system between the hours of 9-5 and demand has increased significantly with this service in the last year requiring an increase in resource needed to staff it. There has been an increase in safeguarding adult and child referrals with the easing of lockdown restrictions. Within the children's arena there has been a multi-agency increase in the number of non-mobile babies presenting with non-accidental increase, which has led to multi agency auditing and planning and is supported by national data as a theme. In the adults arena the increase has been because of demand in numbers of safeguarding alerts and have progressed to an enquiry. The team has seen a

17% annual increase in cases for self-neglect and 16% increase for psychological abuse.

The safeguarding and looked after children service have adapted their attendance at statutory and clinical meetings and now represent the service virtually through corporately approved software platforms. Patient care and safety meetings were prioritised by the safeguarding and looked after children partners across the system during this time. Equally the team continued to manage partner requests for referrals, enquires, Deprivation of Liberty (DOLS), Mental Capacity Act (MCA), domestic abuse and management of safeguarding and domestic homicide reviews throughout this period through agreed virtual meetings, which have continued since recovery and restoration commenced. EPUT have representation on the partnership sub-group and are involved with the contribution of Individual Management Reviews for families where either EPUT or the 0-19 service has been involved with their care.

The looked after children team needed to adapt their service delivery model to co-ordinate and monitor the health needs of the looked after children (LAC) within their care. The team co-ordinate and signpost for the health needs of LAC on behalf of the health economy within a local commissioning area although care can be delivered by all parts of the health care system. The service undertook Covid risk assessments as per the statutory health care guidance for all review health assessments required for looked after children. The risk assessments were to assess risk to staff, children, carers and members of the household to ascertain if any had Covid symptoms or were self-isolating and offered a virtual or physical contact dependent on the outcome of the risk assessment and the child's wishes. The team provided the same service to support foster carers on managing the health needs for looked after children placed in their care based on their Covid risk assessment.

The service has developed a safeguarding Standard Operating Procedure for the delivery of the mass vaccination Covid immunisation programme that the organisation has been delivering on, so that those immunising have an appropriate safeguarding operational procedure to meet the service needs, keep themselves and individuals attending for vaccination as safe as possible.

The services have worked with other corporate governance teams to assist with the safeguarding aspects of recruitment and training of the staff and volunteers who have been employed to help deliver the vaccination programme.

Southend Borough Council Children's 0-19 Public Health Service - Delivery through COVID Pandemic

The service model in the initial stages of the pandemic was adapted and informed by the COVID 19 Community Prioritisation Guidance from PHE and NHSE and the subsequent restoration guidance to ensure that a risk stratification process was in place to safeguard vulnerable children. This guidance was developed nationally to support health care staff in making informed decisions on the best way of continuing to deliver care to families whilst keeping children, families, staff and household members safe from Covid.

Service delivery followed the business continuity plan with frequent staff briefings, held daily during the early days to ensure that operational leaders and practitioners were confident of the delivery model considering the rapidly changing environment, guidance and risks.

The delivery model incorporated the use of virtual delivery platforms to ensure accessibility of the Healthy Child Programme (HCP) to families, children, and young people. This was supported by the development of an emergency standard operating procedure and risk assessment to ensure that clients requiring initial assessment or who had been identified as on the Universal Partnership Plus Pathway (UPP) where prioritised for face-to-face delivery so that the health needs of children and young people identified as most at risk were identified.

Access to drop-in style clinics was stood down and an appointment-based system instigated via the children centres, to ensure that emerging health needs could be assessed in a timely manner for children and young people, by either a health visitor or school nurse within the community setting.

Increased communication across the system was instigated by the service with operational managers from 0-19 PH, early help, children's social care,

maternity, early years commissioning and education to identify themes and risks promptly so that these could be addressed. An example being the increase in clients impacted by mental health who had 'just been managing' pre pandemic and who required additional support to meet their child needs. An urgent referral system was put in place with early years commissioning to support rapid access to early years settings, on the referral of the health visitor which proved vital for many families.

With school environments closed, access to school nurses was via the virtual environment, children centre or client home. Joint visiting was also undertaken with the child or young person's key worker. The CHAT health confidential texting function was reviewed and extended to enable parents to access the offer. The service offer was also communicated to parents and young people who are electively home educated via the EHE newsletter.

Communication letters were sent to key stakeholders - primary care, early years, maternity and head teachers advising them of the service model and how to contact the service. This was also communicated via the organisation's website and service twitter feeds.

In line with restorative guidance, recovery and restoration plans have been put in place. All children on the universal pathway who received a virtual contact in lock down one have been invited to an assessment clinic for a face-to-face review of their growth. The contact model for universal clients during subsequent restrictions was increased to a combined virtual assessment and face to face review within a children centre to increase client contact and support holistic assessment.

The National Child Measurement Programme (NCMP) was stood down at a population-based level, and in line with PHE the service is currently delivering the programme to the prescribed schools as identified for the representative sample. In addition, the school nurses are undertaking weight, height, hearing and vision screening to all children on the Universal Partnership Plus caseload to ensure that any unmet needs during the pandemic are identified. This is not the same for the other levels of caseload need for those receiving Universal or Universal Plus care. School nurses are also delivering opt in

hearing and vision screening to year R entry for 2019/20 and 20/21 and where there are concerns identified.

Whilst the use of virtual platforms for communicating with parents/carers and young people has its place in some aspects of service delivery, it does impact on the quality and ability to undertake a holistic assessment on children and young people across all the domains, especially family and environmental. The ability to hear the voice of the child is particularly difficult. The impact on vulnerable children is still emerging with greater number of referrals being reported by the health liaison nurses within the multi-agency safeguarding hub at the end of each of the three lock downs.

A service audit was undertaken following concerns identified by health visitors regarding the increase in pre-mobile infants within their caseload who had been identified as suffering NAI, which appeared heightened during the implementation of government restrictions, the learning and recommendations from which have been shared with the partnership. The service has also contributed to the wider 'deep dive' exercise on NAI in pre-mobile babies undertaken across the local children's system to gain greater insight and learning. Lessons learnt nationally may indicate that there is a need to review and consider the combined elements of isolation, young parents, financial difficulties and known parental mental health issues which became a thematic analysis found during lockdown for involvement with children aged under 1 and non-accidental injuries.

In response to SCR/Child Practice Reviews the following standard operating procedures have been developed to support practitioners in their safeguarding practice over the last year:

- Working with Vulnerable Families for 5-19 Practitioners
- Core health Assessments for 5-19 Practitioners
- Electively Home Educated and Missing from Education 5-19 Practitioners.
- Transfer n and Out of Children's Records

As part of the wider children's system approach to the roll out of the Grade Care Profile 2, Three practitioners have undertaken the train the trainer programme to support delivery across the partnership. The Graded Care

Profile is being rolled out across the partnership from learning from child practice reviews within the local area.

The service has used appropriate PPE and maintained face to face contacts to children subject to statutory processes and/or identified as vulnerable and continued face to face contacts at new birth and 6 weeks. Staff attendance at management and safeguarding supervision has been maintained as per standards to support risk management/identification and safe practice.

The service except for drop-in clinic activities, which continue to be appointment based in order to remain COVID secure, has now returned to a pre pandemic model from the 12/4/21, the results of which will be reported mire fully in the Annual Report for 2021-2022.

To gain insight into the client experience of the Children's 0-19 Public Health Service a feedback survey has been developed on the Southend Borough Council 'Your Say' website to ensure the user voice informs service development and delivery.

The following excerpts are compliments received during COVID from parents:

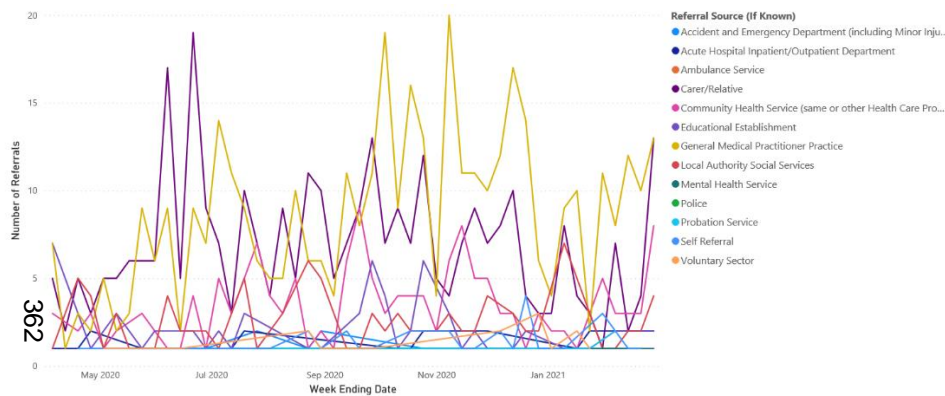
'I just want to say a big thank you from the bottom of my heart you have no idea how much you have helped me. Before you met me, I was going through stuff with my ex and I thought there was no way out I opened up to you and you went extra mile to get me the help that I never knew existed.'

'You especially helped me to feel safe and supported when we first moved down here and almost are our constant! I'm incredibly grateful that you are still there at the end of the phone or email so if something suddenly happened then I know that you're still there in case of emergency.'

NORTHEAST LONDON NHS FOUNDATION TRUST (NELFT)

The initial impact of the Covid Pandemic on the NELFT EWMHS response to the delivery of its service meant that the service had to redesign its care pathways to accommodate safe practices around the pandemic restrictions in order for business to carry on throughout the last 15 months. During the initial phases of the pandemic referrals dipped, however since April 2021 the service has seen a significant increase in the number and clinical severity of referrals it has received. We have seen a shift over the last 5 months in the

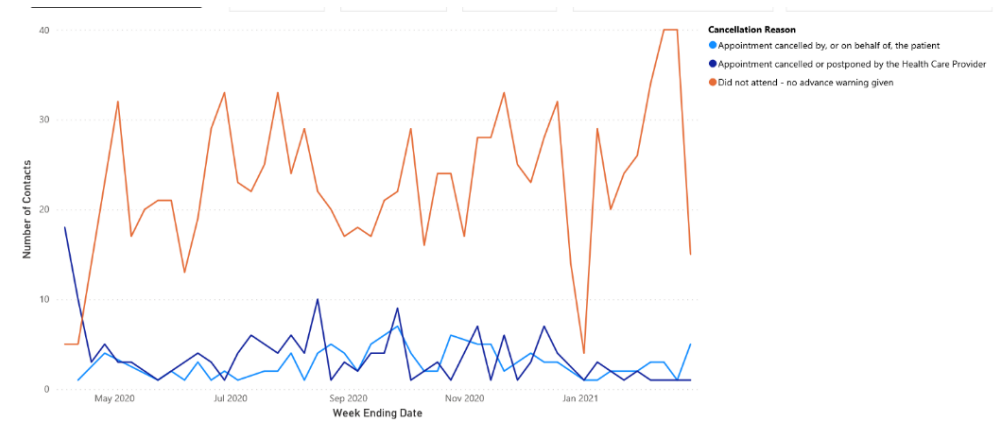
type of referrer, with a marked increase in referrals received from GP and parents and carers as well as self-referrals whereas previously there was a higher number of referrals received from education and community health providers. This is a pattern to be expected as young people were not able to attend school and parents and carers were spending more time with their young people to be aware of concerns. In addition there has been a significant increase in crisis and A&E attendances. Overall we have seen an increase in all referrals including self-referrals and referrals from GPs with a peak of 20 referrals being received by our SPA on one day from GP services alone in November 2020.



In line with the national data trends the EWMHS service has seen a significant rise in the number of young people presenting with an eating disorder

In order to respond to not only the increase in demand and acuity of cases, but also in continuing to offer a service to those existing service users within the constraints of infection control and social distancing requirements of the Covid Pandemic, the service has adopted a mixed delivery offer which includes choice of virtual, phone call or face to face. The virtual nature of assessments and contacts for many young people has spoken a familiar language to them and allowed some to engage on a level they are more comfortable and familiar with and has improved their engagement. This has

also reduced the number of missed contacts and non-attendance from pre-pandemic levels.



The increase in virtual working has also improved partnership working and NELFT frontline practitioners as well as managers and safeguarding team members have reported increased attendance in meetings and ease and frequency of attendance at multi-agency meetings. This is across the board from improved attendance at SSPC meetings and strategic meetings through to attendance by relevant agencies at core groups and CP conferences and other operational meetings. In turn this has improved the ability to information share between agencies and undertake better joined up risk assessments between agencies.

Irrespective of the mechanism of contact with service users, capturing the Voice of the Child has been consistent and professional curiosity has been encouraged. NELFT have adopted a Think Family model and provide a safeguarding advice service for both adults and children who work closely together to offer robust advice that considers the whole family. This continues through all aspects of the safeguarding work that is delivered including through training delivery aimed at training across the lifespan for topics such as domestic abuse and exploitation and the development of new processes that have been implemented to share information with partner health agencies... In particular NELFT safeguarding team along with the health providers of Universal services across Southend, Essex and Thurrock, which include EPUT, ECFWS and NELFT's own Universal services, have

developed an Information Sharing letter that EWMHS sends to the safeguarding teams in these agencies to raise awareness of safeguarding concerns where it has been identified there are other young people or children living in the same households in order to ensure there is professional oversight and consideration of the risks to those individuals as well.

NELFT have continued to participate in learning reviews and have adopted various methods for dissemination of learning including 7 minute briefing in response to the inability to meet face to face with groups of practitioners.

Representatives from NELFT have continued to be part of Southend Safeguarding Partnership working groups for Harmful Sexual Behaviours and NELFT has produced new guidance and toolkits in line with up to date evidence to assist staff in managing cases identified of Harmful Sexual behaviours. This work has carried on throughout the pandemic. For NELFT practitioners these resources are available on the TRUST Intranet.

All staff working in the service must undertake Level 2 safeguarding training as a minimum and those staff clinically working with young people are also mandated to undertake Level 3 safeguarding children training, LAC training and have 3 monthly safeguarding supervision in addition to their clinical and managerial supervision, which pre-pandemic would have been undertaken face to face. They also attend PREVENT training and adult safeguarding training.

In response to the pandemic, the NELFT safeguarding team took a responsive approach to converting the existing classroom training to on-line virtual training to ensure staff remained compliant and up to date in their knowledge.

NELFT recruitment has continued to be in line with safer recruitment guidance both before and during the Covid Pandemic. Recruitment and retention in CAMHS is a national issue and NELFT are not alone in having a number of vacancies in the wider team which is covered through the use of agency staff. The Southend team have generally had very stable staffing during the period being considered, though there were a number of staff who moved into new roles as part of natural job progression and development which did leave a gap in the service. This gap was managed

very effectively and creatively to ensure it had little impact on service users by agency staff cover alongside the introduction of a pilot project to offer brief interventions of 3-4 sessions to a low risk cohort of young people who had been on a waiting list for a period of time. Of the young people offered the intervention, when triaged before acceptance, 50% felt they no longer needed any intervention and their presentation had improved 17% needed to be moved into a further, more intensive service and the remaining 33% felt the brief intervention had been successful in helping their presenting problem and were satisfied with the care they received.

It is also of note that throughout the Pandemic the Southend team met it's 18 week waiting list KPI and all children were seen in this timeframe.

SOUTHEND BOROUGH COUNCIL - EDUCATION

Context

For the purposes of this document the word settings relates to all educational settings: all of Southend's early years and schools of whatever type serving all ages, and however governed, managed or funded. It also includes a review of safeguarding in 2020-2021 in Southend's FE colleges.

All settings are expected to continue to be aware of and implement effective safeguarding procedures and policies in accordance with both their status as Relevant Agencies under Working Together 2018 and their legal requirement to comply with Keeping Children Safe in Education (KCSIE). It follows therefore, that safeguarding, preferably preventive and based on early intervention and partnership with the child and the family, remains a core purpose of, and an active component in, the everyday life of the setting and the practice of every adult working in, or governing it. This set of fundamental principles guiding safeguarding in education is reinforced in all training and staff's involvements with settings, including throughout lockdown. It will also always feature strongly in dialogue with the local authority, both when safeguarding concerns are raised, and when a school or MAT "health check" is completed in partnership with the setting. Where there are gaps in the skills, knowledge or understanding in any part of the workforce, or in those whose governance responsibilities are equally clear,

are evidenced by casework or regular scrutiny, the matter is addressed directly at the highest level of leadership in the setting by the appropriate officer or agency. Safeguarding therefore remains an active verb and is proven to be everybody's business as Southend's children and young people are educated.

Overall settings and schools

Safeguarding remains a key feature of regulatory scrutiny by OFSTED in its inspections of all schools, from Early Years settings through all-age schooling including special schools and alternative provision settings. Although the frequency of inspection paused during the pandemic, where concerns or for sampling reasons apply, OFSTED continued to carry out regulatory inspection. The Council's and SSP's active inspection support for settings continues, through means such as governing body training, webinars with Headteachers, discussions at the Schools Forum convened and administered by SSP (Children) and when necessary, direct contacts with schools and other settings to address their own or an agency's concerns. Officers of the Council in education and Social Care services, including the Director of Education and Early Years and the Local Authority Designated Officer (LADO) (whose role is to ensure the thorough investigation of any allegations about an adult working or in contact with children and young people). liaise on a regular basis about generic and case specific issues, ensuring wherever possible that lessons settings need to learn regarding safeguarding issues are disseminated. The SSP(C) also convenes a Schools Forum which discusses relevant and "live" safeguarding issues, including the effects on both students and staff of the mental and emotional wellbeing concerns surfacing as children either learned in isolation at home and online, or how things have been for all concerned during "between lockdown" periods when schools and colleges have been fully rather than partially open

OFSTED

During the pandemic and beyond, strong working relationships between the council, its education settings and regional Senior HMI continued. Senior HMI address meetings of Governors responsible for the safeguarding role in schools, Headteachers and Designated Safeguarding Leads (DSLs) on

safeguarding duties, including currently "hot topics" such as knife and other serious and violent crime, and harmful sexualised behaviour, among children and young people many of whom are also living vulnerable and very complicated lives, the effects of which go with them into their behaviours, friendship groups and risk taking in their schools or colleges. Both of these themes are also high on the agenda of the Partnership as a whole, and Southend has a range of strong network connections between education settings and sources of help, support and information including organisations in the voluntary sector, and representatives of Essex Police.

On a periodic basis, HMI contact The Director Of Education directly should they have specific concerns about a particular school or setting.

In one instance this related to alleged discrimination that could have led to safeguarding challenges within a particular Southend secondary school, which were discussed directly with the leadership of the school and reported back to OFSTED. In this case, the school had made their best endeavours to accommodate the needs of the young person. In another instance the issue was about specific allegations, raised within the community concerned, about the leadership of a setting and the Multi-Academy Trust associated with schools in the borough. This matter had previously been raised and investigated by regulators, and they had been satisfied that the leadership of the Trust had made appropriate changes to their procedures. In both cases, both academies, the relationship held between the council and settings allowed appropriate scrutiny and challenge sufficient to report positive outcomes back to regulators.

Every such enquiry is investigated in full by relevant officers and reported back by the relevant Council officers, who in most cases would already be aware of and have dealt with the matter prior to being contacted by OFSTED.

The number of cases of direct complaints to OFSTED from parents continues to be high, in line with such escalation in most authorities. Reasons for this could include that parents consider that a direct complaint to OFSTED shortcuts other complaints through the published school procedures. In the main these are not "safeguarding" issues directly, but relate to dissatisfaction with an aspect of the provision from the setting, for example the quality of

teaching in relation to aspects of behaviour management that the parent considers has either not been dealt with effectively, or indeed are using OFSTED to circumvent school procedures. However, each complaint is considered at face value and then investigated by a senior officer from either education, or if it is clearly a safeguarding risk and allegations have been made, by the LADO. It is of continuing concern within Southend services that OFSTED does not appear to direct complainants in the first instance to the settings published complaints policy and procedures, prior to passing these complaints on to the authority. Given approximately 80% of Southend's schools are academies, whilst they continue to work with the LA, academy schools no longer under our control, this is of particular concern given the limits on the LA's ability to intervene unless there is a proven or strongly suspected safeguarding concern requiring immediate attention. For most complaints a parent might raise, the setting itself should be dealing with the matter, with the LA brought in, rightly, if on the basis of its statutory duties it proves necessary for it to intervene.

On a regular basis meetings take place between senior Council officers and senior HMI, either through the established system of "annual conversations" or through less formal meetings. In such meetings, matters of safeguarding are always discussed, including through the appropriate sharing of intelligence about a particular setting as a way of ensuring that the respective parties have a shared understanding of possible emerging issues.

Specific Safeguarding categories

Knife crime, the presence and activities of gangs, and criminalised behaviour in some young people

The council, its partners and the police continue to play a very active role in this area, including in work done directly with young people and their education settings, since 2018 staff from the LA have completed See The Signs programmes with over 8,000 pupils across over 40 (80%) of the schools in the borough, this work continues and sessions are booked in until March 2022. Significant and high-profile campaigns have successfully brought the matter to the attention of the public, school pupils and staff, and those working or leading in, or students enrolled in and attending, FE settings. The

partnership also have a Child Exploitation Champions Forum which meets 4 times per year which provides a programme of training relating specifically to CSE/CCE/Gangs and County Lines which is well attended by professionals from local schools.

Harmful sexualised behaviour

The publicity this issue which started as the financial year covered by this SSP report concluded, has significantly raised its profile with schools and settings, and among their students and families. The Director of Education receives weekly reports from the police concerning posts on the "Everyone's Invited" website. To date, no Southend school has been named. However, other regional and public websites do have allegations relating to mostly secondary age schools in Southend. These range across the full continuum, from friendship issues to allegations of a serious sexual nature. The LADO scrutinises these reports as they occur and are posted, and follows up with all schools named should there be concerns directly. Data on this emerging matter will feature in next years annual report in more detail.

Senior HMI have previously spoken, and will in the Autumn term speak again with governors and Headteachers about their responsibilities and response to such allegations should they arise in their settings, but more importantly, schools are reminded to create and be able to give the strongest possible assurance about the practice that exists, and the culture that obtains, in their schools. The recent publication of a high profile, non Southend grammar school elsewhere in Essex, brought to light in the summer term 2021 rather than during the financial year 2020-2021 but bringing with it a judgement of Inadequate on the said school, will bring this matter ever more fully and urgently to the attention of Headteachers, governors, and students themselves. More importantly, schools, the council and OFSTED will continue to work with school leaders to ensure that they can, as far as they are able have effective systems in place to listen to, hear and act upon any such allegation. It also remains important that the voices and views of Southend's students, in any and all settings, are heard and acted on. In addition, schools' attention will continue to be drawn to the curriculum implications for supporting this work, asking schools how their PHSCE curriculum will create safe spaces and encourage mature discussion. They are also challenged on

the development and regular review of their policies, and to address what contribution the RE curriculum, including through the work of Southend's SACRE could and should play for example. The key to this work will be the skillful, trusted work that key staff, or volunteers, within the school do to support pupils who feel vulnerable because of the peer group culture in their settings. In part this work will be both helped and accelerated by Summer 2021's OFSTED reports, and its ongoing work in this arena.

Pandemic response and safeguarding

A significant amount of work was done, and systems and policy were put in place at very short notice to mitigate the effects of the pandemic on schools. It was apparent from the start of the pandemic in Spring 2020 that the DfE regarded the local authority as the key conduit for work in all settings, irrespective of their status as an academy, maintained, private or other provision, a role that council officers have happily filled. The relationship Officers continue to with all schools continues to be significantly strengthened by a continued expectation of regular, mutually professional dialogue on all aspects of the pandemic response, including the Directors of Public Health and Education running and participating in weekly webinars with school leaders where concerns could be aired and addressed in partnership.

Whilst this degree of multi-agency support across education and public health focused on wide ranging aspects including Covid testing, outbreak control, and wide-ranging advice, support and guidance, at its heart was the safety, safeguarding, and wellbeing of all pupils, whether they were positioned and learning in or out of their school or other setting.

With almost immediate effect, systems were stood up that allowed agencies, through the settings themselves, to monitor matters including attendance, infection rates, self-isolations and pupils' or students' purposeful and positive engagement with remote learning. Weekly calls to the DfE ensured Officers and settings could supply, as required, high quality and detailed data and intelligence on overall numbers. However, in addition, Southend's services took the decision to ensure that this provision of intelligence extended to providing, and being able to analyse, pupil level data, in particular regarding

our more vulnerable pupils, and actions taken through the appropriate group or individual.

Of particular note has been the work undertaken by the borough's Early Years teams to ensure continued safety and provision for preschool children. Throughout the pandemic, officers from these teams have worked firsthand with settings and families to ensure, wherever they could, that provision continued for families wherever it was required.

Particular support for Southend's most vulnerable groups of children and young people

Be they pupils with an Education Health and Care Plan (EHCP), or other vulnerabilities, the Education services of the Council required schools and settings to undertake and present risk assessments, undertaken at individual levels, of their particular needs. These were "rag" rated, and we required settings to act accordingly based upon the perceived or proven risk. This could range from light touch, virtual check-ins on a weekly basis, to face to face home visiting by relevant officers whose attention had been drawn to a child or family by the school. Schools were required to maintain this close-attention risk assessment and management, and it was sampled and monitored by officers, including OFSTED inspectors some of whom were stood down and seconded into the authority for several months. This way of working had the added bonus of additional gravitas brought in by Ofsted HMIs, but also allowed the regulator to see "business as usual" practice across both the LA and the borough's schools.

Our data teams ensured that this granular level data collected setting by setting was monitored on a frequent basis and fed back weekly to both the council's senior teams and the DfE.

In addition to our oversight, the settings and schools themselves put in place strong and effective procedures to ensure that pupils continued to be well, safe and to thrive as far as they were able. These included, for example, a primary school headteachers and her senior staff delivering daily food packages to over 50 pupils in order that they could have "eyes on" with families about whom they had a range of concerns.

Other aspects of safeguarding provision in the education sector, led by the authority

Vulnerable Learners

Linked to the SEND inspection referenced below, significant work continued with settings' leaders to ensure as far as they could that vulnerable groups were safeguarded, both within and outside of anything prompted or brought to bear by the pandemic. Monitored by a subgroup of the Education Board, on a rolling basis, the Vulnerable Learners Subgroup (VLSG) group considered categories of vulnerability including LAC, EHE, persistent absentees, part time timetables and exclusions for example. This group consists of officers from Education, social care and other services and school leaders from each phase of education including early years. On a meeting-by-meeting basis, the officers or organisations accountable for the particular cohort are asked to present a report and data on the means they are using to ensure effective and safe provision. These meetings are reported directly into the Education Board and supported by several other functions such as fair access panels for example.

SEND

SEND continues to be a priority for the area partnership, including the safety and wellbeing of SEND learners. Following the inspection in 2018 which found four areas of significant weakness, these areas were subject to regular monitoring and challenge by the Department for Education and National Health Service England officers. The subsequent regulatory revisit will feature in the next year's annual report.

At casework level, officers continue to support all learners in line with their statutory duties, including those with and EHCP. In addition the area works with schools who are first and foremost accountable for those with SEN support. This includes offering support and signposting to schools and where required challenge in respect of their respective duties for SEN support and those on the threshold.

THRIVING COMMUNITIES AND TACKLING NEGLECT

In 2020 the approach to understanding and reducing Neglect in Southend-on-Sea came under review. Neglect across all age groups was a topic of discussion at an informal meeting of the Health and Well Being Board (HWBB) in June, when work was focused through an established Neglect Task and Finish group of the Southend Safeguarding Partnership (SSP).

The decision was made to view Neglect through a wider lens, reaching beyond the statutory system to incorporate a Thriving Communities element and work in a strength-based way enabling community-based prevention, and to define what Thriving Communities means as a partnership with community at the heart of the work.

In September 2020 a handover from the Neglect Task and Finish Group to the co-chairs of the new Thriving Communities and Tackling Neglect group (TCTN.) Chairing is shared by Southend Association of Voluntary Services (SAVS) and Southend Borough Council (SBC) was completed.

A transition period followed leading to a permanent Thriving Communities and Tackling Neglect Group, aiming to identify and address what needs to happen next:

- Clearly define neglect and increase awareness through planned Communications and public awareness raising activity
- Review Group membership and increase community representation, including where possible "experts by experience" with personal knowledge of neglect as a feature in their lives or those of family members.
- Achieve agile working by focusing on the best use of resources, ensuring the focus is on more time for and concentration on actions.
- Identify what resource and capacity needs exist in existing systems, and explore how to source what is needed
- Create a space for a strong and engaged community voice as part of this work

- Build on the work of the Neglect Task and Finish Group, given much had already been undertaken on the causes of neglect and contributing factors.
- Alongside the TCTN's direct reporting line into and accountabilities to the HWBB, ensure formal reporting also takes place to the SSP.
- In concert with the above requirement, ensure transition points and joined up practice are productive, between TCTN's non-statutory work and the statutory services that deal with neglect at higher, including statutory, intervention levels

Work on the causes of Neglect and contributing factors, based on work already undertaken by the Neglect Task and Finish group which has clearly defined the areas below.

Root Causes:

- Child's or neglected adult's physical or intellectual impairment(s) or disabilities,
- Nutritional and other physical neglect, in homes where there is little or no warmth or physical support to daily needs, poor physical safety or cleanliness, or basic human dignity.
- Emotional neglect (for example all physical needs are met but nobody talks to the victim, knows where they might be or what they might be doing, on a long term or permanent basis.
- In children, educational or developmental neglect, where there is too little, or even no, support to move that child on in their learning, or their readiness to socialise, to learn or to achieve.
- Averse childhood experiences including parental mental health,
- Parental, partner or in adult neglect one's own alcohol and/or drug misuse,
- Effects on sense of self-worth and likely physical or mental health of being a victim or witness of any form of domestic abuse,
- Parents living away from the family home such as through parental separation, having a significant adult in prison,
- Working on neglect across borders,

- Directly and determinedly addressing diverging opinions about risk and thresholds by professionals,
- Housing issues,
- Debt issues,
- Families living chaotic lives,
- Parental or other familial capacity/understanding,
- Professionals not always taking into account historical concerns.

Presenting Factors:

- Poor school readiness (using national early development and learning measures, progress checks by health professionals addressing developmental milestones,
- A child's or adult's behaviour or change in behaviour,
- In children, poor communication skills,
- In any age group, physical neglect seen in poor health choices leading to conditions such as obesity,
- Parent, child or neglected adult – including self-neglect in the latter - not engaging with professionals or services such as education, health or other support services.
- Not brought to, or not attending key appointments,
- Self-reporting and/or disguised non-compliance,
- Episodic neglect (sometimes referred to as "bouncing" in and out of neglect when professionals discuss cases), and
- Issues of delay, hand-off between services, drift.

Effects/Impact:

- In children: developmental delay or disability,
- Services' unintentional focus on parental needs rather than outcomes for the child,
- Poor physical, emotional or mental health,
- Chronic and potentially lifelong poor self-esteem or emotional literacy,
- Poor educational attainment,
- Poor life chances into adulthood,

- In extremis, and at any age, death as a result of issues not being addressed.
- Southend 2050 is one of the drivers for all of this work, alongside the HWBB and TCTN is accountable to the HWBB and reports to the Safeguarding Partnership – both Children’s and Adults wings.
- The TCTN work aligns to the Southend 2050 Safe & Well outcome - residents across the borough feel safe and secure, however this crosses into all themes. Specifically, TCTN’s work contributes to all of the following
 - Pride & Joy - Southend as a place & community
 - Active & Involved - partnership work which will tap into the residents of Southend and their lived experiences
 - Opportunity & Prosperity - one of the causes of neglect is financial and impacts on all ages.
 - Connected & Smart - the world has changed and daily life is reliant on technology in all areas for the most basic daily activities and social interaction.

In Southend the prevalence of Neglect from a statutory perspective is historically and currently higher than the national average amongst both children and adults. There are typically two indicators or triggers used by relevant services working in the statutory levels of the system – a trigger factors of neglect of the child as part of a Child Protection plan, and neglect in all forms as part of a section 42 enquiry for adults. There is the potential to use further measures and this is to be explored via a needs assessment, taking into account the lists of factors for consideration given above, and considered as part of using the Graded Care Profile (2) which is an ongoing initiative being rolled out in children’s teams across the borough, beginning in children’s social care services and eventually into all agencies.

With the foundations in place through the borough’s Neglect Task and Finish group, this work has provided an opportunity to build on. A Thriving Communities Workshop and a Stakeholder survey were completed in December. Feedback and learnings taken from these activities were used to inform a proposed work programme to take forward. Terms of reference were then created.

The two co-chairs conducted a series of 1:1 conversations and discussions with existing members of the group and also met, and continue to meet, with a number of potential new members from the Voluntary, Community, Faith and Social Enterprise (VCFSE) sector to build on the existing community representation and enhance the voice of those with lived experience.

TCTN has conducted initial discussions with the University of Essex regarding their potential ability to support of an evaluation of the work being done, through social research. The discussions have begun to explore ways to feed any learning and development back into both the group, and at HWBB and SSP levels so that it becomes embedded.

In March 2021 the Thriving Communities & Tackling Neglect (TCTN) group implemented a new structure, including the creation of both Strategic and Operational Groups. Gaps in representation from Health, Police and further VCFSE representatives in the Strategic Group’s membership have been identified as part of this next stage activity.

An agile way of working has been agreed, with both groups meeting monthly for one hour. To support this pattern of working, the Thriving Communities groups working together will agree to focus on a maximum of three work streams at any one time.

Three initial work streams agreed:

Communications

1. Needs Assessment
2. Community Panel

In addition to this, TCTN has continued to raise awareness of its work across various boards and groups, including but not exclusive to:

- Adult Social Care Recovery Board – TCTN’s work now forms part of the agreed ASC strategy
- Southend Borough Council Commissioning Board – Raising awareness of need to think about prevention as part of our commissioned services
- Public Health –Health Improvement Group

- TCTN has been involved in the redesign of Children’s Centre offer as Centres are brought back in-house
- TCTN is also part of the new Early Help Partnership Strategy and its associated delivery plan

The wider aims of the TCTN groups moving forward into 2021-2022 and beyond will now be focused on:

- Reducing the prevalence of early-stage Neglect, given early intervention can turn the situation around for any age of resident who may be affected.
- improving community as well as services’ responses to people who may be at risk of Neglect
- Ensuring individuals’ needs are met at the earliest opportunity – across the children and adults landscape, therefore embracing neglect by parents in children or by carers of people of all ages, and in adults of any age, the issue of self-neglect.
- Engaging communities to play an important role in supporting people, centrally for TCTN in preventing, detecting and reporting safeguarding issues due to neglect. What is already in place to do so? Is a central question in trying to invigorate and ensure such a community response.
- Exploring how effective and accessible the services provided to prevent Neglect are. Using learning and evidence to improve systems and outcomes, feed learning back to stakeholders to help improve delivery of services and early intervention outcomes.
- Exploring how the children’s and adults’ partnerships, and the services and agencies which are members, can and will support, and as appropriate work with, individuals and families in their communities. For example, in helping parents to know where to go for support, when things are going wrong for them at an early stage and their children may suffer neglect if help and support are not there; or in adults, in two strands: how are carers supported when the potential for neglect is otherwise present, and how are vulnerable individuals supported to try to avoid a drift into self-neglect.

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CHILD EXPLOITATION AND MISSING

What’s the problem and the data behind it?

Children who are victims of, or at risk of child exploitation is an area of ongoing concern for the partnership and this encapsulates broad areas of risk outside the family home including involvement in county lines, serious youth violence, trafficking, online grooming and sexual abuse. The models of grooming and abuse rapidly change and therefore the nature of the response needs to change in line with the presenting risks. For example, as recently as in 2018, 99% of the children with exploitation flags were females at risk of CSE. However currently 44% are females at risk of CSE whilst 56% are males predominantly at risk of CCE.

Whilst the number of children with an exploitation flag over previous years typically fluctuates between 80-100, currently this figure stands at 120 which is a 20% increase on pre covid maximum numbers. Given many children and young people likely to be at risk were not ‘out on the streets during much of the pandemic’s lockdowns, one conclusion that may be drawn, reflecting emerging national data, is that organised criminals and potential abusers continued to build their influence and profiles, but reached many potential victims online, in readiness for ‘physical’ involvement once the lockdowns end. Over the last 3 years there are a number of factors that may have influenced these changes in profiles. The national and local rise of county lines drug dealing has led to there being roughly 35 active lines within the borough. This has resulted in the emergence of two main youth gangs who are involved in the distribution of class A drugs and the involvement in significant levels of serious youth violence. This combined with local training across the partnership has resulted in professionals being able to recognise and refer young people at risk of possible CCE.

Police data suggests that of all knife-enabled crime, children and young people are responsible for over a quarter of these offences and in regards to localities, countywide data suggests of all wards across the county Southend has 3 wards in the top ten for highest levels of knife enabled crime including the number 1 ward. This is supported by 3 young people locally being involved in murders over the last 18 months and increased levels of referrals

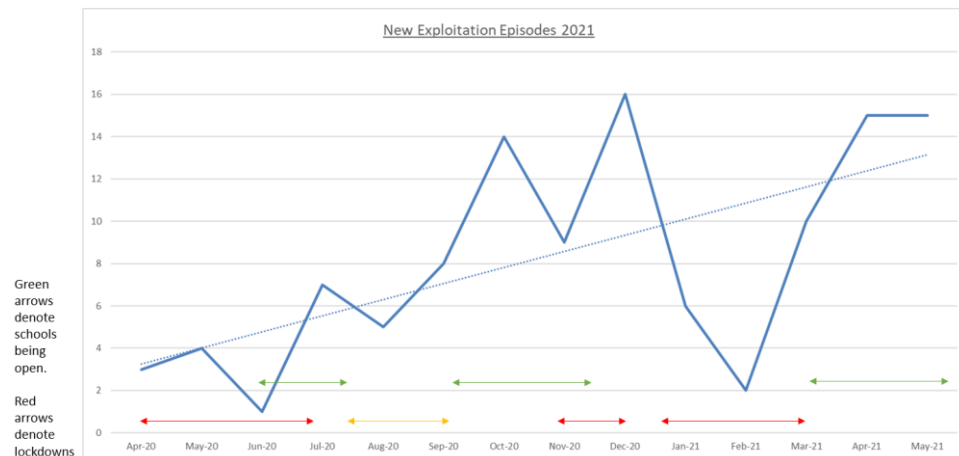
for young people with stab wounds the majority of which can be attributed (at least anecdotally) to gangs/drugs/county lines.

To explain how the number of girls with a CSE flag has halved we need to consider that many of the girls with a CSE flag during 2018 (and prior) were victims of or at risk from the same perpetrators who since this time were either incarcerated or moved out of area. Other factors such as robust offers from the Police & Children’s Services in regards to prevention and early recognition diverted children from this cohort, so much so, an agreement was made to continue with a specialised team to address and work with child exploitation. We may also need to consider that the recent training and campaigns on CCE have increased awareness of county lines but inadvertently may have created a blind spot to seeing CSE or this form of exploitation may have become more hidden.

Impact of Covid

During 2020 the numbers of children with new child exploitation markers stayed consistent to those seen in 2019, however the referrals came in clusters, often following the return of schools after holiday periods. Typically, we would see somewhere between 4-8 new cases of exploitation each month, however recent trends have seen these numbers more than double. Consequently, this consistent cluster of new cases has resulted in a large number of children with exploitation markers and the numbers continue to grow in 2021. A snapshot of the primary reason for referrals into Children’s Services and opened by AIP Team on Early Help Plans indicated a rise in risks related to digital safeguarding, this data again suggests a change to the types of exploitation being reporting within the borough.

- 26% of referrals primary reason – **Digital safeguarding**
- 26% of referrals primary reason – **CSE**
- 48% of referrals primary reason – **CCE/County Lines**



What has been done?

There are a number of overlapping workstreams that contribute towards the greater aims in addressing exploitation and serious youth violence, these include:

- SET Child Exploitation Board
- Essex Violence and Vulnerability Unit and related action plan
- SSPC Child Exploitation and Missing subgroup and action plan
- Southend CSP and Southend V & V Group
- SET Exploitation Strategy 2019-2024 - <https://safeguardingsouthend.co.uk/downloads-children/?search=SET+exploitation>
- SSPC Child Exploitation & Missing Action Plan 2021 <https://safeguardingsouthend.co.uk/downloads-children/?search=missing>

These work streams have resulted in successful local campaigns such as See The Signs receiving high levels of engagement with the wider community and providing opportunities for intelligence to be fed into the wider system; there have also been countywide campaigns focusing on online safety that have taken place termly and provided a number of tools to professionals and parents alike. Operation Make Safe has taken place which has involved

purchase testing and training for hotels and Operation Henderson where partner agencies descended on local train stations to raise awareness and offered training to local rail staff and businesses. We are currently working closely with the National Working Group (NWG) and Active Southend experience

Training has been a core component of this work stream with See The Sign's sessions being undertaken with over 2,000 professionals across the borough including taxi drivers, education, health, police, housing and foster carers. A series of webinars from national leaders in the field have taken place as well as partnership training on trauma and ACE's and a team of Child Exploitation Champions from across the partnership have been recruited and trained to be champions within their organisations. This has led to partnership wide understanding of exploitation in its various guises and provided professionals tools and skills to work directly with young people.

Bespoke programmes have been designed and rolled out in schools to provide children of all ages the skills and awareness to spot the signs of grooming; there are sessions on CSE, online grooming and See The Signs sessions (county lines and knife crime) that have been undertaken with over 8,000 pupils between 10 – 18 years old. Essex Police CYP Officers are also in schools undertaking a range of safeguarding programmes with teachers and children. Likewise, our dedicated media campaigns -Who's Controlling your Child (aimed at parents/carers and grandparents) Who's Controlling your Friend (aimed at children aged 11 and above) and Merry Muletide (a dedicated Christmas campaign aimed at drug users) have attracted over 2.5 million impressions, over 26,000 likes and comments and over 15,000 visits to the website or microsite from the online campaigns.

Partnership funding acquired through the VVU has been used to undertake more targeted work where data and research has identified at risk groups and locations, this has included an enrichment and diversion programme for students at the local PRU, this has previously resulted in increased attendance and reduced exclusions. A local charity, ATF have been funded to undertake a 6 step programme with young people residing in the 3 wards in the borough with the highest levels of youth violence. Project 360 has been commissioned as a targeted coaching and mentoring programme to support

those children most at risk of criminal exploitation to access college and work and during the first phase of the project, managed to support 50% of the attendees into some form of ETE.

Case studies

Some of the young people embroiled in county lines and gang culture but have successfully escaped have shared their experiences and as a partnership there are some key themes that came out:

- The presence of consistent committed professionals was important – they knew they could go to them when they hit their lowest moments (reachable/teachable moments)
- Support for the parents is as important as for the young people – they can often feel that they have lost their children
- The use of sport and employment have been key interventions in helping to divert young people

What next?

Exploitation and adolescent safeguarding risks outside of the home continues to be an area of evolving practice and due to its nature requires a whole partnership approach, as no single agency can address this as a silo any more than the police can arrest our way out of it. Exploitation and the exploiters are indiscriminate and with the rise in online grooming and the impact of the national pandemic, the usual vulnerability warning flags do not necessarily apply, as any child is a potential victim. The current data suggests that despite pockets of effective partnership work in this area, the risk to children and young people to different forms of exploitation remains and whilst for many; effective early intervention and diversion can prevent them from being harmed; for those embroiled in county lines or groomed by skilled exploiters the risk of harm and lifelong trauma is significant.

The partnership needs to undertake further predictive analysis across agencies, and use the dashboard and exchange or share information that results to drive practice; and continue to reflect and evaluate on the case studies where significant positive change has happened as well as those that resulted in significant harm in order to continue to develop our approach.

SSPC AUDIT & QUALITY ASSURANCE (AQA)

by Louisa Jibuike Chair

Introduction:

The AQA is a Subgroup of the Southend Safeguarding Partnership (Children) whose main responsibility is to support the Safeguarding Children Board to have a strategic overview of the quality of Safeguarding activity across its area of responsibility. This is to ensure effective and accountable safeguarding children performance and monitoring systems are in place to safeguard children and young people living in Southend locality.

The AQA carries out work from other SSPC Subgroups through annual workplan and produces regular exception reports and information to the Partnership, as required. The AQA Subgroup meets quarterly with extra meetings to carry out audit work if needed. Attendance at meetings has been good.

IMPACT OF COVID 19 ON AQA WORK DURING 2020-2021.

The Coronavirus disease 2019 (COVID-19) outbreak was declared a public health emergency as being of international concern by the World Health Organization (WHO) on 30 January 2020, and subsequently declared a pandemic on March 20, 2020, as the number of cases increased spreading widely across the world. The first national lockdown in the UK commencing on 23 March 2020 resulted to disruption in services, meaning that AQA found that across the borough there was significant reduction in families' access to support services across additional or special needs in education, access to some health services for both physical and mental/emotional needs, and early level social care or family support. This has had and at the end of the 2020-21 year was still having a great impact that touched on all areas of children and family lives and created more vulnerability, including that which has affected families and children previously unknown to services.

The Covid 19 Pandemic also impacted negatively on the ability of the AQA Subgroup to carry out major audit work over the whole of the financial year 2020-2021, given the lockdowns and restrictions were introduced almost as this year commenced, and continued throughout it.

During the recovery period that commenced as the financial year closed the AQA Subgroup plans to collaborate with all of Southend's Safeguarding Partners to plot, and assess the proven and measurable effectiveness of, all agencies' and the partnership's work to adapt all professionals' practice to take advantage of new, more flexible, and far more partnership-driven, outcomes focused ways of working. These were developed at speed at the height of the pandemic and have continued throughout. Our work in the coming year will concentrate on capturing and reporting on the effectiveness of all agencies' responses to the need of vulnerable families, children and young people.

COMPLETED AUDITS: PARTNER AGENCIES:

- Mid and South Essex Hospitals (Southend University Hospital):
- Quality audits of referrals to Childrens Social Care were completed in December 2020, findings from the audit were shared and work on training had been completed.

Plan for the coming year, learning from 2020-2021

Audit to be replicated across the other two MSE hospitals and the subsequent Analysis Report and Action Plan be shared with the AQA group.

School 175 Schools Safeguarding Audit:

The Audit was to seek assurance from Schools through self-evaluation of their Safeguarding against both Keeping Children Safe in Education (KCSIE) and Working Together 2018 (WT2018) Statutory Guidance. It was completed March 2020.

INDIVIDUAL AGENCY AUDITS: Non-Accidental Injury (NAI) AUDIT/DEEP DIVE (EPUT).

Non-Accidental Injury (NAI) Deep Dive.

Non-Accidental injury, sometimes also referred to as abusive head trauma but actually covering all such injuries in a child, is a serious form of physical abuse. If the site of injury is the head, it can cause brain injury. In these audits, the concentration was on non-mobile babies, such injuries to whom have been of national concern throughout the pandemic. The National

Safeguarding Children Panel has this as an area of concern. Head injury in particular may be caused by shaking, impact injuries or a combination of both. Injuries to long bones, hands and feet are common NAIs. Internal organs can also be damaged by physical abuse. Burn and scald injuries, severe bruising of soft tissues, diet related issues including obesity, malnutrition and near-starvation, are also common NAIs. NAIs are often, though not always, connected to other forms of abuse, and to neglect whether physical, emotional, developmental or educational. Sometimes, and a feature during the pandemic when face to face services have not been offered at the usual rate or intensity, NAIs are brought to services' attention in families where there have never been any issues or concern, or interactions with social care or other "high end" intervention services.

NAI, particularly where it concerns the head injuries mentioned above, most commonly occurs in children under the age of two who cannot defend themselves or run away from the risk of being hurt by adults they trust who should be caring for them. NAIs can cause long-term disabilities, or at worst death. The COVID 19 pandemic has in particular left babies more vulnerable than in normal times when health visiting and other services would have been more present in families' lives, and has heightened the risk factors due to lack of access to these and a range of community based services,. These factors have reduced the ability of health professionals to pick up the early warning signs of parents and carers not coping, and potentially being likelier to hurt children in their families.

Work has been completed on this deep dive, which discussed the demographics and other life features of 6 babies in 5 Southend families. A report has been prepared for the partnership and AQA have been assured that there were no more NAIs brought to services attention through the 2nd and 3rd COVID waves.

SBC CHILDRENS SERVICES QUALITY ASSURANCE AUDIT:

Audit completed September 2020, report shared with AQA Subgroup. Areas of good practice and areas marked for improvement noted. Work is being done around Genograms in relation to family backgrounds, identifying the

men and other adults who might be part of child's life that can be useful when completing assessments.

EPUT SUPERVISION REPORT:

Completed June 2020, findings shared with the Subgroup. The audit was in relation of the safeguarding to supervision compliance by 0-19 Health Visitors, School Nurses and EPUT targeted Children's Services Practitioners, report was shared with the AQA in June, 2020.

British Transport Police:

British transport police reports -submitted September 2020 was aimed at establishing Safeguarding standards and procedures they have in place in their organisation that informs everyday practice.

OVERVIEW OF WORK TO BE DONE IN 2021.

SECTION 11 AUDITS:

Partner Agencies -EPUT, MSE, Southend CGG, Southend Borough Council and police all paused audits due to the Covid 19 Pandemic.

S11 Audit will be undertaken in 2021, an agreement has been made to align the S11 document with SET to minimise duplication for bigger Providers.

The forms has been finalised and sent out to partners to use for the 2021 S11 Audit.

Serious Case Reviews & Local Child Practice Reviews:

The Subgroup hope to undertake Audits or Deep Dive work resulting from these reviews alongside the SSP Strategic Priorities.

Harmful Sexual Behaviour:

Work on HSB held up by Covid, this is because of NSPCC not sending work, this has delayed progress of work.

Graded Care Profile: AQA Subgroup to look into how we can quality assure work already completed through feedback or evaluation?

NEGLECT:

Deep dive into Child D neglect work originally planned by the neglect Task and finish group moved to thriving Communities. It is hoped that work for the SSPC AQA would be directed from the Partnership.

SUPERVISION:

Work on Supervision was also delayed by the Covid 19, Partner agencies are currently supporting their staff, monitoring quality and keeping their policies up to date.

ADDITIONAL WORK:

Southend SBC Early Years report results was completed June 2020. The Good Practice Checklist tool which is sent out to all childcare providers annually to determine and gain assurance of the quality of safeguarding practice has been shared with AQA.

Outstanding:

Southend CCG's Modified Section 11 Self-Assessment Audit of GP's.

PROGRESS:

Due to Covid19 an extension to the 7th August for submission was agreed. A quality audit of the returned audit tools will be undertaken by the CCG Named GP and Safeguarding Professionals and the findings will be shared with the AQA.

Also, the AQA subgroup will be looking at Recommendations from the NAI (Non-mobile babies) deep dive, work has been completed and findings shared with AQA Subgroup.

SSPC PERFORMANCE SUBGROUP

Current situation

1. The group now benefits from access to the SBC data dashboard for partners to focus their workplans and allows for detailed discussion to inform how the data can be used to better support and safeguard Children. This has been available since 2020 and the emphasis is very much to make more use of it to better enhance services.

2. From January 2021 the subgroup leads have timetabled pre-performance sub-group meetings with the statutory partners to interrogate the dashboard and identify any areas for further discussion/ analysis at the next Sub-Group.
3. The performance sub-group is now chaired by Essex Police, DCI 187 David Browning.
4. Dates for future sub-group meetings had been forward planned and diarised for invitation to ensure attendance is maximised.
5. The group also reviews its on-going workplan for the forthcoming calendar year to ensure it adapts to the present climate or emerging issues. The sub-group is now more focused towards an end product each time to see an outcome from the analysis, research, presentation and discussion of each area of concern.

An update on the various work elements that the subgroup has undertaken this year is below.

1. In December 2020, it was noted that by Children's services that whilst safeguarding referrals in September returned to pre-COVID levels this was not sustained in that there had been an overall reduction in referrals comparing to September to November 2020 to 2019 (125 fewer referrals in 2020 than 2019). However, there is some evidence of increasing levels of harm in individual cases e.g. we have seen a number of non-accidental injuries (NAI) to under 1's with families that were not previously known to Children's services. There has also been an increase in the number of children subject to child protection plans from 162 to 180. Mid and South Essex University Hospitals Group have been undertaking some work in relation to the impact of COVID on children attending hospital settings. Some of this has been discussed in relation to under 1's but they are also compiling data in relation to impact on children's mental health and associated hospital attendance. This was presented at the sub-group in May 2021 in detail and a program of work identified by partners to better service children. This report was the product of a deep-dive due to the increase in very young babies sustaining non accidental injuries during the first lockdown. The deep dive highlighted that due to the lockdown new

parents did not have the support from families that they may have needed. The lack of face-to-face visits from health visits and GPs, communication and MH were key themes. All 4 mothers had a history of poor MH and we need to push this more as a safeguarding board. A Perinatal Psychiatrist was involved which was very useful. Partners noted that this is a national issue and colleagues across Essex and Thurrock can take learning from the report.

2. It had been identified by the group that an emerging issue could be the MH impact on children throughout the lockdown period of COVID. A group discussion was facilitated within the SSPC performance sub-group in relation to the MH impact on children. Health presented on the topic and figures provided to give background information to highlight where children had been presenting to obtain help with MH issues. Data provided to show A&E admissions at key points throughout the pandemic and lockdown periods which showed decreases at varying points. The group were keen to investigate this in more detail to establish possible reasons and to ensure support/help mechanisms were still being used elsewhere rather than A&E admissions. Partners agreed a deep dive would be needed to look further into this and a cover report request made for this to be completed to the SSP. Referral mechanisms by professionals were also discussed to ensure the right service was chosen. As well as decreases, increases were also evident at key time points and the group were keen to investigate these also and potential links to child anxiety for school return as an example. The group awaits this report to inform its next steps.
3. Neglect and how partners are addressing this issue is a key part of the sub-groups work, this is still on going. A separate group had been established to tackle this and is the Thriving Communities & Tackling Neglect Group – Formerly Neglect Task & Finish Group, Anthony Quinn & Mike Bennet Co-Chairs.
4. A newer area of work is that of HSB (Harmful Sexual Behaviours). The Harmful Sexual Behaviours (HSB) Action Plan has been received from the NSPCC and an Action Plan for the Partnership will need to be developed from this. A timeline is currently being discussed within the sub-group to identify a forward plan for delivery.

5. The impact of COVID on the number of children being educated at home after the lockdown periods had ceased has increased and Education presented on where the increase is being experienced particular to schools as well as when. Education were able to articulate what steps are taken to ensure support is in place for all children whether EHE or in mainstream education. Figures provided indicated numbers of children who had been electively home educated increased from 21 pre-COVID to 136 towards the end of the last lockdown period, as well as an increase in un-registered children for education.
6. The sub-group has oversight of the thresholds document by Children's Services which is reviewed each year and it is brought to the sub-group for sign off.

JOINT LEARNING & DEVELOPMENT

The L&D group was established to take direction and support the work of the SSP, practically responding to their key priority areas, and ensuring local safeguarding arrangements are effective and deliver the outcomes that people want. The Sub-Group acts as one of the mechanisms by which the SSP will hold local agencies to account for their safeguarding work, including prevention and early intervention, and coordinate strategic and operational safeguarding activity.

Its Key Functions are:

- Information sharing: Member feedback on information and activity that supports safeguarding and the work of the group. Information shared in representative groups and to relevant colleagues by members to support holistic working and shared understanding.
- Communication: Sharing good practice and lessons learned from Serious Case Reviews, Child Death Reviews, Serious Adult Reviews, Learning Disability Death Reviews and other case reviews. Reporting of learning and development issues to the SSPC and SSAP. Discussion, feedback and recommendation forum on workforce safeguarding issues.

The outputs from the L&D group are:

- Attendance and meaningful input at relevant Task and Finish Groups to support the production of key work that delivers on Board priorities.
- Creation, monitoring and maintenance of a clear and transparent Annual Work Programme agreed by the SSCP and SSAP, reflecting strategic priorities as agreed by the Southend Safeguarding Partnership Strategic Group annually.
- Respond to and drive National Priorities as deemed appropriate by the SSCP and SSAP.
- Develop an understanding of the safeguarding training available and delivered locally and its impact.
- Work in an informed way with the Performance and Audit & Quality Assurance Sub-Groups to ensure holistic activity and informed outcomes.

The work of the group includes

- ³⁷ Providing assurance that staff from representative groups are equipped to respond to safeguarding issues competently and with confidence.
- Actively work to support the priority areas identified by SSP.
- Actively work to support the 4 priority areas as agreed by the SSP of:
 1. Cross cutting system improvements in the areas of:
 - a. partner Improvement Plan delivery,
 - b. collaborative working around Casework Practice, Quality of Referrals & Assessments and Appropriate Interventions (right place, right time),
 - c. tangible improvement to cross system working.
 2. Respond to the areas of 'Neglect' and 'Children with Disabilities' as emerging National Priorities.
 3. System changes that impact on Safeguarding
 4. SSP development and broader safeguarding governance arrangements.

Work Delivered

A very brief summary of the L&D outputs is included here. The brief paragraphs belie the time and effort given to ensure these projects are delivered to the right people, on time, in budget and at the right quality. All this was done during the most pressing times of the COVID-19 pandemic with very little resource.

'Threshold' training was designed, and scenarios developed by volunteers from services who have already undertaken work on the topic and have already used strong referrals to provide training with frontline NHS clinical staff. It was noted that this exercise would likewise be useful for social work and nursing students during training, and including these groups is under consideration. The L&D group also considered the use of socially distanced online multi-agency learning to best ensure this reaches the correct practitioners, with representation from each key partner on the panel to lead for each agency and ensure that each sector is appropriately represented.

Graded Care Profile: A task and finish group worked with the NSPCC to deliver the 'train the trainer' sessions and to make available all the training material on a secure part of the Southend Safeguarding Partnership Website. The facility of 20 trainers offers a great foundation for the introduction of the GCP. The 5 workshops in January were affected by the COVID-19 pandemic but there were still excellent numbers.

Harmful Sexual Behaviours (HSB) : The L&D Group have produced an action plan that will deliver appropriate multi agency training around the topic of HSB. A bid for additional funding has been made to the OPFCC and we hope that Partners will be able to identify suitable resources (trainers) with this support.

Supervision Workshop: A workshop was held to explore Partners policy and systems of Supervision. The intention was to share learning and to explore opportunity for multi-agency supervision in cases where there are clear benefits. Approximately 40 people attended the session and a great deal of practice and policy was shared between agencies; many indicating they would take the learning back to their organisation. A report was submitted to the full Partnership boards for their consideration.

SAFEGUARDING ADULTS CASE REVIEW (SACRP)

Purpose

The purpose of the SACRP is to assess the need for review of events that have led to serious harm and/or death of Adults in the Southend area.

The prime purpose of the Panel is to follow SSP Guidelines for (Safeguarding Adult Reviews) SARs ([here](#)).

Safeguarding Adult Review

We have started one SAR in this financial year. We have completed the work to produce a draft report (by the Independent Author – Alan Coe) and are currently consulting with Partners and the Family before releasing the final report. The report will be shared with the Coroner’s inquest and then published. Learning from the report will be shared with partners and the L&D subgroup to ensure that the learning is delivered and embedded where appropriate.

Analysis of Safeguarding Adult Reviews (April 2017 – March 2019)

The LGA has (December 2020) released their final report ‘Analysis of Safeguarding Adult reviews (April 2017 – March 2019)¹’ (the report). The 244-page report presents the findings of the first national thematic analysis of published and unpublished safeguarding adult reviews (SARs) in England since implementation of section 44, Care Act 2014 and covers all SARs completed between April 2017 and March 2019 inclusive; a total of 231 SARs.

The report offers the Southend Safeguarding Partnership opportunity to learn from the outcomes and recommendations from all these SARs.

The report sets out the descriptive statistics relating to core information about the SARs within the analysis and reports on the thematic analysis of key learning relating to four domains [or themes]. The report illustrates both good practice and practice that required improvement in the SARs analysed,

and where relevant includes human stories drawn from the SARs to illustrate key messages.

The report also comments on the extent to which equality and diversity emerged clearly within the learning themes generated by the analysis.

The report did not only consider SAR’s in isolation but explores similarities and differences between the findings of the analysis and the findings of previous thematic reviews of SARs revealing a number of learning opportunities, as did the reports, on the enduring learning from seminal SARs. It also considers how this learning can inform national priorities for development and improvement and makes recommendations for sector-led improvement and for how the Care and Health Improvement Programme can support local implementation of change.

One output of the report was to identify significant changes that SABs have achieved because of SARs they have conducted.

Also included is a commentary on the processes of commissioning and conducting SARs, with reference to the SAR quality markers, to identify any emergent model of good governance in this field.

The report includes many examples from the content of SARs that led to the ‘improvement priorities’ it concludes with. Whilst a long document these could provide significant benefit for Partners.

There is a great deal for the Southend Safeguarding Partnership (Adults) (SSPA) to consider and we are all aware that we have a new strategy, workplan and the outcomes of the recent review of our arrangements; resources are already stretched.

We cannot however ignore the improvement priorities included in this report. A Summary of report improvement priorities articulated in the report in four ‘domains’ [themes] and were appropriate they have been added into the workplan of the SSP described earlier in this report.

¹ <https://www.local.gov.uk/analysis-safeguarding-adult-reviews-april-2017-march-2019>

1. SAB practice on the commissioning and conduct of SARs
2. Support for adult safeguarding practice improvement
3. Revision to national policy/guidance
4. Further research (for example through the NIHR programme) to inform sector-led improvement initiatives

1. SAB practice on the commissioning and conduct of SARs

- SABs should review their record-keeping to ensure that completed SARs remain in the collective memory and available as a baseline against which to measure subsequent policy and practice change.
- The SAR quality markers should be reviewed and completed, informed by the findings of this national analysis. After dissemination of the revised quality markers, SABs should be asked to report on how they have been used to enhance the SAR process.
- SABs should be asked to provide reassurance that partner agencies understand the relevant legislation regarding referral and commissioning of SARs.
- Regional and national SAB networks to be used to review approaches to the interpretation and application of section 44 Care Act 2014 in decision making about SAR referrals.
- SABs should review their governance procedures for SARs and ensure that referrals and decision making are timely, with meeting minutes and reviews clearly noting the reasons for positive or negative delay.
- SABs must ensure that SARs identify the types of abuse and neglect within cases being reviewed.
- SARs should give a full account and offer a reflective analysis of the methodology used. The quality markers should be revised to emphasise the importance of methodological rigour.
- SAB should review their reporting of SARs in annual reports to ensure compliance with the requirements of statutory guidance and the imperatives that learning is embedded, and the impact and outcomes of reviews evaluated.
- SABs should review their approach to ensuring the quality of reports.
- This research highlights the need for better recording of ethnicity in SARs. Terms of reference for all SARs must include

- consideration of how race, culture, ethnicity and other protected characteristics as codified by the Equality Act 2010 may have impacted on case management.

Supporting sector-wide learning from SARs

- The future of the national library of SARs should be secured, with SABs committed to depositing completed reviews therein, and technology developed to enable searching by types of abuse and neglect.
- SABs locally and regionally adopt the data collection tool as the basis for learning from SARs.
- Regional and national networks provide a space where SABs can discuss learning regarding a proportional and change-oriented approach to cases involving types of abuse and neglect that have previously been the subject of local reviews.
- Regional and national networks provide a space where SABs can discuss and disseminate learning from experiences involving the individual and/or their family in SARs.
- Sector-led improvement to engage with SABs to capture the impact of review activity.
- SABs locally, regionally, and nationally should be leading a continuing conversation that seeks to address the questions that arise out of the poor practice reported by SARs.

2. Support for adult safeguarding practice improvement

- The national SAB network should engage with DHSC, ADASS, NHS England and Improvement and other national bodies responsible for services whose roles include adult safeguarding to reinforce agency and service compliance with their duties to cooperate and share information.
- Sector-led improvement to explore further work on the interface between section 42 and section 44 Care Act 2014: (a) to inform understanding of routes that provide best learning in cases involving people who have survived abuse and neglect, and (b) to inform initiatives to strengthen practice in the category of abuse and neglect most over-represented in section 44 statistics (ie self-neglect).

- Consideration should be given to the **dissemination of briefings on good practice** regarding all forms of abuse and neglect but especially those newly highlighted by the Care Act 2014 within adult safeguarding, such as domestic abuse, modern slavery and discriminatory abuse (hate and mate crime).
 - Briefings should be published for practitioners and managers on the implications for best practice in adult safeguarding of the requirements of the **Equality Act 2010**.
 - In light of the reporting by SARs of poor practice in direct work with adults at risk, SABs should review (in local, regional and national discussion) how they seek assurance on practice standards and contribute to improvement across their partnerships. Based on SAR findings, priorities for attention include:
 - How **needs and risks are assessed and met** (addressing specific forms of abuse and neglect; responding to gender, race, sexuality, learning disability; assessing, planning and reviewing intervention; risk and safeguarding; factors such as finances, housing, health, mental health, mental capacity; key processes such as hospital discharge and transition; working with families and significant others; recording);
 - **Making safeguarding personal** (securing engagement; relationship-based practice; knowledge and understanding of history; promoting participation and voice; personalising intervention);
 - Practitioner attributes: Improving knowledge, skills, confidence, legal literacy and professional curiosity.
 - In light of the reporting by SARs of poor interagency working, SABs should review (in local, regional and national discussion) how they **seek assurance on standards of interagency practice** and contribute to improvement across their partnership. Based on SAR findings, priorities for attention include: case coordination, leadership, use of complex case management frameworks, information-sharing, interagency referrals, safeguarding processes, understanding of roles, out of area placement and organisational disconnect.
 - In light of the reporting by SARs of concerns about how organisations support safeguarding practice, SABs should review (in local, regional and national discussion) how they seek assurance on **organisational systems, culture and resources**, and contribute to improvement across their partnership, working to the priorities set out in the main report. Based on SAR findings, priorities for attention include: workload pressures, staffing, supervision and support, management oversight and leadership, lack or shortage of services, commissioning, organisational structure, culture and systems.
 - In light of the consistency of recommendations in SARs across all four domains of analysis, which often appear to replicate those made in reviews that predate the time period under review in this national analysis, SABs should review (in local, regional and national discussion) how they **seek assurance on practice standards** and how they contribute to service and policy improvement and enhancement across their partnerships. Priorities for attention include:
 - how to **maximise learning from previous reviews** to ensure that future reviews use the available evidence-base to explore where good practice has been facilitated and where barriers to good practice need to be confronted
 - how to **share learning between SABs** to develop proportionate approaches to future reviews that build on the evidence-base rather than starting afresh.
- ### 3. Revision to national policy/guidance
- In light of the findings from this national analysis, the **statutory definitions of types of abuse and neglect should be revisited** and, if necessary, revised to ensure that they fully capture the developing understanding of the contexts in which adult safeguarding concerns and risks emerge.
 - Statutory guidance should be revised to indicate when the **time period** for a SAR commences.
 - SABs, regionally and nationally should discuss the role of SARs in **sharing learning with central government departments and national regulatory bodies** and in holding those bodies to account when

findings require a response that is beyond the scope of SABs locally to implement.

4. Further research (for example through the NIHR programme) to inform sector-led improvement initiatives

- Comparative research should be commissioned to highlight the effectiveness of different review methodologies.
- Projects should be commissioned to develop the evidence-base for good practice with respect to preventing, and protecting people from, particular types of abuse and neglect, working to the priorities set out in the main report. This is especially important with respect to those types of abuse and neglect that are prominent amongst the cases in the sample, such as self-neglect, but also those that were added to adult safeguarding by the Care Act 2014, such as domestic abuse and modern slavery, and those that were the focus of what have become “seminal” reviews prior to the time focus of this national analysis but where findings and recommendations have been repeated in SARs in this sample.

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SSPA PERFORMANCE, AUDIT, QUALITY & ASSURANCE

The Performance, Audit, Quality and Assurance Group (PAQA) meet quarterly to take a strategic overview of the quality of safeguarding activity of partners, by ensuring there are effective and accountable safeguarding performance and monitoring systems in place. The purpose of the group is to support the Safeguarding Adults Partnership to ensure local safeguarding arrangements are effective and provide a mechanism to hold local agencies to account for their safeguarding work.

This has been largely achieved this year by the review of The Partnership Safeguarding Dashboard; concentrating on the analysis and challenge of the data collected with the dashboard.

This has generated discussions and scrutiny of safeguarding activity including:

- The benchmarking of local safeguarding data against national data.

- Monitoring of the number of Safeguarding Section 42 Enquiries, noting an increase during the latter half of the year.
- Some increase in themes including ‘Modern Slavery’ and ‘Organisational Abuse’.
- Increase in ‘Neglect and Omission’ and ‘Self Neglect’.
- Safeguarding outcomes for the over 85 age group.

A summary of discussions and outcomes are presented to the Safeguarding Adults Partnership on a quarterly basis. The group noted that services had been exceptional busy during the last year due to the pressures of the pandemic on services and the impact the pandemic has had on vulnerable adults.

This year the group has also meet to discuss the paper: Analysis of Safeguarding Adult Reviews (SAR) 2017 – 2019 and has set about strengthening the post SAR review process to optimise longevity of learning and keep learning within the ‘collective memory’.

For the next year the group has agreed to look at ‘The Partnership Work Plan’ and how the group can contribute to the achievement of actions within in.

Budget

REGIONAL COMPARISON (EAST OF ENGLAND UNITARY AUTHORITIES) 2020

Childrens Safeguarding Partnership Budget

Adults Partnership Safeguarding Budget

	Local Authority	Health	Police	Total	Comb. Totals
Bedford Borough	£114,090	£62,663	£18,300	£195,053	£225,053
Bedford Borough	£20,000	£5,000	£5,000	£30,000	
Ctrl. Bedfordshire	£111,243	£54,830	£19,992	£186,064	£216,064
Ctrl. Bedfordshire	£20,000	£5,000	£5,000	£30,000	
Luton	£154,660	£87,068	£29,071	£270,799	£444,153
Luton	£82,124	£72,984	£18,246	£173,354	
Thurrock	£177,444	£17,777	£17,777	£212,998	£304,523
Thurrock	£54,025	£18,750	£18,750	£91,525	
Southend	£60,700	£36,031	£14,355	£111,086	£211,778
Southend	£41,950	£36,031	£22,711	£100,692	
AVERAGE	£139,359	£55,584	£21,285	£216,228	£301,342
AVERAGE	£43,620	£27,553	£13,941	£85,114	

(Note: This only includes the strategic partners contributions. Southend have received approximately £12,000 from smaller contributors this year which will not be available next year)

Appendix 1: Local Authority Data Matrix (DfE/Ofsted derived)

Details are for children/young people only

Introductory Commentary

The tables and data that follow are routinely gathered as a result of localities' mandatory returns of information and statistical data to the Department for Education, other government Departments, and/or Ofsted or other national regulators and inspection authorities. They are, on an annual basis, "snapshots in time." However, where they can be compared year on year they are one – but never the only – source of information and comparison with others doing the same work for their own children and young people. Where there are blank spaces, this is either because the nature of data requested has changed form year to year, or because data was not collected or returned in a particular year or for a particular cohort of children and young people. The tables are to the greatest possible extent signified by:

- Green (Southend doing well and/or in the top ranks of localities in this area of data collected, against statistical neighbours and/or England averages)
- Amber (Southend is not in the lower ranks but there are areas for development, attention and/or improvement in this area)
- Red (Southend is in the lower part of the cohort of 150-plus Local Authorities or Partnerships and should pay serious attention to this indicator in order to ensure, secure and sustain improvement.)

Contextual Data and Inspection Results

Children's Services Statistical Neighbour (SN) Local Authorities (DfE generated comparisons) are "families" of local authority areas which exhibit substantially the same characteristics as each other, in terms of demographics, age and ethnic mix, likelihood of low or high average incomes, indicators such as crime rates, housing issues, employment, public health, socio-economic spread of incomes and a wide range of family characteristics.

SN "families" are a means of benchmarking different areas or England against each other, but by their very nature they are not perfect. They are used locality by locality to make approximate comparisons only. Southend's SN Authorities are:

- Swindon (Very close match),
- Plymouth (Very close),
- Medway (Very close),
- Bournemouth, Christchurch & Poole (Very close),
- Kent (Very close),
- Sheffield (Very close),
- Isle of Wight (Very close),
- Telford and Wrekin (Very close),

- East Sussex (Very close),
- Torbay (Very close)

Inspection of Local Authority Children's Services (Ilacs)

Date of Publication	Type of Inspection	Overall Effectiveness	Children who need help and protection	Children in care and care leavers	Impact of leaders on social work practice with children and families
27/08/2019	Standard	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement

Single Inspection Framework

Date of Pub.	Overall Judge.	Children who need help and prot.	CLA and achieving perm.	Adoption perf.	Exp. and prog.of Care Lvrs.	Leadshp. mgt and gov.	Effect.of the (LSCB)
07/07/2016	Req. Imp.	Req. Imp.	Req. Imp.	Good	Good	Req. Imp.	Req. Imp.

Social Context

	Primary State-Funded FSM Eligibility (inc. Academy & maintained Nursery)	Secondary State-Funded FSM Eligibility (inc. Academy & CTC)	Primary State-Funded First Language other than English (inc. Academy)	Secondary State-Funded First Language other than English
	2021	2021	2021	2021
%	23.2	14.5	14.1	12.2
Rank	87	38	67	74
England	21.6	18.9	20.9	17.2

Social Mobility Index Rank – 2017 – 63

"Rank of Average Deprivation Score (1 = most deprived)" - 2019 - 76

Children (Aged Under 16)				
	Living in Poverty	Living in Low-Income Families		
	2017	2018	2019	2020
%	15.2	16.3	16.0	15.8
England	17.0	18.0	18.2	19.1
Number of Unaccompanied Asylum-Seeking Children				
	2017	2018	2019	2020
No	11	17	22	16
England	4,700	4,560	5,140	5,000

Population Estimate: Children Aged 0-17 Yrs		
2017	2018	2019
39,115	39,540	39,738
11,866,960	11,954,620	12,023,568
0.33	0.33	0.33

Pupil Premium			
2019-20	2019-20	2020-21	2020-21
No Eligible	Alloc £000s	No Eligible	Alloc £000s
6,811	8,488	-	-

Early Years

Early Education Places for 3 & 4 Year Olds				
	2018	2019	2020	2021
Number of 3 and 4 year olds benefitting from some free early education	4,200	4,208	4,206	3,990
% Children benefitting from early education places	92	93	92	88
England	94	93	93	88
% 3&4 yr olds in funded early education With Good/Outstanding providers	95	94	98	97
England	93	92	92	93

Early Education Places for 2 Year Olds					
	2014	2018	2019	2020	2021
Number of 2 year old children benefitting from funded early education	390	446	513	459	404
% Children benefitting from early education places	-	62	64	60	56
England	-	72	68	69	62
% 2 yr olds in funded early education With Good / Outstanding providers	58	94	98	100	97
England	71	95	95	97	97

2,3 & 4 Year Olds at Providers with Staff Qualified to Graduate Level (EYPS, EYTS , QTS)				
	2018	2019	2020	2021
% 2,3 & 4 Yos benefitting from providers with Staff with EYPS	42	31	38	38
England	720	659	545	515

Schools And Teachers' Information

	Number of Pupils including Academy & CTC (Jan 2021)	Number of Schools including Academy & CTC (Jan 2021)
PRIMARY (State-Funded)	15,772	33
SECONDARY (State-Funded)	14,131	12
SPECIAL (State-Funded)	595	5
TOTAL	30,498	50

	FTE Teachers in Service in State-Funded Schools (No.)	Vacancy Rates (%)
2017	1,759	0.20
2018	1,728	0.30
2019	1,699	0.40
2020	1,667	0.20

Health

HPV Vaccination Coverage (females 12-13 years old)				
	2018	2019	2020	Latest Rank
%	89.3	91.5	88.7	22
England	86.9	88.0	59.2	

Chlamydia Diagnosis Rate 15-24 Year olds			
	2017	2018	2019
Rate per 100K	2,303.4	1,649.7	1,699.8
England	1,929.0	1,999.3	2,043.4

Emergency Hospital admissions caused by unintentional and deliberate injuries to children (0-14) Rate per 10,000				
	2018	2019	2020	Latest Rank
Rate	78.3	77.1	66.3	21
England	96.4	96.1	91.2	

Inpatient admission rate for mental health disorders per 100,000 population aged 0-17 years.				
	2017	2018	2019	2020
Rate	28.4	38.3	37.9	113.2
England	81.5	84.7	88.3	89.5

Childhood Overweight & Obesity Rates				
	2018	2019	2020	Latest Rank
Reception	22.41	22.54	22.65	66
England	22.38	22.59	22.96	-
Year 6	32.11	33.03	33.17	46
England	34.32	34.29	35.19	-

Under 18 Conception Rates per 1000 Girls				
	2016	2017	2018	Latest Rank
Rate	27.1	24.3	21.4	111
England	18.8	17.8	16.7	

Number of child death reviews completed on behalf of the LSCB which were assessed as having modifiable factors			
	2018	2019	2020
Number	-	5	-
England	1,015	965	862

Under 18s alcohol-specific hospital admissions rate / 100,000				
	2015/16-17/18	2016/17-18/19	2017/18-19/20	Latest Rank
Rate	-	17.03	12.67	14
England	32.86	31.55	30.65	

Education Standards and Participation

Educational Attainment

Early Years Foundation Stage (EYFS)												
	2015	Rank	2016	Rank	2017	Rank	2018	Rank	2019	Rank	Latest Qtrl.Band A-D	Latest Avail. Engl. Av.
Average Points	36.3	6	36.5	5	36.2	10	35.7	20	35.5	29	A	34.6
Inequality gap	28.8	39	30.8	70	32.0	83	29.1	39	29.8	42	B	32.4
Good level of development	68.5	40	71.1	44	74.1	28	73.9	36	74.0	38	B	71.8
Key Stage 1 Phonic Decoding Required Standard												
	2015	Rank	2016	Rank	2017	Rank	2018	Rank	2019	Rank	Latest Quartile Band A-D	Latest Available England Average
Phonic Decoding	77	62	80	83	82	51	82	75	83	45	B	82

	2015	Rank	2016	Rank	2017	Rank	2018	Rank	2019	Rank	Latest Quartile Band A-D	Latest Available England Average
National curriculum assessments at key stage 1												
Reading - Expected Standard All Pupils	-	-	77	29	78	34	76	58	77	36	B	75
Reading - Greater Depth All Pupils	-	-	-	-	31	12	29	24	30	13	A	25
Writing- Expected Standard All Pupils	-	-	69	33	71	36	70	72	69	77	C	69
Writing - Greater Depth All Pupils	-	-	-	-	19	19	19	25	16	42	B	15
Maths- Expected Standard All Pupils	-	-	74	55	77	44	76	74	78	29	B	76
Maths - Greater Depth All Pupils	-	-	-	-	26	8	25	29	25	26	A	22
Science - Expected Standard All Pupils	-	-	82	68	86	16	84	51	86	11	A	82
National curriculum assessments at key stage 2												
RWM - Expected Standard All Pupils	-	-	56	50	66	28	69	32	68	36	B	65
RWM - Higher Standard All Pupils	-	-	7	26	11	24	12	30	14	19	A	11
Expected standard Reading - All Pupils	-	-	67	64	75	38	77	52	76	40	B	73
Expected standard G,P,S - All Pupils	-	-	73	75	80	41	81	37	80	47	B	78
Expected standard Maths - All Pupils	-	-	71	65	77	51	79	35	80	52	B	79
Higher standard Reading - All Pupils	-	-	20	48	27	42	32	22	29	45	B	27
Higher standard G,P,S - All Pupils	-	-	24	50	37	32	40	32	39	40	B	36
Higher standard Maths - All Pupils	-	-	20	27	28	28	30	20	30	32	A	27
Average Scaled Score Reading - All Pupils	-	-	103	32	105	19	106	13	105			104

Average Scaled Score G,P,S - All Pupils	-	-	104	53	107	27	107	29	107			106
Average Scaled Score Maths - All Pupils	-	-	103	50	105	29	105	28	106			105

	2016	Rank	2017	Rank	2018	Rank	2019	Rank	2020	Rank	Latest Quartile Band A-D	Latest Available England Average
GCSE or equivalent												
Average Progress 8 score per pupil NB No Results for 2020	-0.01	69	0.06	40	0.14	32	0.11	32	-	-	-	-
Average Attainment 8 score per pupil	53.50	14	50.4	16	52.0	13	53.0	12	54.50	14	A	48
% Pupils achieving 9-4 pass in English and Maths	-	-	70.90	19	71.50	19	74.40	12	75.50	26	A	65.9
% Pupils achieving 9-5 pass in English and Maths	-	-	54.10	13	55.3	10	56.90	8	60.00	14	A	46.3
% Pupils entered for English Baccalaureate	41.6	59	38.4	73	43.8	46	47.0	36	47.90	30	A	36.4
English Baccalaureate Average Point Score	-	-	-	-	4.6	16	4.7	12	4.86	19	A	4.17
% Pupils achieving Eng Bacc (inc 9-4 pass in E&M)	-	-	31.3	25	33.9	21	32.50	26	39.70	21	A	27.4
% Pupils achieving Eng Bacc (inc 9-5 pass in E&M)	-	-	30.0	17	28.3	8	25.90	16	32.10	13	A	19.6
GCE/A Level/Level 3 Qualifications												
In 2016, recommendations from Professor Alison Wolf's Review of Vocational Education took effect for the first time in 16-18 performance tables and also in the calculation of the data. See SFR for details												
3+ A grades at GCE/Applied GCE	13.6	17	18.7	7	14.4	12	11.8	29	23.5	19	A	22.5

A Level and Double Awards												
% AAB or better at GCE A level, Applied GCE A level and Double A level	22.2	22	31.1	6	24.7	11	19.9	30	35.7	19	A	33.5
Av pt score per entry A Level Cohort	32.6	12	34.7	8	34.3	15	34.1	25	39.7	27	A	39.5
AAB or better A level, 2 facilitating subjects	16.5	26	22.8	7	17.4	20	14.2	44	23.5	36	A	24.2
Av pt score per entry - Tech Level	-	-	-	-	24.1	124	23.9	134	26.1	127	D	31.3
Av pt score per entry - General Studies	-	-	-	-	28.0	66	27.8	85	27.2	144	D	29.8
Av pt score per entry - Best 3 A Levels	36.0	15	38.3	5	35.6	11	34.3	20	39.8	25	A	38.9

Qualification Achievements by Age 19												
	2016	Rank	2017	Rank	2018	Rank	2019	Rank	2020	Rank	Latest Quartile Band A-D	Latest Available England Average
Level 2 - all school types	84.4	94	84.5	64	84.3	45	85.2	35	82.8	54	B	81.3
Level 3 - all school types	60.6	46	64.5	27	63.3	32	64.8	26	63.8	31	A	57.4
L3 Gap (%pt difference between FSM and non-FSM) - state funded schools	29.9	100	33.3	123	28.9	86	27.3	78	31.6	125	D	24.8
L2 Gap (%pt difference between FSM and non-FSM) - state funded schools	23.3	118	24.3	107	24.0	80	22.3	63	29.0	133	D	21.9

	Progress Rankings				SN Comparison			
	2016-18 3Yr Improve ment Rank	Quartile Band A-D	2017-19 3Yr Improve ment Rank	Quartile Band A-D	2018-19 YoY Improve ment Rank	Quartile Band A-D	Latest Statistical Neighbour s' Average Performa nce (excludin g this LA)	Latest Performa nce compare d with Statistical Neighbour Group
Average Points	148	D	147	D	114	D	34.6	↑
Inequality gap	14	A	7	A	68	B	31.3	↓
Good level of dev.	2.8	B	113	D	86	C	72.1	↑

	2016-18 3Yr Improve ment Rank	Quartile Band A-D	2017-19 3Yr Improve ment Rank	Quartile Band A-D	2018-19 YoY Improve ment Rank	Quartile Band A-D	Latest Statistical Neighbour s' Average Performa nce (excludin g this LA)	Latest Performa nce compare d with Statistical Neighbour Group
Phonic Decoding	56	C	49	C	7	A	81.4	↑
Reading - Expected Standard All Pupils	131	D	74	C	10	A	74.5	↑
Reading - Greater Depth All Pupils	-	-	90	D	5	A	24.6	↑
Writing- Expected Standard All Pupils	122	D	139	D	65	D	69.1	↓
Writing - Greater Depth All Pupils	-	-	128	D	135	D	14.0	↑
Maths- Expected Standard All Pupils	98	D	35	B	2	A	75.5	↑

Maths - Greater Depth All Pupils	-	-	127	D	47	C	21.1	↑
Science - Expected Standard All Pupils	27	B	47	C	2	A	82.0	↑
	2016-18 3Yr Improve ment Rank	Quartile Band A-D	2017-19 3Yr Improve ment Rank	Quartile Band A-D	2018-19 YoY Improve ment Rank	Quartile Band A-D		
Average Progress 8 score per pupil	33	B	110	D	113	D	64.2	↑
NB No Results for 2020	38	C	18	B	7	-	9.4	↑
Average Attainment 8 score per pupil	48	C	79	C	30	B	72.8	↑
% Pupils achieving 9-4 pass in English and Maths	6	A	95	D	110	D	75.5	↑
% Pupils achieving 9-5 pass in English and Maths	16	A	88	D	123	D	77.7	↑
% Pupils entered for English Baccalaureate	15	A	78	C	126	-	26.5	↑
English Baccalaureate Average Point Score	10	A	130	D	125	D	32.4	↑
% Pupils achieving Eng Bacc (inc 9-4 pass in E&M)	9	A	118	D	141	D	24.8	↑
English Baccalaureate Average Point Score	-	-	-	-	-	-	104.4	↑
"% Pupils achieving Eng Bacc (inc 9-4 pass in E&M)	-	-	-	-	-	-	105.6	↑

"% Pupils achieving Eng Bacc (inc 9-5 pass in E&M)"	-	-	-	-	-	-	104.9	↑
	2017-19 3Yr Improve ment Rank	Quartile Band A-D	2018-20 3Yr Improve ment Rank	Quartile Band A-D	2019-20 YoY Improve ment Rank	Quartile Band A-D		
"Average Progress 8 score per pupil"	37	B	-	-	-	-	-	↑
NB No Results for 2020"	4	A	133	D	149	D	49.6	↑
Average Attainment 8 score per pupil	12	A	137	D	149	D	70.2	↑
% Pupils achieving 9-4 pass in English and Maths	24	A	125	D	147	D	49.2	↑
% Pupils achieving 9-5 pass in English and Maths	11	A	39	B	55	B	35.5	↑
% Pupils entered for English Baccalaureate	-	-	123	D	145	D	4.29	↑
English Baccalaureate Average Point Score	60	B	71	B	27	A	27.1	↑
"% Pupils achieving Eng Bacc (inc 9-4 pass in E&M)"	85	C	53	B	131	D	20.0	↑
	2017-19 3Yr Improve ment Rank	Quartile Band A-D	2018-20 3Yr Improve ment Rank	Quartile Band A-D	2019-20 YoY Improve ment Rank	Quartile Band A-D		
3+ A grades at GCE/Applied GCE A Level and Double Awards	147	D	75	C	18	A	20.0	↑

% AAB or better at GCE A level, Applied GCE A level and Double A level	147	D	100	C	26	A	29.7	↑
Av pt score per entry A Level Cohort	141	D	128	D	102	C	37.7	↑
AAB or better A level, 2 facilitating subjects	147	D	109	D	49	B	21.5	↑
Av pt score per entry - Tech Level	-	-	72	C	67	B	29.3	↓
Av pt score per entry - General Studies	-	-	141	D	145	D	31.1	↓
Av pt score per entry - Best 3 A Levels	124	D	124	D	93	C	37.6	↑
	2017-19 3Yr Improve ment Rank	Quartile Band A-D	2018-20 3Yr Improve ment Rank	Quartile Band A-D	2019-20 YoY Improve ment Rank	Quartile Band A-D		
"Level 2 - all school types "	13	A	95	C	134	D	78.3	↑
"Level 3 - all school types "	50	B	60	B	110	C	52.8	↑
"L3 Gap (%pt difference between FSM and non-FSM) - state funded schools "	16	A	123	D	134	D	29.1	↑
L2 Gap (%pt difference between FSM and non-FSM) - state funded schools	18	A	127	D	140	D	26.1	↑

Post 16 - Education Training and Employment

		2015	2016	2017	2018	2019	Rank	Latest Quartile Band A-D	Latest England Ave.
% 16-17 yr olds Not in Education/Employment/Training	16-17 NEET	-	1.7	1.7	2.6	1.9	38	A	2.7
% 16-17 yr olds whose Current Activity is Not Known	16-17_not known	-	7.3	5.6	2.3	1.9	79	C	2.8

Note: NEET figures are derived from local data which only records young people known to the local authority and does not include those taking a gap year or who are in custody.

	2015	2016	2017	2018	2019	Latest Rank	Latest Quartile	Latest England Ave.
% 16-17 year olds recorded in education and training (as at 31 December)	91.6	88.4	90.8	93.4	94.3	47	B	92.6
% of KS4 All Pupils going to, or remaining in education & employment/training	94.0	95.0	95.0	95.0	95.0	18	B	94.0
% 16 & 17 yr olds Offered Place in Education/Training (Sept Gtee)	96.7	97.1	98.7	97.5	96.0	78	C	95.0

Behaviour and Attendance

Attendance	2014/15	Rank	2015/16	Rank	2016/17	Rank	2017/18	Rank	2018/19	Rank	Latest Quartile Band	Latest England Average
	Authorised Absence - State-Funded Primary	3.0	20	2.8	9	2.9	50	3.0	53	2.9	73	B

Authorised Absence - State-Funded Secondary	3.6	29	3.4	24		3.4	25	3.3	19	3.2	22	A	3.7
Unauthorised Absence - State-Funded Primary	0.8	52	0.9	57		1.0	58	1.1	63	1.3	100	C	1.1
Unauthorised Absence - State-Funded Secondary	1.2	57	1.3	64		1.2	29	1.3	30	1.3	24	A	1.8
Overall Absence - State-Funded Primary	3.8	22	3.8	26		3.9	35	4.1	47	4.2	101	C	4.0
Overall Absence - State-Funded Secondary	4.8	16	4.8	23		4.7	13	4.7	9	4.6	5	A	5.5
Persistent Absence - State-Funded Primary			7.7	52		7.6	45	8.7	76	9.2	115	D	8.2
Persistent Absence - State-Funded Secondary			10.6	15		10.8	18	10.6	12	11.3	23	A	13.7

Exclusions	2014/15 %	Rank	2015/16 %	Rank		2016/17 %	Rank	2017/18 %	Rank	2018/19 %	Rank	Latest Quartile Band	Latest England Ave
	Permanent - Primary (State-funded from 2010/11)	0.00	1	0.01	37		0.01	36	0.01	37	0.01	39	B
Permanent - Secondary (State-funded from 2010/11)	0.04	19	0.04	14		0.13	41	0.12	33	0.04	10	A	0.20
Total Permanent	0.02	15	0.03	20		0.07	47	0.05	29	0.02	7	A	0.10

Exclusions (rounded)													
Fixed Term - Primary (State-funded from 2010/11)	0.63	34	0.57	24		0.73	27	0.64	21	0.40	9	A	1.41
Fixed Term - Secondary (State-funded from 2010/11)	6.36	64	11.47	128		10.93	110	7.92	54	6.45	22	A	10.75
Fixed Term - Special	13.63	95	4.92	56		5.06	44	20.71	125	36.26	142	D	11.32
Total Fixed Term Exclusions (rounded)	3.48	72	5.54	133		5.34	109	4.24	57	3.81	40	B	5.36

Youth Justice

	2015	2016	2017	2018	2019
First Time Entrants to Criminal Justice System - Rate/100k (aged 10-17)	420.6	309.8	270.4	191.6	224.0
England	407.0	362.8	325.2	280.4	223.7

12 Months Ending December

10 to 14 Year olds	2014	2015	2016	2017	2018
Proven Re-offending - % of Juvenile Offenders who Re-offended	46.7	36.4	-	-	-

12 Months Ending December

15 to 17 Year olds	2014	2015	2016	2017	2018
Proven Re-offending - % of Juvenile Offenders who Re-offended	37.7	30.7	34.8	29.6	22.7

Youth Offending Team (YOT) Data

	2016	2017	2018	2019	
Children cautioned or sentenced - Rate/10,000 (aged 10-17)	-	-	51.30	40.00	-
England	-	-	51.10	40.70	-

Note: YOT boundaries are not always coterminous with LA boundaries so data may relate to multiple authorities.

Vulnerable Children and Young People

Children's Social Care

Workforce FTE	2016	2017	2018	2019	2020	Rank	Quartile	Latest England Ave
Number of cases held By LA as at 30 September	1,910.0	1,140.0	948.0	1,371	1,514	-	-	334,841
Average number of cases per children and family social worker (Methodology changed 2017 not comparable to previous years)	30.4	20.0	15.3	16.3	15.6	65	B	16.3
% Children's Social Worker Vacancy Rate of total staff requirement	13.3	14.9	16.7	15.0	9.2	41	B	16.1
% Turnover rate of Children's Social Workers (Staff leavers)	17.1	14.0	18.0	13.0	19.6	130	D	13.5
% Agency Children's Social Worker Rate of total staff requirement.	20.6	18.7	12.3	12.4	9.2	46	B	15.4
Social Worker - Absence Rate (%) throughout year (30 Sept)	3.0	2.0	3.8	4.4	3.6	117	D	2.9
Children in Need (CIN)	2016	2017	2018	2019	2020	Rank	Quartile	Latest England Ave
Children in Need - Rates per 10,000 (as at 31 March)	250.9	357.6	338.2	359.1	319.8	-	-	323.7
Number of referrals to Children's Social Services	1,499	2,229	2,325	2,772	2,721	-	-	642,980
Rates per 10,000 of referrals to Children's Social Services	390.1	574.8	594.4	701.1	684.7	-	-	534.8
Section 47 enquiries rate per 10,000 children	153.0	177.7	127.1	190.2	172.1	-	-	167.2
Percentage of child protection conferences held within 15 days	47.7	45.5	66.0	77.6	76.5	92	C	77.6

% Continuous assessments for Children's Social Care carried out within 45 days	96.4	63.8	71.6	90.5	95.7	14	A	83.8
% referrals completed by source of referral - School	15.6	20.5	17.6	17.4	21.1	-	-	18.2
% referrals completed by source of referral - Health Service	15.7	11.1	16.3	19.3	14.6	-	-	15.0
% referrals completed by source of referral - Police	28.5	30.5	24.1	23.9	20.4	-	-	28.7
Percentage of referrals which resulted in an assessment and the child was assessed not to be in need.	33.0	48.6	39.8	46.3	46.3	-	-	30.2
Referrals to children's social care closed with no further action	2.2	0.9	5.5	1.2	4.2	-	-	6.3
Percentage of re-referrals to children's social care within 12 months	19.9	16.3	23.7	24.4	30.2	139	D	22.6
Rate of Child Protection Plans at 31 March per 10,000 children	49.2	56.7	29.7	43.2	40.3	-	-	42.8
% of Children in Need subject of a Child Protection Plan for two years or more	3.7	2.7	-	4.1	-	-	-	2.1
% Child Protection Plans which lasted 2 years or more, which cease during the year	3.1	6.0	7.0	8.4	4.5	77	C	3.6
% Second/Subsequent Child Protection Plans	18.9	29.3	15.5	20.6	23.4	94	C	21.9
% Child Protection Cases reviewed within required timescales	97.9	98.2	98.9	99.0	100.0	1	A	91.5
Looked after children	2016	2017	2018	2019	2020	Rank	Quartile	Latest England Ave
Rate per 10,000 of children looked after aged under 18 years (as at 31 March)	68	73	74	77	79	-	-	67
No. of children who started to be looked after, yr ending 31 March	133	152	121	115	115	-	-	30,970
No. of children who ceased to be looked after, yr ending 31 March	107	134	115	99	108	-	-	29,590

%Looked after children with SEN Without Statement/Support	-	30.4	25.3	22.5	24.7	-	-	28.5
%Looked after children with SEN With Statement/EHC Plan	-	17.0	20.5	18.3	23.4	-	-	26.8
Stability of Placements - % with 3 or more placements in year	10.0	10.0	12.0	12.0	13.0	116	D	11.0
% Living in the same placement for at least 2 years, or are placed for adoption and their adoption and their adoptive placement together with their previous placement, last for at least 2 years	-	-	65.0	66.0	58.0	142	D	68.0
% of children looked after at 31 March, placed more than 20 miles from their homes, outside LA boundary	16.0	13.0	15.0	14.0	17.0	68	C	16.0
Crime - % of children looked after (aged 10+) convicted or subject to a final warning or reprimand during the year	6.0	9.0	6.0	-	-	-	-	3.0
Drugs - % of children looked after identified as having a substance misuse problem during the year	8.0	14.0	8.0	9.0	-	-	-	3.0
% Looked after Children Missing from Care	9.0	13.0	12.0	16.0	14.0	-	-	11.0
% Looked after Children Away from Placement without Authorisation	6.0	-	-	7.0	4.0	-	-	3.0
Unauthorised Absence - % sessions missed by children looked after for at least 12 months (6 terms)	-	1.4	2.5	1.6	-	73	B	1.7
Overall Absence - % sessions missed by children looked after for at least 12 months (6 terms)	-	5.0	6.1	4.6	-	50	B	5.1
Persistent Absence (PA) - % children looked after for at least 12 months classed as persistent absentees (6 terms)	-	12.5	15.6	12.0	-	68	B	12.0
Exclusion - % of children looked after for at least twelve months with at least one fixed term exclusion	-	11.65	13.97	8.7	-	24	A	11.3

Attainment	2015	2016	2017	2018	2019	Rank	Quartile	Latest England Ave
Children in Need - No. of School Age matched to National Pupil Database	438	399	661	553	624	-	-	167,040
Children in Need - Percentage of School Age matched to National Pupil Database	99.5	98.8	95.8	91.6	97.7	-	-	86.3
% of Children In Need achieving <u>expected standard</u> KS2 in Reading, Writing and Maths	-	30.0	35.0	43.0	30.0	97	D	34.0
% of Children In Need achieving <u>expected standard</u> KS2 in Grammar, Punctuation and Spelling	-	42.0	47.0	63.0	34.0	141	D	49.0
Children In Need Average Attainment 8 score per pupil KS4	-	-	18	18.3	15.4	143	D	19.3
Children in need at 31 March progression between key stage 2 and key stage 4 Avg Progress 8 Score	-	-2.3	-1.65	-1.45	-1.68	113	D	-1.49
% CIN Achieving 9-4 pass in English and maths GCSEs	-	-	16.00	27.5	23.4	-	-	20.30
% CIN Achieving 9-5 pass in English and maths GCSEs	-	-	-	13.7	-	-	-	10.00
% CIN Entering English Baccalaureate	-	-	-	15.7	-	-	-	11.40
% CIN Achieving English Baccalaureate at grade 9-4 inc English & Maths	-	-	-	-	-	-	-	-
Unauthorised Absence - % sessions missed by Children in Need (3 terms)	-	-	4.7	6.0	7.4	144	D	4.9
Overall Absence - % sessions missed by Children in Need (3 terms)	-	-	10.3	12.6	13.7	140	D	11.5
Persistent Absence - % Children in Need classed as persistent absentees (3 terms)	-	-	30.1	37.4	37.3	129	D	33.4

Note: Absence, Exclusion and Attainment data for Children in Need excludes children who were looked after at any point during the year unless those children were also the subject of a CPP

Cafcass	2015	2016	2017	2018	2019	2020	Latest England Ave
Cafcass Care applications per 10,000 child population	14.2	18.4	20.6	14.4	13.7	16.9	10.8

Looked after children (Cont)	2016	2017	2018	2019	2020	Rank	Quartile	Latest England Ave
Care Leavers - Suitable Accommodation (age 19, 20 & 21)	80.0	86.0	75.0	80.0	88.0	55	B	85.0
% of Care Leavers age 19, 20 & 21 the local authority not in touch	-	11.0	-	5.0	-	-	-	7.0
Care Leavers - Education, Employment or Training (age 19, 20 & 21)	60.0	52.0	41.0	43.0	58.0	41	B	53.0
% of Care Leavers who were Looked After when 16 years old who were in higher education (age 19, 20 & 21)	-	9.0	7.0	-	-	-	-	6.0
Adoption - Percent LAC Adopted - application unopposed	-	-	29.0	11.0	7.0	-	-	6.0

Adoption Scorecard	2015	2016	2017	2018	2019	Rank	Quartile	Latest England Ave
Number of children waiting adoption	10	10	20	25	-	-	-	4,500
Average time between LA receiving court authority to place child and LA deciding on a match to adoptive family (3Yr average)	144	120	107	107	95	9	A	178
Average time between a child entering care and LA receiving court authority to place child, children adopted (days)	357	254	192	186	182	6	A	257
Average time (days) between a child entering care and moving in with adoptive foster family - (3Yr average)	429	350	295	301	285	9	A	376
Percentage of children adopted from care - (3Yr average)	19.0	21.0	20.0	25.0	25.0	3	A	13.0

Attainment	2015	2016	2017	2018	2019	Rank	Quartile	Latest England Ave
% of Looked After Pupils Reaching the expected standard in Grammar, Punctuation and Spelling	-	-	-	-	-	-	-	53.0
% of Looked After Pupils Reaching the expected standard in Reading, Writing and Maths	-	-	-	-	-	-	-	37.0

Children Looked After - KS4 Average Attainment 8 Score	-	-	24.2	20.1	18.1	130	D	19.0
Children Looked After - KS4 Average Progress 8 score	-	-1.7	-0.62	-1.46	-2.03	139	D	-1.23
% LAC Achieving 9-4 pass in English and maths GCSEs	-	-	-	27.60	-	65	C	17.8

Children with Special Educational Needs (SEN)

	2017	2018	2019	2020	2021			Latest England Average
% Pupils in Maintained/State-funded Primary Schools with Statements of SEN or (EHC) Plans	1.9	2.1	2.1	2.2	2.1			2.1
% Pupils in Maintained/State-funded Primary Schools with SEN but Without Statements	9.2	9.2	9.9	10.2	10.7			12.6
% Pupils in Maintained/State-funded Secondary Schools with Statements of SEN or (EHC) Plans	1.4	1.4	1.3	1.4	1.4			2.0
% Pupils in Maintained/State-funded Secondary Schools with SEN but Without Statements	6.5	5.7	5.7	6.2	6.6			11.5
Total % Pupils in Maintained/State-funded Schools with Statements of (SEN) or (EHC) Plans	3.4	3.6	3.6	3.7	3.6			3.7
Total % Pupils in Maintained/State-funded with SEN Support	8.3	8.0	8.2	8.6	8.8			12.2
	2016	2017	2018	2019	2020	Rank	Quartile	Latest England Average
Proportion of new EHC plans issued within 20 weeks - (excluding exception cases)	11.3	40.5	96.1	98.5	93.5	25	A	58.0
Proportion of all new EHC plans issued within 20 weeks	11.0	38.9	95.3	95.7	86.3	30	A	55.6
Proportion of newly issued statements and plans, with a placement in maintained mainstream schools	43.3	48.6	46.9	47.1	56.9	-	-	37.0
SEN Appeals based on total appealable decisions	1.0	0.7	0.9	1.7	1.5	82	C	1.7

Children with Special Educational Needs (SEN) - (Cont)

Attainment	2015	2016	2017	2018	2019	Rank	Quartile	Latest England Average
Key Stage 2 Reading, Writing and Maths Expected Standard - Pupils with SEN but Without Statements/EHC Plan	-	9.0	17.0	18.0	21.0	120	D	25.0
Key Stage 2 Reading, Writing and Maths Expected Standard - Pupils with Statements of SEN/EHC Plan	-	4.0	10.0	4.0	2.0	146	D	9.0
	2016	2017	2018	2019	2020	Rank	Quartile	Latest England Average
Average Attainment 8 score per pupil at end of Key Stage 4 for pupils with SEN Support	35	28.3	31.0	28.5	37.7	44	B	36.4
Average Attainment 8 score per pupil at end of Key Stage 4 for pupils with SEN Statement/EHC Plan	16	9.4	8.8	11.5	9.4	138	D	15.2
Average Progress 8 score per pupil at end of Key Stage 4 for pupils with SEN Support	0	-0.4	-0.3	-0.7	-	128	D	-0.4
Average Progress 8 score per pupil at end of Key Stage 4 for pupils with SEN Statement/EHC Plan	-1	-1.3	-1.3	-1.2	-	83	C	-1.2
English Baccalaureate - Average Point Score per pupil - with SEN Statement/EHC plan	-	-	0.6	0.9	0.7	137	D	1.2
English Baccalaureate - Average Point Score per pupil - with SEN Support	-	-	2.5	2.2	3.1	45	B	3.0

	2016	2017	2018	2019	2020	Rank	Quartile	Latest England Average
%19 year olds qualified to Level 2, inc English & Maths - without statement/EHC Plan	30.2	30.4	34.1	36.4	-	68	B	35.9
%19 year olds qualified to Level 2, inc English & Maths - with statement/EHC Plan	6.4	9.4	9.9	12.7	-	93	C	14.9
%19 year olds qualified to Level 3 - without statement/EHC Plan	32.3	28.5	30.2	22.7	22.4	134	D	32.2
%19 year olds qualified to Level 3 - with statement/EHC Plan	7.3	7.1	11.0	13.9	13.6	53	B	12.9
Percentage of KS4 cohort going to, or remaining in education and training destination - SEN Pupils Without Statement/EHC Plan	87.0	89.0	88.0	-	-	86	C	89.0
Percentage of KS4 cohort going to, or remaining in education and training destination - SEN Pupils With Statement/EHC Plan	88.0	94.0	93.0	-	-	46	B	91.0

Finance

A Gross Expenditure on Children's and Young People (Section 251) Outturn

	2016-17	2017-18	2018-19	2019-20	% 3 Yr Change 2015-16 to 2017-18	% YoY Change 2016-17 to 2017-18	% YoY Change 2018-19 to 2019-20
Children and Young People Budget (excluding CERA) - Gross (£000s)	28,589	31,633	35,804	40,827	-	10.6	14.0
Sure Start Children's Centres and Early Years - Gross	1,463,633	1,277,055	1,314,289	1,496,700	-	-12.7	13.9
Total Children Looked After - Gross	13,393,574	14,339,665	15,505,514	19,151,600	-	7.1	23.5

Other children's and families services - Gross	1,918	1,013	232,009	263,610	-	-47.2	13.6
Total Safeguarding Children and Young Peoples Services - Gross	7,672,307	9,136,656	11,545,793	12,143,100	-	19.1	5.2
Total Family Support Services - Gross	2,777,939	3,059,653	4,549,927	4,618,900	-	10.1	1.5
Total Services for Young People - Gross	1,802,729	2,031,815	836,478	1,232,680	-	12.7	47.4
Youth Justice - Gross	1,476,593	1,787,038	1,819,856	1,920,250	-	21.0	5.5

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Southend Safeguarding Partnership Annual Report 2020/2021 (Exec Summary)

This report belongs to the three strategic Partners and other organisations that support the Southend Safeguarding Partnership, their governance bodies and the staff that work and volunteer for them.

This is an executive summary of the Statutory Annual Report for Southend Safeguarding Partnership, which is led by Southend Borough Council, the Southend Command of Essex Police, and the Southend Clinical Commissioning Group. The full report is long and detailed as it needs to reflect on what has been done to prevent abuse and harm to both children and adults, as well as responding to such abuse and harm where they occur.

Readers will find a detailed contents sheet at its start that will guide them through the report; and we encourage you to seek those parts of the report which are of greatest interest to you; but also, to read the rest as it gives a rich picture of the Borough and its community.

The report opens with a careful commentary by the Partnership's Independent Advisor and Scrutineer (Prof. Maggie Atkinson), explaining why a report is required, narrowing down the focus of a year that has been entirely within the COVID-19 pandemic (p.1-7). The next three sections outline the partnership's mission, vision and values, its structure, and the links it has with local, regional, and national work on safeguarding for both adults and children (p.7-10). The report next sets the context and examines the performance of the partnership and outlines the strategy for 2021/2024 and the workplans that emerge from it (p.11-17).

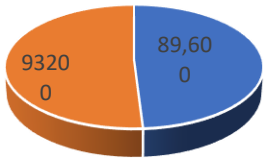
The bulk of the report then consists of detailed summaries of activity and outcomes from Partner organisations and the partnership's sub-groups which are where much of the work takes place. These pages represent a detailed exploration of safeguarding activity between first of April 2020 and thirty first March 2021. (P.20-65).

Southend's expenditure and income are then examined and compared with others in the eastern region (p.66-67). The final section of the report gives data information and comparisons where these are relevant. (p.67-90)

The following single page offers a quick view of Southend and how safeguarding reflects the people and place.

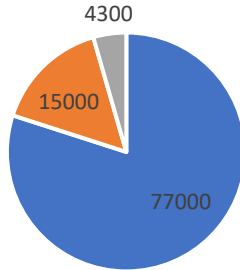
Southend – A Quick View

Population



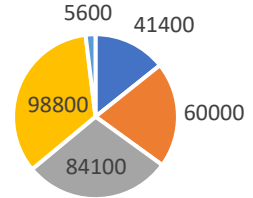
■ Male ■ Female

Economically Active



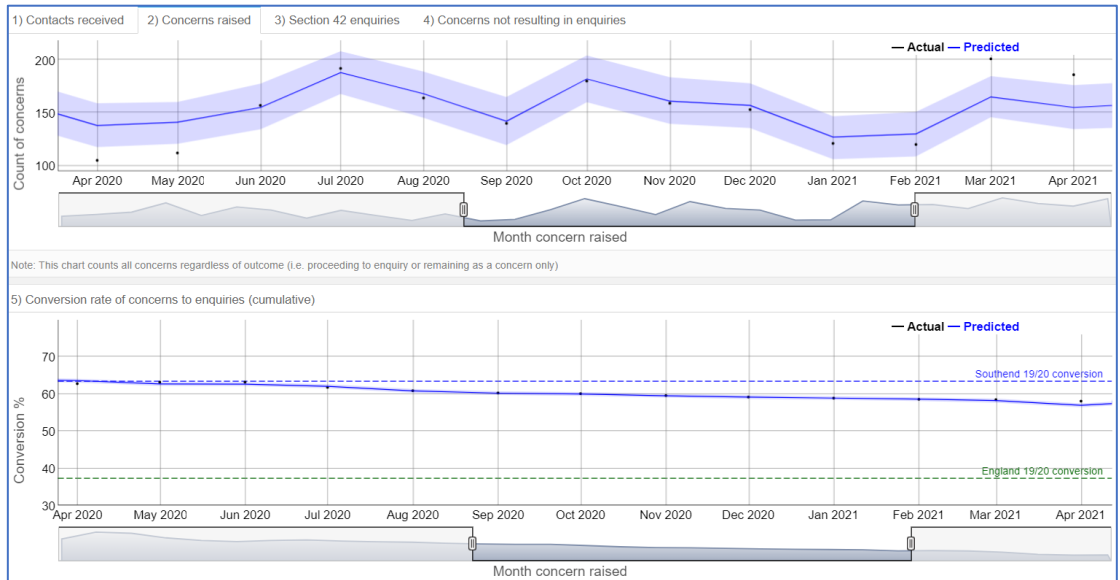
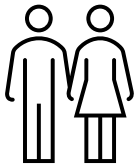
■ Employees ■ Self Employed ■ Unemployed

Qualifications

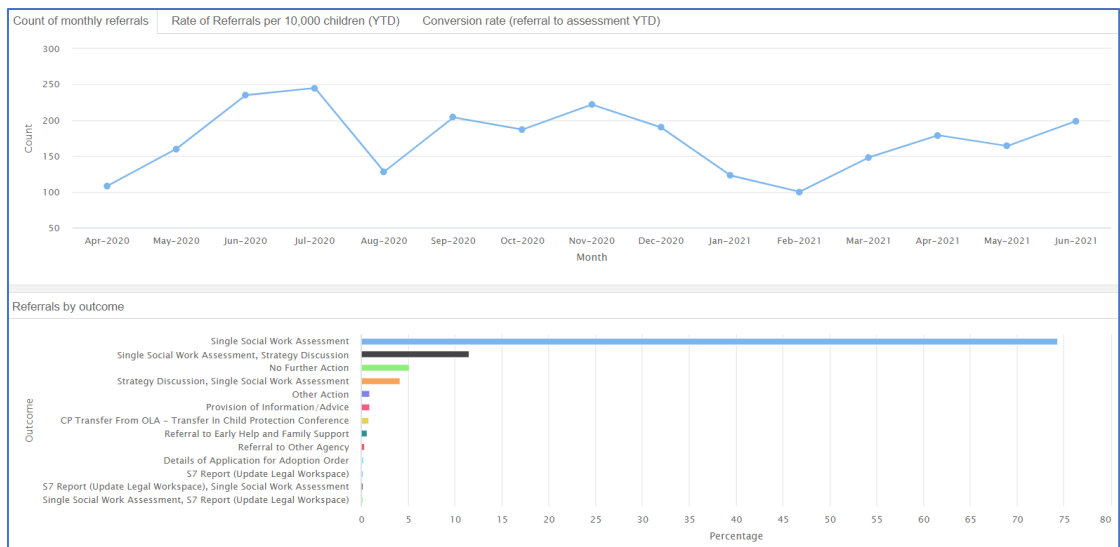


■ NVQ4 and above ■ NVQ3 and above
 ■ NVQ2 and above ■ NVQ1 and above
 ■ Other Qualifications

ADULTS



CHILDREN





Southend Safeguarding Partnership

Annual Report 2020/2021



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Southend-on-Sea Borough Council

Report of Executive Director (Adults and Communities)

To
Cabinet
On

2nd November 2021

Report prepared by
Benedict Leigh (Director of Commissioning) and
Jess Siggins (Contract and Market Development Lead)

Agenda
Item No.

13

Information Advice and Guidance Service Procurement

1. Purpose of Report

- 1.1. To outline procurement options for an Information, Advice and Guidance service that was not on the procurement plan for 2022/23.
- 1.2. The need for the service has been identified since the procurement plan was agreed by Cabinet and due to its value, the procurement requires Cabinet approval.

2. Recommendations

- 2.1. **That Cabinet approves the procurement of an Information Advice and Guidance service for 1st April 2022 for £250,000 per annum, with a contract term of five years, with an option to extend the contract a further 5 years.**

3. Background

- 3.1. The local authority has a statutory duty under the Care Act 2014 to deliver Information, Advice and Guidance. We must maximise the opportunities for people to live independently in the community, as far as possible prevent their need to access formal care and support services and provide them with high quality, accessible information on the types of support that is available should they need it.
- 3.2. Information, advice and guidance (IAG) is a key objective in three adult social care strategies; Caring well, Living well and Ageing well, to improve outcomes for Southend residents and help to deliver on several of the Southend 2050 Safe and Well ambitions and outcomes.
- 3.3. The Citizens Advice Southend service offers Information, Advice and Guidance and is part funded by the Council for £235,000 per annum through the Community Grants programme, which has now come to an end. Grant funding previously available through the Community Grants programme has been rolled into the Community Investment Fund of £1.5 million since October 2021.
- 3.4. Following extension, the Citizens Advice Southend grant will end on 1st April 2022 and there is a need to establish a new contract from this date for an information, advice, and guidance service.

- 3.5. In order to ensure effective Information, Advice and Guidance remains available to the residents of Southend-on-Sea, the commissioning team recommend the Council go out to tender to procure a service to start from 1st April 2022.
- 3.6. A tender will allow all providers equal opportunity to bid for the contract to deliver an Information, Advice and Guidance (IAG) service. Co-production work with stakeholders and consultation has been undertaken in order to prepare for the commissioning of a new IAG service.

4. Other Options

4.1. Do nothing

This is not a recommended option, as we would not be meeting our statutory obligations as a local authority without an effective Information, Advice and Guidance offer if we do not procure a new service from April 2022.

5. Reasons for Recommendations

- 5.1. It is our statutory duty to ensure effective Information, Advice and Guidance is available to residents. The local authority must ensure that IAG services established cover more than just basic information about care and support and cover the wide range of care and support related areas including prevention of care and support needs, finances, health, housing, employment, what to do in cases of abuse or neglect of an adult and other areas where required.
- 5.2. Consultation has highlighted the need for the service and ideas for improvement. In August 2021, a Your Say Southend Information, Advice and Guidance and Livewell Southend website consultation survey was launched on 16th August 2021 and closed on 16th September 2021. 91 people responded to the survey. The views and information from the survey has been used to inform a service specification.
- 5.3. On 15th July 2021, Southend-on-Sea Borough Council in partnership with SAVS, organised an event which was attended by professionals, voluntary and third sector organisations. Over 25 people were in attendance who work in various organisations across Southend-on-Sea, delivering or supporting people with Information, Advice and Guidance. Some organisations highlighted how Information Advice and Guidance could be better, such as reducing duplication and supporting a more holistic model. This feedback allows us to improve our service offer when we procure a new service.

6. Corporate Implications

6.1. Contribution to the Southend 2050 Road Map

This procurement will contribute towards the delivery of the Safe and Well outcome of Southend 2050 and the Joint Administration Commitment to “an integrated and efficient, caring, safe and collaborative social service, accessible to all”.

6.2. Financial Implications

£250,000 per annum, with a contract term of five years with an option to extend the contract a further 5 years, totalling a lifetime contract value of £2.5 million over 10 years.

6.3. Legal Implications

None

6.4. People Implications

None

6.5. Property Implications

None

6.6. Consultation

None

6.7. Equalities and Diversity Implications

None

6.8. Risk Assessment

Coproduction and consultation highlight the need for an Information, Advice and Guidance service – without an effective offer, residents may experience worse outcomes, for example those who are currently at risk of homelessness or in severe debt may lose their tenancies or fall into further debt. Those who need advice or guidance that supports their wellbeing may find their need for support grows, which in turn would put further strain on the local health and social care system.

6.9. Value for Money

The procurement has been designed to reflect good value for money, by ensuring the contract meets the needs of residents, including feedback highlighted in coproduction and consultation, as well as ensuring the successful provider awarded the contract will deliver additional social value to Southend-on-Sea.

6.10. Community Safety Implications

None

6.11. Environmental Impact

None.

7. Background Papers

None

8. Appendices

None

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SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of Environment, Culture, Tourism & Planning Working Party

Date: Thursday, 29th July, 2021

Place: MS Teams

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Present: Councillor C Mulroney (Chair)
Councillors A Bright, D Garston, S George, D Jarvis, K Mitchell,
D Nelson, S Wakefield and Atkinson

In Attendance: R Harris, Ms A Greenwood and K Waters

Start/End Time: 6.00 - 6.35 pm

1 Apologies for absence

There were no apologies for absence at this meeting.

2 Declarations of Interest

The following Councillors declared interests as indicated:

(a) Cllr Mitchell – Agenda Item 3 (Local Listing Proposals) – Non-pecuniary interest: Previously lived in Burgett Avenue near one of the proposed sites for local listing);

(b) Cllr George – Agenda Item 3 (Local Listing Proposals) – Non-pecuniary interest: acquainted with the owner of Argosy Toys.

3 Local Listing Proposals

The Working Party considered a report of the Executive Director (Neighbourhoods and Environment) setting out three new designation requests received for the following buildings and structures within the town for Local Listing, as set out in Appendix A to the report which contained an appraisal of the historic merits of these buildings and an assessment against the designation criteria.

- Parade of shops at 248-260 London Road, Westcliff.
- 555 London Road, Westcliff
- Terrace of outbuildings/garages to the rear of 593-647 Southchurch Road.

The Working Party discussed and commented on each request for local listing and asked a number of questions which were responded to by officers.

Resolved:

1. That the Cabinet be recommended that the Parade of shops at 248-260 London Road, Westcliff-on-Sea be taken forward for designation as a Locally Listed Building/Structure.

2. That the Cabinet be recommended that the terrace of outbuildings/garages to the rear of 593-647 Southchurch Road and 555 London Road, not be taken forward for designation as Locally Listed Buildings/Structures.

Public Document Pack

SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of Transport, Asset Management & Inward Investment Working Party

Date: Thursday, 23rd September, 2021

Place: Virtual Meeting via MS Teams

15

Present: Councillor R Woodley (Chair)
Councillors M Berry, K Buck, P Collins and D Cowan

In Attendance: A Richards, N Hoskins, K Gearing and T Row

Start/End Time: 6.30 pm - 8.00 pm

1 Apologies & Substitutions

Apologies for absence were received from Councillor Moring (no substitute).

2 Declarations of Interest

No interests were declared at the meeting.

3 Notice of Motion - Kursaal Comeback

The Working Party considered a report in response to the notice of motion referred to it by Council at its meeting on 15th July 2021 (Minute 179 refers). The motion sought the Council to note the following statements:

- There is a widespread desire in the town to see the Kursaal open to and designed by the public, for the benefit of residents and visitors alike, and a concern at the possibility of the building decaying;
- Since September 2020, the local arts and community residents' co-operative Concrete Culture have been investigating potential ideas for getting the Kursaal back in use and how to make the best use of it for the people of Southend;
- The public consultation run by Concrete Culture on the future of the Kursaal received over 1,100 responses from every ward in Southend. This has brought forward a surge of interest in the Kursaal and its potential uses; and
- The Council owns the freehold of the Kursaal building.

The motion also sought the Council to make the following resolutions:

- To seek to reacquire the lease of the Kursaal in order to reopen it to the public, in a way that both preserves its rich heritage and delivers the best option for local taxpayers.
- To work with Concrete Culture to explore the ideas sourced from Southend residents, and find a way to realise Concrete Culture's vision for the Kursaal, co-created and produced with Southend residents.
- To explore all possible funding options to ensure that the Kursaal has a strong and lasting future at the centre of Southend's identity.

The Working Party debated the motion and asked a number of questions, which were duly responded to by officers.

The Working Party was advised that the Council should avoid making any resolution to acquire the lease until such time as the full cost, potential and liabilities are clearly understood. To do so would require the Council to make potentially a significant unknown financial commitment which could put significant pressures on the day to day running of the Council and on the Council's overall financial sustainability. Whilst the Council owns the freehold, a very long leasehold interest has been sold and all the value sits in the leasehold interest.

The Working Party noted that work was currently underway and continuing with Concrete Culture (and through them with a wide interest group including residents) to develop the proposal. Various funding options were also being considered and various surveys had been commissioned by the Council which will assist with understanding the capital and revenue costs and risks associated with the Kursaal and any elements of condition requiring particular attention. It was therefore:

Resolved:-

That Cabinet be recommended:

(1) to note the statements set out in the motion;

(2) Not to seek to reacquire the lease until such time as it fully assesses the costs and liabilities associated with the Kursaal and to consider the options for intervention. This needs to be assessed against the Council's wider budget position recognizing the ambition to see the Kursaal reopen it to the public, in a way that both preserves its rich heritage and delivers the best option for local taxpayers and maintains financial sustainability for the Council;

(3) To work with Concrete Culture to explore the ideas sourced from Southend residents and look at ways to evolve and realise Concrete Culture's vision for the Kursaal through a financially viable and self-sustaining operating model, which has been co-created and produced with Southend residents and with appropriate external funding input to create and operate any sustainable model;

(4) To explore potential funding options, for all interested parties, including the Levelling Up Fund (Round 2) and the Community Ownership Fund, which may help to secure a strong and lasting future for the Kursaal as an important part of Southend's identity; and

(5) To continue the dialogue with the leaseholders, particularly in relation to their plans, potential occupiers, the condition of the building and compliance with the lease terms.

4 Notice of Motion - Wildflower Verges

The Working Party considered a report in response to the notice of motion referred to it by Council at its meeting on 15th July 2021 (Minute 181 refers). The motion sought the Council to:

- work to pilot a scheme whereby roadside verges on non-residential roads in safe locations in Southend can be planted with wildflowers to provide increased biodiversity and natural habitat;
- carefully coordinate maintenance of all roadside verges to prioritise the natural environment of the Borough; and
- phase out the use of glyphosate and other such environmentally damaging chemical herbicides and pesticides within the Borough.

The Working Party noted that works had already been undertaken over a number of years to naturalise suitable areas of highway verge and the commitment made by the Cabinet Member for Environment, Culture, Tourism & Planning to investigate alternatives to the use of glyphosate for the control of unwanted vegetation.

In response to questions regarding the use of plants to improve the air quality, it was suggested that the potential use of Cotoneasters be investigated. Planting these in the verges would help clean the air and filter particulate but would also create a natural protective barrier to prevent parking on the green verges.

Resolved:-

That Cabinet be recommended:

1. That the motion relating to the environmentally sound management of roadside verges, be noted.
2. That the continued naturalisation of highways verges in locations identified by officers in consultation with relevant portfolio holders and ward councillors, that meet the requirements of both highways' operational maintenance and environmental considerations, be supported.
3. That awareness raised and understanding of the benefits of naturalised grass areas be promoted.
4. That alternative options around the use of glyphosate-based herbicides be developed and reported at a later date.

5 Notice of Motion - North-South Public Transport Service

The Working Party considered a report in response to the notice of motion referred to it by Council at its meeting on 4th March 2021 (Minute 841 refers). The motion sought the Council to establish a North/South viable single public transport service to align directly London Southend Airport, The Airport Business Park, St. Laurence Ward, Eastwood Park Ward, Belfairs Ward, Blenheim Park Ward, Leigh & West Leigh Wards and Leigh Railway Station.

The Working Party noted that since the Notice of Motion had been submitted, the Department for Transport (DfT) had published the National Bus Strategy, Bus Back Better, (BBB) in March 2021. The Bus Strategy's aim is to encourage increase patronage and improved facilities. The BBB requires Local Transport Authorities to produce a Bus Service Improvement Plan (BSIP) by the 31st October 2021 and enter into an Enhanced Partnership with local bus operators by the end of 31st March 2022. The DfT's current position is that these deadlines

would not be moved and are final. Therefore, officers were working towards producing the BSIP to meet this deadline. Furthermore, the DfT is consulting on proposals to make the Bus Service Operator Grant contingent on bus operators being members of an Enhanced Partnership or Franchising arrangement. Therefore, in line with the above, Councillors, Stakeholders and Bus Operator engagement are underway and a North – South route has been raised by councillors during the first council briefing.

It was therefore recommended that officers continue to establish a list of schemes being suggested during the BSIP consultation and activities, and to then assess schemes to be brought forward for further analysis. Following this analysis and, subject to funding, if it is established a North – South route would be required, then a tender process would be put in place, this is because the cost of providing such a service would fall within tendering requirement, which may have financial implications for this Council to provide such a service.

Resolved:-

That Cabinet be recommended to note and endorse the recommended course of action suggested.

6 Notice of Motion - Government Levelling Up Fund

The Working Party considered a report in response to the notice of motion referred to it by Council at its meeting on 4th March 2021 (Minute 838 refers). The motion sought the Council to submit a bid for a Shoebury bypass to connect the east of the town to the north of the River Crouch to Central Government when the Levelling Up Fund is opened for submissions.

The Working Party discussed the motion in some detail and noted that there was insufficient time to submit a bid of the nature nor would there be the level of finance available through this fund.

Resolved:-

That the Notice of Motion be noted and that Cabinet be informed that whilst the aspirations in the motion are supported, alternative funding would be required.

7 Notice of Motion - Traffic Emissions Reduction in Southend

The Working Party noted that this notice of motion had been referred to it for consideration by Cabinet. However, on the basis that the new Head of Sustainability would not be joining the Council until 27th September it was agreed that the Notice of Motion regarding Traffic Emissions be considered at another meeting once the new Head is in post.

Resolved:-

That consideration of the notice of motion regarding traffic emissions be deferred to a future meeting once the new Head of Sustainability is in post.

Chair: _____

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CABINET

Tuesday, 2nd November, 2021

COUNCIL PROCEDURE RULE 46

The following action taken in accordance with Council Procedure Rule 46 is reported. In consultation with the appropriate Cabinet Member(s):-

1. The Executive Director (Finance and Resources) authorised:

- 1.1 Offer to purchase the former Beecroft Gallery, Station Road, Westcliff
Approval not to exercise a right of first refusal for the Council to purchase the Beecroft Art Gallery building as it fails against the standard criteria assessment for commercial property acquisition where the Council will consider a range of factors including existing income and income projection, location, strategic value, regeneration opportunities, vacancy risks and costs, return on investment, building quality and environmental considerations, as further exemplified in the financial implications.

2. The Executive Director (Neighbourhoods and Environment) authorised:

- 2.1 Introduction of EV Charging Points Pilot
The commencement of the statutory consultation process to implement the electric vehicle parking only restrictions in both Warrior Square car park and Alexandra Street car park, subject to any objections received. Any unresolved objections will be dealt with by the service area and not referred back to the Traffic Regulations Working Party and Cabinet Committee

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