

**Public Document Pack**  
**SOUTHEND-ON-SEA BOROUGH COUNCIL**

**Cabinet**

**Date: Tuesday, 3rd November, 2020**

**Time: 2.00 pm**

**Place: Committee Room 1 - Civic Suite**

**Contact: Colin Gamble**

**Email: [committeesection@southend.gov.uk](mailto:committeesection@southend.gov.uk)**

**A G E N D A**

- 1 Apologies for Absence**
- 2 Declarations of Interest**
- 3 Minutes of the Meeting held on 6th October 2020**
- 4 Resourcing Better Outcomes - Financial Performance Report - Period 6**  
Report of Executive Director (Finance and Resources)
- 5 Community Investment Fund (VCS Commissioning)**  
Report of Executive Director (Adults and Communities)
- 6 Southend 2050 Outcomes Success Measures Report up to 31 August 2020 and Transforming Together Roadmap**  
Report of Executive Director (Transformation)
- 7 Annual Comments, Compliments and Complaints Report**  
Report of Executive Director (Legal and Democratic Services)
- 8 Destination Southend**  
Report of Executive Director (Adults and Communities)
- 9 Culture Vision**  
Report of Executive Director (Adults and Communities) – to follow
- 10 Southend Pier**  
Report of Executive Director (Adults and Communities) to follow
- 11 The Beecroft Trust - Council Options**  
Report of Executive Director (Adults and Communities) – to follow
- 12 Future Governance of Southend Adult Community College**  
Report of Deputy Chief Executive and Executive Director (Growth and Housing)
- 13 Hamlet Court Road draft Conservation Area Designation**  
Report of Deputy Chief Executive and Executive Director (Growth and Housing)

- 14     Petition - Old Leigh Alcohol Free Zones**  
Report of Executive Director (Neighbourhoods and Environment)
- 15     Census**  
Report of Executive Director (Transformation)
- 16     EU Exit**  
Report of Deputy Chief Executive and Executive Director (Growth and Housing)
- 17     Treasury Management Report - Mid Year 2020/21**  
Report of Executive Director (Finance and Resources)
- 18     Notice of Motions (Referred by Council, 10th September 2020)**  
Report of Executive Director (Legal and Democratic Services)
- 19     SO46 Report**  
Report attached
- 20     Exclusion of the Public**
- To agree that, under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the items of business set out below on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
- 21     SO46 Report -Confidential Sheet**  
Report attached

**Chair & Members:**

Cllr I Gilbert (Chair), Cllr R Woodley (Vice-Chair), Cllr T Harp, Cllr A Jones, Cllr C Mulroney, Cllr K Robinson and Cllr M Terry

# **SOUTHEND-ON-SEA BOROUGH COUNCIL**

## **Meeting of Cabinet**

**Date: Tuesday, 6th October, 2020**

**Place: Virtual Meeting - MS Teams**

**Present:** Councillor I Gilbert (Chair)  
Councillors R Woodley (Vice-Chair), T Harp, A Jones, C Mulroney,  
K Robinson and M Terry

**In Attendance:** A Griffin, J Williams, J Chesterton, T Forster, C Gamble, G Gilbert  
A Grant and N Laver

**Start/End Time:** 1.00 - 1.15 pm

### **405 Apologies for Absence**

There were no apologies for absence at this meeting.

### **406 Declarations of Interest**

The following Councillor declared an interest as indicated:

Councillor Harp (Minute 407 – Porters Place Southend-on-Sea LLP: Additional 100 Homes Update) – Non-pecuniary interest: volunteer with Turning Tides and Youth Clubs in the wider Queensway area.

### **407 Porters Place Southend-on-Sea LLP: Additional 100 Homes Update**

Further to the meeting of the Cabinet held on 30<sup>th</sup> June 2020, consideration was given to a report of the Executive Director (Finance and Resources) providing an update on the provision of an additional 100 affordable homes for social rent and sought approval to enter into and execute the legal agreement to secure the homes.

Resolved:

1. That it be noted that the Legal Agreement (“the Agreement”) that has been negotiated by the Council, Swan Housing Association and Porters Place Southend on Sea LLP as set out in the submitted report is now completed to secure the additional 100 affordable homes for social rent.

2. That authority be delegated to the Executive Director (Finance & Resources) and Director of Housing in consultation with the Leader to:

a) Review and, if applicable, approve any offer made under the Agreement to acquire or gap fund with nomination rights any of the 100 additional affordable homes;

b) Settle and complete the value for money terms of each acquisition or gap funding with nomination rights, within the approved capital investment programme budget;

c) In the event of an acquisition option being selected, to agree and procure the management arrangements for these units.

Recommended:

3. That an initial budget addition to the Housing Revenue Account Capital Investment Programme of £10m for this project, to be funded by the HRA capital investment reserve, be approved.

Reasons for recommendations:

1. Securing the additional 100 affordable homes supports the additional commitments as agreed at Full Council held on 21<sup>st</sup> February 2019 (Minute 737) to secure additional affordable housing and to deliver more affordable homes in the Borough.

2. The delegations provide for the Council to act expeditiously and at pace with regards to securing the additional affordable housing for social rent.

Other Options

1. Not approving the completion of the Agreement would have a negative impact on the Council's affordable housing supply and therefore it would not meet one of the requirements of the Project to maximise affordable homes nor would it remove the need for the Council to deliver more affordable homes in the Borough and further would not support the additional commitments as agreed at Full Council (Minute 737).

2. An alternative option could be to acquire units that come to market at the time and then designate as social housing. This would be subject to market conditions, as does the current proposal but without certainty that the Council would be offered these units and also potentially at a higher cost to the Council.

Note: The decisions in 1 and 2 above constitute an Executive Function. The decision in 3 above constitutes a Council Function.

Referred direct to: Place Scrutiny Committee

Cabinet Member: Cllr Gilbert

**Chair:** \_\_\_\_\_



# Southend-on-Sea Borough Council

Report of Executive Director (Finance & Resources)

To

Cabinet

On

3 November 2020

Report prepared by:

Pete Bates, Interim Head of Corporate Finance

Caroline Fozzard, Group Manager for Financial Planning and Control

Agenda  
Item No.

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## Resourcing Better Outcomes - Financial Performance Report – Period 6

### Policy and Resources Scrutiny Committee

Cabinet Members: Councillor Ian Gilbert and Councillor Ron Woodley

#### *Part 1 (Public Agenda Item)*

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## 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 2020/21 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 2020.

### 2.2 Approve the planned budget transfers (virements) of £296,000 between pay and non-pay budgets, as set out in section 4.13;

That, in respect of the 2020/21 Capital Budget Performance as set out in appendix 2 of this report, Cabinet:

### 2.3 Note the expenditure to date and the forecast outturn as at September 2020 and its financing;

### 2.4 Approve the requested changes to the capital investment programme for 2020/21 and future years, as set out in section 3 of appendix 2.

### **3 COVID-19 Impact and Implications**

- 3.1 It is still too early to assess the overall health and economic impact of COVID-19. 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. Consideration has now turned to how they can safely get their respective economies working again.
- 3.2 These plans have been disrupted more recently by major concerns of a resurgence in the virus and the potential impact of a second wave of the pandemic. Clearly there has been a significant rise in the number of confirmed positive cases and several areas across the UK have had additional lockdown measures imposed locally to try and contain and reduce the spread and impact of the virus. This is particularly concerning as we move into the colder months of the year.
- 3.3 The pandemic continues to have a huge 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. Most of the demand and financial pressures highlighted in this report are still inextricably linked directly or indirectly to COVID-19.
- 3.4 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 focuses on providing some detail and commentary of the financial variances at a portfolio level that are currently forecast for 2020/21. This is based on the best information that we currently have available.

### **4 Revenue – General fund**

- 4.1 In February 2020, the Council approved a General Fund revenue budget requirement for 2020/21 of £130.429M. This report provides details of the current projected outturn position for 2020/21 based on information as at the end of September 2020 (Period 6).
- 4.2 The Prime Minister announced on 12<sup>th</sup> October 2020 that an additional £1 Billion COVID-19 emergency grant funding would be made available for local authorities. This was later clarified and adjusted to reveal that £100M of this new national allocation would be ‘top-sliced’ and targeted specifically to support local leisure arrangements. At the time of writing this report no further details were available to show how this £100m will be allocated.
- 4.3 The total national value of COVID-19 emergency grant funding announced so far in 2020/21 is now £4.6 Billion. On 22<sup>nd</sup> October, Southend-on-Sea received notification of its share of the 4<sup>th</sup> tranche of funding - £2,443,745. This brings our total emergency grant funding allocation for the year to £14,471,638. The total £4.6 Billion emergency grant funding has now been distributed to individual local authorities based on the Relative Needs Formula (RNF). Although the Council has not yet actually received this 4<sup>th</sup> tranche of funding – it has been built into this report and the financial forecast for 2020/21 updated accordingly.

- 4.4 In headline terms the Council is now forecasting a net overspend of £5.9M for 2020/21, which is around 2.5% of the gross expenditure budget. The forecast overspend has reduced by around £4.4M from the £10.3M that was reported at Period 4. This is due to the additional COVID-19 emergency grant (£2.444M) that we have been recently allocated, together with the inclusion of our first claim of £2.683M against the Government's income guarantee scheme for sales, fees and charges. A further saving of around £0.8M is predicted due to a reduction in planned external borrowing for the Capital Investment Programme. After taking these positive developments into account it shows that the financial forecast for most service areas for 2020/21 has deteriorated (in total by around £1.5M) over the past 2 months.
- 4.5 The other major financial support initiative previously announced by the Government was to provide an opportunity for local authorities to spread collection fund deficits over the next three years. The impact of this proposal has not yet been assessed or included within this report because the technical details and specific guidance required on the collection fund accounting arrangements has not yet been released.
- 4.6 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 incredibly difficult to untangle and isolate specific demand and cost pressures that are prevalent across the Authority now due to the impact of COVID-19. It appears that part of the financial challenge is a continuation of some of the service pressures that were prevalent in 2019/20. This should have been minimised though by the extra investment that was approved for key services as part of the budget setting process for 2020/21. Where required some service recovery plans have been developed but it has proved impossible to fully implement them effectively due to the continuing response and challenges caused by the COVID-19 crisis.
- 4.7 The 2020/21 approved budget did include a one-off £3M 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 would clearly reduce the current forecast level of overspending in this area. The Council also has a general contingency of around £1.5M which is still available and currently uncommitted, but again given all the uncertainty it has been decided not to release any of this amount at the halfway point in the year. The situation will continue to be carefully monitored and further consideration and assessment will be provided as part of the Period 8 financial monitoring report. This is scheduled to be reported to Cabinet in January 2021.

- 4.8 A clear area of continuing major concern is the impact COVID-19 is having on income collection and the potential increases in bad and doubtful debts right across all our main income sources. Based on our latest analysis and assessment we are continuing to forecast a £1.5M deterioration in our collection of Business Rates. Increasing numbers of benefit claimants – particularly those eligible for working age Local Council Tax Support have increased from 7,700 to 9,377 by the end of September 2020 (a 22% increase this year), which directly reduces our Council Tax base. This impact together with the additional challenges for collection generally means that we are still forecasting a £3.6M shortfall in Council Tax income collected for 2020/21. It is hoped that our total forecast collection fund deficit of £5.1M (£1.5M + £3.6M) should be slightly offset by a circa £0.5M benefit from our continued participation in the Essex business rates pool. The forecast position for our collection fund at the end of September 2020 remains the same as it did at the end of July 2020.
- 4.9 The Council's new 'Getting to Know Your Business' programme has now started to be implemented. This programme will help 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 and service delivery arrangements.
- 4.10 Services are also continuing to develop further recovery and mitigation plans to try to improve the current financial situation. Adult Social Care will undergo a comprehensive independent diagnostic later this month to identify areas for review and improvement. 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, whilst also representing the best value for money for the local taxpayer.
- 4.11 Clearly, we are all still living with the virus without a current proven and available vaccine and any new spikes that result in a local lockdown or a further tightening of the current arrangements will create additional challenges that we will need to respond proportionately and appropriately to. The Council has also deliberately and prudently maintained a sensible level of reserves that could be used as a last resort at the year end.
- 4.12 Despite the clear and obvious financial challenges highlighted in this report the Council remains in a much stronger and resilient financial position than many other Local Authorities. We will continue to lobby Central Government with our other Essex local authorities for extra resources to both help with our local response but also the transition, preparation, and implementation of our recovery. We will also continue to assess the impact of any future Government announcements and analyse the implications of the collection fund initiative when the details are eventually finalised and released. This could help to improve the current overall forecast financial position for 2020/21.

- 4.13 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. The following budget transfer for Cabinet approval this period is:

£ 296,000	Re-alignment of BCF/iBCF budgets between Employee Costs and 3 <sup>rd</sup> Party Payments
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<b><u>£296,000</u></b>	<b><u>TOTAL</u></b>
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## **5 Revenue – Housing Revenue Account (HRA)**

- 5.1 In February 2020, the Council approved a balanced 2020/21 Housing Revenue Account budget for 2020/21. This report provides the details of the projected outturn position for this year based on actual activity and financial performance as at the end of September 2020 (Period 6).
- 5.2 Despite the challenges of COVID-19 the current forecast for the HRA indicates that it will have a net surplus of (£0.428M) in 2020/21, (around -1.8%) of gross operating expenditure. This positive position is predominantly due to increased levels of rental income received due to a lower level of voids within the Housing stock, which demonstrates good housing management practice. There is a risk to the levels of increasing rent arrears due to the impact of COVID-19 on tenant's income and their continuing ability to pay. An initial £0.250M provision has been included as part of the current forecast. This situation will be kept under constant review and work is ongoing with tenants to try and provide appropriate support to mitigate any impact.
- 5.3 A range of additional expenditure pressures have been experienced, primarily to clear the backlog of works on voids and gas appliances. These extra costs are directly attributed to the impact of COVID-19. There are also other potential expenditure implications which are still under discussion with South Essex Homes.
- 5.4 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 the housing stock. Potential to use some of the forecast surplus to fund additional revenue contributions to capital is also under consideration.

## **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 the outcomes. The investment contributes to the five 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 libraries, museums 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 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 has delivered 120 permanent additional secondary school places for September 2018 and a further 80 for September 2019. This expansion is across eight of the twelve Southend secondary schools and will result in an additional 1,050 places for 11-16 year old pupils once completed.
- 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 2020 the Council agreed a capital investment programme budget for 2020/21 of £70.957M. The outturn for 2019/20 showed a final spend of £59.5M against a revised budget of £71.0M, an underspend of £11.5M. The proposed budget carry forwards, accelerated delivery requests and other budget re-profiles and amendments initially resulted in a revised budget for 2020/21 of over £124M. It was clear that the programme needed to be reduced and a preliminary review was conducted which concentrated on the key strategic schemes' ability to deliver in the new environment and taking into consideration the position on external funding aligned to those schemes. This reduced the 2020/21 budget to £94.6M.
- 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 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, there were a number of priority projects that were approved at the June, July and September Cabinet meetings for inclusion into the capital investment programme. Also the Forum 2 scheme budget was removed as a result of the decision to bring this project to a conclusion. This had the net effect of decreasing the 2020/21 budget to £92.2M
- 6.9 £40.978M of this budget is identified as strategic schemes such as the Airport Business Park, Southend Pier schemes and the Delaware and Priory new build.

- 6.10 Since the last report for the position as at July, the first stage of the capital investment programme review has been underway. Capital challenge sessions have taken place with project managers to ascertain more realistic budget profiles based on expected delivery timescales. The resulting requested changes to the capital investment programme for 2020/21 and future years are included in section 3 of appendix 2.
- 6.11 As the next stage of the review continues, progress of schemes will be re-assessed in light of the Council's updated outcomes, refreshed roadmap and six recovery priorities (where major projects are in the capital investment programme these are included as strategic schemes). Schemes will be reviewed to ensure they still represent value for money and that resources are in place to deliver projects within agreed timescales. The overall programme will be reviewed to achieve a more even investment profile across the years, to ensure it is realistic and affordable.
- 6.12 Just under a quarter of the programme is financed by Government grants and external developer and other contributions and at the end of September approximately two thirds 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.
- 6.13 This report details the projected outturn position for 2020/21 based on information as at the end of September (period 6). The report includes details of progress in delivering the 2020/21 capital investment programme and in receiving external funding relating to that year.
- 6.14 Since September Cabinet the Investment Board has agreed some proposed new schemes can progress to Cabinet for consideration. The ICT technology capital budgets have also been reviewed in the light of the response to Covid-19 and other critical issues and risks, and the resulting need for change delivery including the increase in remote working services. As a result of the above and the ongoing review, this report includes any virements between schemes, re-profiles across years, new external funding, proposed new schemes and proposed scheme deletions.
- 6.15 The progress of schemes for 2020/21 is detailed in sections 1 and 2 of Appendix 2 with Section 3 setting out the resulting requests to:
- Carry forward £31,579,000 of 2020/21 scheme budgets into future years;
  - Bring forward £1,605,000 of budget from future years into 2020/21;
  - Add scheme budgets totalling £353,000 into 2020/21 where new external funding has been received;
  - Add scheme budgets totalling £200,000 into 2020/21, £136,000 into 2021/22 and £300,000 into 2022/23 for new schemes and additions to the capital investment programme;
  - Action virements of budget between approved schemes;
  - Remove £472,000 from 2020/21, £750,000 from 2021/22 and £1,125,000 from 2022/23 for scheme budgets no longer required;
  - Transfer £2,400,000 from the 'Subject to Viable Business Case' section to the main Capital Investment Programme in 2022/23;

- Add a new section 'Subject to grant re-profiling' outside of the main capital investment programme for the £15M Housing Infrastructure Fund budgets;

- 6.16 As at the end of September the capital outturn for 2020/21 is currently estimated at £62,275,000. This is expected to reduce further as the review of the capital investment programme continues as highlighted in paragraph 6.11. An updated assessment will be included in the Period 8 performance report and presented to Cabinet in January 2021.
- 6.17 The 2020/21 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:

	<b>2020/21 £(000)</b>	<b>2021/22 £(000)</b>	<b>2022/23 £(000)</b>	<b>2023/24 £(000)</b>	<b>2024/25 £(000)</b>	<b>Total £(000)</b>
At September Cabinet	92,168	66,546	23,324	13,270	16,835	212,143
Amendments	(29,893)	(980)	23,032	3,740	5,143	1,042
Revised programme	62,275	65,566	46,356	17,010	21,978	213,185

## 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. Effectively 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 2020/21 Budget – Report to Council 20 February 2020  
Medium Term Financial Strategy 2020/21 – 2024/25

# 11 Appendices

Appendix 1 Period 6 – September 2020 Revenue Budget Performance  
2020/21

Appendix 2 Period 6 – September 2020 Capital Investment Programme  
Performance 2020/21

## Appendix 1

### Budget Monitoring & Reporting 2020/2021

#### Period 6 - September 2020 Revenue Budget Performance



## Summary

Last Reported Portfolio  
Variance £M

Revised Budget  
£M

Forecast Outturn  
£M

Variance  
£M

1.737	Leader: Housing, ICT, Revenues & Benefits	17.236	19.236	2.000
3.064	Deputy Leader: Assets, Highways and Transport	4.719	8.341	3.622
1.017	Business, Culture and Tourism	4.897	6.069	1.172
4.534	Children and Learning	31.229	36.092	4.863
0.095	Community Safety and Customer Contact	4.297	4.342	0.045
1.483	Environment and Planning	18.578	20.408	1.830
4.047	Health and Adult Social Care	39.006	42.828	3.822
<b>15.977</b>		<b>119.962</b>	<b>137.316</b>	<b>17.354</b>
0.400	Corporate Budgets	25.353	24.993	(0.360)
<b>16.377</b>		<b>145.315</b>	<b>162.309</b>	<b>16.994</b>
0.000	Contribution to / (from) earmarked reserves	(8.642)	(8.642)	0.000
0.000	Revenue Contribution to Capital	0.363	0.363	0.000
0.000	COVID-19 Income Compensation	0.000	(2.683)	(2.683)
(10.638)	Non Service Specific Grants	(6.607)	(19.614)	(13.007)
<b>5.739</b>	<b>TOTAL</b>	<b>130.429</b>	<b>131.733</b>	<b>1.304</b>
4.600	Funding	(130.429)	(125.829)	4.600
<b>10.339</b>		<b>0.000</b>	<b>5.904</b>	<b>5.904</b>

### Sources of funding (£s)



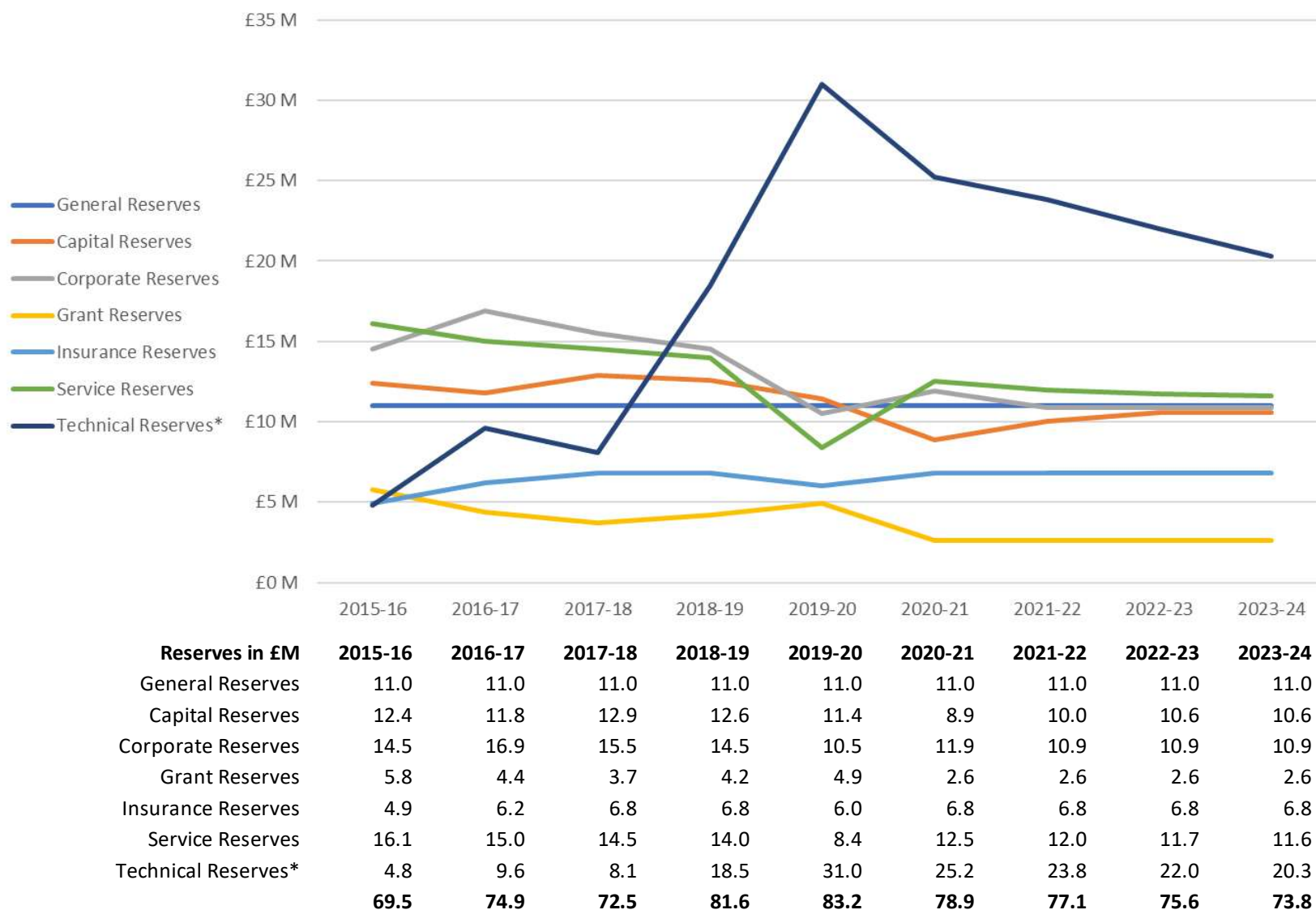
This detailed financial performance report for 2020/21 builds on the information provided at Period 4 and summarises the forecast position as at the end of September 2020 (Period 6). All local authorities right across the country continue to wrestle with the unprecedented circumstances and challenges caused by the impact of COVID-19 on both their operations and finances. All services have been directly or indirectly affected by the pandemic. Our understanding and confidence in predictions, spending patterns, income activity levels and behaviours were increasing each week/month as further data became available. The recent expansion of the number of confirmed cases nationally though and the potential threat of a second wave of the virus and possible impact of further lockdown measures has now created added uncertainty over our financial forecast for the year. This report includes our first claim against the Government's income guarantee scheme (£2.683M compensation). No detailed technical guidance has yet been received to enable the spreading of Collection Fund deficits over three years, so an assessment of this opportunity has been excluded from this report. The corporate budgets variance (£0.360M) is an improvement of £0.760M from Period 4 and is due to a reduction in the level of planned borrowing relating to the Council's Capital Investment Programme. This total saving has been reduced by the forecast loss in investments caused directly by COVID-19. The non-service specific grants positive variance of (£13.007M) is the remaining amount of unapplied COVID-19 emergency grant that we have received and the funding line variance of £4.600M highlights the net negative impact on our Collection Fund for Business Rates and Council Tax.

In conclusion, and despite the effects of COVID-19 and the corresponding financial impact, the Council remains in a relatively strong position compared to many other upper tier authorities across the country. This is because of its level of sensible reserves, financial resilience, and ability to cope with unexpected challenges.

## Reserves

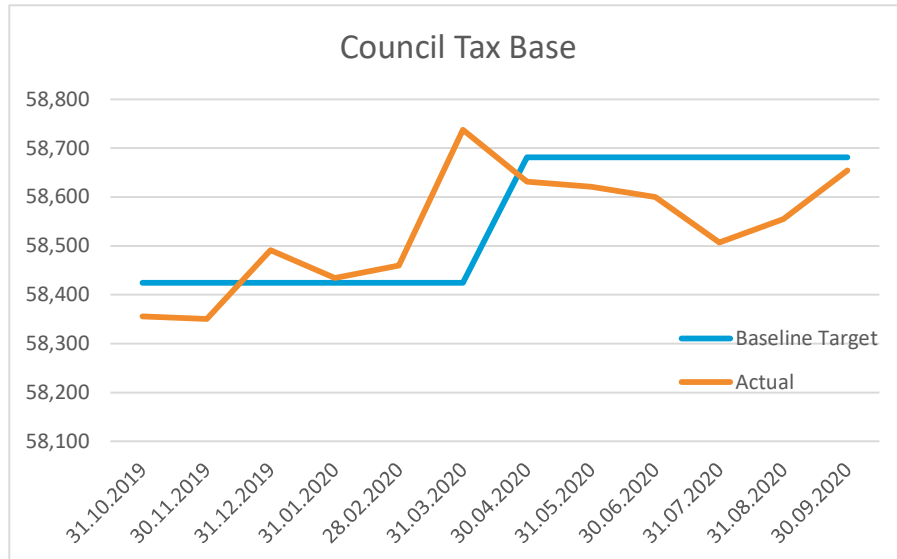
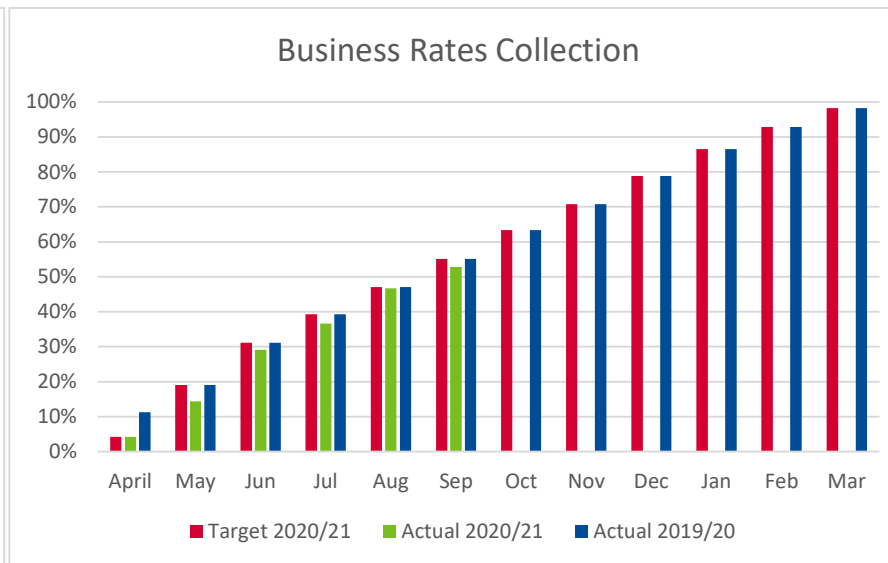
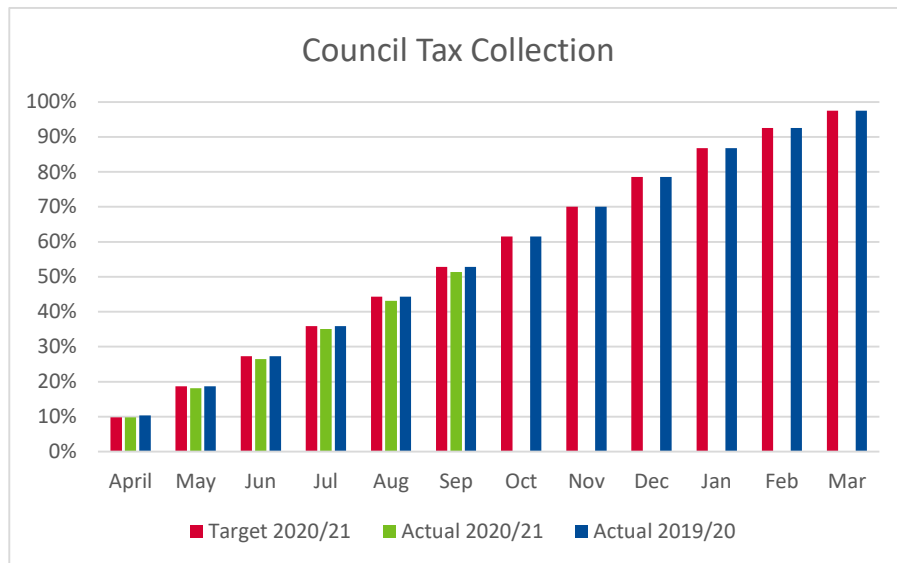
The Council maintains General Fund reserves at £11.0M in line with the Medium Term Financial Forecast. This provides a working cashflow balance and allows a degree of financial security in the case of unexpected events or emergencies.

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.



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

## Collection Rates



Collection rates for the current financial year are below the monthly target on both Council Tax (1.4% below) and Business Rates (2.3% below). The reduction in performance and impact on the collection fund is directly due to COVID-19.

The Council Tax Baseline also reflects a decrease of 26.93 band D properties. The Local Council Tax Support Scheme has increased significantly since the setting of the baseline due to COVID-19 with an increase of 1,155 band D equivalents in claimants (including removal of 849 band D equivalents due to the £150 hardship scheme).

The NDR Baseline is reflecting a decrease of £12.2m, however this is covered by the increased S31 grant received from Government to compensate the council for the passporting on of increased rate relief to eligible businesses due to COVID-19.

## Leader: Housing, ICT, Revenues & Benefits

**28.34%**

of Total Gross Revenue  
Service Budget

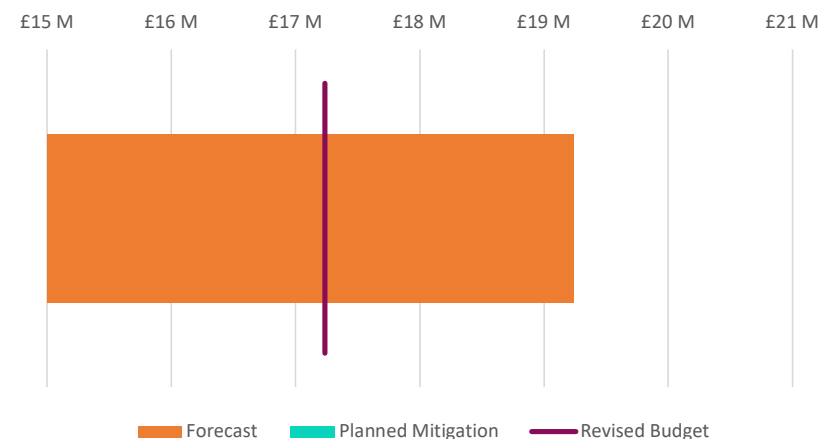
**£2.0M**

Forecast Adverse Variance

**0.64%**

Variance as % of Total Gross  
Budget Envelope

Last Reported	Service Area	Revised Budget	Forecast Outturn	Variance
Variance £M		£M	£M	£M
0.427	Housing	3.422	4.015	0.593
0.350	ICT	3.271	3.565	0.294
(0.075)	Legal and Democratic Services	2.929	2.879	(0.050)
0.110	Other Services	4.642	4.802	0.160
0.941	Revenues and Benefits	1.141	2.144	1.003
(0.016)	Strategic Planning and Policy	1.831	1.831	0.000
<b>1.737</b>		<b>17.236</b>	<b>19.236</b>	<b>2.000</b>
1.182	Gross Expenditure	88.419	89.784	1.365
0.555	Gross Income	(71.183)	(70.548)	0.635
<b>1.737</b>		<b>17.236</b>	<b>19.236</b>	<b>2.000</b>



All rough sleepers have been placed in temporary accommodation during the period of the COVID-19 emergency. This has resulted in a pressure on Bed and Breakfast spend. The team are moving clients on to permanent accommodation where possible. The anticipated pressure assumes the numbers of rough sleepers in Bed and Breakfast will be reducing over the course of the financial year as more rough sleepers move on to permanent accommodation.

The pressure on temporary accommodation is being slightly offset by an underspend in the Private Sector Housing team due to vacancies. There is a planned recruitment drive to try to fill these vacant posts, together with the potential of engaging agency cover to clear the current backlog of work.

The approved ICT restructure has required a significant recruitment drive to attract the necessary skills, expertise, and experience to the Council and this has resulted in a one-off cost to engage with the specialist market effectively. To ensure robust network connectivity during the extended period of working remotely there have also been additional one-off costs to bring equipment and support arrangements up to date.

Due to COVID-19 there has been an embargo on the issuing of any summons for unpaid council tax and business rates debts. As a result of this reduction in court appearances there is now £0.5m less income received by SBC from court fees. There is also an unfunded gap between the subsidy received from central government and the value of benefits paid to claimants. COVID-19 has seen an increase in the number of working age benefit claimants and this pressure may increase further by the end of the year. Welfare reform changes over the past few years have been managed via our reserves. There will now be a requirement for a permanent increase in the Council's revenue base to deal with the net expenditure that remains after applying the benefits subsidy received from the Government. This increase will form part of the development of the Council's future Medium Term Financial Strategy.

## Deputy Leader: Assets, Highways and Transport

**6.30%**

of Total Gross Revenue  
Service Budget

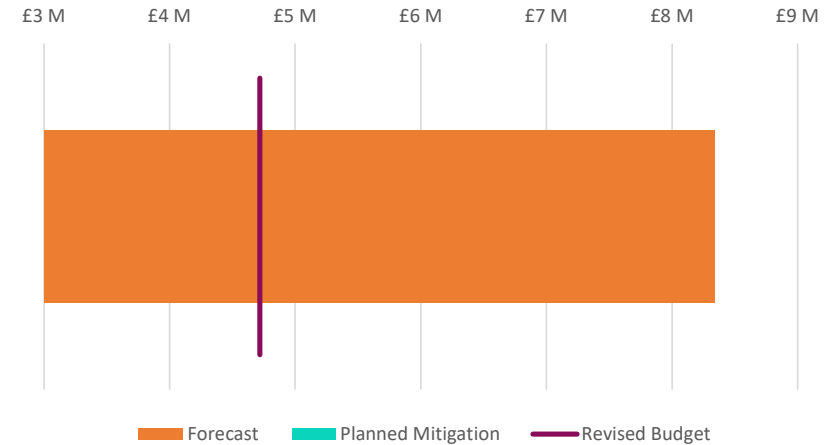
**£3.6M**

Forecast Adverse Variance

**1.16%**

Variance as % of Total Gross  
Budget Envelope

Last Reported	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
Variance £M				
(0.010)	Asset and Facilities Management	(0.461)	(0.409)	0.052
(0.070)	Financial Services	3.717	3.487	(0.230)
3.144	Highways and Transport	1.463	5.263	3.800
<b>3.064</b>		<b>4.719</b>	<b>8.341</b>	<b>3.622</b>
0.157	Gross Expenditure	19.656	19.977	0.321
2.907	Gross Income	(14.937)	(11.636)	3.301
<b>3.064</b>		<b>4.719</b>	<b>8.341</b>	<b>3.622</b>



COVID-19 and the associated lockdown and social restrictions have placed an enormous strain on the parking income of the authority during the traditionally busiest time of the year for the town. A reduction in travel has resulted in a reduction in both pay and display income and enforcement activity. There are also a number of expenditure pressures in the parking service including variable contractor works, security costs and the merchant and transaction fees in relation to cashless parking solutions.

There continues to be increased costs associated with the security and cleaning in the Travel Centre. Street lighting columns are replaced when damaged and although there is a continued increase in insurance claims to recover monies where possible there remains a financial pressure in the service overall.

Fixed term interim resources have been deployed to deliver on a range of policies and strategies within parking and transport. Once these policies are in place the recently approved highways and transport staffing structure will be delivered and the temporary staffing pressures should subside.

The overall Financial Services position has improved from Period 4 due to the rescheduling of some audit work into 2021/22 and the intentional holding of several vacant posts to help with the financial challenge across the wider business.



## Business, Culture and Tourism

**2.36%**

of Total Gross Revenue  
Service Budget

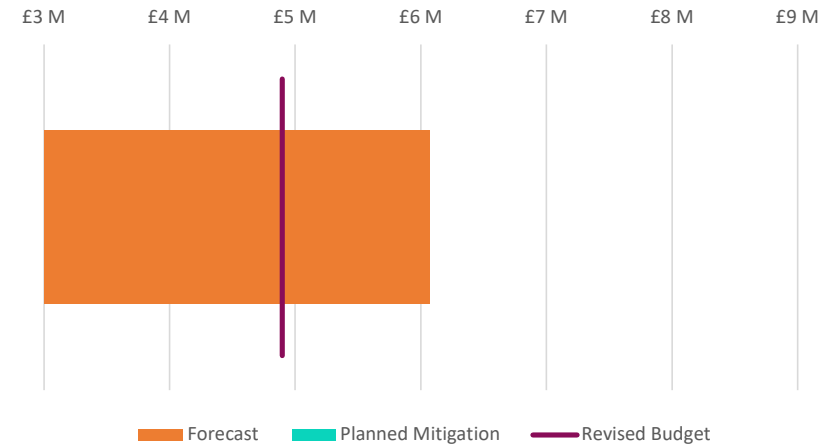
**£1.2M**

Forecast Adverse Variance

**0.38%**

Variance as % of Total Gross  
Budget Envelope

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
0.336	Culture	3.643	4.112	0.469
(0.009)	Economic Development and Regeneration	0.599	0.618	0.019
0.690	Tourism	0.655	1.339	0.684
<b>1.017</b>		<b>4.897</b>	<b>6.069</b>	<b>1.172</b>
(0.100)	Gross Expenditure	7.348	7.296	(0.052)
1.117	Gross Income	(2.451)	(1.227)	1.224
<b>1.017</b>		<b>4.897</b>	<b>6.069</b>	<b>1.172</b>



The financial pressures faced within culture and tourism are entirely due to COVID-19. Our leisure provider has been fully supported during the pandemic and as a result no management fee will be received by the council in 2020/21. There has also been no income received from any libraries this financial year to date. The tourism sector was badly affected at the beginning of the pandemic but was starting to show signs of recovery. As a result of the pier being closed for the first quarter of the year and a reduced and socially distanced train service being in operation thereafter, there will be a significant reduction in admission income collected on this key tourist attraction.

## Children and Learning

**29.05%**

of Total Gross Revenue  
Service Budget

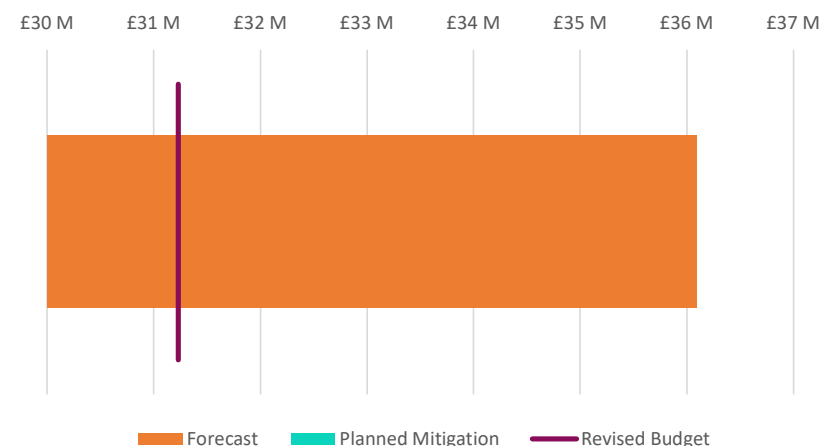
**£4.9M**

Forecast Adverse Variance

**1.56%**

Variance as % of Total Gross  
Budget Envelope

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
4.530	Childrens Social Care	23.230	28.006	4.776
0.004	Education and Schools	4.951	4.956	0.005
0.000	Maintained Schools Delegated	0.000	0.000	0.000
0.000	Youth and Family Support	3.048	3.130	0.082
<b>4.534</b>		<b>31.229</b>	<b>36.092</b>	<b>4.863</b>
4.594	Gross Expenditure	90.640	95.326	4.686
(0.060)	Gross Income	(59.411)	(59.234)	0.177
<b>4.534</b>		<b>31.229</b>	<b>36.092</b>	<b>4.863</b>



As expected, Children Services remains a significant pressure area forecasting a £4.9M overspend, excluding the one off £3M put aside to support the service as part of the approved 2020/21 budget. Looked After Children (LAC) numbers have currently reduced from their peak in 2019/20, following three consecutive years of increases. This reduction has not yet been experienced on our LAC external care placements though. This is the most expensive provision and there are currently 100 ongoing care packages compared to an average of 81 in 2019/20, this is an increase of 10 placements (7 external fostering and 3 external residential care) since the Period 4 report. External care placements remain the most significant cause of the cost pressures but there is also continued spending pressures on the leaving care and unaccompanied asylum seeker care placements too. Pressures on social work staffing (although reduced from 2019/20) and independent professional assessment fees are also having an impact. Like nearly every service area there are also increased costs related to COVID-19 resulting from both placement extensions and additional staffing to respond to the crisis. COVID-19 has also naturally impacted on some areas of our traded income activity with Schools.

It is positive for the financial position that the LAC numbers have currently reduced, and this is benefiting the inhouse care provision and will be assisting to mitigate previous in-house fostering capacity issues. The service has also reduced reliance on agency staff which is again having some positive impact within the forecasts.

The intention to continue to build capacity within the inhouse foster care provision remains as a key priority. This will not only benefit the outcomes of the child, but also help to alleviate external care spend pressures moving forward. There is always a risk to these forecasts that one or two extra residential or additional secured placements can have a significant cost impact and would increase the current predicted level of spending forecasts considerably.

## Community Safety and Customer Contact

**1.76%**

of Total Gross Revenue  
Service Budget

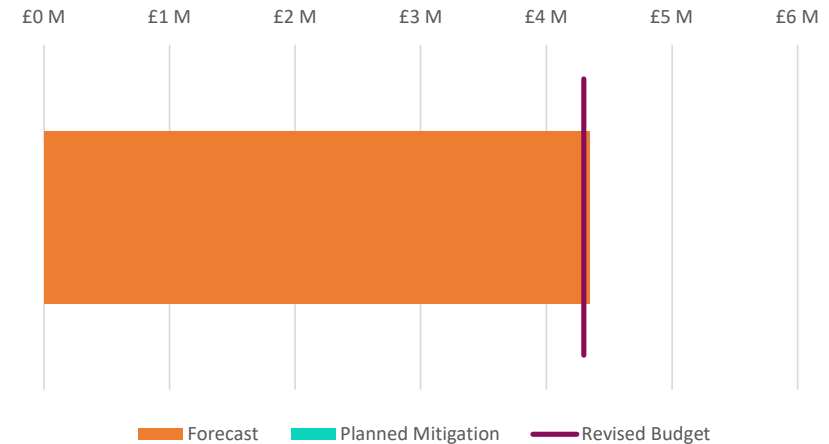
**£0.05M**

Forecast Adverse Variance

**0.00%**

Variance as % of Total Gross  
Budget Envelope

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
0.031	Community Safety	1.268	1.278	0.010
0.085	Customer Services	1.901	1.961	0.060
(0.021)	Regulatory Services	1.128	1.103	(0.025)
<b>0.095</b>		<b>4.297</b>	<b>4.342</b>	<b>0.045</b>
0.010	Gross Expenditure	5.494	5.338	(0.156)
0.085	Gross Income	(1.197)	(0.996)	0.201
<b>0.095</b>		<b>4.297</b>	<b>4.342</b>	<b>0.045</b>



Due to the restrictions on wedding services there has been a significant reduction in the use of our wedding venues in 2020/21 resulting in a £100k loss to fees and charges. A number of these services have been re-scheduled for future years but the opportunity to generate revenue from these venues has now passed for this financial year, resulting in a loss of income.

Staffing vacancies in Customer Services are off-setting part of the loss in income, however the vacancies relate to posts that previously provided Customer Services to South Essex

## Environment and Planning

**7.75%**

of Total Gross Revenue  
Service Budget

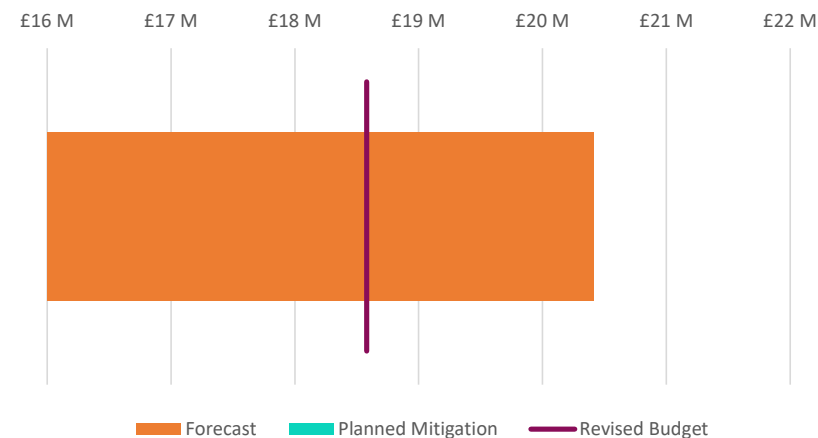
**£1.8M**

Forecast Adverse Variance

**0.38%**

Variance as % of Total Gross  
Budget Envelope

Last Reported	Service Area	Revised Budget	Forecast	Variance
Variance £M		£M	Outturn £M	£M
0.033	Cemeteries and Crematorium	(1.615)	(1.601)	0.014
0.000	Energy	0.106	0.129	0.023
0.265	Flooding	0.401	0.666	0.265
0.106	Parks and Open Spaces	4.510	4.718	0.208
0.129	Planning	1.108	1.256	0.148
0.950	Waste and Street Scene	14.068	15.240	1.172
<b>1.483</b>		<b>18.578</b>	<b>20.408</b>	<b>1.830</b>
1.279	Gross Expenditure	24.188	25.762	1.574
0.204	Gross Income	(5.610)	(5.354)	0.256
<b>1.483</b>		<b>18.578</b>	<b>20.408</b>	<b>1.830</b>



Storms early in 2020 have resulted in damage along our shoreline, both immediately and via increased repairs and maintenance identified during inspections of the coastline. This running list of repairs across one of our most valuable assets continues to result in a budget pressure for the service.

Due to COVID-19 and the restrictions in place regarding organised outdoors sports there has been a reduction in the income received from sports pitches and park event bookings. This position has deteriorated further since the forecast at Period 4. There was also a reduction in the number of planning and building applications particularly in the first two months of the year resulting in a further reduction of income for the authority.

As a result of the measures implemented to reduce the spread of COVID-19, residents have remained at home for a substantial period. Many people are working from home now and will continue to do so for the foreseeable future. One by-product of this change in how people are living is a significant increase in the volume of household waste which is being collected and disposed of. As a waste disposal authority, the financial implication of this is borne by council.

## Health and Adult Social Care

**24.43%**

of Total Gross Revenue  
Service Budget

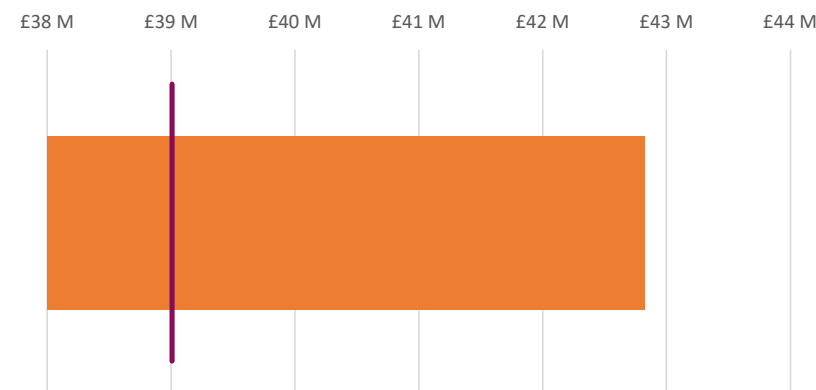
**£3.8M**

Forecast Adverse Variance

**1.23%**

Variance as % of Total Gross  
Budget Envelope

Last Reported	Service Area	Revised Budget	Forecast Outturn	Variance
Variance £M		£M	£M	£M
3.748	Adult Social Care	38.077	41.600	3.523
0.303	Health	0.228	0.531	0.303
(0.004)	Voluntary and Community Services	0.701	0.697	(0.004)
<b>4.047</b>		<b>39.006</b>	<b>42.828</b>	<b>3.822</b>
3.604	Gross Expenditure	76.218	79.575	3.357
0.443	Gross Income	(37.212)	(36.747)	0.465
<b>4.047</b>		<b>39.006</b>	<b>42.828</b>	<b>3.822</b>



Forecast Planned Mitigation Revised Budget

There continues to be a pressure on Adult Social Care services, with £3.5M being the forecast year end variance as at period 6. This is a slight improvement from period 4's forecast position. The main pressures remain in Older People's interim residential placements, home care and reablement services. Extra investment was provided as part of setting the budget for 2020/21 but the impact of COVID-19 and the additional demands and response to the crisis has made it very difficult to fully implement previous recovery plans and develop new mitigation proposals. Extra investment has also been made into the provider market as part of our COVID-19 response.

There also remains a significant pressure on the Learning Disabilities (LD) service. In 2019/20 we saw an increasing demand on LD Supported Living placements, more than the usual transitions increase. We had more families where parents were older, and it was necessary for Social Care to support their loved ones to move to an environment that continued to provide the appropriate level of support but also maximised their independence. This pressure anticipates further demand increases in 2020/21 and this is being closely reviewed with the service. There is also a pressure on services provided to those with a social care need but have No Recourse to Public Funds.

In response to the COVID-19 emergency additional Personal Protective Equipment (PPE) has been made available to care providers across the borough. This has resulted in a pressure on the Public Health budget.

## Housing Revenue Account

**(£0.4M)**

Forecast Favourable Variance

**-1.8%**

Variance as % of Gross Operating  
Expenditure

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
0.000	Gross Expenditure	23.335	23.643	0.308
(0.300)	Gross Income	(28.522)	(29.258)	(0.736)
<b>(0.300)</b>	<b>NET OPERATING EXPENDITURE</b>	<b>(5.186)</b>	<b>(5.614)</b>	<b>(0.428)</b>
0.000	Revenue Contribution to Capital	8.708	8.708	0.000
0.300	Contribution to / (from) Earmarked Reserves	(3.522)	(3.094)	0.428
<b>0.000</b>	<b>TOTAL</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

Despite the challenges of COVID-19 the current forecast for the Housing Revenue Account (HRA) indicates that it will have a net surplus of (£428,000) in 2020/21, a positive variance of around (-1.8%) of gross operating expenditure. It must be noted that there is a risk to the levels of rent arrears due to the impact of COVID-19 on tenants' income and their ability to pay. An estimate of £250,000 anticipated pressure has been built into the current forecast and used to increase our provision for potential bad and doubtful debts. The situation will continue to be closely monitored. There has also been extra cost pressures on staffing required to clear the backlog of works on voids and gas appliances directly due to the impact of COVID-19. There are other potential expenditure implications which are still under discussion with South Essex Homes. Any agreed changes will be included in the Period 8 report.

Positively the anticipated rental income is higher than originally budgeted. This position is predominantly due to increased levels of rental income received as a result of lower level of voids within the housing stock. This demonstrates good housing management practice. As the acquisitions programme progresses into quarter 3 there is an anticipated increase in the numbers of units within the housing stock that will further increase the HRA's rental income stream.

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 the housing stock. Potential to use some of the forecast surplus to fund additional revenue contributions to capital is also under consideration.

## Budget Monitoring & Reporting 2020/21

### Period 6 – September 2020 Capital Investment Programme Performance



# Capital Investment Programme Performance Report

## 1. Overall Budget Performance by Investment Area

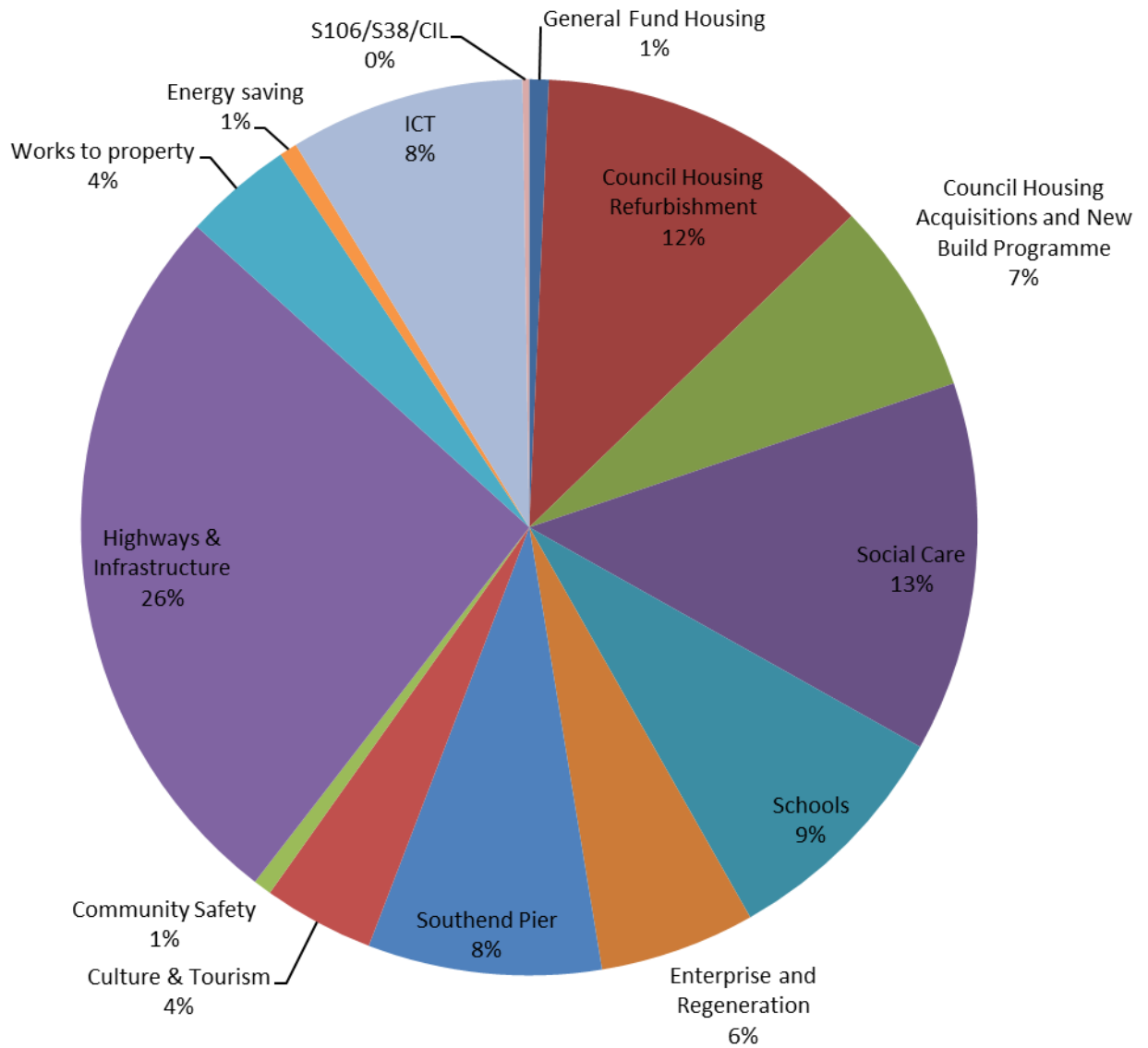
The revised Capital budget for the 2020/21 financial year is £92.168million which includes all changes agreed at September Cabinet. Actual capital spend at 30<sup>th</sup> September is £18.121million representing approximately 20% of the revised budget. This is shown in Section 3. (Outstanding creditors totalling £0.384million 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 as follows:

Investment Area	Revised Budget 2020/21 £'000	Outturn to 30 <sup>th</sup> September 2020/21 £'000	Current Variance to 30 <sup>th</sup> September 2020/21 £'000	Expected outturn 2020/21 £'000	Latest Expected Variance to Revised Budget 2020/21 £'000	Amended Budget 2021/22 to 2024/25 £'000
General Fund Housing	2,470	170	(2,300)	435	(2,035)	5,094
Council Housing Refurbishment	10,460	1,951	(8,509)	7,518	(2,942)	30,913
Council Housing Acquisitions & New Build Programme	8,885	509	(8,376)	4,371	(4,514)	22,672
Social Care	9,298	1,864	(7,434)	8,319	(979)	4,235
Schools	5,496	3,522	(1,974)	5,387	(109)	3,001
Enterprise & Regeneration	9,781	2,514	(7,267)	3,491	(6,290)	28,581
Southend Pier	7,550	1,254	(6,296)	5,247	(2,303)	13,203
Culture & Tourism	3,001	869	(2,132)	2,486	(515)	977
Community Safety	1,809	50	(1,759)	410	(1,399)	2,265
Highways & Infrastructure	22,542	3,141	(19,401)	16,335	(6,207)	20,541
Works to Property	4,985	1,211	(3,774)	2,450	(2,535)	13,917
Energy Saving	1,185	8	(1,177)	397	(788)	1,762
ICT	4,233	1,021	(3,212)	5,277	1,044	3,141
S106/S38/CIL	473	37	(436)	152	(321)	608
<b>Total</b>	<b>92,168</b>	<b>18,121</b>	<b>(74,047)</b>	<b>62,275</b>	<b>(29,893)</b>	<b>150,910</b>

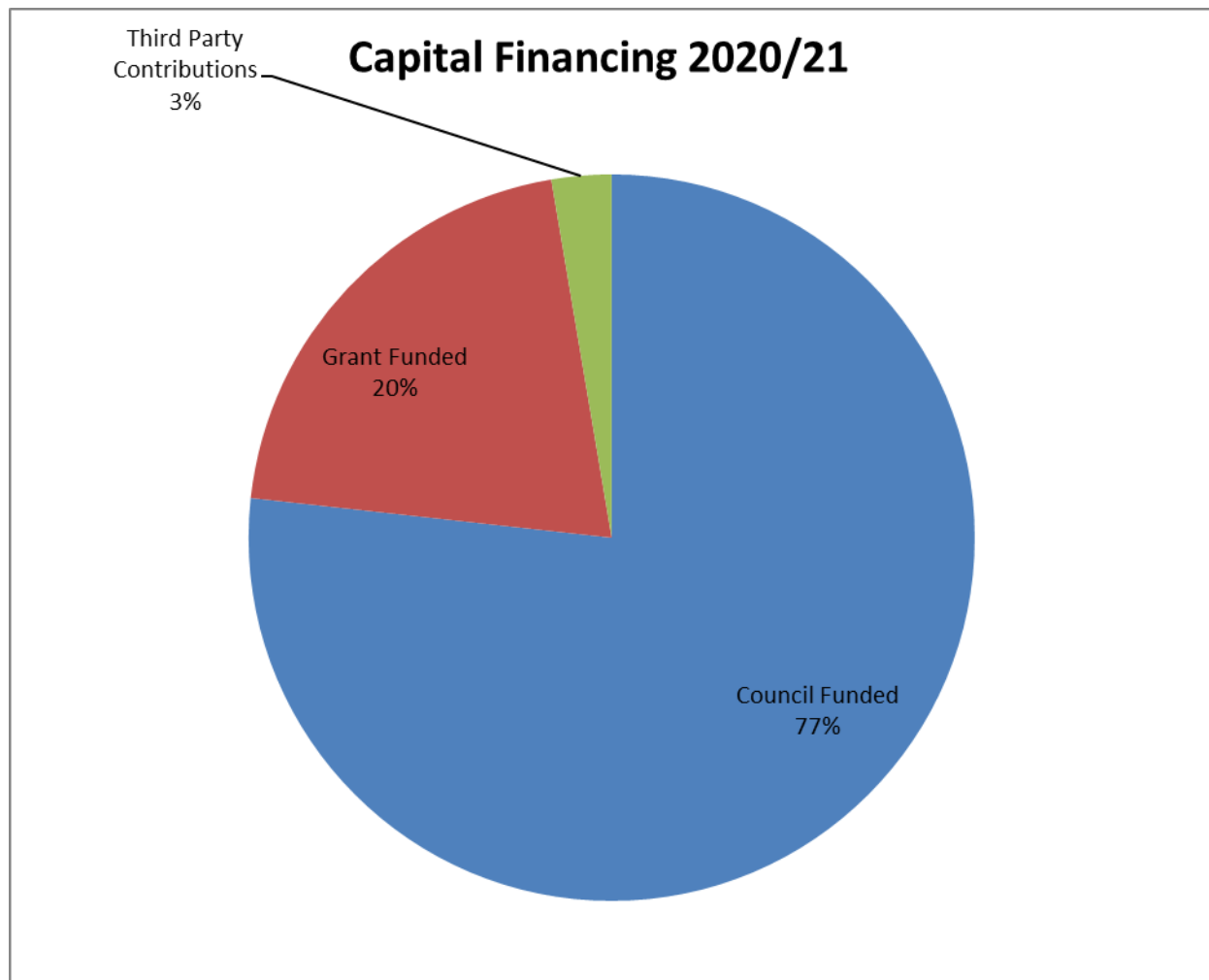


## Capital Investment Programme Budget 2020/21



\*S160/S38/CIL percentage has been rounded from 0.22%

The capital investment for 2020/21 is proposed to be funded as follows:



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

Of the £21.436million of external funding expected, £14.392million had been received by 30<sup>th</sup> September. The outstanding amounts mainly relate to Local Growth Fund schemes.

## Progress of Strategic schemes

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

Although the revised capital investment programme is £92.168million, £40.978million of this relates to strategic schemes and approximately 23% spend has been achieved to date for these strategic schemes.

Investment Area	Scheme	Revised Budget 2020/21 £000	Outturn to 30th September 2020/21 £000	Expected outturn 2020/21 £000	Latest Expected Variance to Revised Budget 2020/21 £000	Budget 2021/22 to 2024/25 £000
<b>Strategic schemes</b>						
Enterprise and Regeneration	Airport Business Park (including Local Growth Fund)	6,500	1,209	1,500	(5,000)	13,401
Enterprise and Regeneration	Airport Business Park - Acquisition	1,200	-	200	(1,000)	1,000
Enterprise and Regeneration	Better Queensway - Programme Management	681	305	641	(40)	830
Enterprise and Regeneration	Better Queensway - Loan to Joint Venture	1,150	1,000	1,150	-	13,100
Social Care	Delaware and Priory New Build	8,199	1,744	7,199	(1,000)	4,200
Schools	School Improvement and Provision of School Places	3,689	3,218	3,689	-	600
Southend Pier	Southend Pier schemes	7,550	1,254	5,247	(2,303)	13,203
Works to Property	Civic Campus - Efficient use of Space	197	90	133	(64)	214
Highways and Infrastructure	Local Growth Fund - A127 Growth Corridor	3,272	280	3,272	-	6,929
Council Housing Acquisitions	HRA Affordable Housing Acquisitions Programme	4,976	359	3,500	(1,476)	5,976
Council Housing New Build Programme	Construction of New Housing on HRA Land	2,481	41	499	(1,982)	13,840
Council Housing Acquisitions	Acquisition of Tower Block Leaseholds - Queensway	1,083	106	200	(883)	2,683
<b>Total Strategic</b>		<b>40,978</b>	<b>9,606</b>	<b>27,230</b>	<b>(13,748)</b>	<b>75,976</b>
<b>Other schemes</b>						
<b>Other Capital Investment schemes</b>		<b>51,190</b>	<b>8,515</b>	<b>35,045</b>	<b>(16,145)</b>	<b>74,934</b>
<b>TOTAL SCHEMES</b>		<b>92,168</b>	<b>18,121</b>	<b>62,275</b>	<b>(29,893)</b>	<b>150,910</b>

## Enterprise and Regeneration

The determination of the planning applications for the specification scheme and Costa at the Airport Business Park has been delayed and the matter is now being chased.

Procurement for the Launchpad construction commenced at the end of September. The current budget profile has been reconsidered and carry forward requests totalling £1.0m for the acquisition to be moved into financial year 2021/22 and £7.8m in relation to the main scheme to be moved into financial year 2022/23 have been included in this report to bring the spend profile in line with the revised schedule.

Final proposals for the Better Queensway scheme were submitted to planning in September and have now been validated with various media and resident communications to advise what can be expected. The current profile has been revised and a carry forward request of £40k into 2021/22 in relation to Programme Management and £1.5m into 2024/25 in relation to the Loan to Joint Venture have been included in this report.

The Council had successfully bid for £15m from the Housing Infrastructure Fund which will be used to carry out highways changes as part of the overall Better Queensway redevelopment. As part of this report the £15m has been added as a new section 'Subject to grant re-profiling' outside of the main Capital Investment Programme. The profile is subject to change and the budgets will be moved to the main programme at the appropriate time.

## **Social Care**

Work is progressing on the new care home build in line with the revised timetable. Steelwork, the substructure for the substation and the two lift pits are now complete and the block work has now commenced. Implementation and fit out planning is progressing well. In line with the revised timetable £1.0m is included within this report as a carry forward moving budget into 2021/22.

## **Schools**

The Secondary School Improvement and Provision scheme is in the final stages with St Bernard's now handed over. One element of the project at St Thomas More is remaining and Chase High are working through the final stages. Schemes at Belfairs and Shoeburyness are now complete.

## **Southend Pier**

The fender works have been undertaken on the Prince George Extension scheme and further works have been identified as a result. The bollards have been inspected and this inspection has failed therefore materials have been ordered in preparation to increase the thickness of the concrete soffits. Cost forecasting to retest and certify for insurance purposes is in progress. £1.0m of budget has been carried forward from 2020/21 and 2021/22 into 2022/23 to reflect project programmes.

The scheme to replace the pier trains is at risk of some slippage due to availability of key components given the effect of Covid-19 on key supply chains. £308k of the current year budget is therefore included as a carry forward request in this report.

Carry forward requests for other pier schemes totalling £837k into 2021/22 and a further £3.0m into financial year 2022/23 have been included as a carry forward request to allow for potential bad weather disruption over the winter months.

## **Works to Property**

The Civic Campus Efficient Use of Space scheme is currently under review following Covid-19 and the change of operational requirements. The remaining budget of £64k has been included as a carry forward request into 2021/22 while the review takes place.

## **Highways and Infrastructure**

The Bell scheme on the A127 is progressing well and the footbridge was removed during the weekend of 18<sup>th</sup> September involving two overnight road closures. Works have now

commenced on Hobleythick Lane to construct the new pedestrian island. During these works the contractor will be providing school crossing patrol officers across the A127 during term time.

### **Council Housing Acquisitions and New Build Programme**

Feedback has now been received following the outcome of the pre-application meeting for phase 3 of the Housing Construction scheme. Final designs are now being agreed prior to planning. The resident consultation is complete and has received a positive outcome.

Planning permission for Saxon Gardens as part of the Modern Methods of Construction scheme has now been received. Archer Avenue is currently out to tender to procure a contractor and the tender documents for Saxon Gardens are in the process of being reviewed.

A review of the budgets required for 2020/21 has been carried out and a carry forward request of £1.982million is included in this report in relation to the Council Housing New Build Programme.

A review of the HRA Affordable Housing Acquisitions Programme has resulted in a carry forward request of £1.5m to be moved to financial year 2022/23.

One property purchase has taken place on the Acquisition of Tower Block Leaseholds scheme for Queensway with some others in the pipeline. It is unlikely that the full budget will be required in 2020/21 therefore £883k has been included as a carry forward request in this report to be moved to financial year 2022/23 and a further £1.8m to be split equally and moved to 2023/24 and 2024/25.

## **2. Progress of other schemes for 2020/21**

### **General Fund Housing**

The Private Sector Housing Strategy budget has been split into two £785k pots and they are to be used to allocate grants to landlords and owner-occupiers to encourage improvements to the housing stock in the area. A policy is yet to be developed on how the funding can be accessed together with robust governance around the award of such grants therefore both budgets are included as carry forward requests in this report. A further request to carry forward £65k into 2021/22 in relation to the Pipeline feasibility project for the General Fund is also included within this report.

Expenditure for the Disabled Facilities Grant is below target due to Covid-19 although contractors are now working on site using the appropriate PPE and observing social distancing. £400k from 2020/21 and then a further £400k in each of the following financial years up to and including 2023/24 is included as a carry forward request within this report to transfer a total of £1.6m to 2024/25 to reflect reduced expenditure.

### **Council Housing Refurbishment**

Progress of works on the HRA Disabled Adaptations is improving and jobs have now been issued to contractors for the remainder of the financial year. £986k of the 2020/21 budget is included as a carry forward in this report to allow for works delayed at the start of the year.

The £345k budget for Sheltered Housing DDA works has been carried forward to 2022/23 as they are currently no firm plans in place.

Work on Decent Homes were delayed due to Covid-19 but the programme is beginning to resume with contractors now on site. Budgets totalling £1.221m for Common Areas, Roofs and Windows and Doors are included as a carry forward request in this report due to the initial delays.

£390k of the Sprinkler System Installation Pilot are included as a carry forward request as it is unlikely that works will progress until next financial year.

£725k budget for the Balmoral Estate Works has been carried forward into 2022/23 due to a review of the project.

### **Council Housing Acquisitions and New Build Programme**

Further site feasibilities have been scheduled as part of the Housing and Development Pipeline Feasibility scheme under the HRA. It is forecast that only part of the 2020/21 budget will be required therefore £173k of the budget is included as a carry forward request in this report.

## **Social Care**

There are currently no firm plans under the Mental Health Funding scheme therefore the full budget of £32k has been carried forward in this report.

The SEND module and Integration with Liquid Logic is now complete and the remaining £12k budget has been removed from the capital programme.

A new scheme was presented to October Investment Board to introduce additional portals to the existing Liquid Logic system. These portals are Liquid Logic Children's and Adults Autonomy Portal and Delegation Portal and they will allow professionals, the client and family members to access information they need as well as complete forms without needing access to the full system. A virement is included in this report to transfer budget from Priority Works for £65k in 2020/21 and £3k in 2021/22.

## **Schools**

Work on Chalkwell Infants Insulation is now scheduled for 2021/22 therefore the full budget of £109k is included as a carry forward request in this report.

## **Enterprise and Regeneration**

The implementation of works on the Housing Infrastructure Feasibility scheme are aligned to the preparation of the new Local Plan and this workstream is due to commence in 2021/22. The full budget of £250k is therefore included as a carry forward request in this report.

## **Culture and Tourism**

Roofing works are now complete at Leigh Library as part of the Library Review. Further works are programmed to commence in February 2020/21 therefore £98k of the current year budget has been included as a carry forward request in this report.

The Joint Theatres and Leisure Centres Asbestos scheme is in place to deal with any asbestos as and when it is found. The 2020/21 budget of £115k has been carried forward and will only be brought back if any asbestos is identified before the end of the financial year.

No expenditure is expected on the Energy Improvements in Culture Property Assets during 2020/21 therefore the full budget of £24k has been included as a carry forward request in this report.

Installation of the new booking system for the tennis courts gates has taken place during October at Chalkwell Park. The remaining £17k budget has been carried forward to continue any further works in 2021/22.

The Cliffs Pavilion Auditorium Air Handling Unit works are on-going and are expected to complete during 2021/22. £21k has been carried forward in this report to support the remaining works.

As part of a review of projects, budgets in relation to Shoebury Common regeneration and the replacement of playground gates totalling £285k have been requested to be carried forward into financial year 2021/22 and are included within this report.

The first phase of the Allotments Water Supply Upgrade scheme is now complete and additional works are expected to take place during 2020/21. An accelerated delivery request of £56k is included in this report to carry out these works.

Various budgets are no longer required in the capital programme because either the scheme is no longer going ahead or it has completed under budget. These include the Southchurch Park Bowls Pavilion for £20k, Inflatable Planetarium for £35k, Pump Priming for £132k, Cliffs Pavilion Boiler Flues for £6k and the Palace Theatre Air Handling Units for £68k.

A new scheme was presented to October Investment Board for a Bar Conversion at the Pier Pavilion. The proposal is to introduce permanent bar and restaurant facilities at the end of the pier to use the available space more effectively and enhance the customer experience. The works are anticipated for February 2021 and the total budget requirement of £336k has been included in this report with £300k in 2020/21 and the remaining £36k in 2021/22.

A virement is included in this report for £50k taken from Priority Works for the Relocation of a Badger Sett.

## **Community Safety**

The specification is complete for the CCTV Equipment Renewal scheme and the tender has now been published. There will be a two stage procurement process and the new contract is likely to be let towards the end of this calendar year. £989k of the 2020/21 budget is therefore included as a carry forward request as the works will continue into next financial year.

A vehicle dynamic assessment has been completed on the High Street as part of the Security Measures scheme and all locations have been assessed for appropriately rated bollards by the Highways Contractor. A survey of the cabling network is currently taking place which will enable the contractor to provide quotes for the CCTV links and civil works. A similar assessment has also taken place on the central seafront area identifying the vulnerable locations and required product ratings. Installations are likely to be a mix of bollards to control delivery access and static measures such as planters, seating areas and artistic installations. Once cost estimates are obtained, further capital funds will be required. A small amount of expenditure is expected in 2020/21 but the majority of the budget will be required next financial year. A carry forward request of £410k has therefore been included in this report.

## **Highways and Infrastructure**

Empty units have been identified as part of the Town Centre Interventions Programme and viewings are in the process of being arranged to host activities. A project manager has now



been appointed to provide a dedicated resource to initiate and implement the project. A further reprofiling exercise as taken place and £500k has been requested to be carried forward.

Only a small amount of expenditure is expected on the Challenge Fund Bridge Strengthening scheme this financial year therefore a carry forward request of £817k has been included as a carry forward request to profile works into 2021/22 and 2022/23.

£2.990m from the Belton Way Highways Protection works has been carried forward in this report leaving £500k to progress the works in 2020/21. £2.0m is to be carried over to 2021/22 and the remaining £990k to be carried over to 2022/23.

A carry forward request of £1.0m into 2021/22 in relation to the Local Growth Fund Scheme -Extension of London Road Public Realm Improvement to Victoria Cross has been included in this report as a result of delays in obtaining materials impacting the completion of the project in this financial year. Confirmation has been given that the project will spend the required budget by September 2021 in line with funding conditions.

A number of infrastructure and improvement schemes have been reviewed and in light of actual spend and updated project timescales a request to carry forward these funds into future financial years have been included in this report. These include £115k in relation to the Traffic Signs Upgrade works and £260k in relation to the Southend Transport Model moving into 2021/22. £250k in relation to the Junction Protection Scheme and £100k for Car Park Resurfacing moving into 2022/23 and a further £100k for Zebra Crossing Surfacing moving into 2023/24.

It has been requested that £174k in relation to Coastal Defence Scheme be moved into 2022/23.

A small amount of budget has been spent on the Flood Prevention Works in 2020/21 therefore an accelerated delivery request of £7k has been included in this report.

£198k has been removed from the capital programme in 2020/21 in relation to relation to the Parking Strategy as funding has been identified within existing projects.

Virements included within this report include moving £50k being moved from The Local Transport Plan – Traffic Control Systems to Town centre Redevelopment Improvements in order to reflect expenditure.

Some additional funding of £290k has been received as part of the Emergency Active Travel Fund. A budget has been added to the capital programme.

## **Works to Property**

Options work has been completed on the 62 Avenue Road Coach House scheme following the tender process and a report is now being prepared for members to agree which option to progress. The scheme is on hold until a decision has been made therefore £39k of the 2020/21 budget has been included as a carry forward request.

Commencement of the Aviation Way car park scheme is expected towards the end of the financial year therefore it is unlikely that any of the £400k budget will be spend in 2020/21. A carry forward request for the full budget has been included in this report.

The Civic Centre Boiler scheme is currently under review following Covid-19 and the change of operational requirements. The remaining budget of £971k has been included as a carry forward request into 2021/22 while the review takes place.

The Futures Demolition scheme is on site and underway. The demolition will be finished within the next few months and £50k of the 2020/21 budget is included as a carry forward request in case there are any final issues next financial year.

Three other schemes are not progressing in 2020/21 therefore the budgets are carried forward in this report. These include SMAC Eastern Esplanade Slipway for £27k, Seaways HCA Condition Funding for £170k and Public Toilet Provision for £699k.

A budget of £2.4m has been transferred from the 'subject to viable business' section of the capital programme for the refurbishment of the Southend Crematorium. A further £300k has been added to the budget in-line with the proposed business case totalling £2.7m. The refurbishment is to include the replacement of the three existing cremators and associated plant, reconfiguration of the back of house to accommodate new equipment and facilitate better working, rebuilding of the chimney stack, structural and roof works, reconfigure and upgrade some front of house areas including the installation of a viewing area to accommodate different faiths and beliefs and to resurface the parking area. The budget has currently been profiled into 2022/23.

Virements included in this report include £4k allocated from Priority Works to hoarding works at 569 Prince Avenue to increase security and £20k allocated from Priority Works to a new project for the installation of external lighting at Prittlewell Chapel. A request to vire £12k from the Property Refurbishment Programme to support the Garons Under Floor Heating scheme is also included within this report.

## **Energy Saving**

There are some potential schemes in the pipeline to utilise both the Energy Efficiency and Solar PV budgets and some work is currently underway preparing some business cases. It is unlikely that any firm plans will progress this financial year therefore budgets of £252k and £536k are included as carry forward requests.

## **ICT**

The profile of the ICT capital programme has been under consideration to support the authorities response to Covid-19 and more specifically to maintain and uplift remote working services. There is also a need to respond to critical issues and risks that have been identified by on-going discovery exercises. Some virements have taken place between schemes and the overall effect on the ICT budgets is an accelerated delivery of £1.044m which has been included in this report.

### **S106/S38/CIL**

Various S106, S38 and CIL schemes have been reviewed and there are no plans for works to be carried out this financial year. Carry forward requests totalling £383k have been requested and a further £1k budget has been removed from the capital programme.

S106 funding has been received in regard to the Bellway Homes contribution from Hall Road Development. This is expected to be spent by the end of 2020/21 therefore a budget of £63k has been added to the capital programme.

### 3. Requested Changes to the Capital Investment Programme

#### Carry Forwards to Future Years

Scheme	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 and future years Budget £000
Private Sector Housing Strategy	(785)	250	250	285	
Private Sector Housing Strategy - Empty Homes	(785)	262	261	262	
Housing and Development Pipeline Feasibility - GF	(65)	65			
Disabled Facilities Grant	(400)	(400)	(400)	(400)	1,600
HRA Disabled Adaptations	(986)	70	70	70	776
Mental Health Funding Stream	(32)	32			
Delaware and Priory New Build	(1,000)	1,000			
Airport Business Park	(5,000)	(2,800)	7,800		
Airport Business Park - Acquisition	(1,000)	1,000			
Better Queensway - Programme Management	(40)	40			
Better Queensway - Loan to Joint Venture		(500)	(500)	(500)	1,500
Security Measures	(410)	410			
CCTV Equipment Renewal	(989)	989			
62 Avenue Road - Coach house	(39)	39			
Aviation Way car parking	(400)	400			
Civic Campus - Efficient Use of Space	(64)	(36)	100		
Civic Centre Boilers	(971)	(150)	1,121		
Futures Demolition	(50)	50			
SMAC Eastern Esplanade Slipway	(27)	27			
Seaways - HCA Condition Funding	(170)	170			
Public Toilet Provision	(699)	0	699		
Energy Efficiency Projects	(252)		252		
Solar PV Projects	(536)	(200)	400	336	
Southend Pier - Prince George Extension (Phase Two)	(858)	(150)	1,008		
Southend Pier - Replacement of Pier Trains	(308)	308			
Southend Pier - Bearing Refurbishment (Phase One)	(706)	706			
Southend Pier - Pier Entrance Enhancement	(131)	131			
Southend Pier - Timber Outer Pier Head	(300)	(2,742)	3,042		
Playground Gates	(100)	100			
Shoebury Common Regeneration	(185)	185			
Library Review	(98)	98			
Joint Theatres and Leisure Centres – Asbestos	(115)	115			
Energy Improvements in Culture Property Assets	(24)	24			
Chalkwell Park and Priory Park Tennis Courts	(17)	17			
Cliffs Pavilion – Auditorium Air Handling Unit	(21)	21			
Coastal Defence (Shoebury Common Sea Defence Scheme)	(174)	(3,445)	3,619		
Bridge Strengthening - Challenge Fund	(817)	400	417		
Local Growth Fund - Southend Town Centre Interventions	(500)	500			
Zebra Crossing Surfacing Replacement	(100)	(50)	(50)	200	
Junction Protection	(250)	(38)	288		
Belton Way Highways Protection	(2,990)	2,000	990		
Traffic Signs Upgrade	(115)	115			
Car Park Resurfacing	(100)		100		
Local Growth Fund - Extension of London Road Public Realm Improvement to Victoria Cross	(1,000)	1,000			
Southend Transport Model	(260)	260			

## Carry Forwards to Future Years – Continued

Scheme	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 and future years Budget £000
N3 Connectivity in Civic Building	(39)	39			
ICT - Application Transformation	(459)	(3)	(1,291)	1,753	
Housing Infrastructure Feasibility	(250)	250			
Chalkwell Hall Infants replace relocatables (SBC 50%)	(109)	109			
Special Provision Capital Fund			(562)	300	262
Sprinkler System Installation Pilot	(390)	390			
Sheltered Housing DDA works	(345)		345		
Housing Construction Scheme - Modern Methods of Construction (MMC)	(582)	582			
Housing Construction Scheme - Land Assembly Fund (S106)	(1,400)	468	466	466	
Housing and Development Pipeline Feasibility - HRA	(173)	173			
Acquisition of tower block leaseholds - Queensway	(883)	(1,800)	883	900	900
Common Areas Improvement	(226)	338	124	(74)	(162)
Roofs	(182)	105	21	29	27
Windows and Doors	(813)	379	282	78	74
Balmoral Estate Improvement and Structural Works		(725)	725		
HRA Affordable Housing Acquisitions Programme	(1,476)		1,476		
S106 3-5 High Street 1501496AMDT - affordable housing	(24)	24			
S106 Ajax Works 0300130ful - landscaping maintenance	(5)	1	1	1	2
S106 Avenue Works 1401968AMDT - Public Art	(15)	15			
S106 Former Balmoral 1400914FULM - public art contribution	(1)	1			
S106 Garrison 0000777 Deposit - CCTV	(1)	1			
S106 Garrison 0000777 Deposit - information boards	(2)	2			
S106 Garrison 0000777 Deposit - Junior Play Area maintenance	(10)	10			
S106 Garrison 0000777 Deposit - Toddler Play Area maintenance	(6)	6			
S106 Lifstan Way 0000273 Out - Open Space Maintenance	(74)	4	4	4	62
S106 North Shoebury Road 0301504out - Shoebury Park Enhancement	(25)	25			
S106 North Shoebury Road 0301504out - Shoebury Park Maintenance	(21)	(141)	30	30	102
S106 22-23 The Leas 0700820FULM - bus service contribution	(43)	43			
S106 Essex House 1500521FULM - bus stop improvement	(3)	3			
S106 Former College 1500803BC4M - parking survey contribution	(10)	10			
S106 North Road and Salisbury Ave 1200056 - Highway Works Contribution	(2)	2			
S106 Sunlight Ldry 1400411FULM - Highway Works	(2)	2			
S106 Seec 0200500ful - Highway Works	(104)	104			
S106 Univ H-Way0401561ful	(2)	2			
S38/S278 Airport 0901960 Fulm	(26)	26			
S38 Bellway Homes 14/00943/fulm	(3)	3			
S38 Fossetts Farm Bridleway	(1)	1			
CIL Ward NA - Milton - Milton Park improvements	(2)	2			
CIL Ward NA - Milton - Park Street replacement bollards	(1)	1			
<b>Total Carry Forwards</b>	<b>(31,579)</b>	<b>725</b>	<b>21,971</b>	<b>3,740</b>	<b>5,143</b>

## Accelerated Deliveries

Scheme	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 and future years Budget £000
Flood Prevention Works - Seaways	7	(7)			
ICT - Technology Device Refresh	739	(225)	(514)		
ICT - Stabilise the Estate	803	(803)			
Allotments Water Supply Upgrade	56	(56)			
<b>Total Accelerated Deliveries</b>	<b>1,605</b>	<b>(1,091)</b>	<b>(514)</b>	<b>0</b>	<b>0</b>

## Removed Budgets

Scheme	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 and future years Budget £000
Southchurch Park Bow ls Pavilion	(20)				
Inflatable Planetarium	(35)				
Pump Priming Budget	(132)				
Cliffs Pavilion – Boiler Flues	(6)				
Palace Theatre - Air Handling Units	(68)				
Parking Strategy	(198)				
SEND Module and Integration w ith Liquid Logic	(12)				
Flood Prevention Works - Seaw ays		(750)	(1,125)		
S106 Sunlight Ldry 1400411FULM - Public Art	(1)				
<b>Total Schemes Removed from Programme</b>	<b>(472)</b>	<b>(750)</b>	<b>(1,125)</b>	<b>0</b>	<b>0</b>

## Virements

Scheme	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 and future years Budget £000
Disaster Recovery Replication	(41)				
ICT - Digital Enablement	41				
ICT – Cyber Security/Public Services Network	(93)				
ICT - Security & Resiliency	93				
Extending WiFi in Council Premises	(30)				
ICT - Technology Device Refresh	30				
ICT - Technology Device Refresh			514		
ICT - Application Transformation	421	378	1,291		
ICT - Digital Enablement	(81)	(239)	(450)		
ICT - Security & Resiliency	(340)	(110)	(300)		
ICT - Stabilise the Estate		(29)	(1,055)		
Property Refurbishment Programme	(12)				
Garons Under Floor Heating	12				
Palace Theatre - Power Supply Equipment	(70)				
Cliffs Pavilion - Power Supply Equipment	70				
Local Transport Plan - Traffic Control Systems	(50)				
Town Centre Redevelopment Improvements - Highways (NPIF)	50				
Bathroom Refurbishment	7	6	7	6	8
Central Heating	1,196	15	14	8	6
Common Areas Improvement	(200)	178		(172)	(184)
Environmental - H&S works	(6)	85	85	85	69
Kitchen Refurbishments	(129)	72	71	46	72
Rewiring	(276)	23	19	27	29
Roofs	(592)	(77)			
Windows and Doors		(302)	(196)		
Priority Works	(65)	(3)			
Liquid Logic Portals	65	3			
Priority Works	(20)				
Prittlewell Chapel external lighting	20				
<b><u>Virements already actioned</u></b>					
Priority Works	(54)				
Relocation of Badger Sett	50				
569 Prince Avenue	4				
<b>Total Virements</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## New External Funding

Scheme	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 and future years Budget £000
Emergency Active Travel Fund	290				
S106 Bellway Homes contribution from Hall Road Development	63				
<b>Total New External Funding</b>	<b>353</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Transfer from 'Subject to Viable Business Case' to main Capital Investment Programme

Scheme	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 and future years Budget £000
Crematorium Refurbishment			2,400		
<b>Total Transfer from 'Subject to Viable Business Case'</b>	<b>0</b>	<b>0</b>	<b>2,400</b>	<b>0</b>	<b>0</b>

## Additions to the Programme

Scheme	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 and future years Budget £000
Pier Pavilion Bar Conversion	200	136			
Crematorium Refurbishment			300		
<b>Total Additions to the Programme</b>	<b>200</b>	<b>136</b>	<b>300</b>	<b>0</b>	<b>0</b>

## New section outside main Capital Investment Programme: 'Subject to grant re-profiling'

Scheme	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 and future years Budget £000
Housing Infrastructure Funding (profile subject to change)	3,000	7,000	5,000		
<b>Total 'Subject to grant re-profiling'</b>	<b>3,000</b>	<b>7,000</b>	<b>5,000</b>	<b>0</b>	<b>0</b>

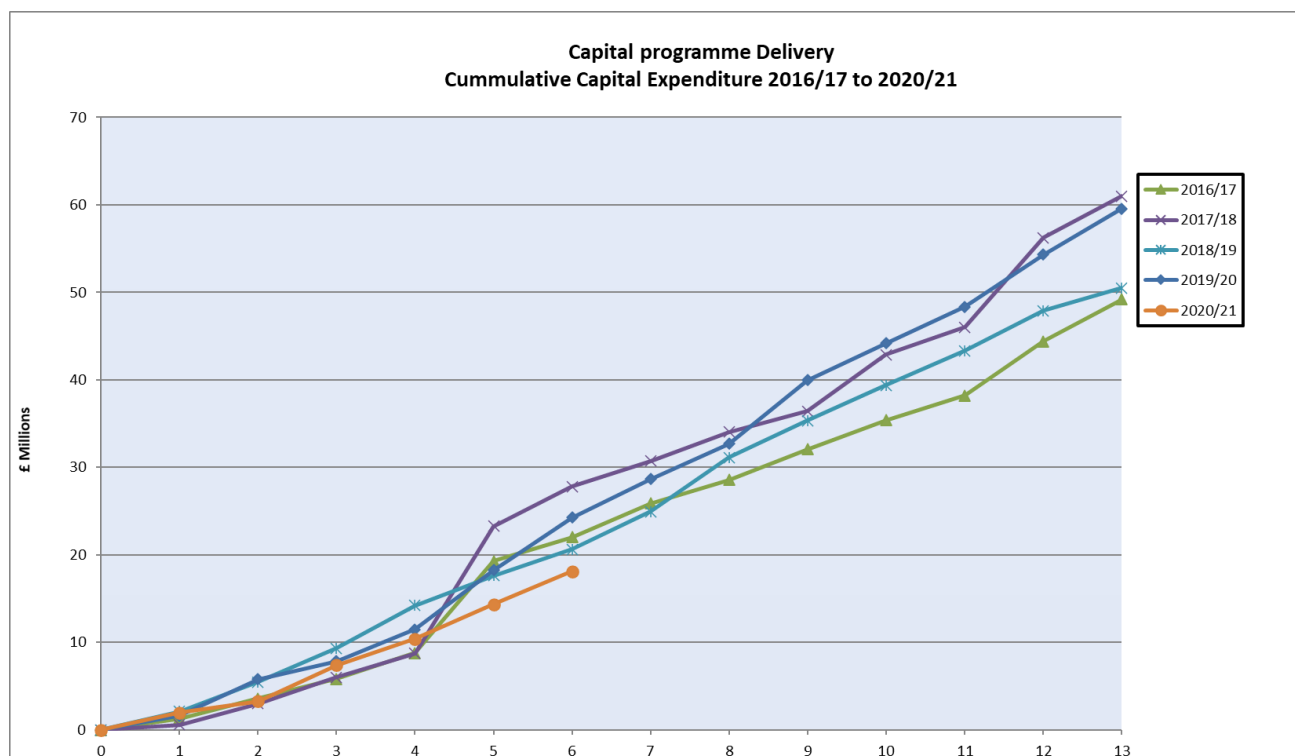


#### 4. Summary of Capital Expenditure at 30<sup>th</sup> September

	Original Budget 2020/21 £000	Revisions £000	Revised Budget 2020/21 £000	Actual 2020/21 £000	Forecast outturn 2020/21 £000	Forecast Variance to Year End 2020/21 £000	% Variance £000
General Fund Housing	1,375	1,095	2,470	170	435	(2,035)	7%
Council Housing Refurbishment	7,365	3,095	10,460	1,951	7,518	(2,942)	19%
Council Housing Acquisitions and New Build Programme	13,240	(4,355)	8,885	509	4,371	(4,514)	6%
Social Care	11,672	(2,374)	9,298	1,864	8,319	(979)	20%
Schools	5,564	(68)	5,496	3,522	5,387	(109)	64%
Enterprise & Regeneration	11,601	(1,820)	9,781	2,514	3,491	(6,290)	26%
Southend Pier	7,859	(309)	7,550	1,254	5,247	(2,303)	17%
Culture & Tourism	16,059	(13,058)	3,001	869	2,486	(515)	29%
Community Safety	1,700	109	1,809	50	410	(1,399)	3%
Highways & Infrastructure	21,738	804	22,542	3,141	16,335	(6,207)	14%
Works to Property	4,934	51	4,985	1,211	2,450	(2,535)	24%
Energy Saving	1,568	(383)	1,185	8	397	(788)	1%
ICT	4,220	13	4,233	1,021	5,277	1,044	24%
S106/S38/CIL	101	372	473	37	152	(321)	8%
	<b>108,996</b>	<b>(16,828)</b>	<b>92,168</b>	<b>18,121</b>	<b>62,275</b>	<b>(29,893)</b>	<b>20%</b>
<b>Council Approved Original Budget - February 2020</b>	<b>108,996</b>						
Council Housing & New Build Programme amendments	100						
Enterprise & Regeneration amendments	110						
Culture & Tourism amendments	(7,634)						
Highways & Infrastructure amendments	4,605						
Works to Property amendments	345						
S106/S38/CIL amendments	8						
Carry Forward requests from 2019/20	9,805						
Accelerated Delivery requests to 2019/20	(2,528)						
Budget re-profiles (June Cabinet)	(24,063)						
New external funding	2,424						
<b>Council Approved Revised Budget - June 20</b>	<b>92,168</b>						

**Actual compared to Revised Budget spent is  
£18.121M or 20%**

## 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

# Southend-on-Sea Borough Council

**Report of Tandra Forster**  
**Executive Director, Adults and Communities**  
**To**

**Cabinet**

**On**  
**3<sup>rd</sup> November**

Report prepared by:  
Benedict Leigh (interim Director of Commissioning)

**Agenda  
Item No.**

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## **Southend Together** **Southend Community Investment Fund Proposal**

### **1. Purpose of Report**

- 1.1. This report sets out proposals for community investment and support designed to create a stronger and more resilient local voluntary and community sector by creating a £1.5 million community investment fund for local services.
- 1.2. The community investment fund will be controlled by local people, creating a culture of community ownership and resilience, and building co-production capacity in local organisations. It will shift control from the Council to the community, and will create a culture of collaborating to achieve outcomes and deliver impact
- 1.3. This Community Investment Fund will replace all existing grants for community activity and would be controlled by local people.

### **2. Recommendations**

- 2.1. **The creation of a £1.5m Community Investment Fund for three years for Southend as outlined in this paper**
- 2.2. **The extension of existing grants as per appendix 1 to support this process**

### **3. Background**

- 3.1. Southend Borough Council (SBC) is an integral part of the community of Southend. One of the key roles the Council plays is in commissioning services that support local people.
- 3.2. We want to make sure that our commissioning of services enables the voice of residents to be clearly heard and valued, to support people and communities to be resilient and independent, and to deliver better outcomes for everyone who lives in or visits Southend.
- 3.3. We also want to be sure that our resources, and the broader effort of the community, is targeted to where it can have the biggest impact and support people and organisations most effectively. This means using the evidence we have, both numerical and from the lived experience of people who use services and their families.

- 3.4. Southend 2050 also provides a clear rationale for change. Individuals and communities need to be supported to become more resilient, and less reliant on statutory services. The third sector is seeing increasing demand for its services and the Coronavirus crisis has shown that they are ready, willing and able to step up and respond to the needs of Southend's diverse communities.
- 3.5. Part of the existing relationship between the voluntary sector and SBC is based around the in-year and community grants programmes. The in-year one-off grants have an annual total value of £25,000 and community grants £673,682 although the latter are awarded for 3 years and are due for renewal by 1st April 2021 (although they can be terminated with 3 month's notice). Further details of these grants are provided in Appendix 2.
- 3.6. There is evidence to suggest that the way in which SBC in-year and community grants are awarded and administered needs updating. Engagement with the third sector, experience from Thurrock Council and other places, and the work of organisations such as Nurture Development Ltd around the field of Asset Based Community Development (ABCD) suggests there is an appetite and a need to fundamentally rethink the relationship between the Council, the third sector and grant funding.
- 3.7. This is especially important because SBC's relationship with third sector partners is key to delivering Southend 2050 and as part of that vision, developing our locality model. It is hoped that this new model will help to achieve more resilient and sustainable communities and the Safe and Well, Active and Involved and Opportunity and Prosperity themes of Southend 2050.
- 3.8. In January 2020, SBC embarked on a project to redesign the process for awarding in-year grants as a precursor to doing the same for community grants. The in-year grant redesign process included significant engagement with the third sector and provides some useful initial evidence and starting point for further engagement for the redesign of the community grants programme.
- 3.9. The results of the early engagement suggested that these processes need to be more inclusive and collaborative and less confrontational. New application and award processes for in-year grants were therefore developed in collaboration with voluntary sector partners.
- 3.10. We have seen the response of the community, of our own staff, and of staff across social care providers in Southend to the covid-19 crisis. We want to build on the appetite for change and the innovative and agile developments as people supported each other.

#### **4. Proposal**

- 4.1. As part of building on the learning from the Covid-19 crisis, and on learning from our redesign of the community grants process we are proposing a **Community Investment Fund** for a significant element of our community investment that supports the most vulnerable.
- 4.2. Currently available funds for community resilience and infrastructure are around £650,000. These are currently invested in grants to a range of local community

groups. These grants are broadly delivering the outcomes that were designed by the council several years ago. However, they represent a top down approach to decision making and investment.

4.3. All grants are due to end in March 2021 and a new process for allocating this funding to achieve outcomes is required. This process was delayed due to the need for both the local community and voluntary sector, and the local authority to respond to the COVID 19 pandemic.

4.4. As such, the recommendation is that the majority of existing grants are extended to August 2021 (a six month extension).

4.5. We are proposing setting up a **Community Investment Board** consisting of local experts by experience (people who use services and their families), supported by an additional advisory group made up of local voluntary and community organisations, local health and care providers, and clinical and social work professionals.

4.6. The proposal cedes control of substantial funding to the local community, whilst retaining the skills of the council in procurement and monitoring to ensure value for money.

4.7. The Community Investment Board will work collaboratively to agree what matters, what types of service and support they would like to exist, and how it could best be delivered. The board will jointly design and agree the bidding process with the support of the commissioning function in Southend Borough Council.

4.8. The Community Investment Board will use the agreed outcomes in Southend 2050, developed collaboratively with the local community, to guide their development of criteria for services and support.

4.9. The Board will then score and evaluate bids and will provide ongoing monitoring and oversight of the delivery of the agreed outcomes. Technical, legislative, and administrative support will be provided by the Council to deliver this. This will include supporting contract monitoring and performance reporting.



### **The board and the reference group**

- 4.10. The Community Investment Board will consist of 15 local experts by experience (people who use services and their families).
- 4.11. The Board will not include people who work for (staff) or run (trustees) organisations who may wish to benefit from the community investment. The Board will not include SBC employees or elected members.
- 4.12. Southend Borough Council will work with Southend Association of Voluntary Services to jointly design a role description for board members and to support the appointments process. SBC and SAVS will design and deliver a training and support programme for board members.
- 4.13. Alongside the Board, a Providers and Professional's Reference Group, bringing together local voluntary and community groups, local health and care providers, and local health and social care professionals will support the process.
- 4.14. Both the Board and the Reference Group supported by a joint post sitting between SAVS and SBC commissioning function.

### **Reporting**

- 4.15. The community investment board will produce an annual report outlining the impact the community investment fund has had on the residents and communities of Southend.

## **5. Other Options**

- 5.1. Other options were reviewed as listed below. None of the reviewed options are recommended as they fail to deliver the Council's strategic objectives.
- 5.2. **Do Nothing:** end all existing grants
- Requires no administration and delivers saving (£766k / year)
  - Substantial impact on services and on relationship with the community
  - Does not deliver innovation or change
  - Will exclude new providers and organisations
- 5.3. **Do Statutory Minimum:** end all grants except those delivering statutory services
- Requires minimal administration and delivers saving (£531k / year)
  - Substantial impact on services and on relationship with the community
  - Does not deliver innovation or change
  - Will exclude new providers and organisations
- 5.4. **Continue existing grants:** Renew the existing grants for a further 3 years.
- Requires minimal administration time
  - Does not deliver innovation or change
  - Will exclude new providers and organisations
- 5.5. **Run a new grants programme:** Run another application programme
- Requires increase in administrative time
  - Doesn't increase community capacity
  - May fail to deliver innovation

## 6. Reasons for Recommendations

6.1. The recommendations are as set out:

6.1.1. The creation of a £1.5m Community Investment Fund for three years Southend as outlined in this paper.

6.1.2. The extension of existing grants as per appendix 1 to support this process.

6.2. Implementation of the recommendations will shift the relationship from engagement and consultation towards **community ownership and coproduction**, support then development a **culture of community ownership and resilience**, and build on **learning and community energy** generated in response to the Covid-19 crisis

## 7. Corporate Implications

7.1. *Contribution to the Southend 2050 Road Map*

7.1.1. The proposal develops elements of Southend 2050 outcomes as outlined below

Pride & Joy	An effectively supported voluntary and community sector Local provision for local people Developed community capacity
Safe & Well	Safe services providing high quality social care Effective care governance and assurance of the quality of provision
Active & Involved	An effective voluntary and community sector Increased voluntary sector input
Opportunity & Prosperity	An effectively supported voluntary and community sector Increased investment in local services
Connected & Smart	Training for local residents in the use of commissioning frameworks and tools

7.1.2. Alongside the Southend 2050 road map we have considered the commissioning principles developed in Southend. The impact is mapped in the table below:

<b>SBC Commissioning Framework Principles</b>	<b>Link to Third Sector Relationship</b>
Focused on outcomes for residents	Role of third sector in supporting delivery of Southend 2050 outcomes
A consistent commissioning approach	Designing, production, delivery and evaluation is collaborative, ensuring 'right sourcing' is achieved. Demanding high quality and consistent standards of all those involved.
The right people involved at the right stage of commissioning	Harnessing the skills and expertise of the third sector, placing trust in their contribution and working together to deliver the difference required for our communities.
Driving innovation	Embracing new opportunities and emphasising social value to deliver innovation.
High quality, robust evidence informing our decisions	Recognising and respecting the expertise, feedback and knowledge of our third sector to tell the story of Southend.
Collective accountability	Improving communication and transparent decision making for our community grants.
People at the heart of what we do	Continuous engagement and transparent decision making, identifying new and diverse opportunities to engage with our partners to co-design and co-produce a grant system that supports delivery of our shared ambition.
A commitment to building capacity	Working with the third sector to develop existing assets that our communities offer ensuring cohesion through co-design, co-

	production, co-delivery and evaluation.
Optimising social value	Optimising grants to drive social value, considering long term impact and wider benefits to promote an integrated and coherent approach to delivering Southend 2050 ambition.
Sustainability	Working with our partners to make best use of grants to develop and embed sustainability.

## 7.2. Financial Implications

7.2.1. We currently identified budgets of £772k invested in a range of grants to support community and voluntary organisations. This is current Southend Borough Council base budget funding. Most of these grants come to an end in March 2020 and we can rethink their use.

7.2.2. The table below outlines current grants, excluded elements and grants, and the six month extension costs and shows that **£1,500,758** will be available for a fund covering October 2021 to September 2024.

Current Grant recipient	2020/2021 Full Year	Apr 21 - Sep 21 Six months	Notes
Active Southend	£ 5,000	£ 2,500	
Age Concern, South East Essex Advocacy for Older People and Trinity Family Centre	£ 40,000	£ 20,000	
Citizens Advice Southend and Royal Association for Deaf People	£ 235,382	£ 117,691	60% excluded and subject to IAG review
HARP and Southend Vineyard	£ 160,000	£ 80,000	
Mencap and Trinity Family Centre	£ 40,000	£ 20,000	
Small grants (Southend Emergency Fund)	£ 25,000	£ 12,500	
Menorah support	£ 2,000	£ 1,000	
Metal	£ 50,000	N/A	excluded until end of current SLA
SAVS	£ 78,000	N/A	excluded and extended until Sept 2022
South Essex Community Hub, Age Concern, Family Mosaic and Southend Vineyard	£ 120,000	£ 60,000	
Southend Arts Council	£ 3,000	£ 1,500	
Southend Carnival CIC	£ 3,000	N/A	grant runs to June 2021
Southend Choirs	£ 11,100	£ 5,550	
	£ 772,482	£ 308,241	

## Exclusions

### **Infrastructure**

7.2.3. The infrastructure element of the current community grants (Social Care) has been removed. (£78k/year). This is for the provision of infrastructure support. This is because of the need for a stable infrastructure support body to enable the delivery of the Community Investment Fund.

### **Information Advice and Guidance**

7.2.4. The information advice and guidance element of the current community grants (Social Care) has been removed (60% of current CAB/RAD grant at £141,229). This is for the provision of information, advice, and guidance. This is because a desktop review of information advice and guidance funding indicates multiple funding for



overlapping services through a mixture of grants and contracts. We will carry out a full review of all IAG services funded and offered by the council with a view to reducing duplication, increasing efficiency, and being clear about statutory outcomes.

### **Ongoing Arts Agreements**

- 7.2.5. There are two ongoing Service Level Agreements with existing arts providers. These are £50k for Metal and £3k for Southend Carnival CIC. These are both excluded until the end of current service level agreements.

### **7.3. Legal Implications**

There are minimal legal implications. The creation of a grant agreement between the Council and the holder of the Community Investment Fund, together with support for the delivery of a memorandum of understanding are required.

### **7.4. People Implications**

This recommendation creates an additional joint post between the Voluntary Sector infrastructure body managing the community investment fund and the council

### **7.5. Property Implications**

There are no property implications.

### **7.6. Consultation**

This proposal builds on work started in January 2020 when SBC embarked on a project to redesign the process for awarding in-year grants as a precursor to doing the same for community grants. The in-year grant redesign process included significant engagement with the third sector and provides some useful initial evidence and starting point for further engagement for the redesign of the community grants programme. The results of the early engagement suggested that these processes need to be more inclusive and collaborative and less confrontational.

### **7.7. Equalities and Diversity Implications**

There are no equalities and diversity impacts of this proposal. Use of the grants will be monitored for equalities and diversity impact.

### **7.8. Risk Assessment**

#### **Delivery**

- 7.8.1. There is a risk that the Community Investment Board will fail to deliver the ambition of the programme. This will be mitigated by the creation of an additional support role for the board, plus extensive training and development work in conjunction with SAVS.

#### **Control**

- 7.8.2. There is a risk that the lack of local authority control will lead to decisions that we would not fully agree with. This will be managed by agreement on the principles and impact with the board, and by the process of setting the investment fund outcomes.

#### **Reputational**

- 7.8.3. There may be reputational risks associated with changes to funding for particular organisations. This will be mitigated by the shift to community control for the fund and by the extension of existing grants to give people time to plan for any change.

7.9. *Value for Money*

Use of the grants will be monitored for delivered impact and value for money.

7.10. *Community Safety Implications*

There are no community safety impacts of this proposal. Use of the grants will be monitored for community safety impact.

7.11. *Environmental Impact*

There are no environmental impacts of this proposal. Use of the grants will be monitored for environmental impact.

**8. Background Papers**

8.1. There are no background papers

## 9. Appendices

### 9.1 Appendix 1: extensions to existing grants

Note: extensions are dependent on negotiations with existing recipients

#### Grants to be extended by six months to September 2021

Grant recipient	Full Year Amount	6 Month extension
Active Southend	£5,000	£2,500
Age Concern, South East Essex Advocacy for Older People and Trinity Family Centre	£40,000	£20,000
Citizens Advice Southend and Royal Association for Deaf People	£235,382	£117,691
HARP and Southend Vineyard	£160,000	£80,000
Mencap and Trinity Family Centre	£40,000	£20,000
Menorah support	£2,000	£1,000
South Essex Community Hub, Age Concern, Family Mosaic and Southend Vineyard	£120,000	£60,000
Southend Arts Council	£3,000	£1,500
Southend Choirs	£11,100	£5,550
	<b>£616,482</b>	<b>£308,241</b>

#### Grants to be extended by eighteen months to September 2022

Grant recipient	Full Year Amount	18 Month extension
SAVS	£78,000	£117,000

### 9.2 Appendix 2: Existing Grants

*The intention is that all grants across all areas in Southend should form part of the fund. There is the opportunity to continue to add to the fund.*

#### Community Grants (2020/2021)

Description	Desired Outcomes	Awarded to	Amount
To identify and provide early intervention and support to those at risk of losing tenancy/income that enables self-sufficiency and independence.	Families and individuals are provided with appropriate support to sustain tenancies and income (prevention). Empowered displaced individuals live independently and positively participate in the community (reactive).	HARP and Southend Vineyard	£160,000
To provide good quality, easily accessible and legally based advice and support services.	Better informed and empowered individuals through the provision of wider locality based general, and specialist, impartial advice and supporting services.	Citizens Advice Southend and Royal Association for Deaf People	£235,382
To provide over 60s with a spread of accessible, positive opportunities to stay independent, active and well.	An empowered, independent, informed and socially included over 60s community aligned to the Southend System wide agreed Locality approach.	Age Concern, South East Essex Advocacy for Older People and Trinity Family Centre	£40,000
To provide effective and robust positive opportunities for vulnerable and disadvantaged people to stay active in the community.	Vulnerable and disadvantaged people become integrated members of the community, aligned to the Southend System wide agreed Locality approach, through the provision of social activities and volunteering.	Mencap and Trinity Family Centre	£40,000
To provide an engagement route to the Third Sector in Southend-on-Sea.	An active Third Sector that is better connected through wider representation to key decision making.	SAVS	£78,000
To provide a locality based	Improved economic and social health of	South Essex	£120,000

community hub service that is community solution led.	individuals and communities through holistic community led responses that support community cohesion, inclusion and development aligned to the Southend System wide agreed Locality approach.	Community Hub, Age Concern, Family Mosaic and Southend Vineyard	
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There is also a small grants fund of £25,000. This went to Southend Emergency Fund to support coronavirus resilience in 20/21.

#### **Culture / Tourism Grants (2020/2021)**

There is a total grants budget of £75,500

Menorah support	£ 2,000
SOUTHEND Choirs	£11,100
Southend Arts Council	£ 3,000
RNLI	£ 1,400
Metal	£50,000 ( <i>excluded until end of current SLA period</i> )
Southend Carnival CIC	£ 3,000 ( <i>excluded until end of events SLA June 2021</i> )
Active Southend	£ 5,000

# Southend-on-Sea Borough Council

Agenda  
Item No.

Report of Chief Executive  
To

Cabinet

on

3 November 2020

Report prepared by:

Nicola Spencer, Data & Insights Analyst &  
Suzanne Newman, Insights Manager

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## Southend 2050 Outcomes Success Measures Report to 31 August 20 and Transforming Together Roadmap

Cabinet Member: Councillor Gilbert

All Scrutiny Committees

A Part 1 Public Agenda Item

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### 1. Purpose of Report

- 1.1. To report on the second period of the Southend 2050 Outcome Success Measures for 2020/21, covering the period 1 July – 31 August 2020, and present the Transforming Together roadmap.

### 2. Recommendations

- 2.1. To note the progress made on delivery of the Southend 2050 outcomes and activity on the roadmap as at 31 August 2020.
- 2.2. To note the Transforming Together roadmap.

### 3. Background

- 3.1. In 2019 Cabinet agreed a new performance management framework to provide robust and transparent performance management to drive the delivery of the Southend 2050 outcomes. The performance management framework consists of three different functions, to enable the council to robustly monitor and measure the progression of the desired outcomes against the five themes, which are outlined in the 2050 Road Map. The three functions are:
  - A monthly Corporate Performance Dashboard (CMT and Cabinet Members)
  - Southend 2050 periodic Outcomes Success Measures report
  - an Annual Place-Based report.
- 3.2. The Southend 2050 Outcome Success Measures report is a high-level summary of the council's corporate performance and progression over the subsequent period on the high-level strategic priorities. Outcome Delivery Teams provide a strategic narrative once a month on the progress made on delivery of the Southend 2050

outcomes and activity on the Roadmap. The report also contains a snapshot of key place data which will be updated as available throughout the year.

- 3.3. Cabinet received an update in July 2020 which presented progress to date on the review and refresh of the Southend 2050 outcomes and associated roadmap milestones. This included the introduction of three new outcomes, nine reworded and refocused outcomes and 20 new roadmap milestones, along with several re-sequenced milestones.
- 3.4. Within the 2050 framework, the outcomes have an associated roadmap with milestones highlighting key activity being undertaken to deliver and achieve the outcomes on the journey to 2050. The roadmap milestones have been through the same review and refresh process to consider the impact of Covid-19 through the lens of the political Recovery priorities. The current iteration of the roadmap is attached at **Appendix 1**, noting that all the roadmap milestones are mapped against the Recovery Priorities.
- 3.5. It is important to recognise that there are frequent new details concerning Covid-19 and its impact that affect Government decisions and policy makers. Therefore, it is essential that the Recovery plans in Southend are fluid enough to respond to changes and this will mean the 2050 outcomes and roadmap will be closely monitored and updated to ensure the very best for the borough.

#### **4. Southend 2050 Outcomes Success Measures report**

- 4.1. The Southend 2050 Outcomes Success Measures report is a high-level summary of the council's corporate performance and progression against the 26 Southend 2050 outcomes. Outcome Delivery Teams provide a strategic narrative on the progress made against the delivery of the the Southend 2050 outcomes and the associated roadmap milestones.
- 4.2. The format of the report has been further developed as part of the review and refresh of Southend 2050 in response to Covid-19. The report is now structured by theme, firstly containing a summary page, followed with a page per outcome displaying the associated outcome success measures and roadmap milestones. The Outcome Success Measures report as at 31 August 2020 can be found at **Appendix 2**.
- 4.3. During the period covered by this report, the roadmap milestone regarding the Seaway development has been focused to make it explicit that it is the decision on the planning application that is awaited. And to note that the options for the Pier Pavilion project will be discussed elsewhere on the agenda.
- 4.4. The timetable for reporting is as follows:

		<b>To be presented to Cabinet:</b>
<b>Report 1</b>	As at 30 June 2019	September 2020
<b>Report 2</b>	As at 31 August 2020	November 2020
<b>Report 3</b>	As at 31 October 2020	January 2021
<b>Report 4</b>	As at 31 March 2020	June 2021

## **5. Transforming Together roadmap**

- 5.1. Transforming Together (TT) is a programme of work split under 4 areas, which are:
- Skills, Learning and Development
  - Behaviours and Culture
  - People and Networks
  - Managing TT and Corporate
- 5.2. The roadmap for Transforming Together can be seen at **Appendix 3**. This will be an evolving programme that will reflect how the council needs to respond to a changing environment. Like 2050, the TT programme is supported by theme leads in 4 areas and within each area are outcome leads. This model of governance has been successful in 2050, which is why it has been carried over into the council work on TT.
- 5.3. The roadmap presents key milestones and activity under this programme. Two milestones from the Southend 2050 roadmap have moved across to be more appropriately positioned on the TT roadmap, and these are:
- The council is a living wage employer, working towards full living wage accreditation
  - The council is moving towards financial independence

## **6. Reasons for Recommendations**

- 6.1. To drive the delivery of the Southend 2050 ambition through robust and strategic performance management arrangements.

## **7. Corporate Implications**

### **7.1. Contribution to the Southend 2050 Roadmap**

To drive the delivery of the Southend 2050 ambition through robust and strategic performance management arrangements.

### **7.2. Financial Implications**

The financial implications of delivering Southend 2050 including the refresh and update on delivering better outcomes for local residents and businesses will be considered and reflected in the overall Medium-Term Financial Strategy 2020/21 – 2024/25 for the Council.







Central Government has provided a range of financial support to Local Authorities to help with their local response to Covid-19. Nationally they have provided £3.7 billion over 3 tranches of Emergency Grant funding to the sector. Southend-on-Sea Borough Council have received £12,027,893. All Local Authorities continue to submit monthly returns to MHCLG highlighting the financial impact on their local areas. It is clear that the grant support received so far is not enough to compensate for the actual additional costs incurred and the loss in income that has been experienced. The Council will continue to lobby Central Government for additional resources in order to receive a fair level of funding for the actual costs associated with the pandemic. A separate report elsewhere on this agenda considers the overall financial impact of Covid-19 on Southend-on-Sea.

- 7.3. **Legal Implications** - No specific implications.

- 7.4. **People Implications**  
There are no specific implications related to this report. The Transforming Together programme of work will directly work with staff and councillors in relation to transformation pieces of work.
- 7.5. **Property Implications**  
There are no property implications as part of this report.
- 7.6. **Consultation**  
Earlier reports highlighted that the response to the pandemic has been one of community, partners, staff, councillors and other stakeholders continuously working closely to ensure the best possible outcomes in very difficult circumstances. The approach to recovery will look to continue this approach, develop new tools for engaging communities and partners to adapt to circumstances and continue to use co-design and co-production approaches in particular service areas.
- 7.7. **Equalities Impact Assessment**  
An Equality Impact Assessment has been undertaken to assess the impact Covid-19 has had on equality groups. This will continue to be updated as more information, becomes available. The Equality Impact Assessment has been undertaken alongside the refresh of the 2050 outcomes and roadmap milestones.
- 7.8. **Risk Assessment**  
The Council is reviewing the Corporate Risk Register in the light of the impact and implications of the pandemic.
- 7.9. **Value for Money** – No specific implications.
- 7.10. **Community Safety Implications**  
Safe & Well is one of the 5 2050 themes; A safe Southend is one of the existing 2050 outcomes and in addition to this the new proposed theme within Safe & Well is safe in your home.
- 7.11. **Environmental Impact**  
Green City and climate change is one of the six priorities identified for assessing the council's approach to recovery.
- 8. Background Papers**
- 8.1. Southend 2050 Review and Refresh of Outcomes and Milestones
- 8.2. Outcome Success Measures Period 2 Report (April-June 2020)
- 8.3. Equality Impact Assessment to assess the impact of Covid-19
- 9. Appendices:**
- 9.1. Appendix 1: Southend 2050 Roadmap
- 9.2. Appendix 2: Outcome Success Measures Report as at 31 August 2020
- 9.3. Appendix 3: Transforming Together Roadmap

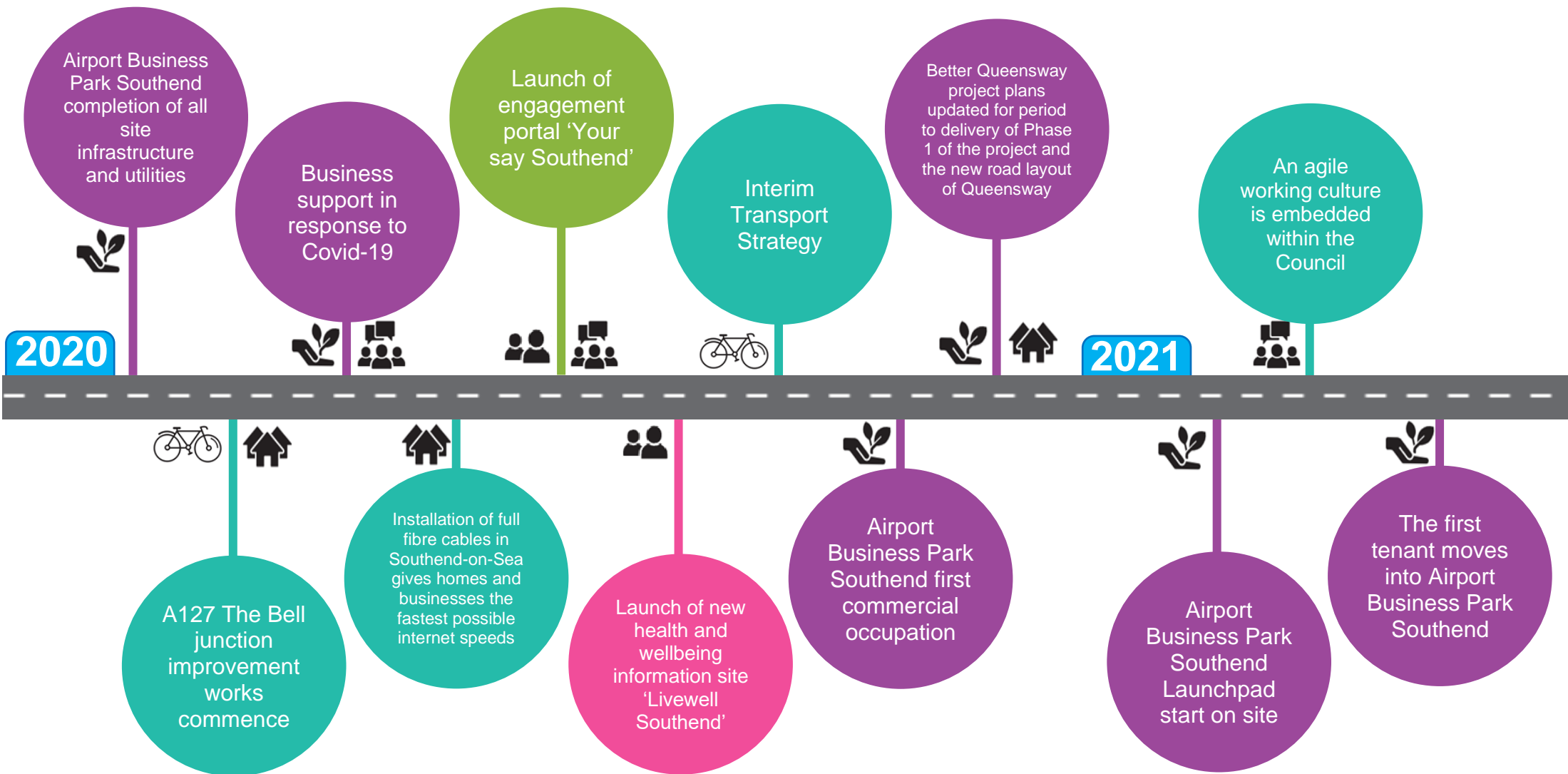


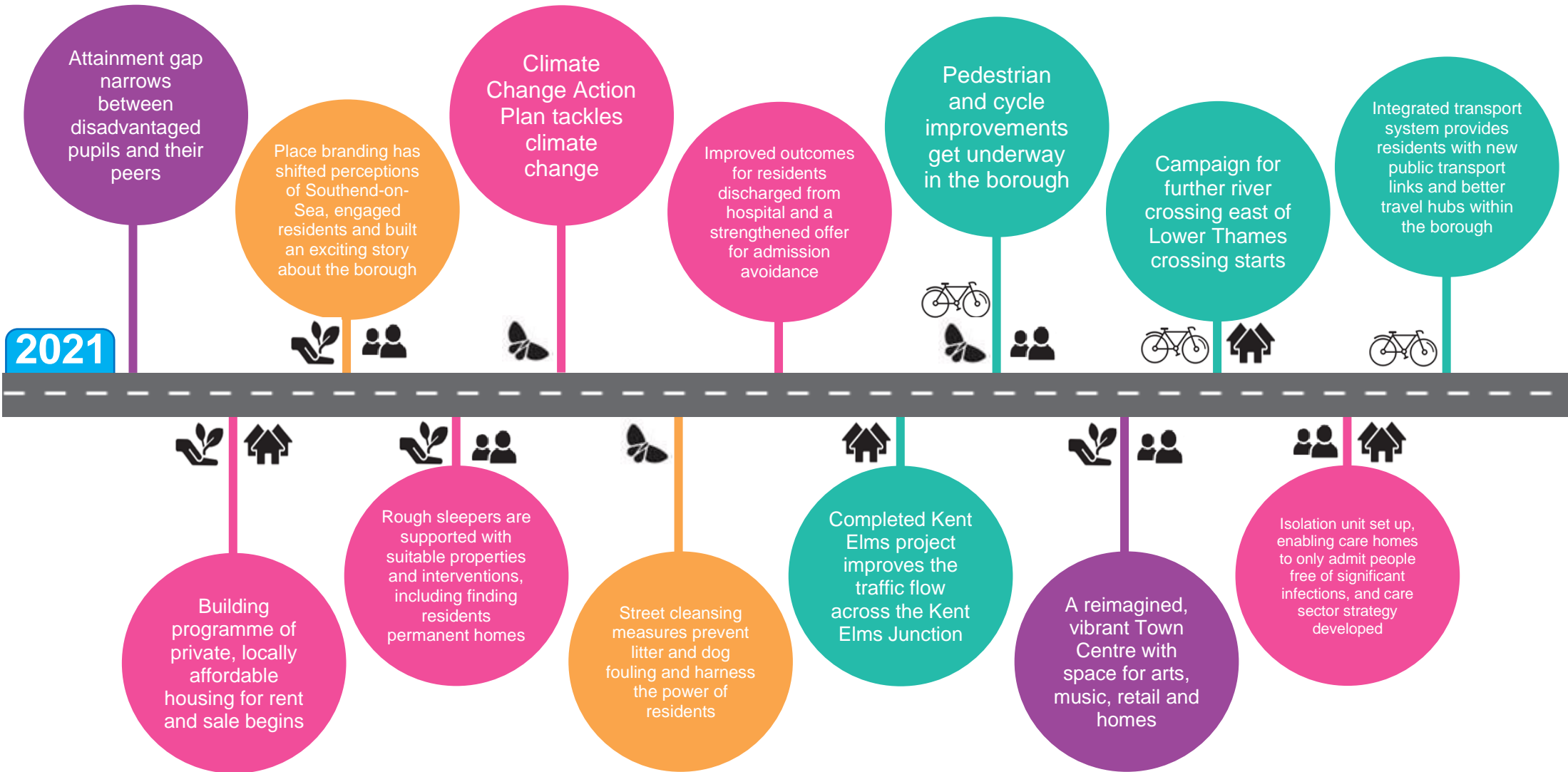
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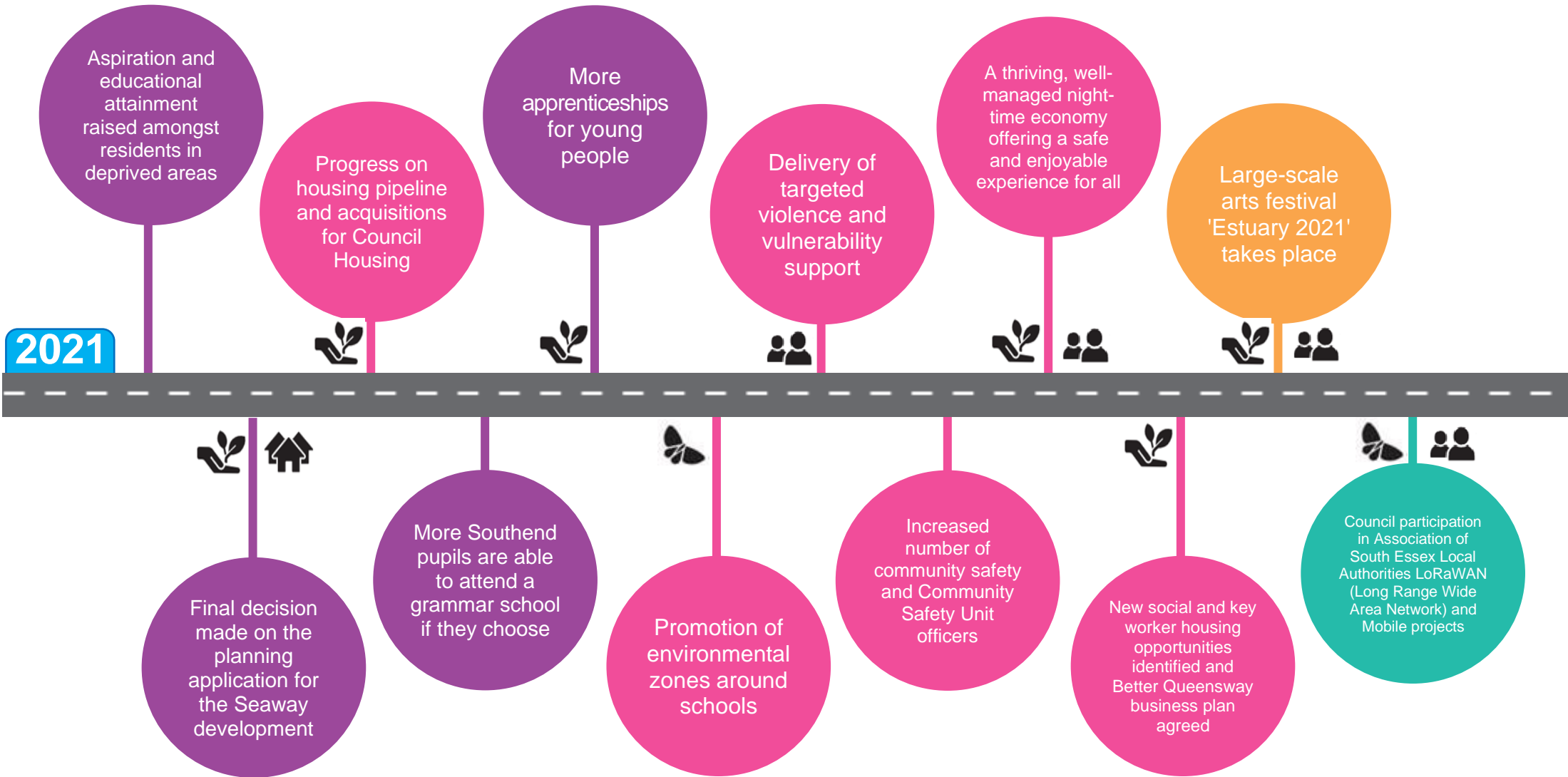
-  Recovery Priority 1 - Economic focus on a stronger and safer town
-  Recovery Priority 2 - Green City and Climate Change
-  Recovery Priority 3 - Travel and Transport
-  Recovery Priority 4 - People and Communities
-  Recovery Priority 5 - Major Projects
-  Recovery Priority 6 - How we learn and recover as an organisation

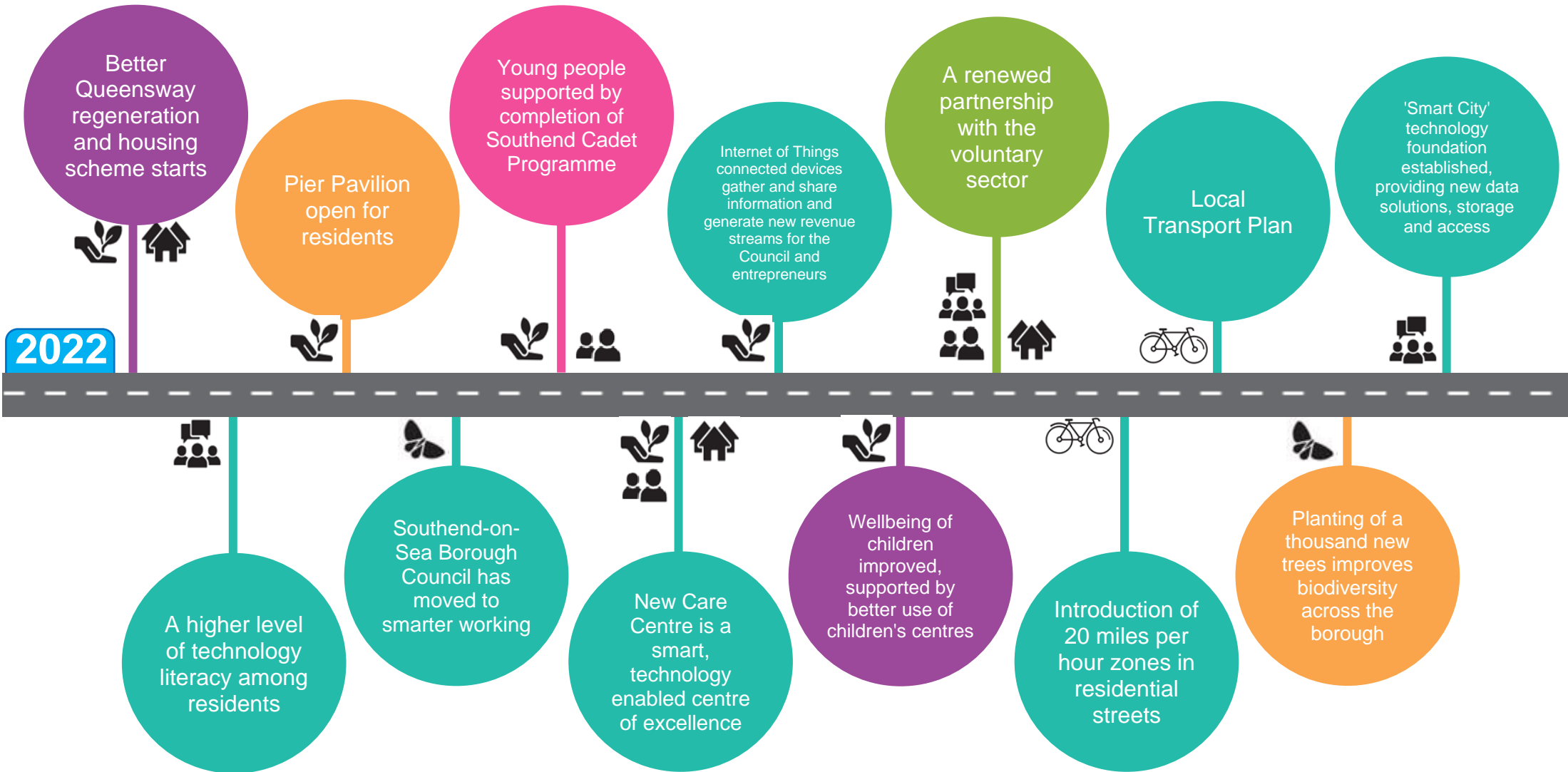
### Key: Link to the Southend 2050 Themes

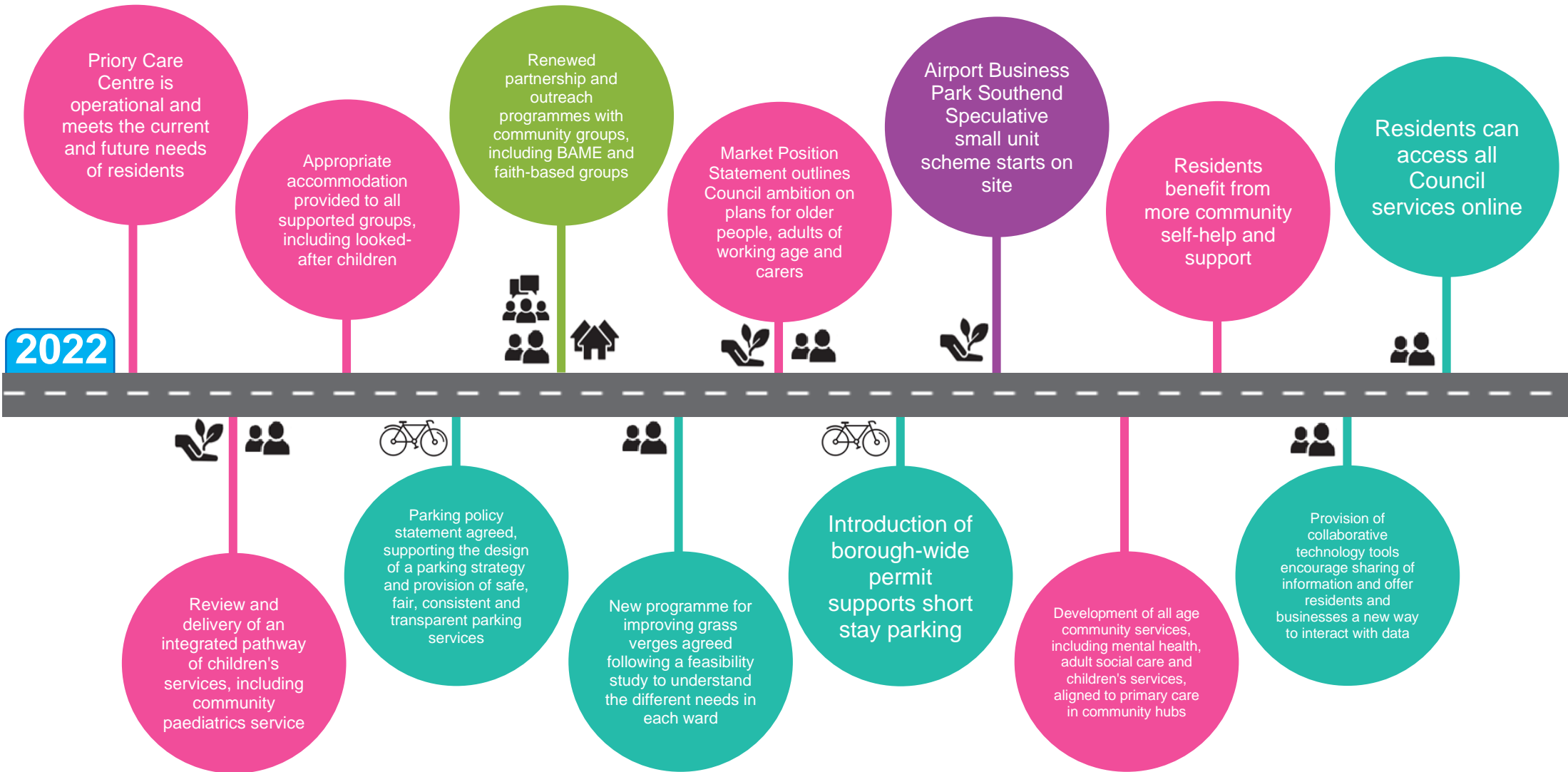
-  Pride & Joy
-  Safe & Well
-  Active & Involved
-  Opportunity & Prosperity
-  Connected & Smart

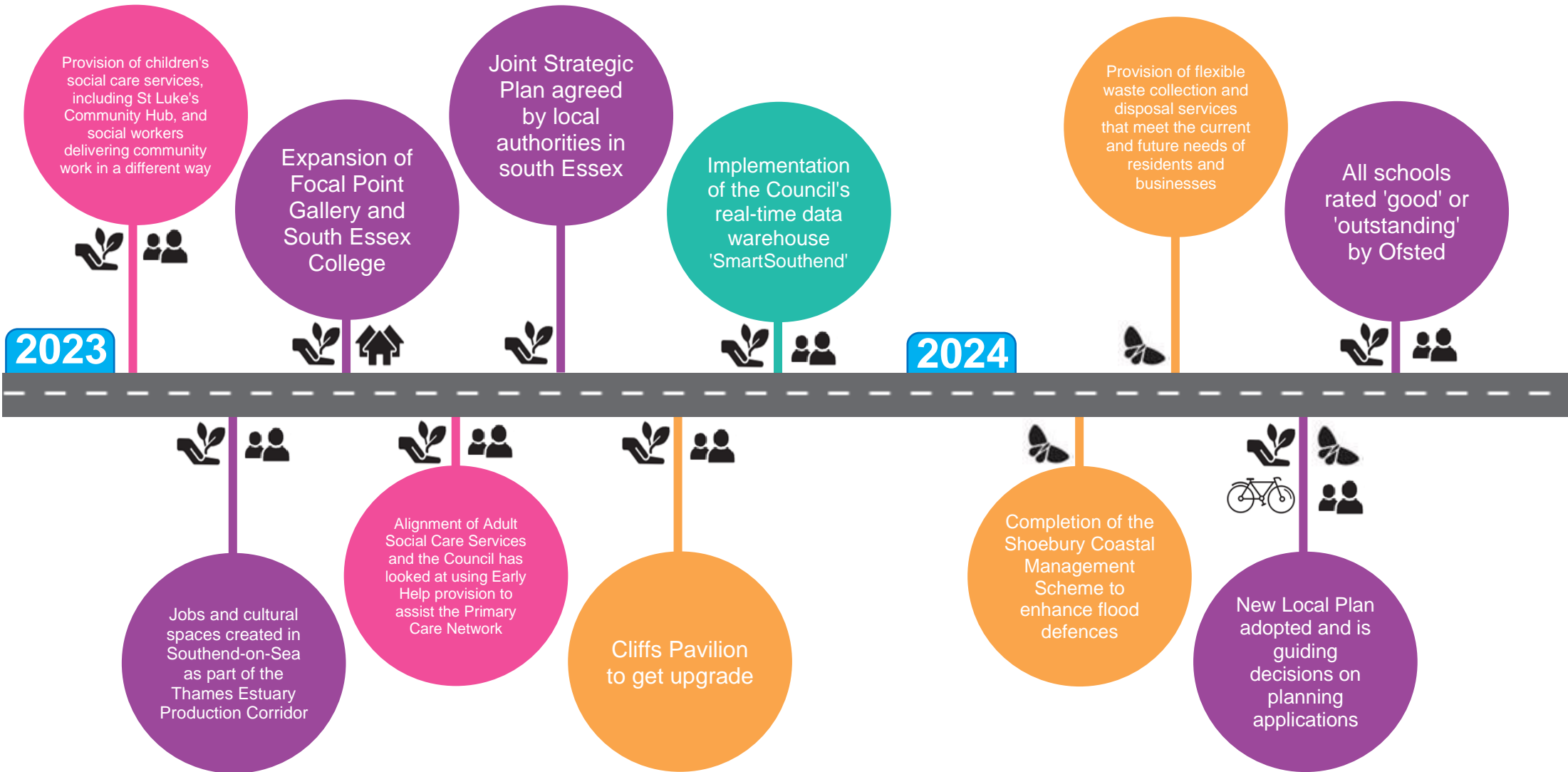


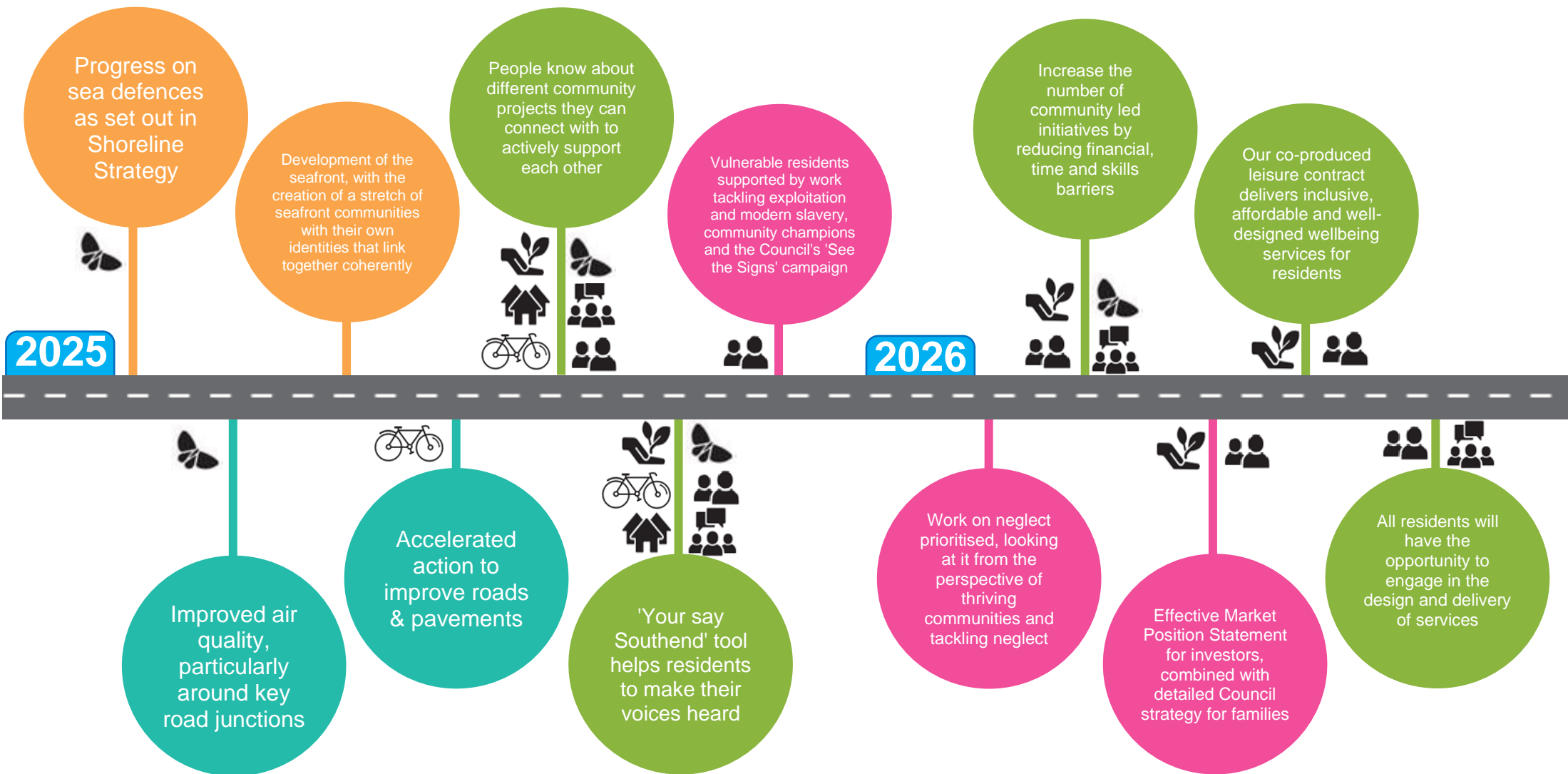




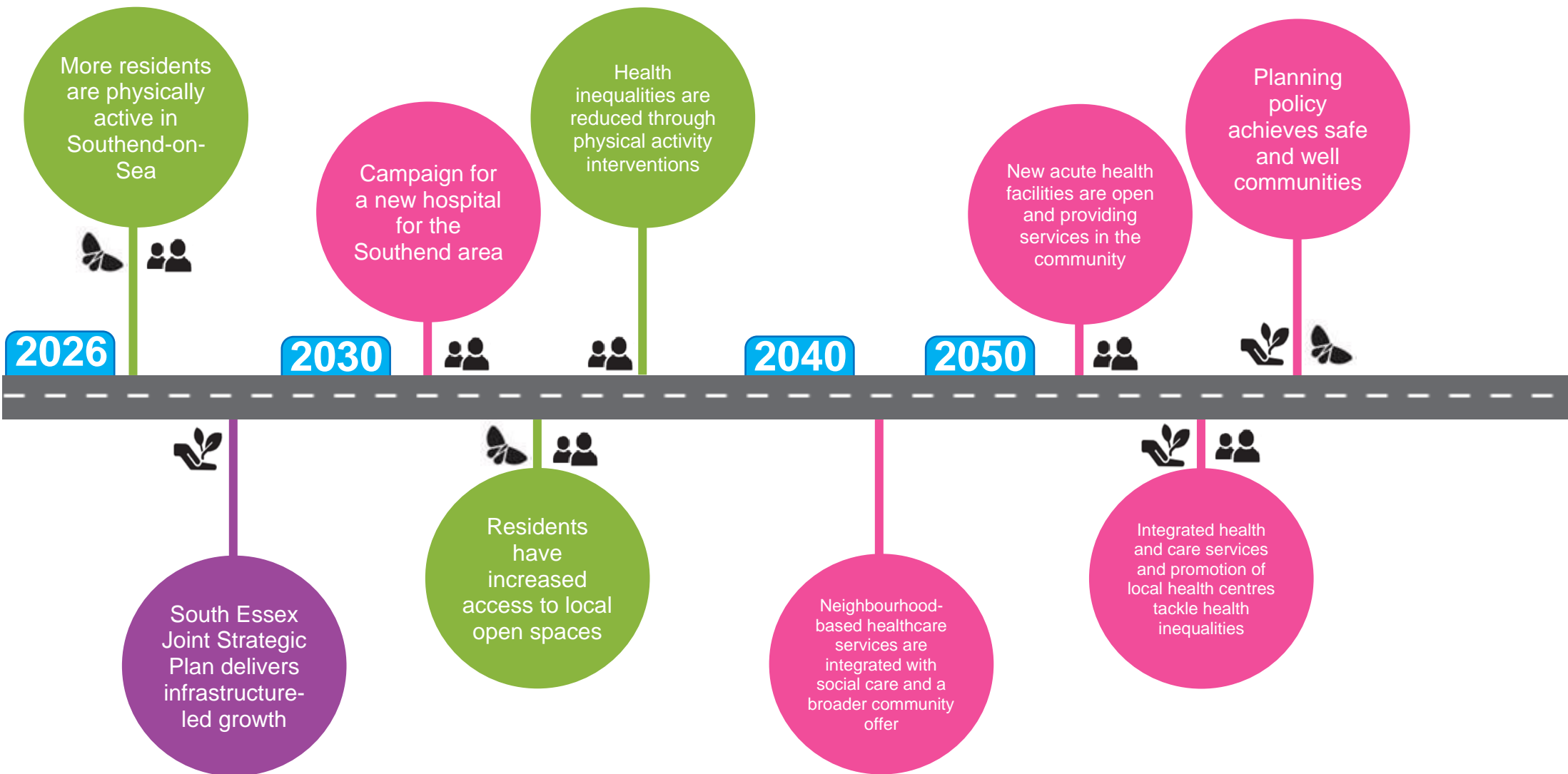












Working to make  
*lives better*  
[www.southend.gov.uk](http://www.southend.gov.uk)



## Outcomes Success Measures Report as at 31 August 2020



## Pride & Joy Summary

By 2050 Southenders are fiercely proud of, and go out of their way, to champion what our city has to offer.

A record five Southend beaches were awarded prestigious Blue Flags in July. The Blue Flag awards, managed by environmental charity Keep Britain Tidy, is an international award for well-managed beaches with excellent water quality. East Beach, Shoebury Common Beach, Thorpe Bay Beach and Three Shells Beach all retained their Blue Flag, with Westcliff Beach picking up the award for the first time. In addition, all Southend beaches were presented with a Seaside Award by Keep Britain Tidy. The Seaside Award recognises beaches that are well-managed and maintained. This includes Bell Wharf Beach, where bathing had previously been discouraged.

Adventure Island received TripAdvisor's "Travellers' Choice" award in August 2020. It ranks number three in the Top Ten Best Amusement Parks in the UK, with a TripAdvisor rating of 4.5 out of 5. This is based on 3,450 reviews. Over 65,000 visitors have been to the Pier since its reopening in July. The pier trains are in their last summer before being replaced with new, eco-friendly pier trains next year.

Anti-littering communications continued throughout the summer. This included the '[Don't be Mug – Bin it or Take it Home](#)' campaign. Volunteer activities put on hold due to COVID-19 restrictions will resume in September 2020 for Keep Britain Tidy's '[Great British September Clean](#)'.

The Focal Point Gallery (FPG) in The Forum reopened to the public in July. FPG is working with the libraries and Southend Museum to create a bespoke stone compass in the centre of Victoria Circus. Set within the paving, the compass will aid wayfinding throughout the High Street.

Further greening of the town centre continues in response to the SUNRISE project consultation. Residents and businesses asked for more greenery at the top end of the High Street. Living lighting (lighting columns greened with self-sustaining plants and foliage) has been installed in Whitegate Road. The SUNRISE project is also installing heavy vehicle mitigation bollards, low-level CCTV and additional street lighting on the High Street.

Sustainable drainage is being installed at Southchurch Car Park. This is part of the sustainable drainage systems project SPONGE 2020. The sustainable drainage system in the car park will store and infiltrate water into the ground. This will reduce the amount of rainfall entering sewers and prevent flooding.

A community garden in Southend is providing residents with a mental health boost. The Cluniac Gardens, located on Norwich Avenue, are managed by the Early Help Family Support Service. They have seen an increase in visitors since COVID-19 restrictions began in March 2020.

The Sustainable and Resilient Coastal Cities project will be working with primary schools over the coming months to develop curriculum resources to teach children about the effects of climate change on Southend's coastline.

The [Estuary Festival](#) is still on track to take place from 22 May to 13 June 2021.

The refurbishment of the Cliffs Pavilion is being considered as part of the borough's COVID-19 recovery phase. The options for the Pier Pavilion project will be discussed by Councillors in November.



## Outcome 1 - There is a tangible sense of pride in the place and local people are actively, and knowledgeably, talking up Southend.

**Volunteering hours delivered within Culture, Tourism and Property, including Pier and Foreshore and events**

**1,047**

as at 31 Aug 2020

vs. 170.5 for Q1 2020/21  
vs. 4,420 in Jul-Aug 2019

**% of respondents satisfied with the local area as a place to live**

**74%**

Residents' Perception Survey 2019

vs. 75% in 2018

LGA benchmark 2019: 80%

### Analysis of key communications campaigns on social media

#### *Sexual Health Service consultation*

July 2020

Facebook ads reached 25,039 people and sent 852 clicks to the online survey

#### *Childcare*

July 2020

Promoted 30 hours free childcare for working parents.

Facebook ads reached 15,401 parents of young children (targeted) and drove 637 clicks to the website for more information

#### *Coronavirus ad campaigns*

July 2020

- Facebook ads for those who have been shielding, advising them to register with central Gov for food package assistance reached 19,680 people and sent 708 clicks to central Gov website
- Facebook and LinkedIn ads promoting discretionary business grants (these ads ran throughout July and August with grant updates) reached over 7,000 people, targeted at potential business owners/directors
- Facebook ads with advice on testing reached 81,376 people

### The Prittlewell Prince

Media coverage as at 31 Aug 2020

**64.49m**

total reach so far

Print: 6.95m

Broadcast: 26.61m

Online: 30.78m

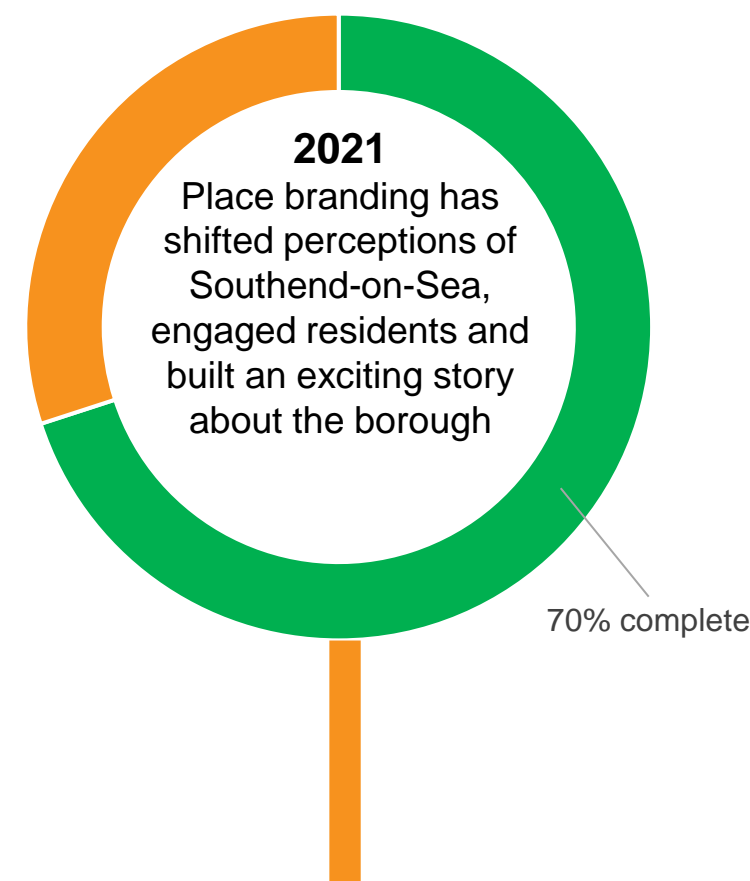
**557**

pieces of coverage so far

Print: 50

Broadcast: 132

Online: 375





## Outcome 2 - The variety and quality of our outstanding cultural and leisure offer has increased, and we have become the region's first choice coastal tourism destination.

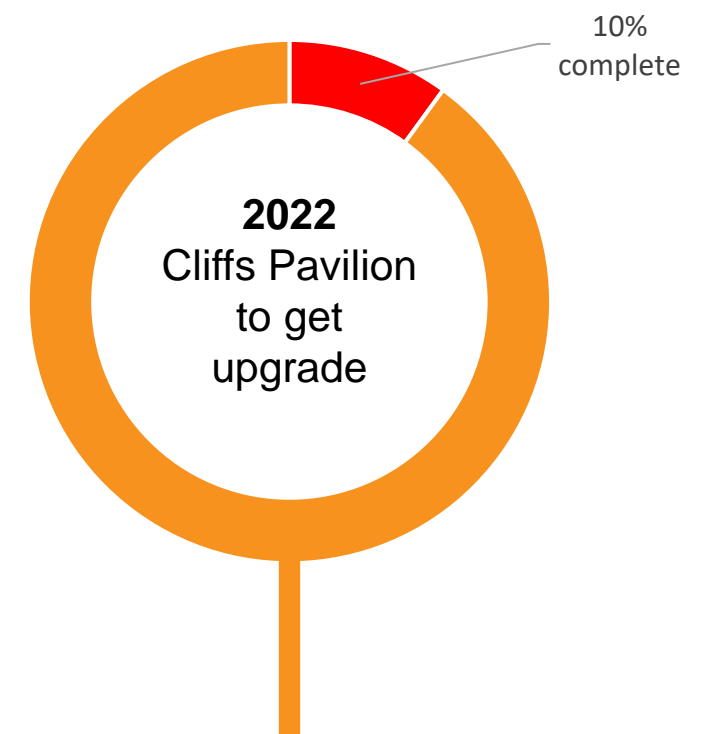


**Tripadvisor's  
"Travellers' Choice Award 2020"**  
presented to Adventure Island,  
and Southend Pier and Railway  
included in the  
**"Traveller's Choice Hall Of Fame"**  
as at 31 Aug 2020

**Number of Green Flag awards held by  
our parks and green spaces**

**6**

as at 31 Aug 2020  
no change vs. Q1 2020/21







## Outcome 3 - We have invested in protecting and nurturing our coastline, which continues to be our much loved and best used asset.

Number of Blue Flag awards held

**5**

as at 31 Aug 2020

Beach cleans by Veolia

**Daily**

- litterbins emptied all day on a 'conveyor belt' system
- litter-picking throughout the day (and in evening once beaches vacated, if needed)
- early morning cleans to collect waste from prior evening, completed by 8 a.m.
- beaches raked daily during Summer season

as at 31 Aug 2020

**Volunteer-led Community Beach Clean events**

*On hold*

*due to COVID-19*

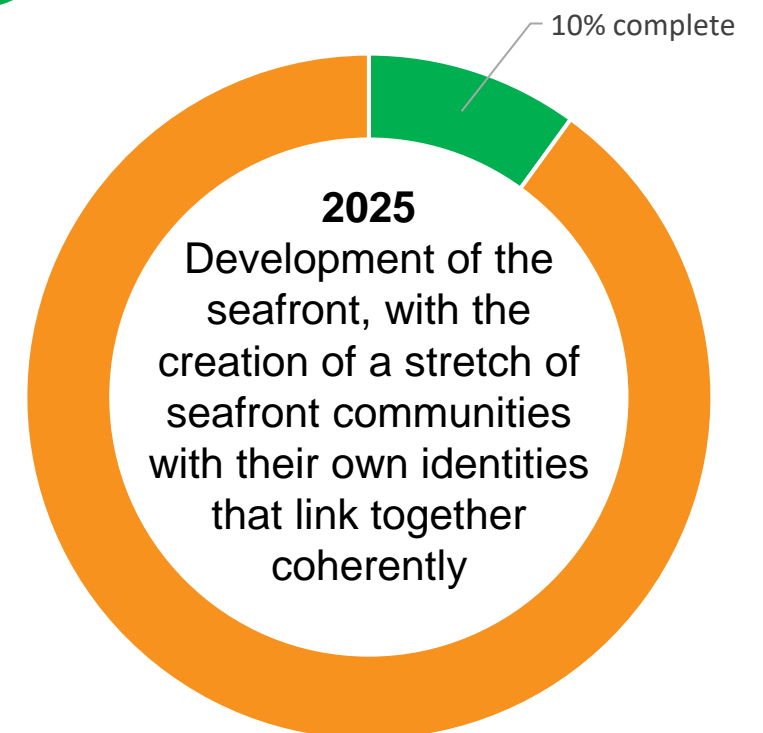
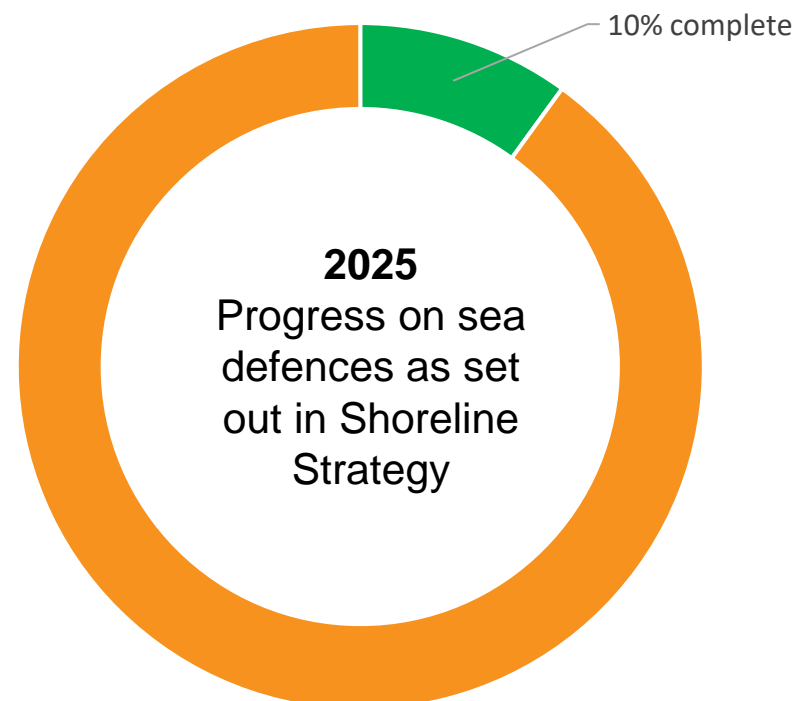
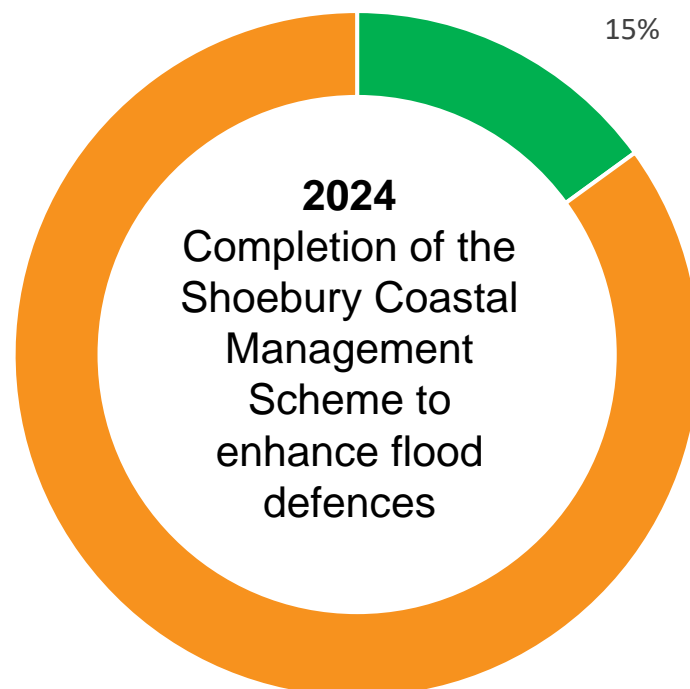
as at 31 Aug 2020

**Anglian Water-led Beach Clean events**

*On hold*

*due to COVID-19*

as at 31 Aug 2020





## Outcome 4 - Our streets and public spaces are resilient, valued and support the mental and physical wellbeing of residents and visitors.

**% acceptable standard of cleanliness: litter**

**99.64%**

as at 31 Aug 2020

vs. 99.77% end Q1 2020/21

Target: 95%

**% acceptable standard of cleanliness: detritus**

**98.81%**

as at 31 Aug 2020

vs. 98.86 end Q1 2020/21

Target: 94%

**% waste collections carried out on schedule**

**99.95%**

as at 31 Aug 2020

Target: 99.96%

**% safety inspections of roads and pavements completed within timescale**

**99%**

as at end Q1 2020/21

no change vs. Q4 2019/20

Target: 90%

**% serious defects made safe within response times**

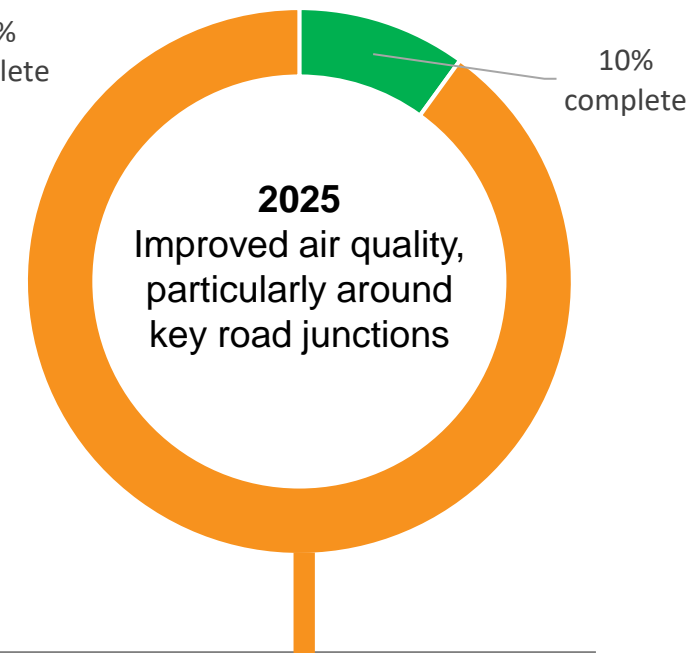
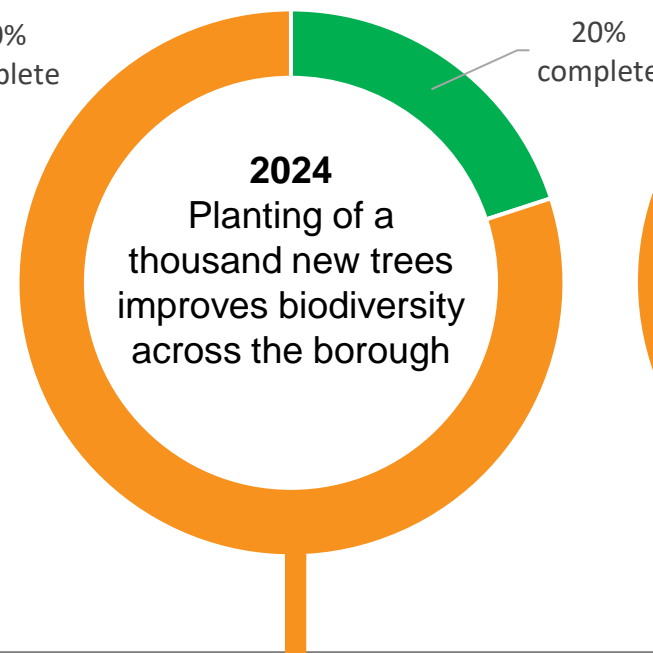
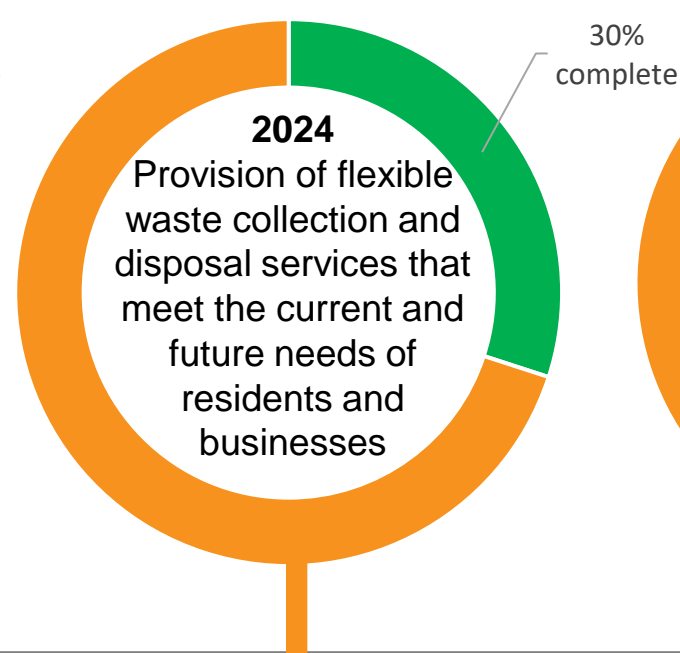
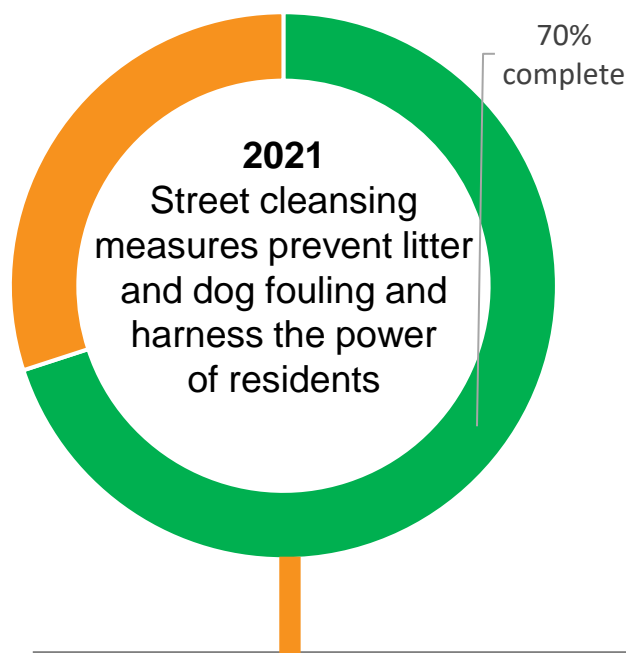
**Roads: 100%**

**Pavements: 97%**

as at 31 Aug 2020

vs. 99.3% / 95% at end Q1 2020/21

Target for both: 90%





## Safe & Well Summary

By 2050 people in Southend-on-Sea feel safe in all aspects of their lives and are well enough to live fulfilling lives

The council and Essex County Council launched their local contact tracing service in July. The Essex and Southend Contact Tracing Service was one of the first local systems launched by any authority areas in the country.

A walk-through coronavirus testing facility was opened by the Department for Health and Social Care in August at Short Street Car Park in the town centre.

The Priory Care Centre is operational and supported by health and social care professionals. Southend Care Ltd continues to play a key role in coordinating and advocating for the needs of the residents. The operational vision for the Priory Care Centre has been incorporated into discussions around COVID-19 Recovery and how the new centre can support community resilience and improve outcomes for residents discharged from hospital. Work on the future needs of residents at the centre recommenced in September following delay caused by COVID-19.

The COVID-19 isolation unit at Priory House is being divided into two smaller areas of 6 and 7 beds. This is to create maximum isolation opportunities and ensure the safety of residents and staff. The LCOP care settings cell has a developed responsibility for infection control for care homes and is managing this.

The hospital discharge requirements guidance was revised by government in August. The same framework has been retained for all discharges up until March 2021. This has created an opportunity for social care to support the intermediate care space and implement a Home First principle with our partners.

The council continues to work with its partners to give children and young people access to high quality care. A system wide outcomes framework is emerging. This will be shared and tested with children and families in the coming months. The community paediatric transformation programme continues to develop and attract new investment. A project is also underway to collate views of how the future Emotional Wellbeing and Mental Health Service should look for children and young people.

There is ongoing engagement with the local Clinical Commissioning Group and Sustainability and transformation plan. This is to understand the changing nature of acute provision and the needs of the local population.

In response to the drive towards integration of health and care services and the need for place based approaches, the South East Essex Alliance Board has been established. It brings together local authorities, NHS and voluntary and third sector organisations. Locally, health, social care and public health professionals have been undertaking preventative work in community hubs and GP practices, as well as linking in with sheltered housing schemes, churches and Children's Centres.

An [Essex-wide campaign](#) focusing on preventing the exploitation of children online launched in August. The campaign raises awareness of the exploitation risks that increased time on the internet poses. The council continues to deliver work tackling exploitation and modern slavery.

*Continued over page...*





## Safe & Well Summary

By 2050 people in Southend-on-Sea feel safe in all aspects of their lives and are well enough to live fulfilling lives

Work on neglect is newly prioritised with an end date of 2025. A new safeguarding partnership neglect strategy has been implemented. Current work involves collating evidence together and design of a survey of professionals.

Further support for the council's community safety unit was brought in this summer. The additional support has been used to target later community safety unit shifts on Thursday, Friday and Saturday nights up until the end of September. Work continues on achieving Purple Flag re-accreditation for the town centre following its closure during the COVID-19 pandemic.

A review is underway of the Southend Violence and Vulnerability plan with a targeted focus on prevention.

Beach welfare officers have been patrolling the shoreline this summer to make sure people have a safe visit to our seafront. The volunteers are members of Chalkwell Redcaps surf lifesaving club. As well as being able to respond to water based incidents and carry out basic first-aid, they are also trained to deal with missing children, lost property and other minor incidents. They have been patrolling every weekend and bank holiday since Easter 2020.

The council and its partners continue to work to secure further accommodation for as many rough sleepers as possible. Funding is being sought through the Ministry of Housing, Communities and Local Government's Next Steps in Accommodation programme and Homes England 'Move On' fund to secure further suitable properties, along with support interventions.

Work continues on the Housing Revenue Account (HRA) Land Review and Modern Methods of Construction projects. HRA Phase 3 is in the design phase, while Phase 4 is in the final feasibility stage. The Saxon Gardens MMC pilots are going through initial planning stage processes with the Archer Avenue MMC site in the contractor procurement stage.

The Acquisitions Programme for 2020/21 has been agreed and work has commenced on acquiring suitable properties. A number of registered provider affordable housing schemes are also being progressed, including redevelopment of the former Chalkwell Lodge in Westcliff-on-Sea.

Seven speed humps were installed along Thorpe Bay Gardens in July. The traffic calming measures were installed to prevent dangerous driving in the area.

The council is looking at creating 20 miles per hour zones around school streets, as part of Active Travel Fund works. A School Streets pilot is being progressed with a school. The council is looking at implementing the pilot at the start of 2021.



## Outcome 1 - People in all parts of the borough feel safe and secure at all times.

### Community Safety Unit activity

#### Engagements:

Begging / vagrancy / rough sleeping – 132 vs. 160

Street drinking – 152 vs. 344

Antisocial behaviour – 209 vs. 258

Crimes assisted – 72 vs. 77

CCTV reports leading to arrest – 130 vs. 120

Targeted patrols undertaken (YTD) – 2, 762 vs. 1,424

as at 31 Aug 2020

all figures vs. Q1 2020/21

### Beach Welfare Officers

#### Number completing shifts

as at 31 Aug 2020

: 120

vs. 70 in Q1 2020/21

#### Number of hours delivered

as at 31 Aug 2020

: 446

vs. 256 in Q1 2020/21

### Residents' perceptions of safety

**Feel safe during day – 86%**

**Feel safe after dark – 40%**

Residents' Perception Survey 2019

vs. 81% / 40% in 2018

LGA benchmark 2019: 94% / 76%

### Domestic abuse incidents

**2.47**

per 1,000/population

as at 31 Aug 2020

vs. 2.02 end Q1 2020/21

### Violence against the person

**8,317 offences**

Rolling 12 months to 31 Aug 2020

0.2% decrease vs. 2019

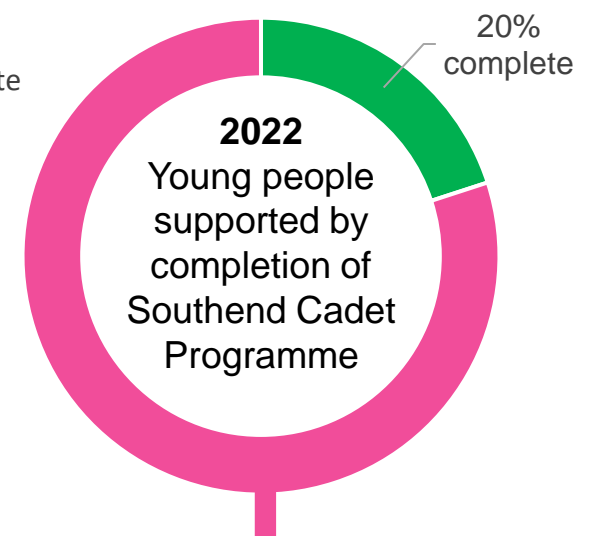
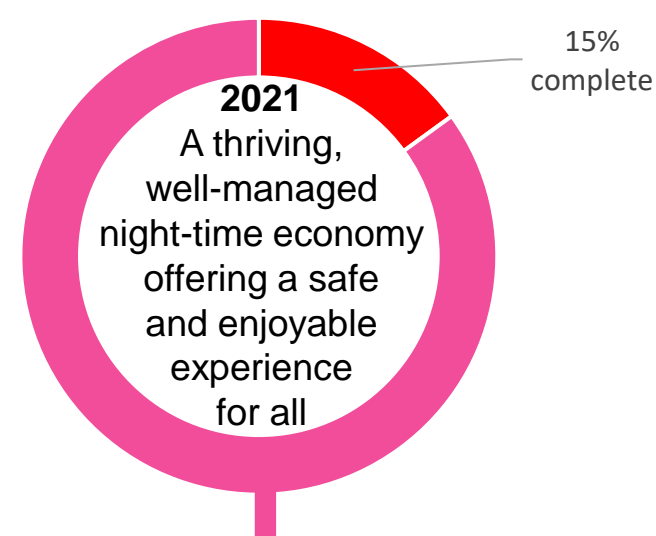
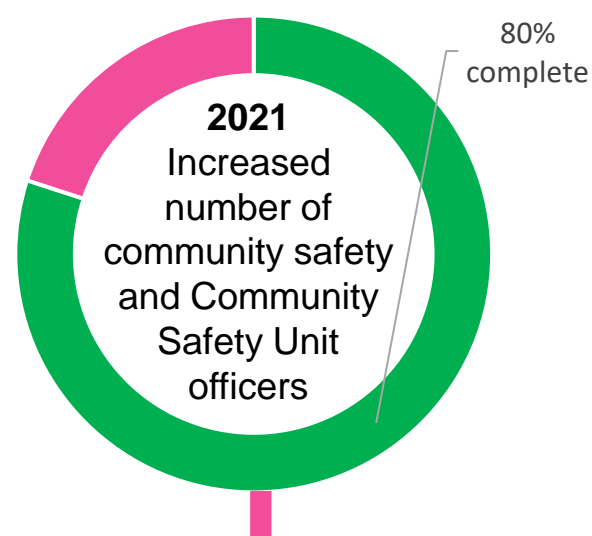
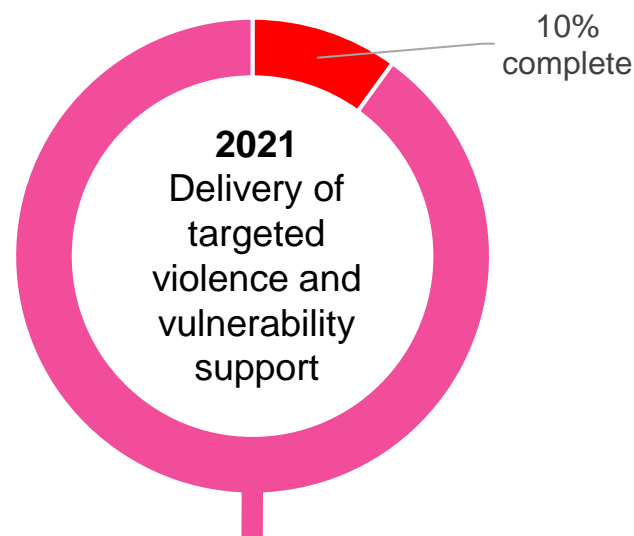
### Violent crime with injury

**1.00**

per 1,000/population

as at 31 Aug 2020

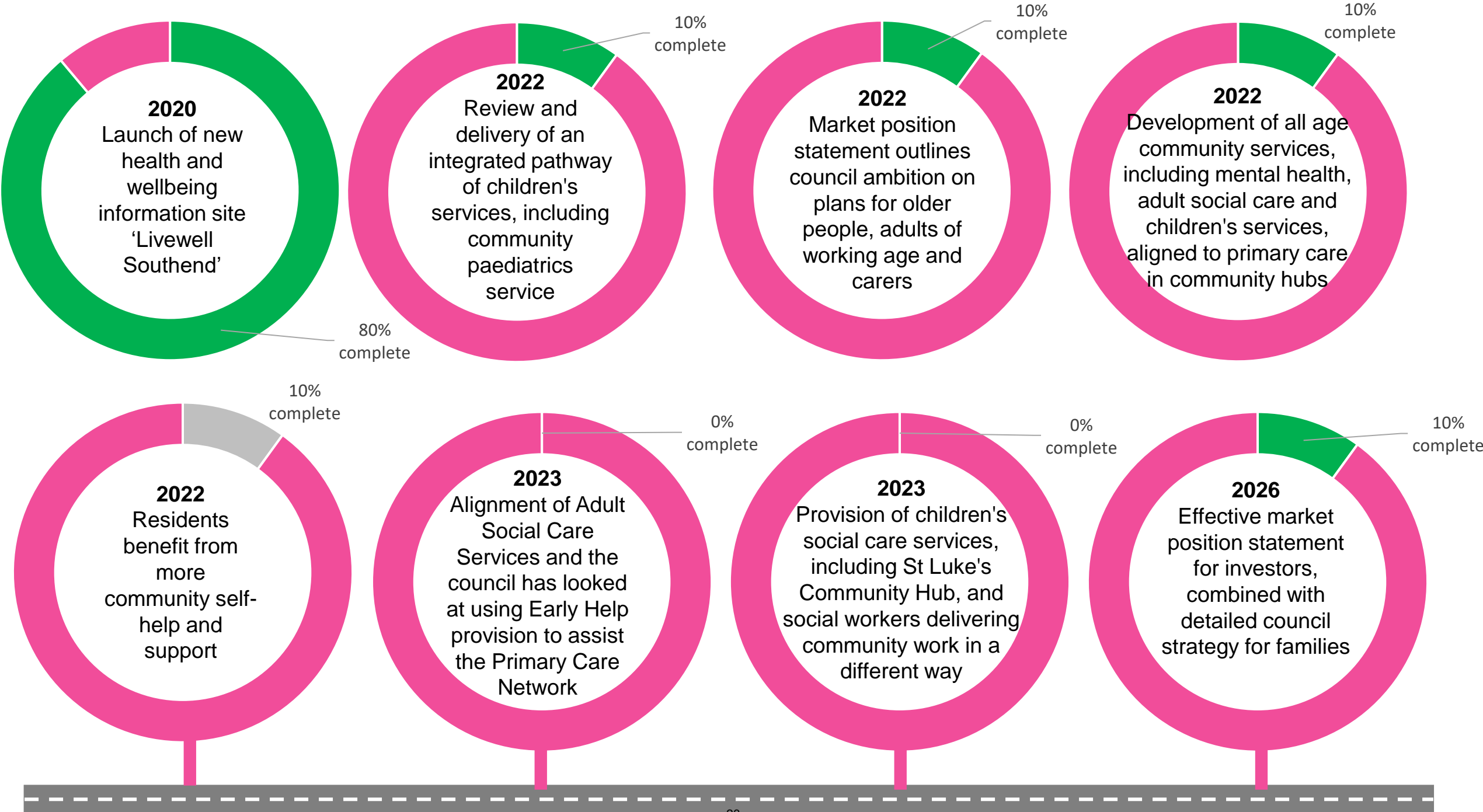
vs. 0.83 end Q1 2020/21





Outcome 2 - Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives.

Under 75 Mortality rate from all causes (persons)  
**359 per 100,000/population**  
Southend 2018 vs. 330 per 100,000 population for England 2018  
Source: NHS Fingertips





## Outcome 3 - We are well on our way to ensuring that everyone has a home that meets their needs.

Homelessness relief - accommodation secured for at least 6 months for those being assisted under the homeless relief duty

**47% of cases**

as at 31 Aug 2020  
vs 45% in Q1 2020/21

Homelessness prevention - existing or alternative accommodation secured for at least 6 months for those at risk of homelessness

**59% of cases**

as at 31 Aug 2020  
vs. 57% in Q1 2020/21

Repeat homelessness within 2 years of accepting a suitable private-rented sector offer (priority need cases owed the main duty)

**0 cases**

as at 31 Aug 2020  
no change vs. Q1 2020/21

Number of children in temporary accommodation

**258**

as at 31 Aug 2020  
vs. 288 end Q4 2019/20

Households in temporary accommodation

**3.33 per 1000/households**

**260 households**

as at 31 Aug 2020  
vs. 3.65 / 285 at end Q1 2020/21

Number of new build affordable housing units delivered in the borough by the council and Registered Housing Providers

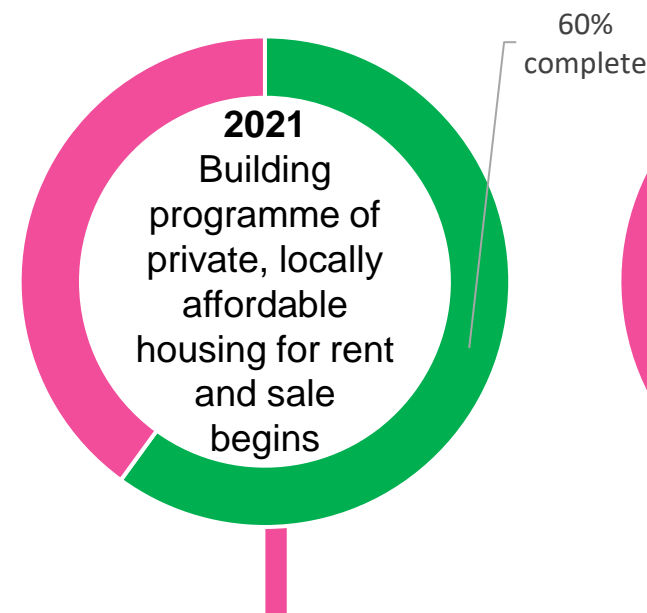
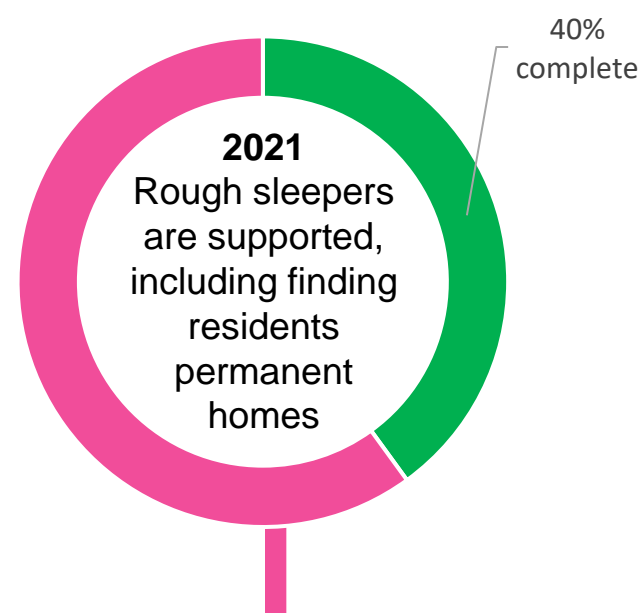
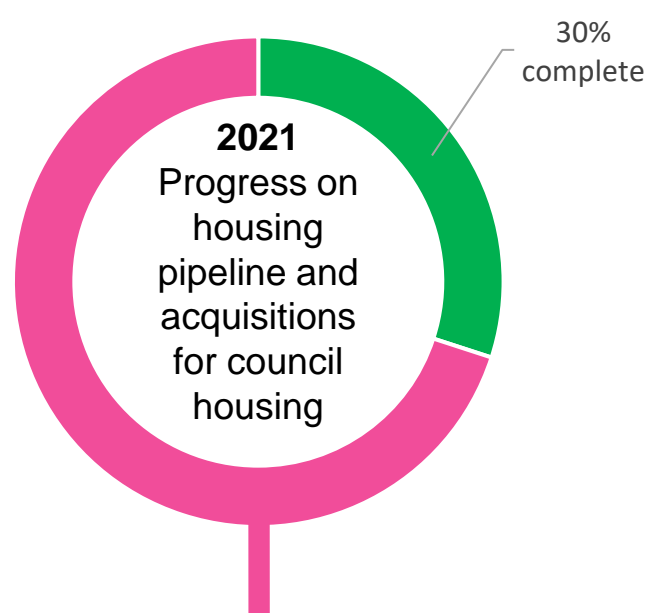
**Delayed due to COVID-19**

during Q1 2020/21

Housing Delivery Test result

**52%**

2018/19 (annual data)  
vs. 49% in 2017/18





## Outcome 4 - We are all effective at protecting and improving the quality of life for the most vulnerable in our community (cont. over page)

Proportion of concluded section 42 enquiries (safeguarding investigations) with a risk identified and an outcome of either Risk Reduced or Risk Removed

**90.4%**

as at 31 Aug 2020  
vs. 88.7% at end Q1 2020/21  
Target: 85%

Proportion of those that received short-term service during the year where sequel was either no on-going support or support of a lower level

**54.2%**

as at 31 Aug 2020  
vs. 55% at end Q1 2020/21  
Target: 80%

Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services

**74.4%**

as at 31 Aug 2020  
vs. 77.6% at end Q1 2020/21  
Target: 80%

Proportion of adults with learning disabilities who live in their own home or with their family

**87.3%**

as at 31 Aug 2020  
vs. 87.2% at end Q1 2020/21  
Target: 85.5%

Proportion of adults in contact with secondary mental health services who live independently with or without support

**62.3%**

as at 31 Aug 2020  
vs. 61.5% at end Q1 2020/21  
Target: 74%

Proportion of clients whose Initial Contact start date to completed date is less than or equal to 2 working days

**95.7%**

as at 31 Aug 2020  
vs. 95.6% at end Q1 2020/21  
Target: 90%

Permanent admissions into residential / nursing care, per 100,000 population (65+)

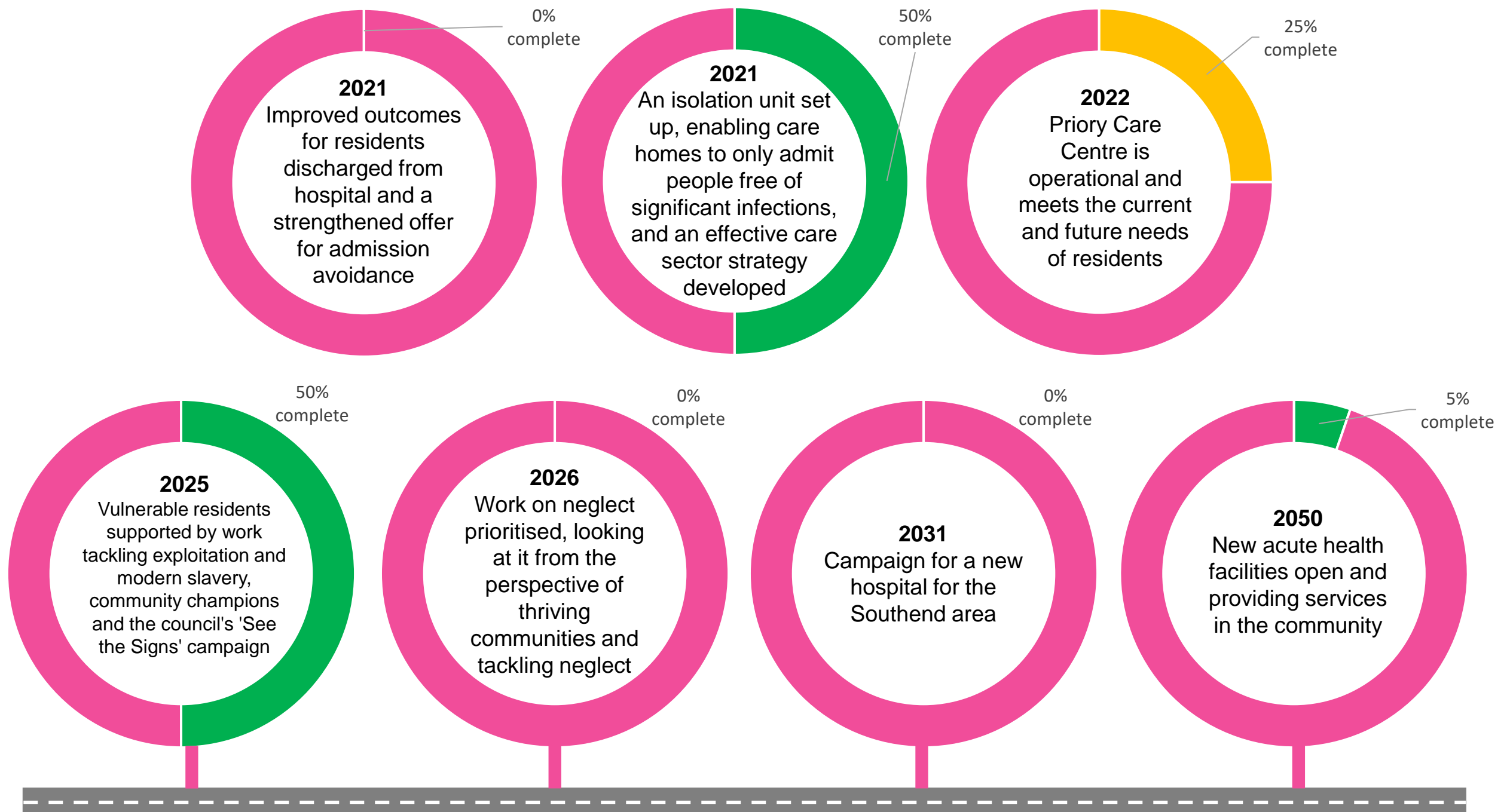
**6.5**

as at 31 Aug 2020  
vs. 1.86 at end Q1 2020/21  
No target set





## (cont.) Outcome 4 - We are all effective at protecting and improving the quality of life for the most vulnerable in our community.





## Outcome 5 - We act as a Green City with examples of energy efficient and carbon neutral buildings, streets, transport and recycling.

Rate of ownership of  
ultra-low emissions  
vehicles

**Southend – 0.5%**

vs. East – 1%

vs. UK – 0.9%

(% of all vehicle registrations)

Q1 2020/21 (latest available  
data)

Air Quality at Prince Avenue Air  
Quality Management Area

**44.55 µg/m<sup>3</sup>**

Nitrogen Dioxide annualised mean  
concentration for 2019

Annual data

vs. 45.20 µg/m<sup>3</sup> in 2018

vs. 49.28 µg/m<sup>3</sup> in 2017

National target: 40 µg/m<sup>3</sup>

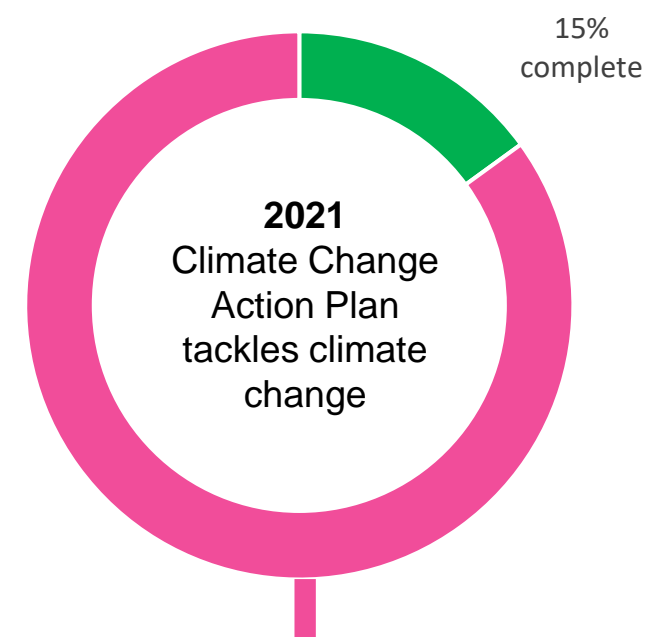
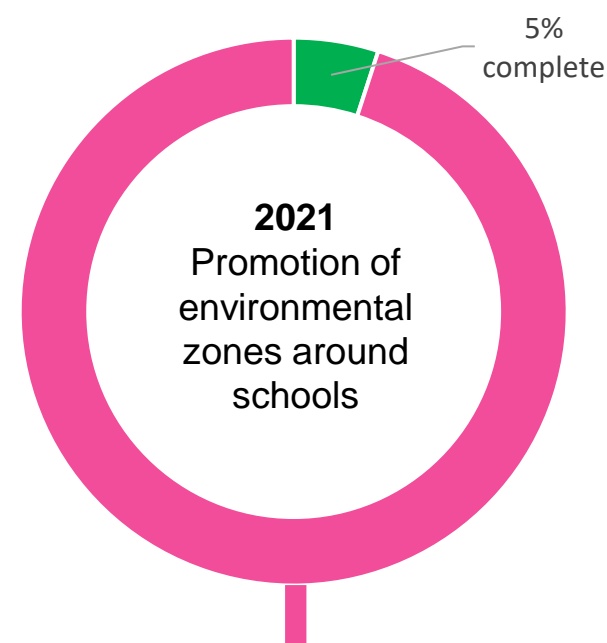
% Household waste sent  
for reuse, recycling and  
composting

**46.83%**

at end Q4 2019/20

vs. 48.60% Q3 2019/20

Target: 50%

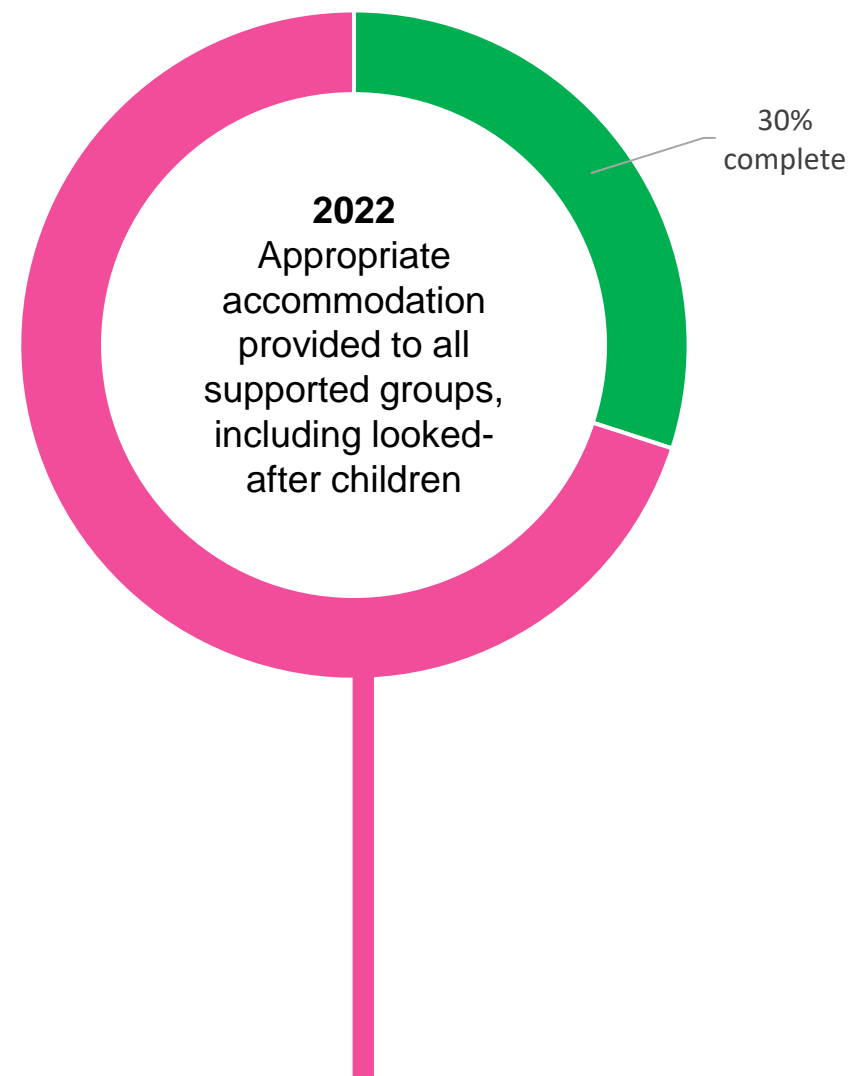




## Outcome 6 - Residents feel safe and secure in their homes.

**No specific Outcome Success Measures identified for this outcome.**

- Outcome success measures used for Safe & Well outcomes 1 – 5 describe progress and success with this outcome.







## Active & Involved Summary

By 2050 we have a thriving, active and involved community that feel invested in our city.

The [Your Say Southend](#) engagement tool currently has several live projects encouraging residents to participate in council services and strategy redesign. The tool is also capturing new stories of social action, kindness and neighbourliness through the [Good Neighbours project](#).

Residents who are continuing to feel the impacts of coronavirus are receiving the [support of volunteers and the multi-agency Southend Coronavirus Action helpline](#), through an adapted service. Trust Links' new befriending project [Talking Together](#) is aiming to recruit 100 listening volunteers to connect people together.

A COVID-19 Community Connector role is being prototyped to disseminate advice on coronavirus in the community and gather feedback on the effectiveness of communications. An initial group of 15 connectors has been recruited. The [Southend Emergency Fund](#) continues to raise funds and give grants to community sector organisations helping residents through coronavirus. Every £1 invested by the council has been matched by £4+ received or pledged from other sources.

The [Focal Point Gallery](#) has brought artists and residents together to share their experiences of coronavirus and ideas for imagining a positive future for Southend-on-Sea. Artworks include a video game so people can experience how a black transgender person might navigate the world and an Afrofuturism themed film project.

[Southend Leisure and Tennis Centre](#) is set to welcome visitors back through its doors in September. The council has agreed to support Fusion Lifestyle until the end of the financial year. The £600,000 funding support to Fusion – who are responsible for managing council-owned leisure facilities – will allow them to reopen their main site at Southend Leisure and Tennis Centre with a full offering of services. Chase Sports and Fitness Centre and Shoeburyness Leisure Centre will also reopen for school use only. Belfairs Swim Centre is to remain closed at this point.

Monitoring of new residential developments completed in 2019 and 2020, which took place in August and will continue into September 2020, will include reporting on provision of public and private amenity space. Open space surveys are also being undertaken to identify for improvements the residential areas with the poorest access to open space. The contract for mapping the borough's cycle network is currently out to tender. It is part of a wider south Essex contract under ForwardMotion and closes at the end of September.

The Livewell Southend website is to be launched in September, a self-serve website that will give communities information about local services, housing advice, debt advice, mental health support, bereavement support and healthy living.



## Outcome 1 - Even more Southenders agree that people from different backgrounds are valued and get on well together.

**% of victims of Hate  
Crime that are a non  
Southend-based resident**

**8.7%**

as at 31 Aug 2020  
vs. 13.4% end Q1 2020/21  
No target set

**Number of  
electoral  
registrations**

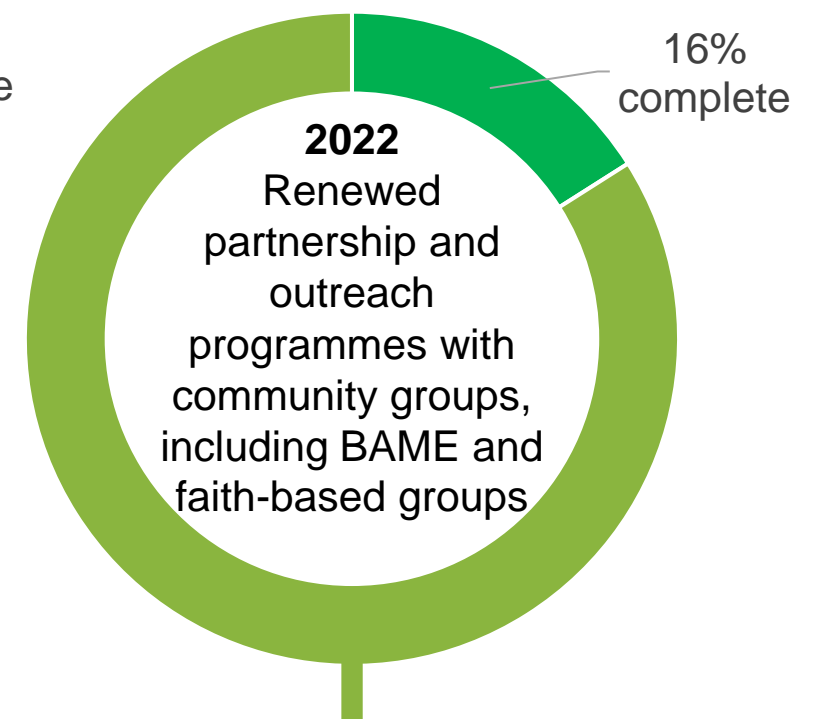
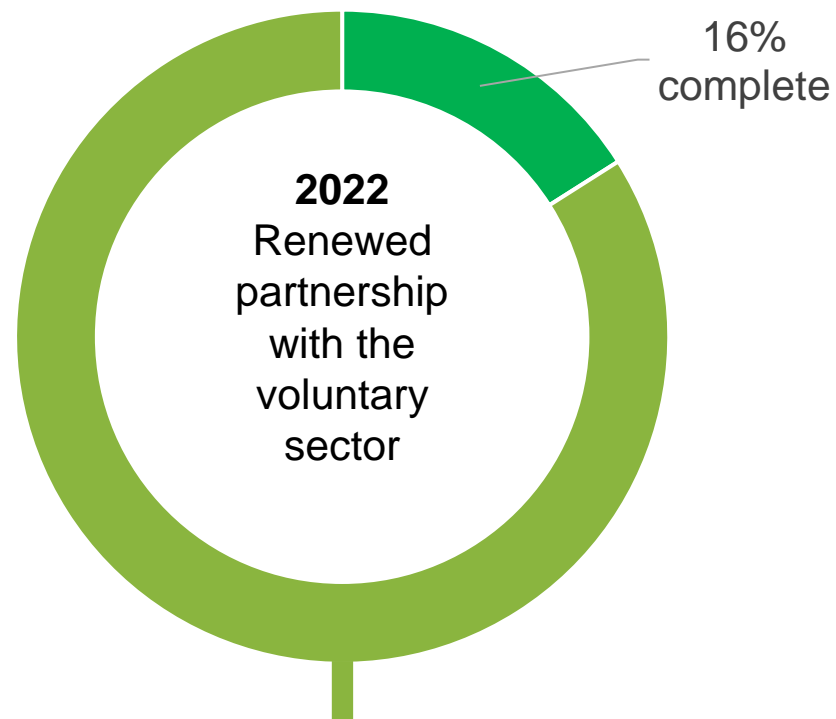
**135,620**

at 31 Dec 2019  
+3.4% vs. Dec 2018

**% of respondents  
agreeing that people of  
different backgrounds  
get on well together**

**59%**

Residents' Perception Survey  
2019  
vs. 56% in 2018





## Outcome 2 - Residents feel the benefits of social connection, in building and strengthening their local networks through common interests and volunteering.

% respondents that have good friendships both in and outside of their local area

**74%**

Residents' Perception Survey 2019  
vs. 71.5% in 2018

% respondents that feel isolated living in their local area

**11%**

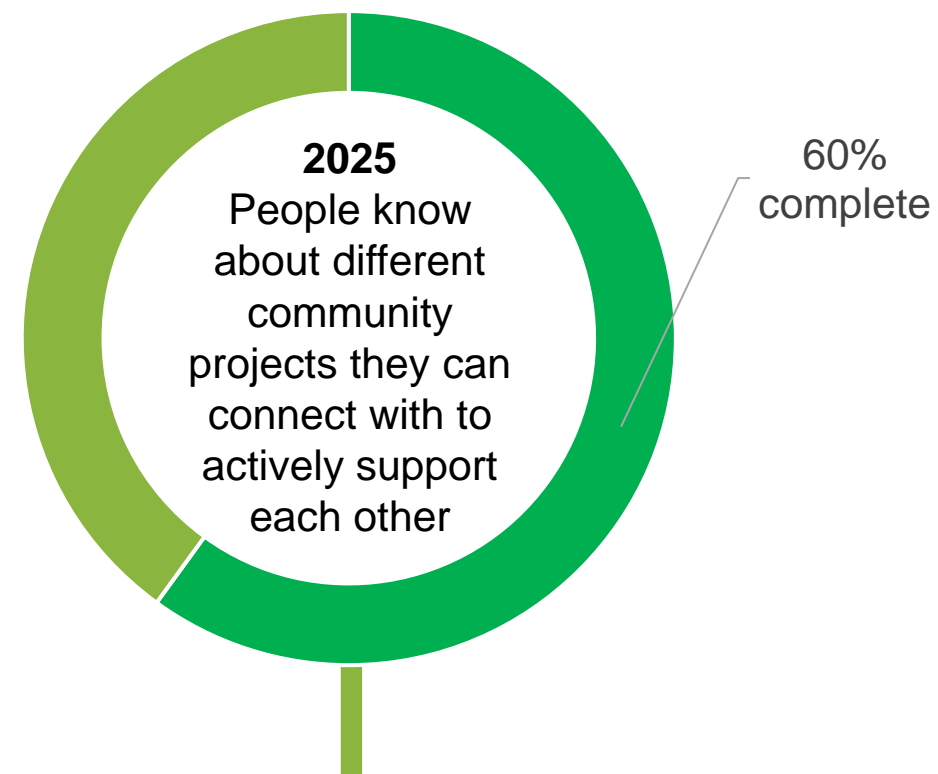
Residents' Perception Survey 2019  
No change vs. 2018

% respondents that feel community events that they would like to get involved with happen in their area

**30%**

Residents' Perception Survey 2019  
vs. 26% in 2018

*"The majority of people are so kind and grateful. One of the first calls I took was a lady who wanted to know if it was true that we could make arrangements for her dogs to be walked. When I told her we could, she burst into tears. I ended up crying and I don't even like dogs! It just meant so much to her that we could help."* Southend  
Coronavirus Action Volunteer





## Outcome 3 - Residents are routinely involved in the design and delivery of services.

Number of A Better Start  
Parent Champions

**56 trained**

**38 active**

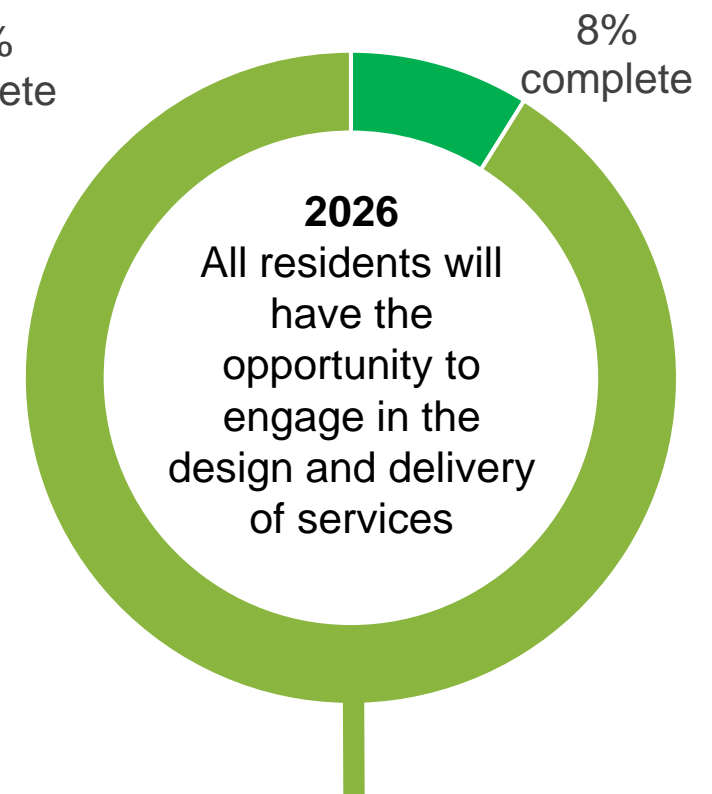
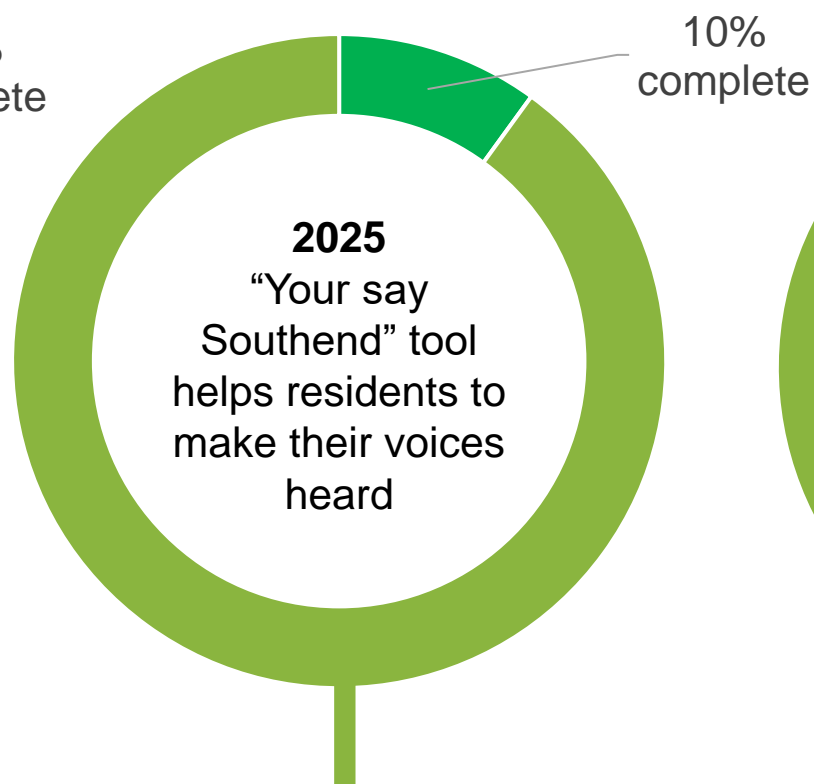
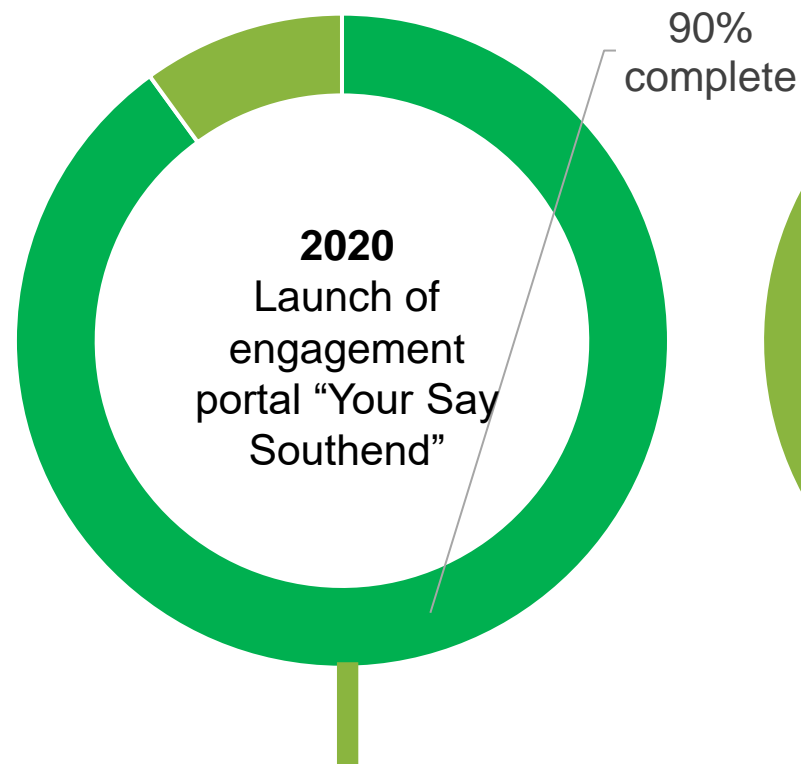
as at 31 Aug 2020  
vs. 56 / 39 Q1 2020/21  
No targets set

Number of A Better Start  
Parent Ambassadors

**27 trained**

**14 active**

as at 31 Aug 2020  
vs. 23 / 10 end Q1 2020/21  
No target set

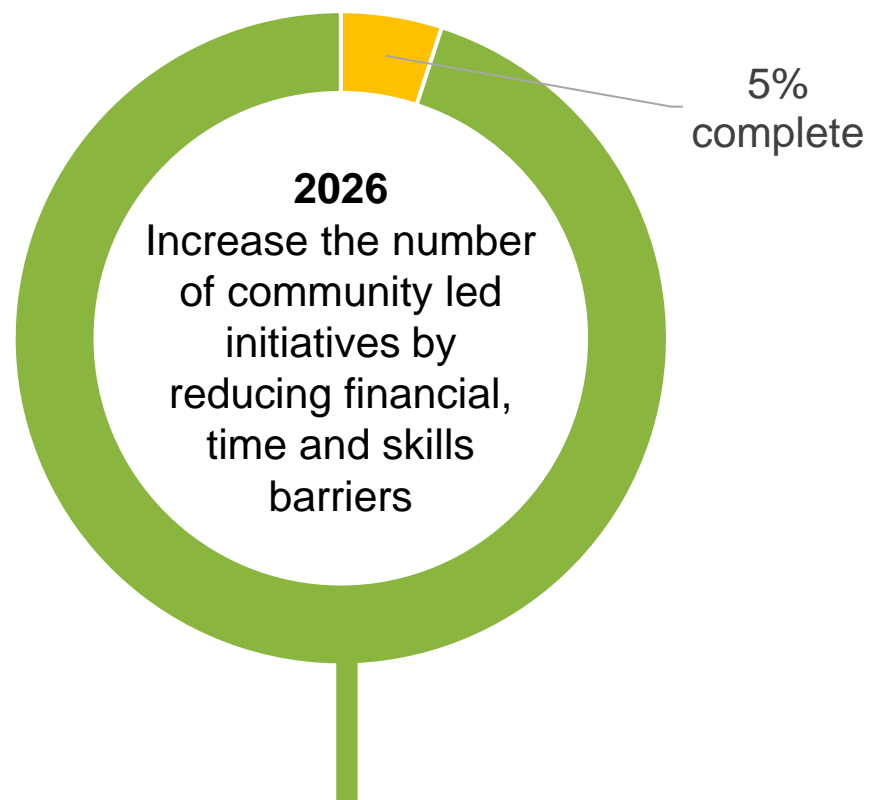




## Outcome 4 - A range of initiatives to help increase the capacity for communities to come together to enhance their neighbourhood and environment.

### Outcome Success Measures requiring further development

- Analysis of Your say Southend metrics on its central repository of support material for community groups, events, etc.
  - Analysis of volunteering data across the council





## Outcome 5 - More people have physically active lifestyles, including through the use of open spaces.

The following activities have been affected by the COVID-19 pandemic and therefore data for Jul-Aug 2020 is not available:

- Number of people attending the 36-week strength and balance programme
- Number of physically inactive adults completing a physical activity course
- Number of people completing the Back to Wellbeing programme
- Number of people completing 12 weeks of the Wellbeing referral programme

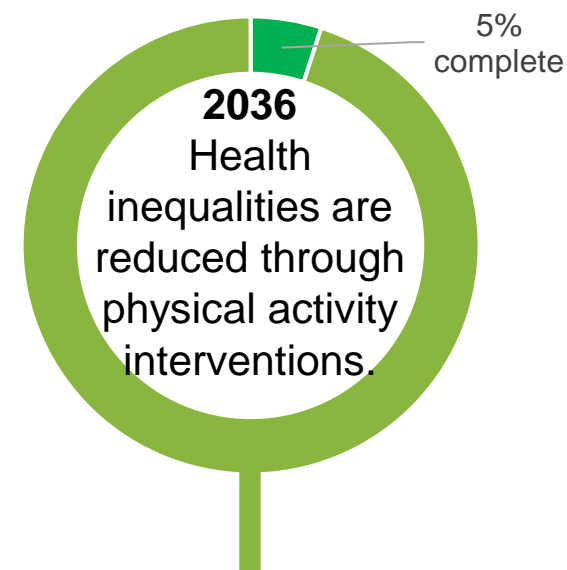
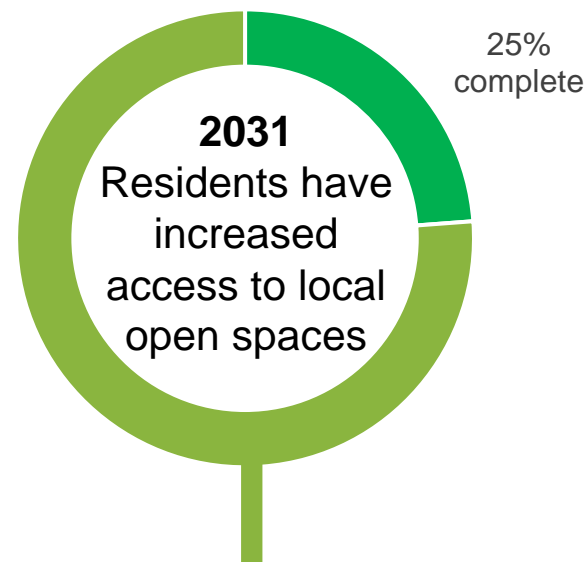
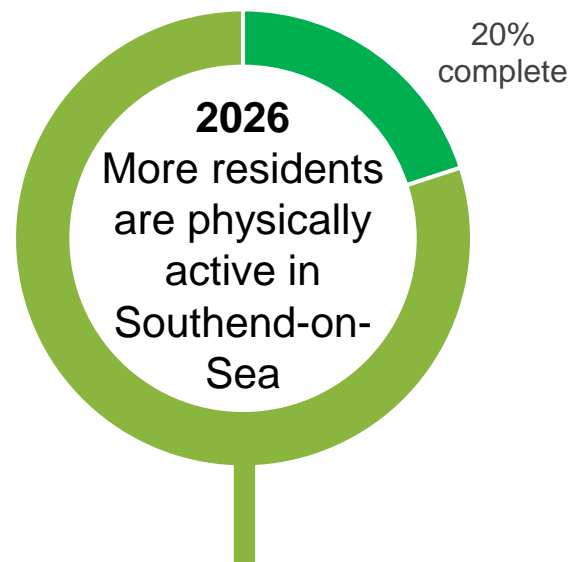
Number of schools signed up for the Daily Mile programme or equivalent

29

2019/20

2019/20 target: 28

2020/21 data will be reported in March 2021







## Opportunity & Prosperity Summary

By 2050 we have a thriving, active and involved community that feel invested in our city.

Southend is to receive £4.2 million from central government to power the [Better Queensway](#) project with a modern, efficient electric heating system and roll out electric vehicle charging points across the town centre. The [South East Local Enterprise Partnership \(SELEP\)](#) announced the funding from the government's Get Building Fund in August. The Better Queensway project is progressing well. A planning application has been submitted, which is due to be validated shortly.

The Seaway development planning application is subject to an appeal. The outcome is expected end of 2020.

The council has accepted practical completions on service infrastructure at the Airport Business Park. Plane seating firm Ipeco is fitting out their unit space at the Airport Business Park. A planning application is in process with Rochford District Council for Henry Boot Developments for their plot. There is also a planning application for a drive through Costa Coffee. The build tender for the new innovation hub 'The Launchpad' is due to go out to tender shortly.

The council and South Essex College (SEC) have confirmed that the 'Forum II' project is no longer viable in its current form. The project will continue as an expansion to SEC as a performance facility. Allocated project budget will be used to progress the intended outcomes in different ways.

There are currently two live planning consultations, which will last until the end of 2020.

The council widened the eligibility criteria for business discretionary grant payments. In August, a further group of businesses were able to apply for £2,500 of funding aimed at helping those affected by the coronavirus pandemic.

Discussions about procurement of footfall cameras for the town centre are due to commence. The cameras will provide a valuable source of data for prospective new businesses to the town centre. Conversations are also taking place around providing accessible support in the town centre, particularly on financial matters that have escalated because of the pandemic. Options for a council premises on the high street are being explored. An interim project manager is to be appointed to pull together work relating to the town centre. The role is being funded through the Local Growth Fund.

The [South Essex Construction Training Academy \(SECTA\)](#) won £500,000 of government funding to continue until March 2021. SECTA was established in January 2019 with nearly £1 million of government funding, with the aim of training up 650 new construction workers by March 2020. By this date, 749 people had completed training.

*Continued over page...*



## Opportunity & Prosperity Summary

By 2050 we have a thriving, active and involved community that feel invested in our city.

Young people took to the skies in a glider in August. It was part of activity aimed at increasing engagement in the aviation and aerospace industries. 'Soaring to Success' is a collaboration between south Essex local authorities, Southend Association of Voluntary Services (SAVS), local schools and the Air League, a sector leading aviation and aerospace charity. The project, led locally by the council, provided opportunities for young people aged between 14 to 18 years old to learn about the aerospace and aviation industries.

A library 'Click and Collect' service launched in July to enable residents to make use of libraries again. This was while the council worked to reopen libraries in full. Storytime sessions were delivered via Zoom for early years families (50 to 60 families a week) to support with school readiness. Book start backpacks continue to be circulated with preschool families. The libraries' annual reading challenge went ahead digitally. Loss of computer access during lockdown has impacted many children. Bringing back computer access and internet sessions has been a priority. The impact on young people from losing the nursery provision at the Leisure Centre is being looked at.

The council distributed 543 digital devices, such as laptops, to vulnerable young people to allow them to have access to education during the COVID-19 lockdown and support any catch-up work and online learning.

A multi-agency group of professionals was set up by the council in July to support the safe return to Southend's schools in September. It involved representatives from each level of school education. Work with schools on narrowing the attainment gap for disadvantaged pupils will resume in September. OFSTED is resuming inspections of schools after suspending them because of COVID-19.

The number of pupils applying for Grammar school places has decreased this year as a result of school closures and other COVID-19 restrictions. Currently 5,666 pupils have registered. The registration window is to re-open for September to encourage more applications.

The council's Early Years Team has worked with Family Action, who run the borough's nine Children's Centres, to support pre-school children and their families during the COVID-19 pandemic. Family Action has maintained five open Children's Centres throughout the pandemic. They have supported families through their food bank service, family virtual service delivery and family support service. Family Action has started to deliver face-to-face activities focussed on babies born during COVID-19 restrictions. 11 groups have run to date with 66 babies in attendance and a growing waiting list. The other key focus has been on school readiness, which has been well attained.

Children's Centres co-production meetings are taking place with parents, parent champions and partners, such as A Better Start Southend (ABSS) and SAVS. ABSS has had agreement from the National Lottery to proceed with an investment into the borough's Children Centre Design Engagement by way of a rapid research commission.



# Outcome 1 - The Local Plan is setting an exciting planning framework for the borough.

OPPORTUNITY  
& PROSPERITY

**Number of planning applications submitted**

**384**

as at 31 Aug 2020  
vs. 558 Q1 2019/20

**Success of appeals**

**87.5%**

as at 31 Aug 2020  
vs. 77% Q4 2019/20  
Target: 70%

**Net dwellings provided**

**492**

2018/19

**Analysis of the determinations within timescale of planning applications**

**Major – 100%**

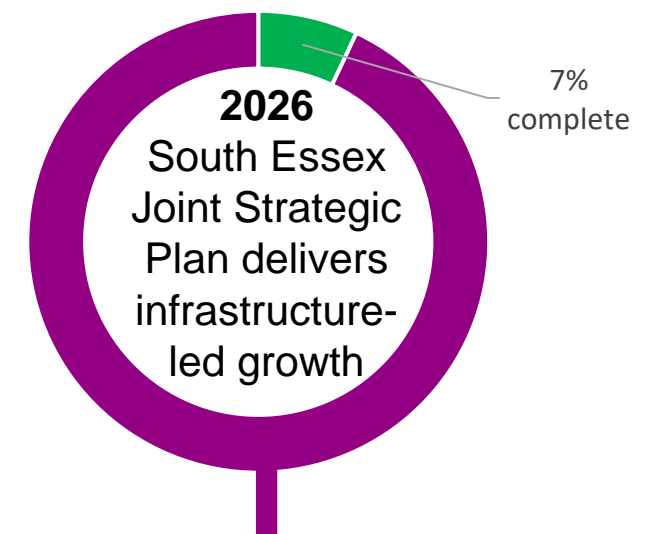
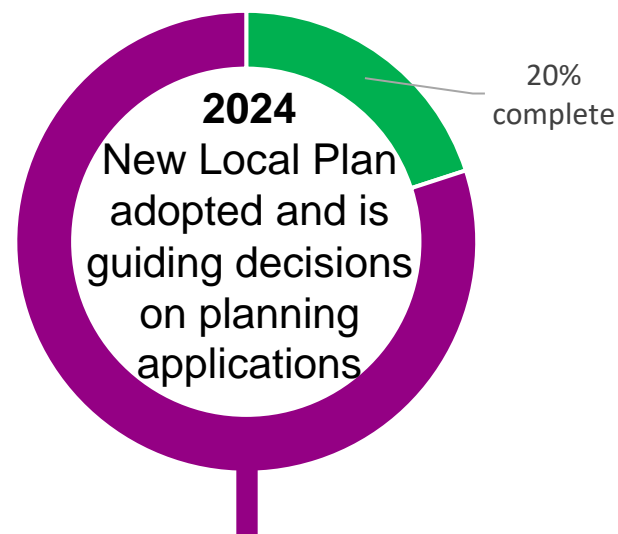
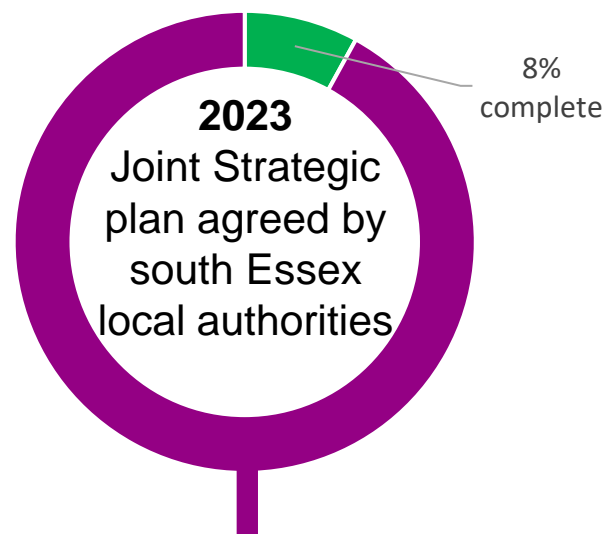
as at 31 Aug 2020; target 79%  
no change vs. Q1 2020/21

**Minor – 98.24%**

as at 31 Aug 2020; target 84%  
vs. 99.06% at end Q1 2020/21

**Other- 97.87%**

as at 31 Aug 2020; target 90%  
vs. 98.98% Q4 2019/20





## Outcome 2 - We have a fast-evolving re-imagined and thriving town centre, with an inviting mix of shops, homes, and culture and leisure opportunities.

Number of people receiving Universal Credit

**19,504**

(1.2% increase on Jun 2020)

In work – 6,952 (3.1% increase on Jun 2020)

Out of work – 12,552 (0.2% increase on Jun 2020)

DWP, Jul 2020

Number of empty units in the High Street

*Data available in*

*Oct 2020*

vs. 82 in Q4 2019/20

High street occupancy (BID area only)

**82.1%**

Q1 2020/21 (latest available data)

vs. 83.3% Q4 2019/20

Number of business births (annual cumulative)

**995**

2018/19

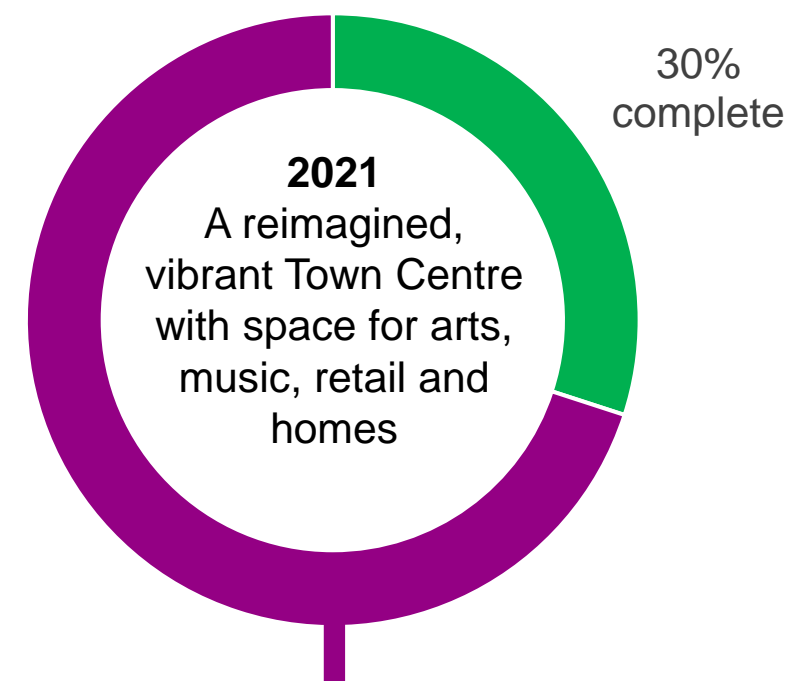
vs. 1035 in 2017/18

Number of business deaths (annual cumulative)

**1,010**

2018/19

vs. 1,150 in 2017/18





## Outcome 3 - Our children are school and life ready and young people are ready for further education, training or employment (cont. over page).

**% eligible children benefiting from  
2 year old funding**

**54%**

as at 31 Aug 2020  
vs. 52.4% at end Q1 2020/21  
Target: 72%

**% 3-4 year old children benefiting from  
universal funded early education in Good or  
Outstanding settings**

**98.4%**

as at 31 Aug 2020 vs. 99.7% at end Q1 2020/21  
Target: 95%

**% children in OFSTED-rated  
Good or Outstanding schools**

**88.2%**

as at 31 Aug 2020  
no change vs. end Q1 2020/21  
Target: 86%

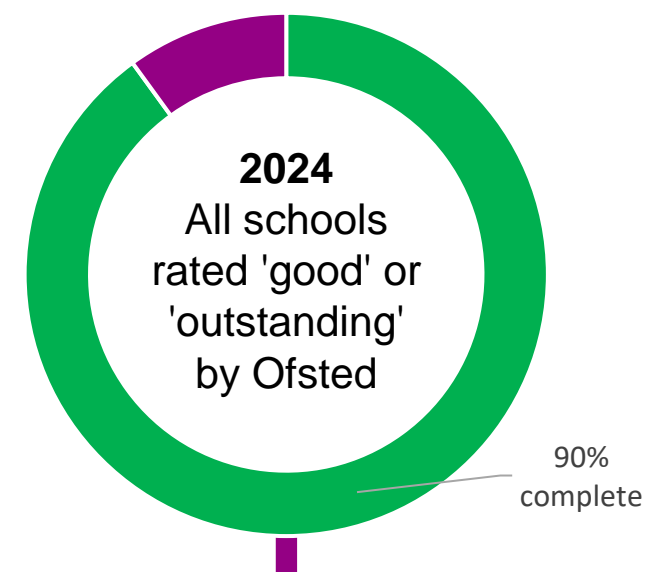
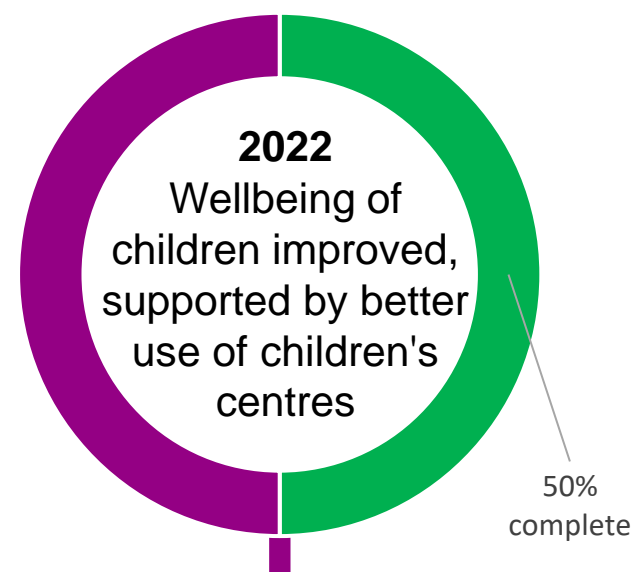
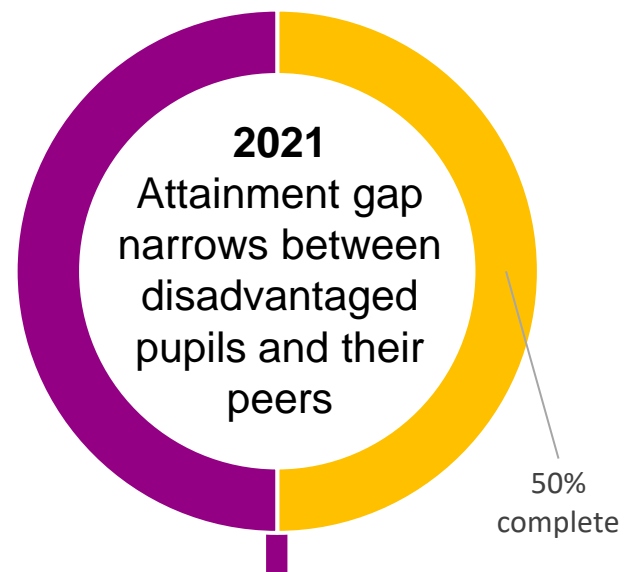
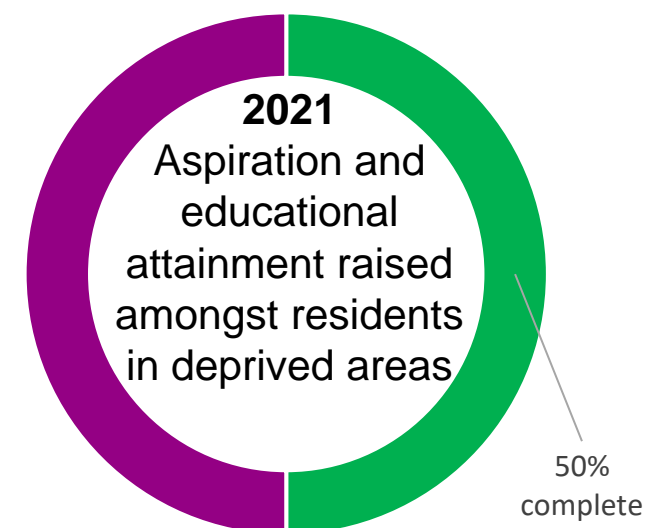
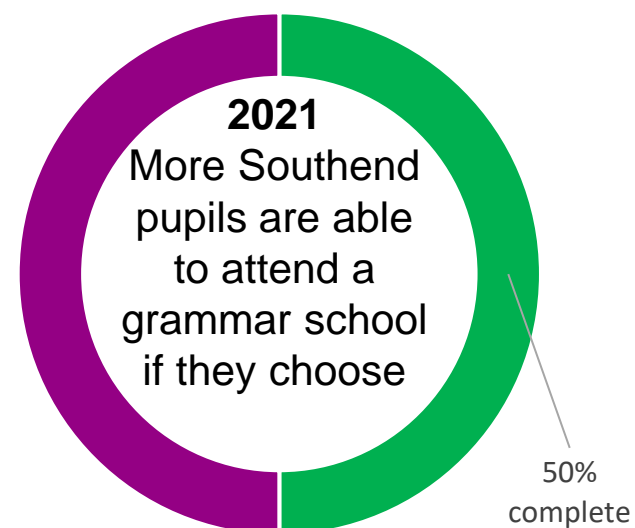
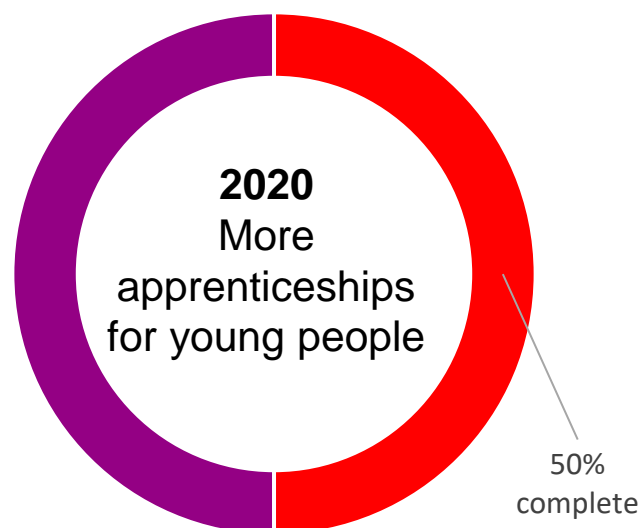
**% young people who are not in  
employment, education (NEET) or training  
or whose situation is not known**

**3.5%**

as at 31 Aug 2020 vs. 3.8% at 31 Aug 2019  
Target: 4.9%



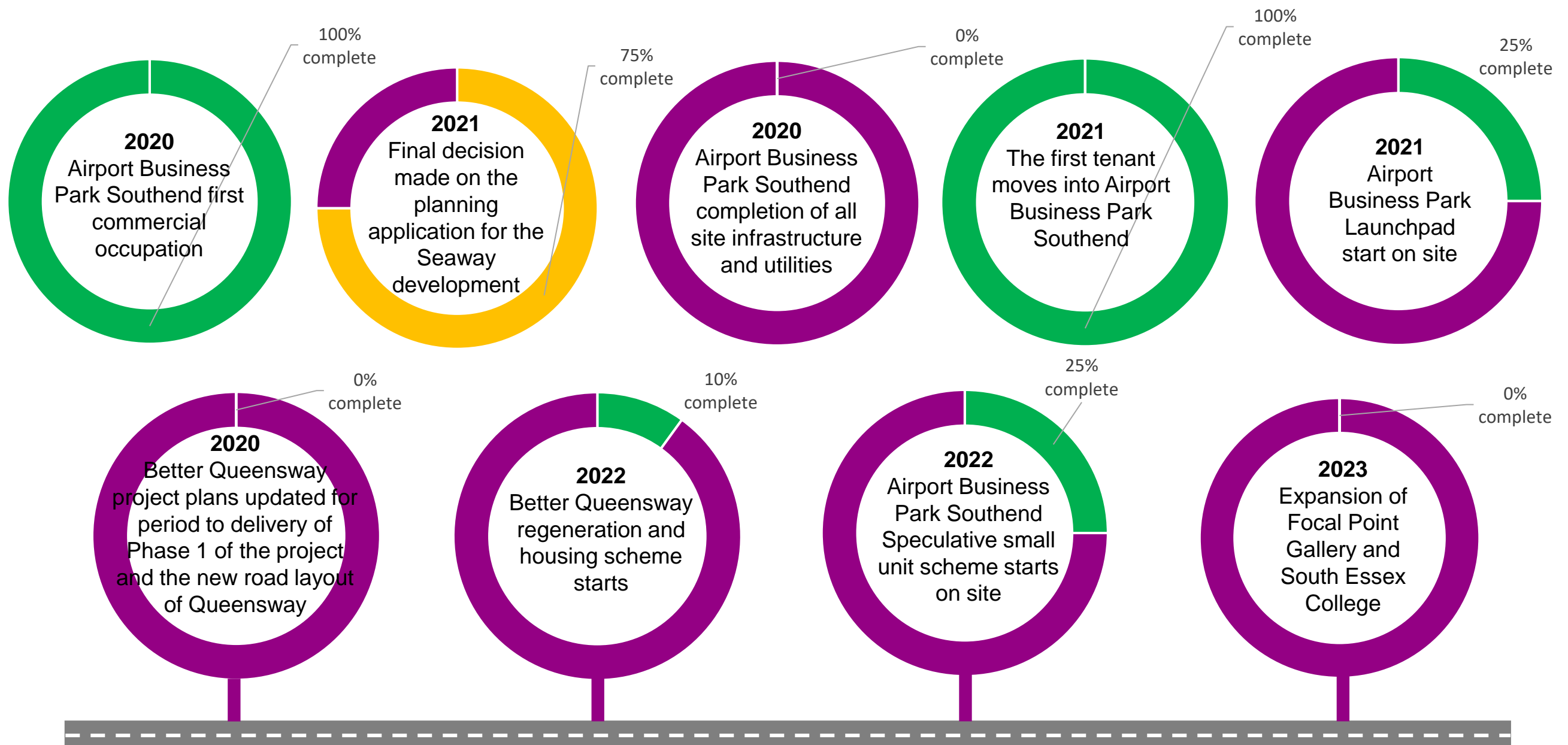
## (cont.) Outcome 3 - Our children are school and life ready and young people are ready for further education, training or employment.





## Outcome 4 - Key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities to the borough.

Outcome Success Measures require further development





## Outcome 5 - 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.

### Focal Point gallery visitor figures

**Jul 2020 – 135,100**

**Aug 2020 – 335,156**

*Gallery reopened on 8 Jul 2020*

includes exhibitions, events,  
Twenty One, Big Screen, Railway  
Bridge and offsite projects

### Beecroft art gallery visitor figures

**Venue remains closed**

**due to COVID-19**

as at 31 Aug 2020

### Amount of investment committed to Southend Cultural Organisations

Data available in Q2 2020/21

### Arts Council England investment made to the borough across its grant programme (inc. National Portfolio Organisations)

**£124,448**

during its COVID-19 emergency fund period of Apr-Jun 2020

Annual data for 2020/21 not yet available

### Number of successful applications to Arts Council England made from the borough

Grant programmes currently closed due to COVID-19  
as at 31 Aug 2020







## Outcome 6 - Southend provides fulfilling careers for our citizens, and enough job roles to match the needs of the population.

### Apprenticeship Live Vacancies in Southend

**38**

as at end Q4 2019/20

vs. 30 Q3 2019/20

The following activities have been affected by the COVID-19 pandemic and therefore data for Jul-Aug 2020 is not available:

- Number of students commencing the 60 Minute Mentor programme
- Number of trainees commencing the South Essex Construction Training Academy (SECTA) programme
- Number of students benefitting from an Industry Champion encounter
- Number of students benefitting from Enterprise Advisor encounter
- Number of individuals trained via the Care sector-based academy
- Number of A Better Start Southend Skills Project beneficiaries

### Number of economically active people in the borough

**94,000 or 80.7%**

as at 31 Mar 2020

vs. 79.1% in Great Britain

### Total employee jobs in the borough

**65,000**

Full-time – 39,000

Part-time – 26,000

2018/19

vs. 66,000 in 2017/18



## Outcome 7 - Southend businesses feel supported to respond to economic shock; adapt to evolving global markets; and have the tools to preserve their businesses by responding effectively and positively to change.

Number of businesses supported with recruitment or information sharing through SECTA

**31**

as at 31 Aug 2020  
vs. 93 end Q1 2020/21

Number of business provided with redundancy support

**5**

as at 31 Aug 2020  
vs. 4 during Q1 2020/21

Number of business mentors engaged via the 60 Minute Mentor programme

**14**

as at 31 Aug 2020

Number of businesses engaging with Southend Business Partnership via newsletters, briefings and meetings

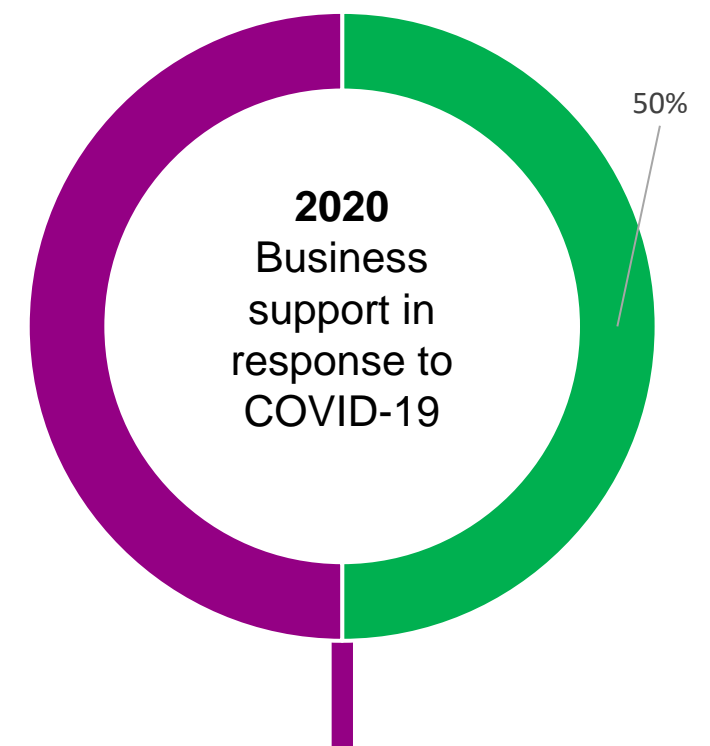
**263**

as at 31 Aug 2020  
vs. 483 during Q1 2020/21

Members of Southend Business Partnership

**771 businesses**  
**1,188 individuals**

as at 31 Aug 2020  
vs. 736 / 1,139 at end Q1 2020/21







## Connected & Smart Summary

By 2050 people can easily get in, out and around our borough and we have a world class digital infrastructure.

Air quality continues to be monitored at the Air Quality Management Area along a stretch of the A127, Prince Avenue, Southend-on-Sea. This is in line with Department for Environment, Food and Rural Affairs technical guidance. The council's [Air Quality Action Plan](#) is currently being reviewed and will be consulted on shortly. Works have commenced at Prince Avenue junction. The works will improve the traffic flow around this location, as well as the air quality.

The first phase of works have been completed at Belton Way East. The popular route, which is used by people travelling to and from Leigh-on-Sea Station, has had its footpath resurfaced. It is part of wider slope and stability works to improve the route for residents, commuters and visitors. The works were carried out by Marlborough Highways and were completed in July. 90 per cent of the northern footpath at Belton Way East has been resurfaced.

The Bell Junction improvement works have commenced.

A consultation on the [Interim Transport Strategy](#) for Southend-on-Sea is being carried out on the Your say Southend platform. It will run until 28 October 2020. The interim strategy will guide local transport decision making.

An annual programme for improving roads and pavements has been developed and approved for 2020/21. A borough-wide permit to support short stay parking will be delivered by April 2021.

COVID-19 restrictions have delayed building of the Priory House care centre. The operational opening will now be June 2021. Regular conversations are taking place with key partners, including the NHS and Southend Care, in order to ensure an integrated approach.

A strategy is in development for the establishment of the 'Smart City' technology foundation, as well as planning and budgeting. The project to increase technology literacy among residents is still within the planning and research phase. So too are the collaborative technology tools project and implementation of the council's SmartSouthend real-time data warehouse.

The council has completed planning for the provision of more remote working tools for council employees. Research is also being carried out by the council on the Internet of Things, exploring the opportunities it will offer in terms of being able to share information and generate new revenue streams for the council and entrepreneurs. Upgrades to key council systems will be carried out, which will enable the roll out of more council services online to residents.



## Outcome 1 - Working with the public transport providers to enhance and encourage the use of the existing provision moving towards a long term aspiration to open new routes enabling a wider accessibility to public transport options.

**% people with a disability  
who found it easy to get  
around the borough**

**63%**

NHT Survey 2018/19  
vs. 67% 2017/18

**% people without a car  
who found it easy to get  
around the borough**

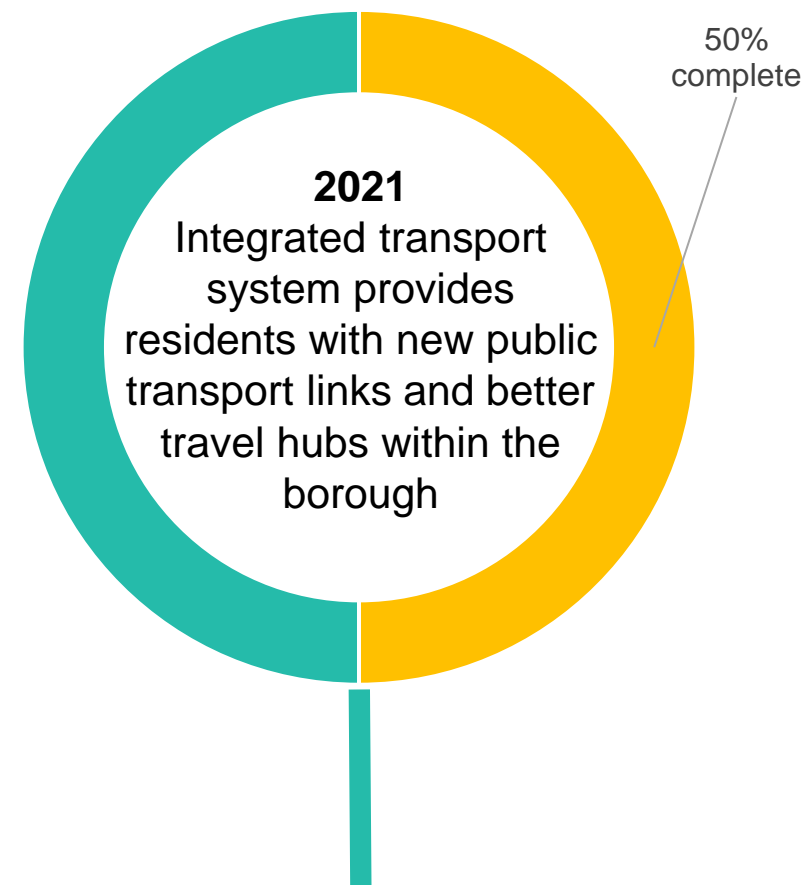
**72%**

NHT Survey 2018/19  
vs. 72% 2017/18

**% people who found it  
easy to get around the  
borough**

**75%**

NHT Survey 2018/19  
vs. 78% 2017/18





## Outcome 2 - People have a wide range of transport options

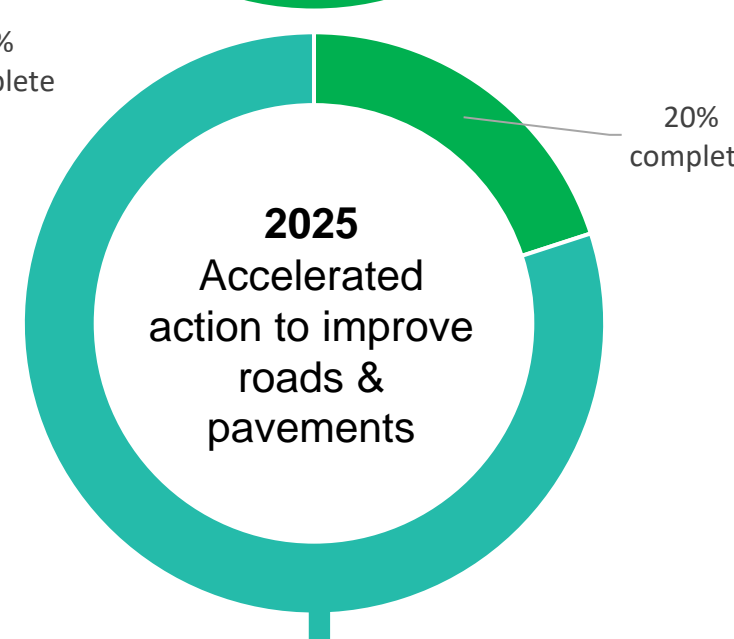
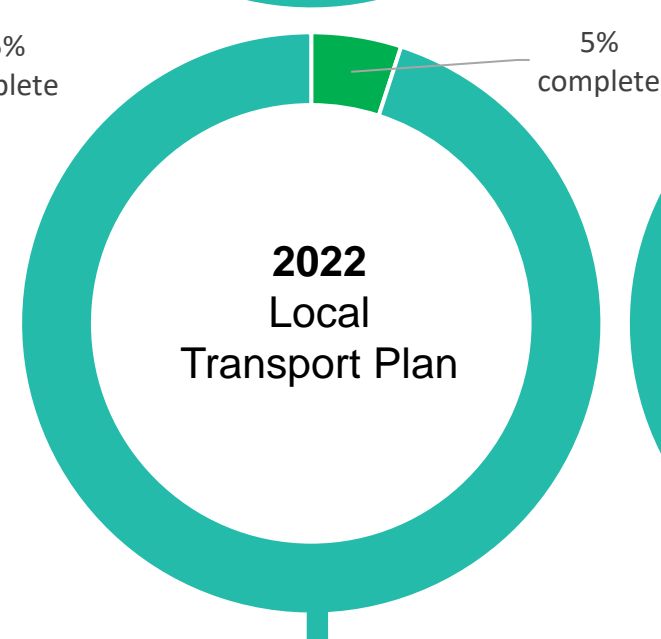
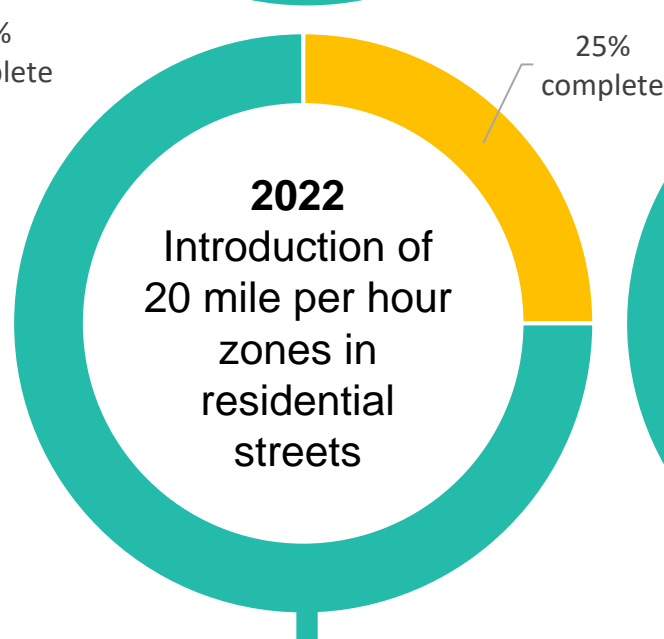
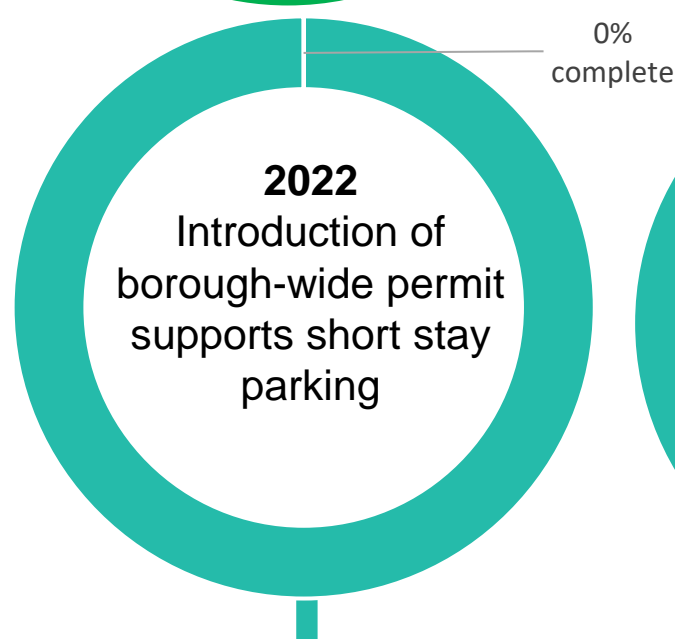
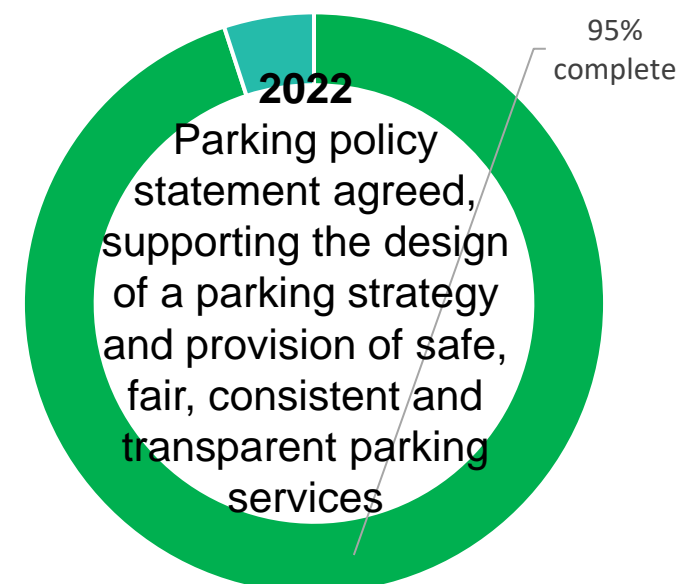
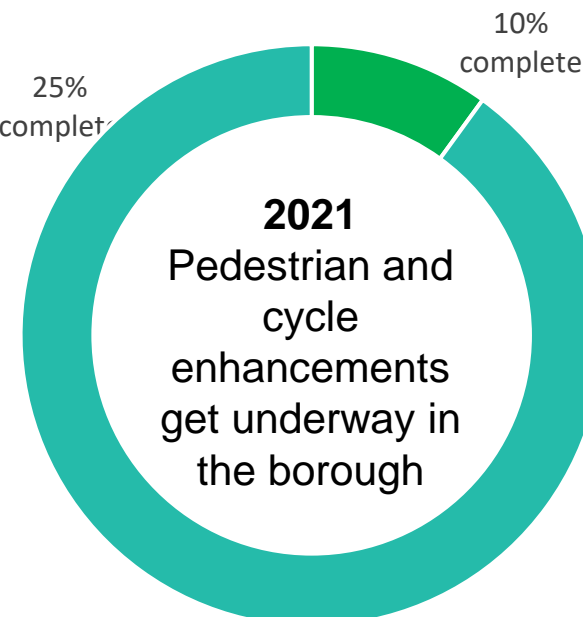
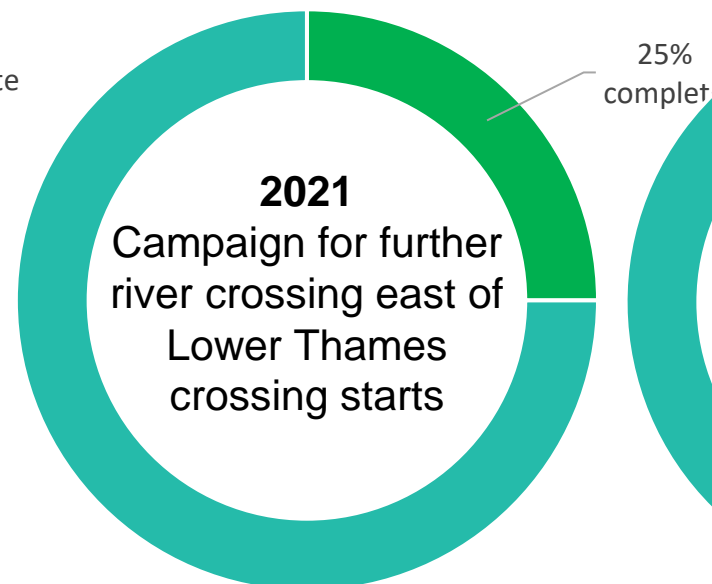
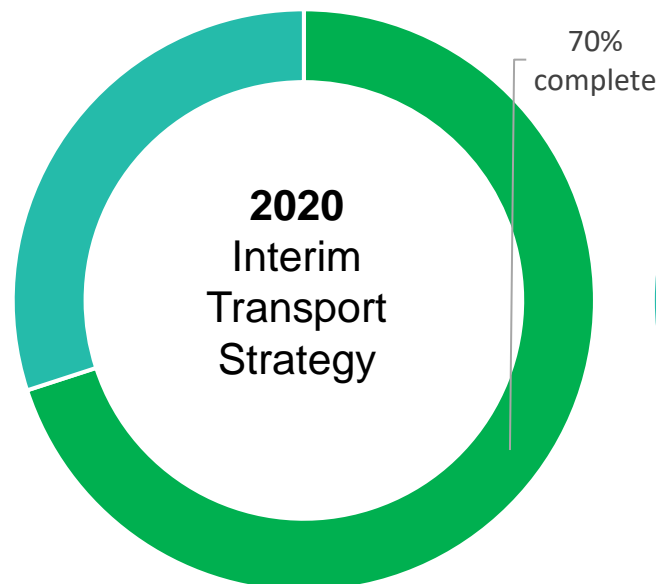
**Publicly available  
electric vehicle charging  
devices in the borough**

**14**

as at 31 Aug 2020

### Outcome Success Measures requiring further development:

- Percentage of people who have applied for and taken up the travel parking permit
- Number of secure bike stands and number of people using bike hire scheme
- Uptake of active travel - number of people cycling and walking
- Analysis of modes of transport used







## Outcome 3 - We are leading the way in making public and private travel smart, clean and green

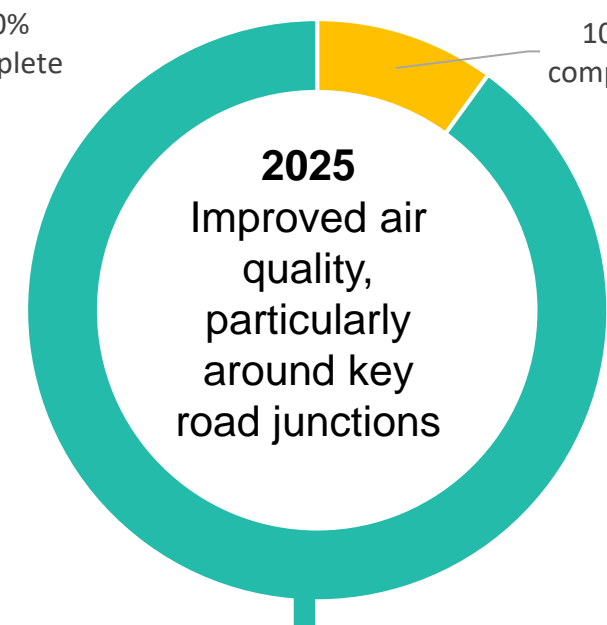
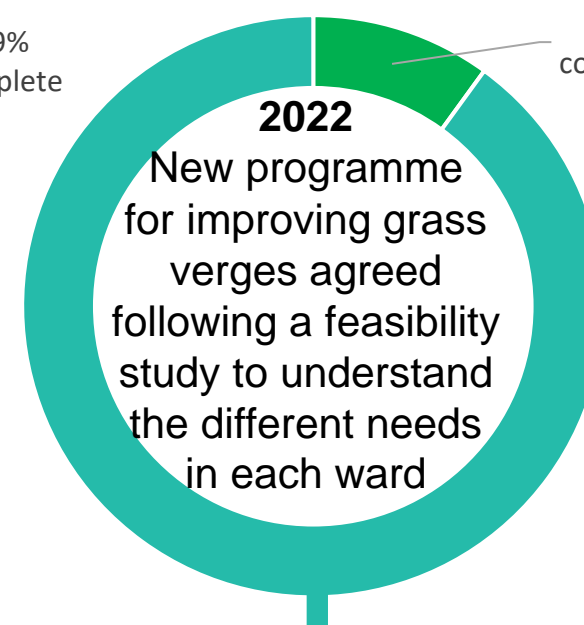
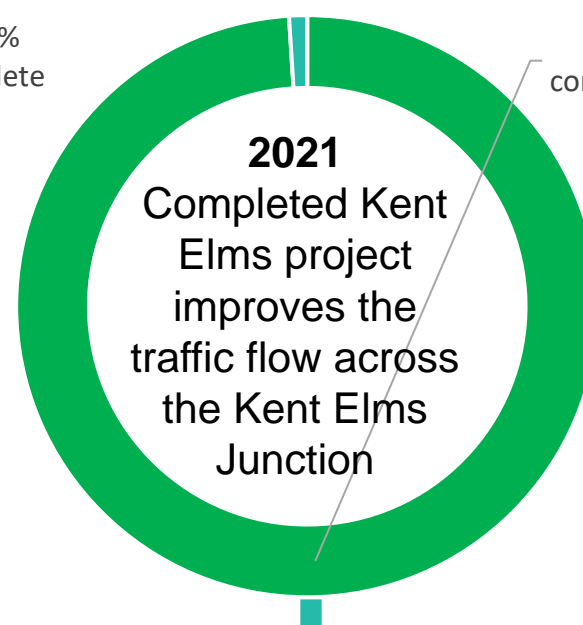
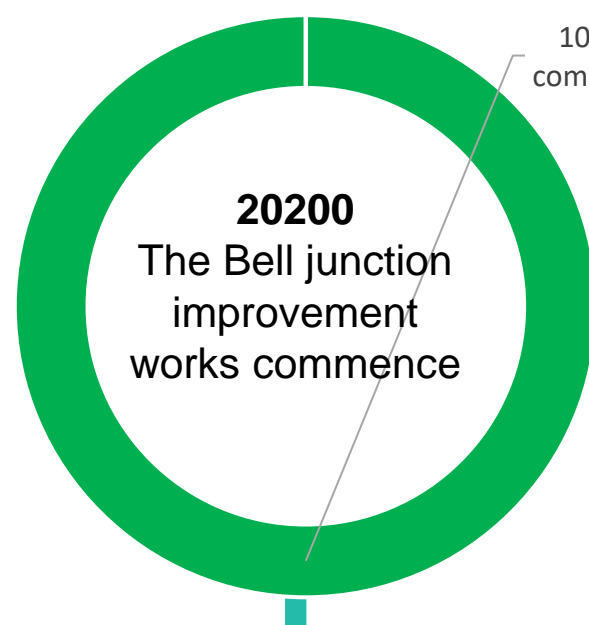
### Outcome Success Measures requiring further development:

- Volume of borough-wide short stay parking permits
- Traffic counts across the borough as fed into multi-modal transport model



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Locations of the borough's 26 Air Quality Monitors, Southend Annual Status Report 2020





## Outcome 4 - Southend is a leading digital city with world class infrastructure that reflects equity of digital provision for the young, vulnerable and disadvantaged

Number of  
registered  
MySouthend  
users

**63,227**

as at 31 Aug 2020

% of respondents who  
have used MySouthend

**75%**

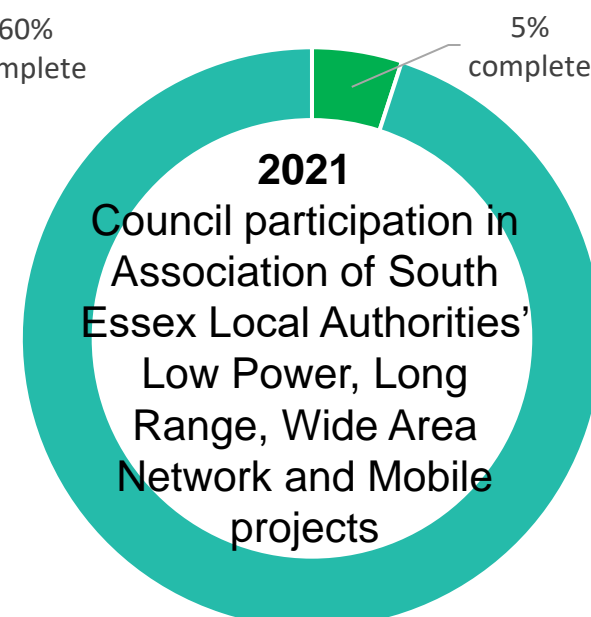
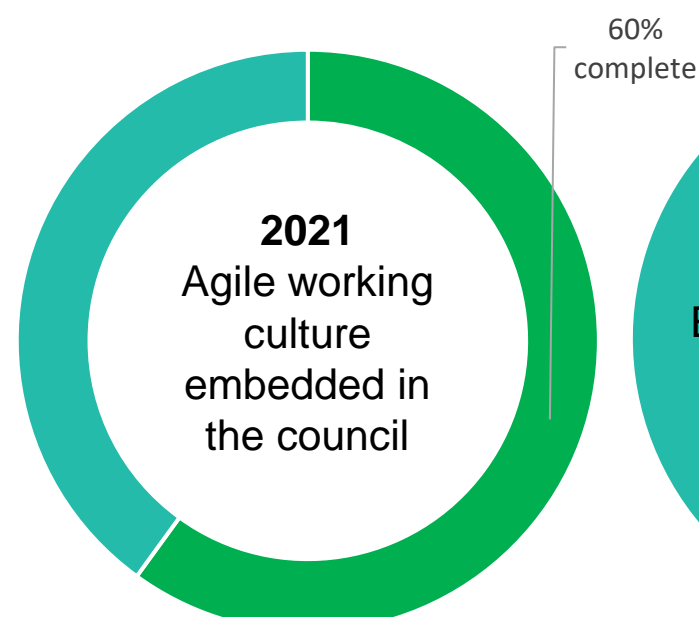
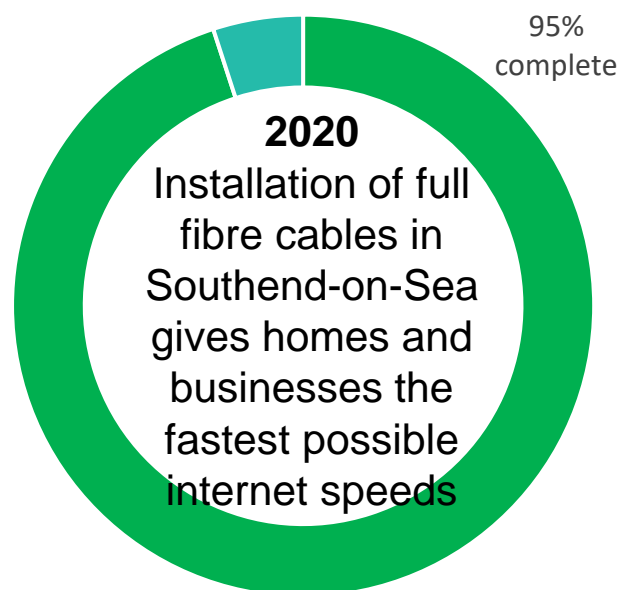
Residents' Perception  
Survey 2019

vs. 37% in 2018

Number and % of MySouthend  
service request forms completed  
independently

**14,645 / 84.2%**

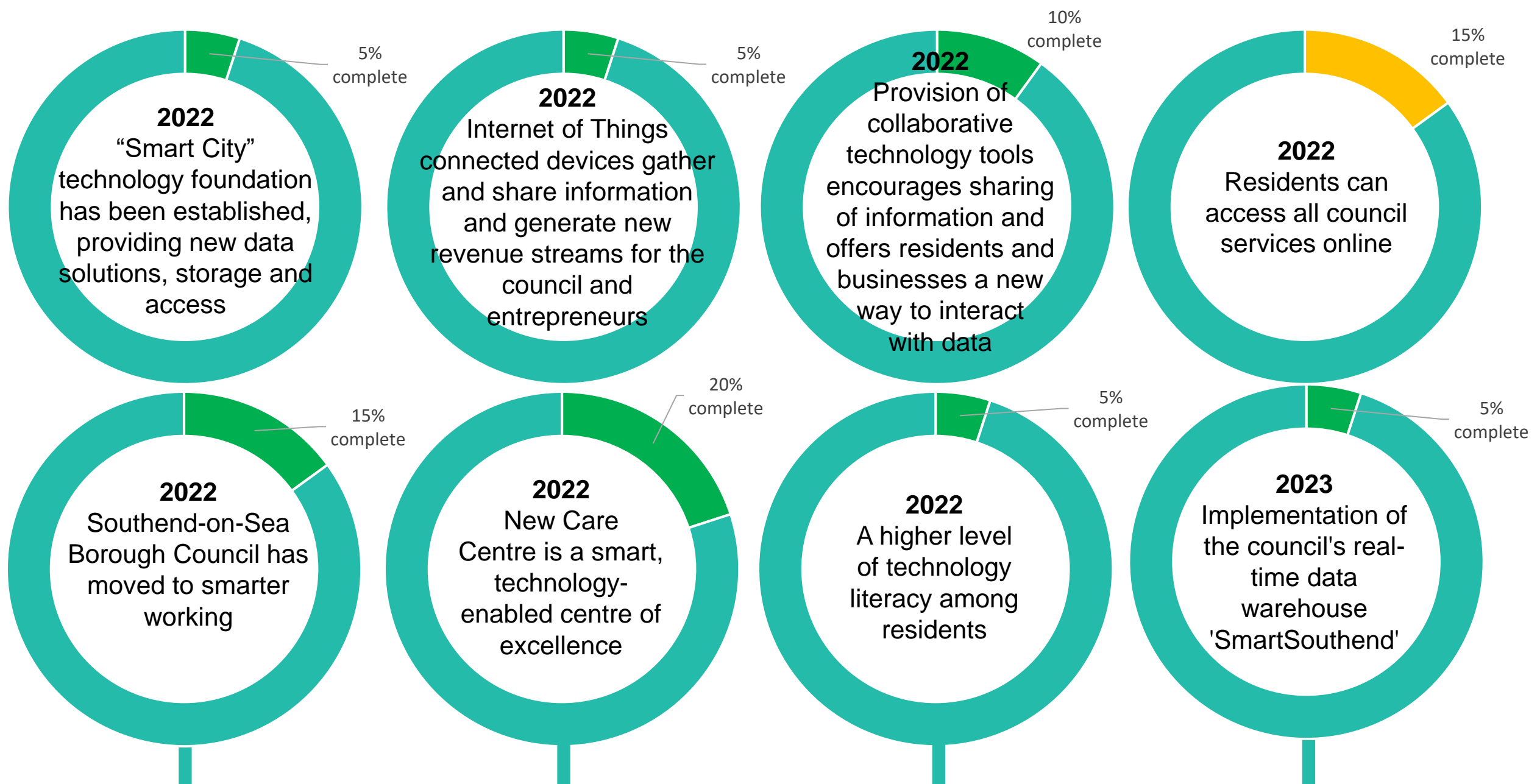
as at 31 Aug 2020  
vs. 25,212 / 89.1% during  
Q1 2020/21



*Milestones continued  
over page...*



## Outcome 4 - Southend is a leading digital city with world class infrastructure that reflects equity of digital provision for the young, vulnerable and disadvantaged.



### Key: Link the Transforming Together Themes



**Skills, Learning, & Development** - To ensure TT has the right skillsets to tackle the right challenges, and leads in upskilling the entire organisation



**Behaviours & Culture** - To promote TT as a model for how we expect Colleagues to act, modelling our Values & Behaviours and championing the best ways of working

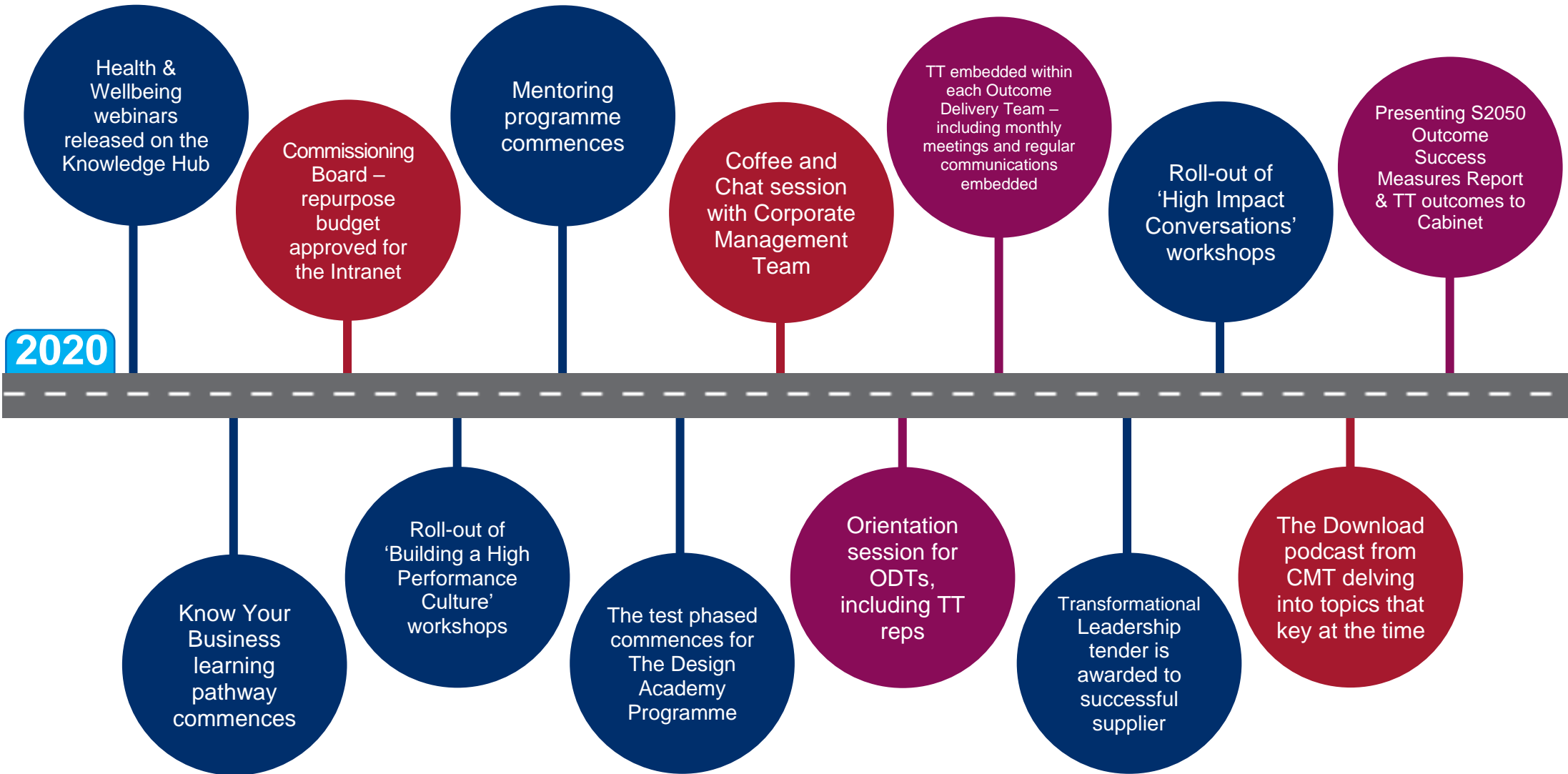


**People & Networks** - To keep TT at the forefront of people's thinking and an accessible network of engagement, support and opportunities

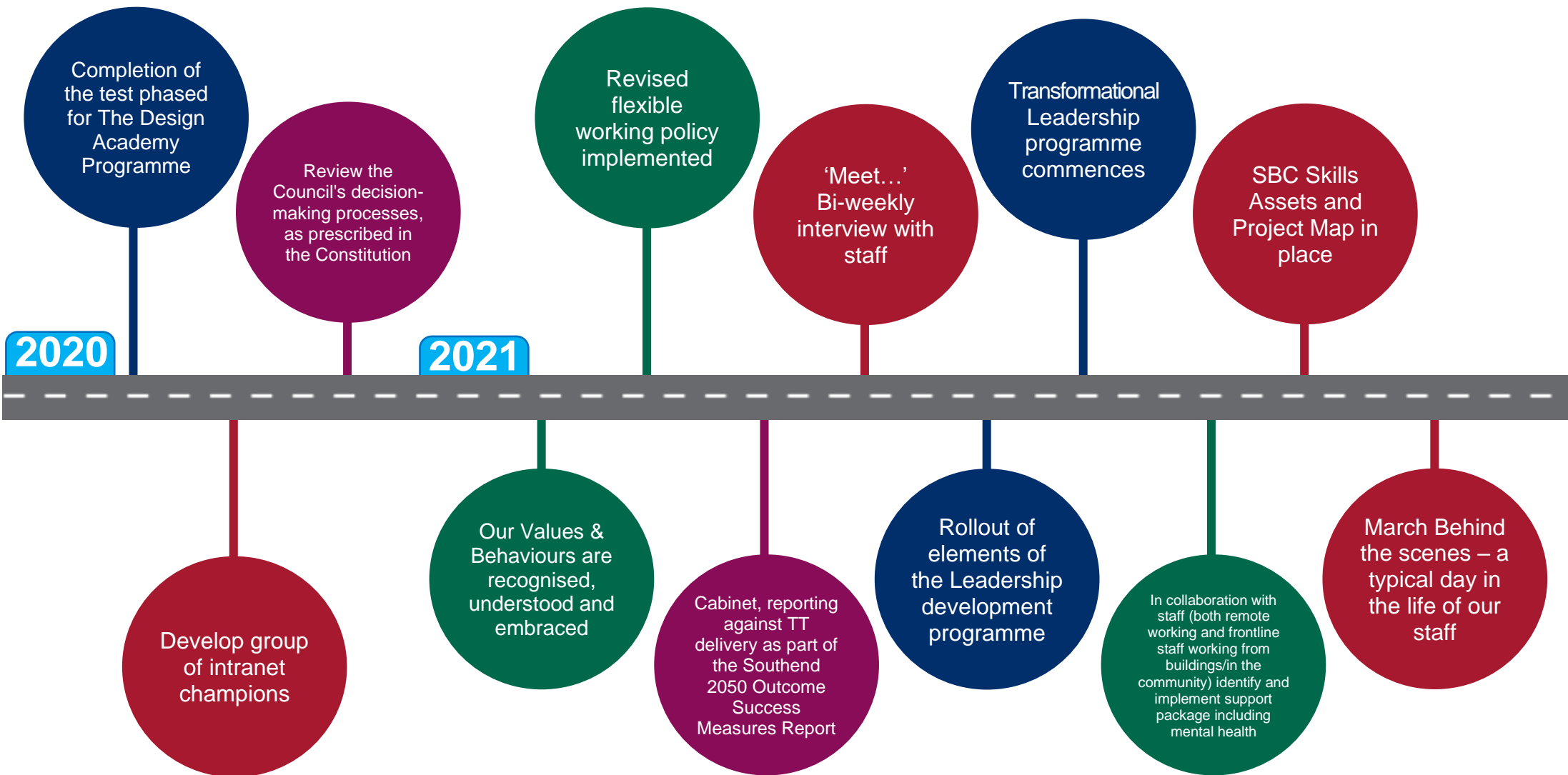


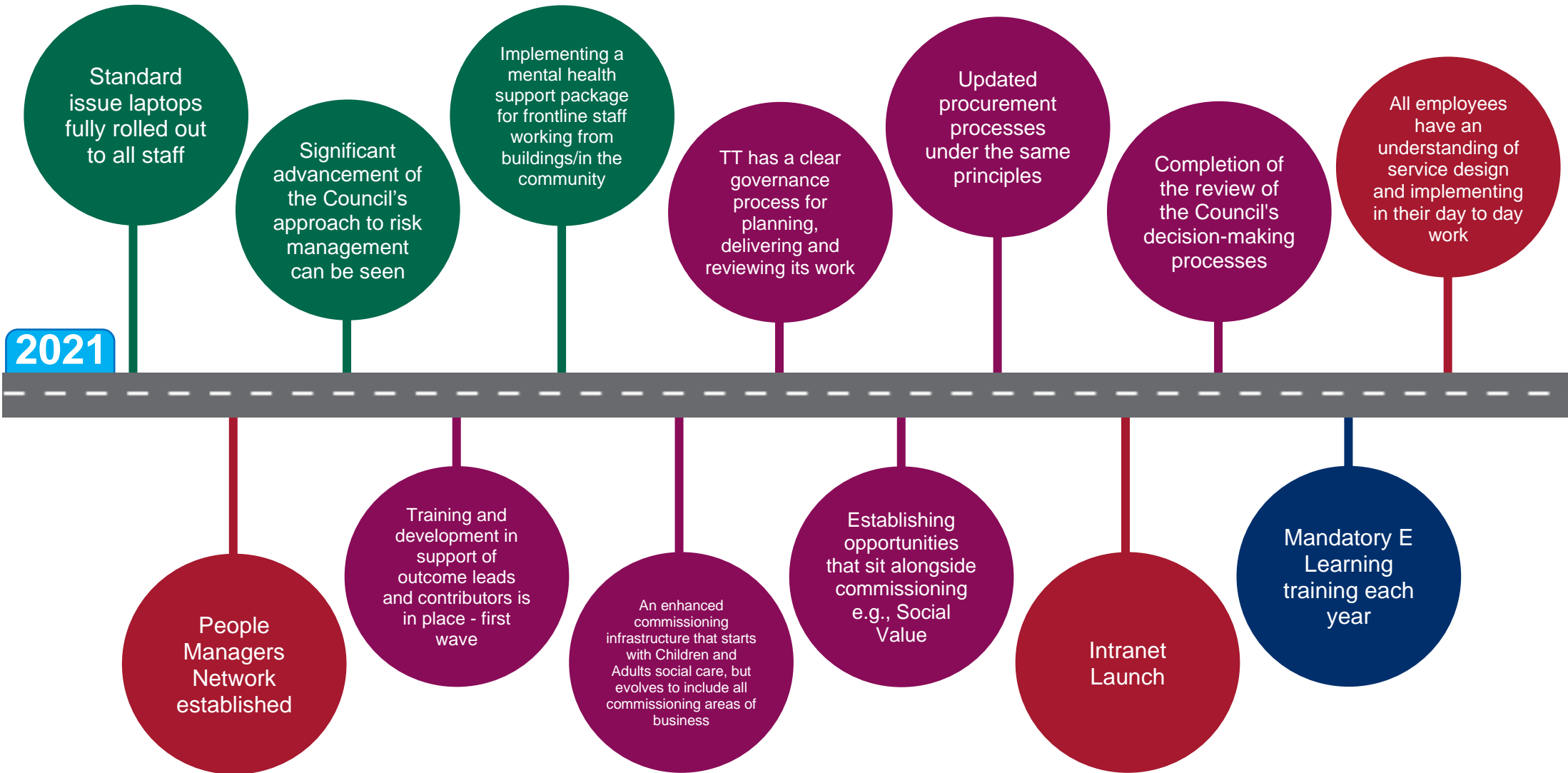
**Managing TT and Corporate**

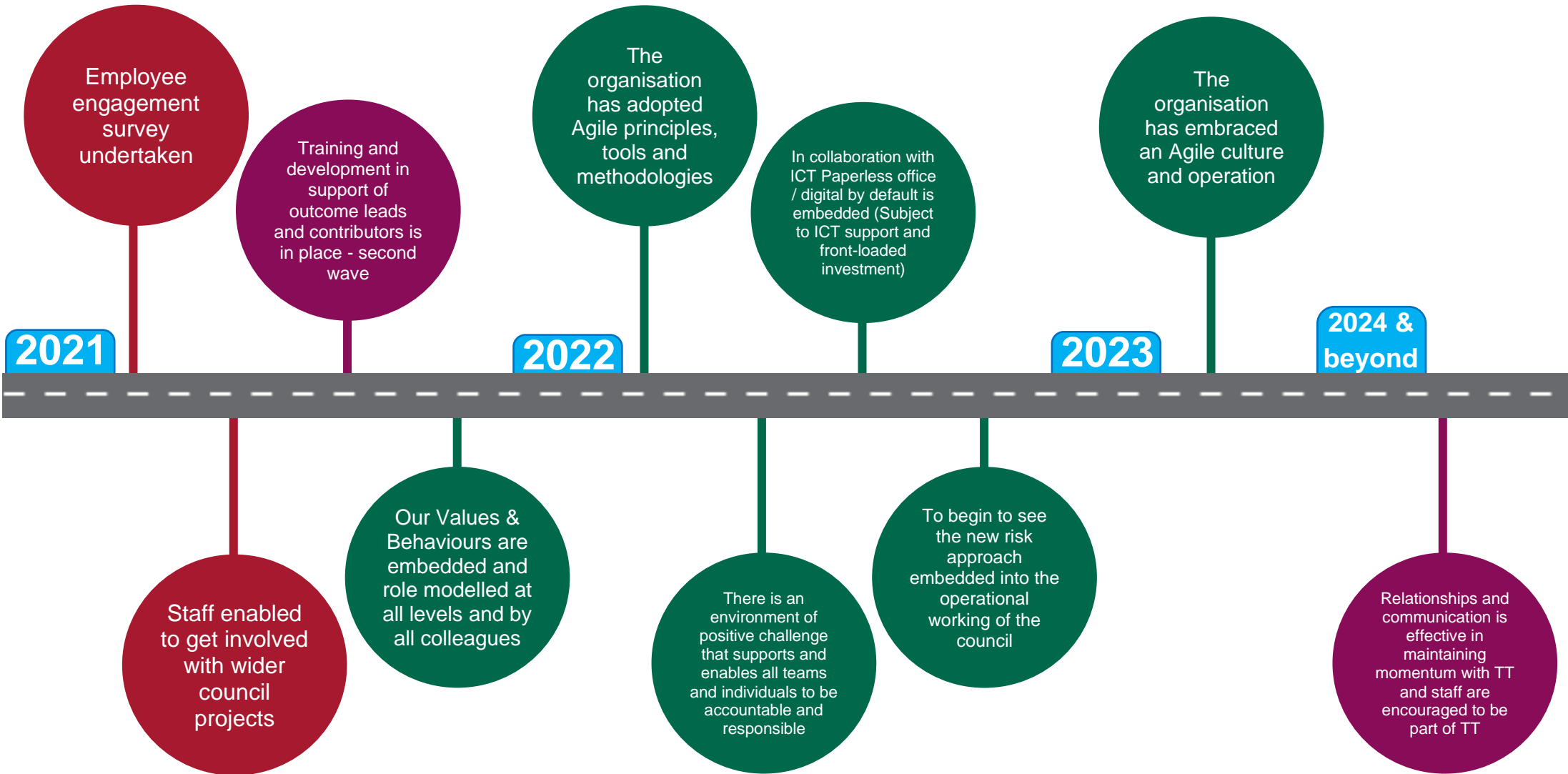












2024 &  
beyond

Increased  
number of  
staff bring  
involved in the  
TT programme

The Council is  
a living wage  
employer

Explore  
options  
relating to  
future use of  
Civic buildings

The Council is  
moving  
towards  
financial  
independence

# Southend-on-Sea Borough Council

Report of Chief Executive  
to

Executive Briefing - 20 October 2020

Cabinet - 3 November 2020

Agenda  
Item No.

Report prepared by:

Val Smith – Knowledge and Information Manager  
(Overarching report and Appendix A and D)  
Charlotte McCulloch – Customer Service & Complaints  
Manager (Appendix B)  
Michael Barrett – Complaints Officer (Appendix C)

Cabinet Member (overarching) - Cllr Terry  
Cabinet Member Appendix B Report – Cllr Harp  
Cabinet Member Appendix C Report – Cllr Jones

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## Annual Report – Comments, Complaints and Compliments – 2019/20

### All Scrutiny Committees

A Part 1 Public Agenda Item

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#### 1. Purpose of Report

##### 1.1 This report is to:

- Provide performance information about comments, complaints and compliments received across the Council for 2019/20
- Fulfil the Council's statutory duty to produce an annual report concerning compliments and complaints received about its Children and Adult social care functions.
- Fulfil the duty of the Monitoring Officer to report to councillors on the findings of certain Local Government and Social Care Ombudsman investigations

#### 2. Recommendations

- 2.1. To note the Council's performance in respect of comments, complaints, and compliments for 2019/20. To refer the report to all Scrutiny Committees (Appendix B and C to the People Scrutiny Committee only).

- 2.2 That authority is given for the changes recommended to be made to the corporate Comments, Complaints and Compliments policy as detailed in Section 4.3 of the Corporate Comments, Complaints and Compliments Report (Appendix A).

### 3. Background

- 3.1. Complaints which do not have an alternative bespoke process are considered under the corporate Comments, Complaints and Compliments process. It is good practice for the Cabinet to receive an annual report on the operation of the process and insight arising from it; this report is attached at **Appendix A**.
- 3.2. Legislation requires that statutory processes be in place to deal with complaints relating to children and adults 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. These reports are provided as **Appendices B and C** to this report.
- 3.3. Under section 5(2) of the Local Government and Housing Act and the Local Government Act 1974, the Monitoring Officer is required to report a summary of the findings of the Local Government and Social Care Ombudsman with regard to cases considered by them which relate to the Council. This report is provided at **Appendix D**.
- 3.4. The table below sets out the total number of Comments, Complaints and Compliments (Corporate and Statutory) processed in 2019/20 in comparison with the previous three years.

Type	2016/17	2017/18	2018/19	2019/20
Complaints (including Statutory)	866	681	603	<b>608</b>
Comments and Compliments	2441	2230	2138	<b>1825</b>
<b>Grand Total</b>	<b>3307</b>	<b>2911</b>	<b>2741</b>	<b>2433</b>

There has been no substantial change in the levels of feedback received. Analysis of the data gathered is included in the reports at Appendix A to C.

### 4. Lessons Learnt and Service Improvements

- 4.1 Whilst responding to feedback in a timely manner is a priority, it is also important for Council services to reflect on lessons learnt and improving outcomes. This is recognised by the Local Government and Social care Ombudsman's principles of good complaints handling as being customer focused, putting things right and seeking continuous improvement.

- 4.2 As the Council seeks to redesign and transform its services, data from Comments, Complaints and Compliments is a valuable source of information about how those services are received in practice. Feedback from users of our services is used to remedy individual instances and also to inform service design, revise practices and procedures and provide insight to service areas about how their delivery is experienced in practice.

Examples of service improvements are contained within the individual reports at Appendix A to D.

## **5. Future developments**

- 5.1 In the coming year we will seek to strengthen the learning from insight provided by customers through complaints. We will do this by providing quantitative and qualitative information to service areas, service redesign initiatives, internal audit and others which enables them to hear what service users are saying and take action upon it.
- 5.2 During 2019/20 the senior management structure altered considerably. The corporate Comments, Complaints and Compliments process requires amendment to better reflect the revised structure and the management responsibilities within it. See section 4.3 of the Corporate Comments, Complaints and Compliments Report (Appendix A).

## **6. Other Options**

The Council is required by legislation to report regarding social care statutory complaints and Local Government and Social Care Ombudsman complaint outcomes. Reporting on the efficacy of a complaint processes is best practice. While the content of the reports is not prescribed, reporting itself is obligatory.

## **7. Reason for Recommendation**

To ensure the Council continues to have transparent and effective complaint procedures and utilises feedback from customers to good effect.

## **7. Corporate Implications**

### **7.1 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. It also provides information about the type of services the Council's customers would like to have.

This insight may relate to any of the themes and outcomes of the Southend 2050 road map.

### **7.2 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.

### 7.3 Legal Implications

These reports ensure compliance with statutory complaints processes and reporting obligations.

### 7.4 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.

### 7.5 Property Implications

None specific

### 7.6 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.

### 7.7 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.

### 7.8 Risk Assessment

Personal data regarding comments, complaints and compliments are recorded in approved centralised systems which can only be accessed by nominated officers.

### 7.9 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.

7.10 Community Safety Implications

None specific

7.11 Environmental Implications

None specific

**8. Background Papers - None**

**9. Appendices**

**Appendix A** - Corporate Comments, Complaints and Compliments

**Appendix B** - Compliments, Concerns and Complaints – Adult Social Care

**Appendix C** - Compliments and Complaints – Children’s Social Care

**Appendix D** – Monitoring Officer report regarding investigations of the LGSO

# Corporate Comments, Complaints and Compliments Report

## 1. Purpose of Report

- 1.1 To report on the performance relating to the Corporate Comments, Complaints and Compliments (non-statutory) procedure and to provide comparisons with previously reported results.

## 2.0 Recommendations

- 2.1 To note performance relating to the Corporate Comments, Complaints and Compliments process between 1<sup>st</sup> April 2019 and 31<sup>st</sup> March 2020.
- 2.2 To endorse in principle that the process be revised to:
- Reflect the revised configuration of the senior management structure of the Council
  - Deliver good quality responses within achievable timescales.

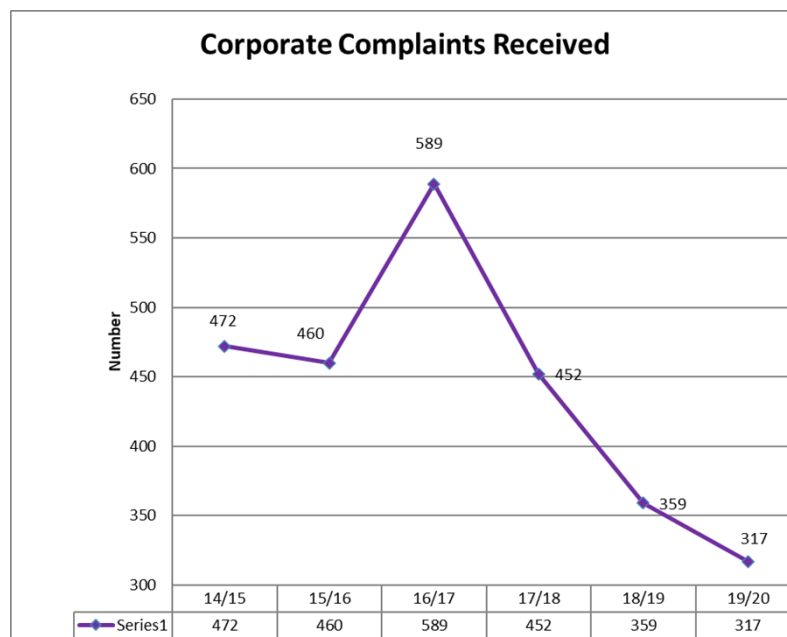
## 3. Background

- 3.1 The Council's Corporate Comments, Complaints and Compliments procedure has been in place since 2009 and is well established throughout the organisation. It services all general feedback about the Council, except those that have their own bespoke process.
- 3.2 Examples of complaints outside the process include children and adult social care statutory complaints (see report at Appendix B and C), appeals against parking fines and concerns about schools.
- 3.3 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.

The following information demonstrates how the corporate complaints process is meeting these objectives.

## 4. PERFORMANCE TO DATE

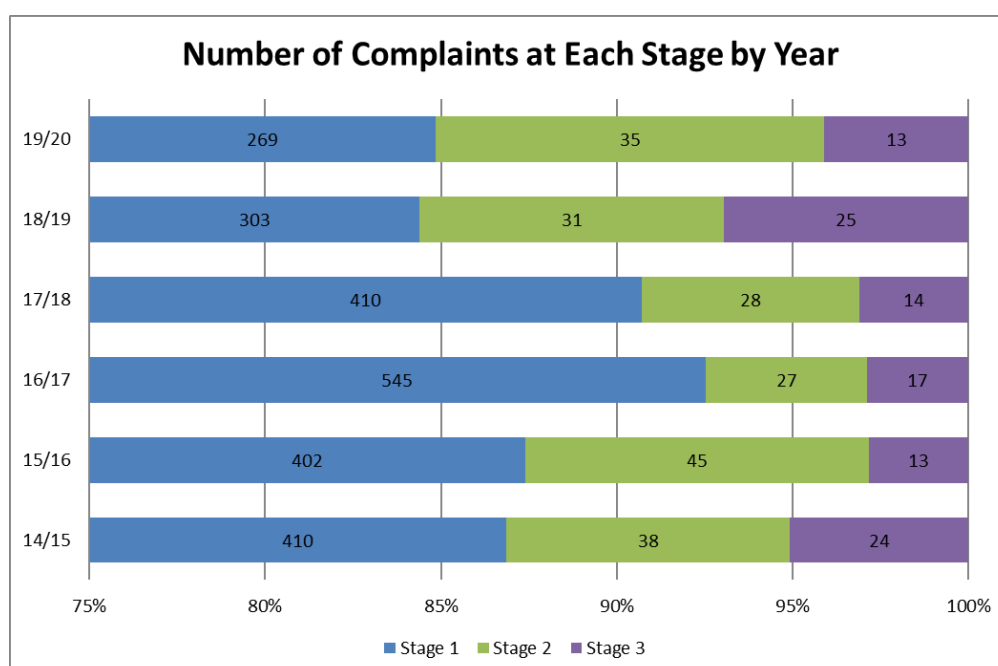
### 4.1 The number of complaints received



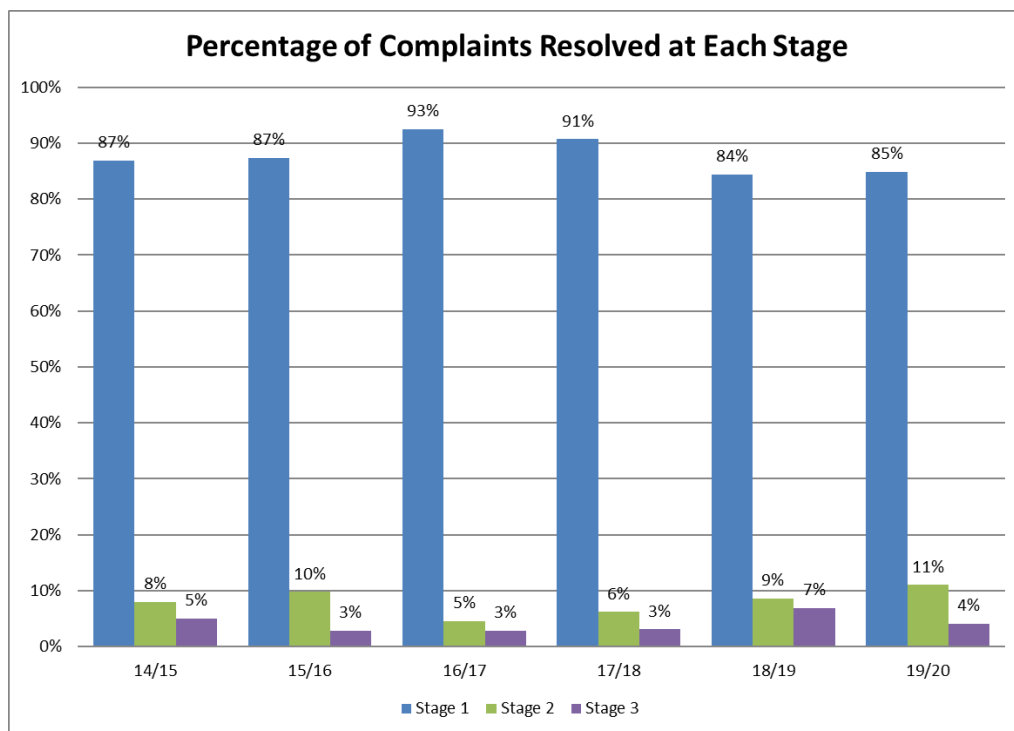
The number of complaints made under the corporate process has continued its downward trend. The complaints received have spanned 33 different council products and services.

### 4.2 Progression through the complaint stages

4.2.1 The number of complaints resolved at each Stage of the process is as follows:



4.2.2 The percentage of complaints resolved at each Stage of the process is as follows:



4.2.3 Although the total number of complaints made has decreased this year, the proportion of complainants satisfied with the response received at the first Stage of the complaint process has remained almost the same. 48 complaints progressed further, with 35 being resolved at the second Stage and 13 at the third and final Stage. The proportion resolved at Stage 2 has risen and the third stage is accessed by a small proportion at the level commonly seen before the peak last year.

4.2.4 The 13 complaints which reached Stage 3 spanned 9 different services with the maximum any service had being 3. Details of Stage 3 complaints which went on to be considered by the LGSCO are included in the Monitoring Officer Report of LGSO Investigations. Due to the time lag for Ombudsman resolution, these complaints may have originated in years prior to 2019/20 and some complaints from 2019/20 may yet be referred to the Ombudsman.

### 4.3 The time within which complaints are resolved

4.3.1 The stated aim of the corporate complaints process is to respond to Stage 1 and 2 complaints within 10 working days of their receipt. This has been achieved in 66% of cases which is a decline over previous years. Resource has been increased in the Performance and Business Support team, which is expected to improve the position, but the target of 80% of complaints being met within timescale remains elusive.

2017/18		2018/19		2019/20	
No. Stage 1 & 2 Complaints	% Responded to in 10 working days	No. Stage 1 & 2 Complaints	% Responded to in 10 working days	No. Stage 1 & 2 Complaints	% Responded to in 10 working days
438	73%	334	76%	304	66%

4.3.2 When someone has taken the trouble to complain, it adds intensity to their grievance when they receive a late response. This then becomes an additional cause for complaint at subsequent stages. Having spoken to complaint officers, it would seem that in many instances at Stage 1 and 2 of the process, ten days is simply not enough time to draft a considered response and there is a tension between timeliness and quality.

4.3.3 Extending the timescale at Stage 1 and 2 to allow for more investigation and a comprehensive response, would hopefully reduce the need for complainants to escalate their complaint and cause less additional cause to complain because of unmet expectations in response time. Where complaints are escalated, there would be more opportunity for in depth investigation earlier in the process and less likelihood that a Stage 2 response would simply mirror a Stage 1 reply.

4.3.4 It is therefore proposed that the Stage 1 deadline be extended to 15 working days and Stage 2 to 20 working days.

4.3.5 The Local Government and Social Care Ombudsman recommends that a complaint process take no more than 12 weeks in total. As a consequence of extending the time available at Stage 1 and 2, the Stage 3 response period of 35 working days will need to be reduced. It is recommended that this be reduced to 25 working days.

4.3.6 Some of the current time taken at the third stage can be recouped by simplifying the sign off process for Stage 3 complaints. It is proposed that in future Stage 3 complaints are signed by the most relevant member of the Corporate Management Team (CMT - Executive Director, Deputy Chief Executive or Chief Executive). Not only will this provide more flexibility and remove one stage of the current sign off process, but also will better reflect the senior leadership role of all members of CMT. No change is proposed to the part of the Leader of the Council in the process.

4.3.7 For some Stage 3 complaints it can be seen from the outset that there is nothing to be gained from an additional investigation. The LGSCO will not usually consider a complaint until the Council has had an opportunity to investigate it fully. Some Stage 3 complaints are made with the stated objective of getting through the final stage in order to be able to complain to the Ombudsman.

4.3.8 It is proposed that, in order to more effectively focus resources, the option be made available at Stage 3 of the process to determine that there is no benefit from further investigation, that the Stage 2 response is the Council's final position and the complainant is free to approach the LGSCO should they so wish. This is in accordance with LGSCO procedures.

4.3.9 In order to ensure impartiality, such a decision would be made by an officer of the Corporate Strategy Group and agreed by the Executive Director concerned. It is expected that this option would be used sparingly but would reduce unnecessary duplication of work and allow complainants who are unlikely to be satisfied at Stage 3 to go to the Ombudsman with less delay.

4.3.10 Some complainants seek to use the corporate complaints process in preference to other review processes. It is proposed that the complaints process be clarified to state that where an alternative review or appeal process exists concerning the matter being complained of, a complaint will not be considered under the corporate process until that review or appeal has been concluded.

4.3.11 The sum of these changes will be a better service for complainants with more consideration of their complaint earlier in the process. To enable the extra time at Stage 1 and 2 to be most effective, over the next year training in listening to and learning from complaints, understanding the benefits of the insight provided by those who complain and how to respond well, will be offered to those officers who have handling complaints as part of their responsibilities.

4.3.12 Unfortunately there are some complainants whose behaviour is unreasonable, no matter how well their business with us is conducted. The Policy on the Management of Unreasonable Complainant Behaviour is available where this is the case. It too will be amended so that the formal decision to apply appropriate limitations on contact may be taken by any member of CMT, rather than relying on only the Deputy Chief Executive and Chief Executive.

## **4.4 Nature of Complaints**

### ***4.4.1 Category - Poor level of service/not followed a procedure correctly***

The main reason for complaint in 245 instances was that the customer believed the Council (or its contractor) had provided a poor level of service or had not followed a procedure correctly.

Where an outcome was recorded, 52% of this type of complaint was upheld.

### ***4.4.2 Category - Staff have been rude or unhelpful***

In 40 instances a complaint was made because a customer felt that a representative of the Council had been rude or unhelpful. Where an outcome was recorded, 54% of this type of complaint was upheld.

#### **4.4.3 Category - *Wrongly interpreted the law, council policy or procedure***

There were 11 complaints where the customer felt that the Council had wrongly interpreted the law, a council policy or procedure. Where an outcome was recorded, 12% of such complaints were upheld.

#### **4.4.4 Category - *Service required not offered***

21 complaints were received in this category. Where an outcome was recorded, 69% of such complaints were upheld because the service was indeed not available.

### **4.5 How Complaints Are Received**

4.5.1 The most common way for complainants to contact the Council remains by e-mail or on-line form with 94% received in this way, the same as the previous year. This reflects the general shift to use of electronic means when interacting with the Council. In some instances, customer service officers will have completed an on-line form on behalf of a telephone caller.

4.5.2 The Council remains committed to keeping all complaint channels available, including telephone and letter, to meet its equalities obligations and to comply with LGSCO best practice. A formal complaint may be received over social media but would be moved to more conventional channels for resolution.

### **4.6 Remedial Actions**

4.6.1 The most frequent remedial action is the issue of a meaningful apology, recorded as being made in 100 instances. In 59 cases a solution or service was offered to resolve the complaint. A review of procedures or services was initiated on 6 occasions. In a small number of cases a payment to remedy a quantifiable loss or to acknowledge stress and inconvenience was issued.

### **4.7 Comments and Compliments**

4.7.1 GovMetric, the customer satisfaction measurement tool used by the Council, specifically captures feedback concerning the provision of face to face and telephone service by the Customer Service Centre and over the Council's primary website.

4.7.2 Through this method, 358 compliments were recorded, highlighting that the telephone and face to face assistance of the customer service operatives is greatly valued as is being able to find things easily on the Council's website.

4.7.3 In addition, Adult and Children's Social Care received a total of 135 compliments, as detailed in their reports, and a further 92 compliments were recorded by the rest of the organisation.

4.7.4 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.

4.7.5 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.

## **4.8 MONITORING AND REPORTING**

4.8.1 Data collection and recording regarding complaint outcomes has been enhanced to reflect best practice. This allows complaints data to be used in a responsive way to inform service analysis and improvements.

4.8.2 In the coming year it is the intention to strengthen the link between feedback being provided and service improvement. This will not only be through existing links with the Service Redesign team, but also linking with Internal Audit and other inspection regimes to provide context to their investigations. The data being provided to management teams will also be reviewed with the intention of providing greater meaningful insight based on the experience of their service users.

## **5. CONCLUSION**

The process continues to deliver a professional response to individual complaints, a robust system of complaint monitoring and real service improvements.



### Adult Social Care - Compliments, Concerns and Complaints Report

#### 1. Purpose of Report

- 1.1 To discharge the local authority's statutory duty to produce an annual report on compliments concerns and complaints received about its adults' social care function throughout the year.
- 1.2 To provide statistical and performance information about compliments concerns and complaints received throughout 2019 / 2020.

#### 2. Recommendation

- 2.1 That performance during 2019 / 2020, and comparison to the previous three years be noted.
- 2.2 That the report be referred to the People Scrutiny Committee for detailed examination.

#### 3. Background

- 3.1 The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009 came into force on 1 April 2009 and created 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.
- 3.2 The new process is based on the principles of the Department of Health's *Making Experiences Count* and on the Ombudsman's principles of good complaints handling:
  - Getting it right
  - Being customer focused
  - Being open and accountable
  - Acting fairly and proportionately
  - Putting things right
  - Seeking continuous improvement.
- 3.3 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.

- 3.4 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.
- 3.5 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.

## **4 Overview of Compliments; Concerns and Complaints received in 2019/2020**

### **4.1 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 73 compliments about its social care services in 2019/2020.

*Table to show the number of compliments received in 2019/2020 and a Comparison with previous two years*

Apr 17 – Mar 18	Apr 18 – Mar 19	Apr 19 – Mar 20
Number	Number	Number
94	45	73

The use of Compliments is very tenuous benchmark for Customer Satisfaction as unlike complaints that require specific action by the recipient, compliments can easily be forgotten and not formally logged due to focusing on more urgent day to day activities.

Compliments and complaints are the extreme indicators of Customer Satisfaction; however, there are still a large number of service users who have not recorded a complaint or compliment, which suggests they are generally satisfied with the service.

### **4.2 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.

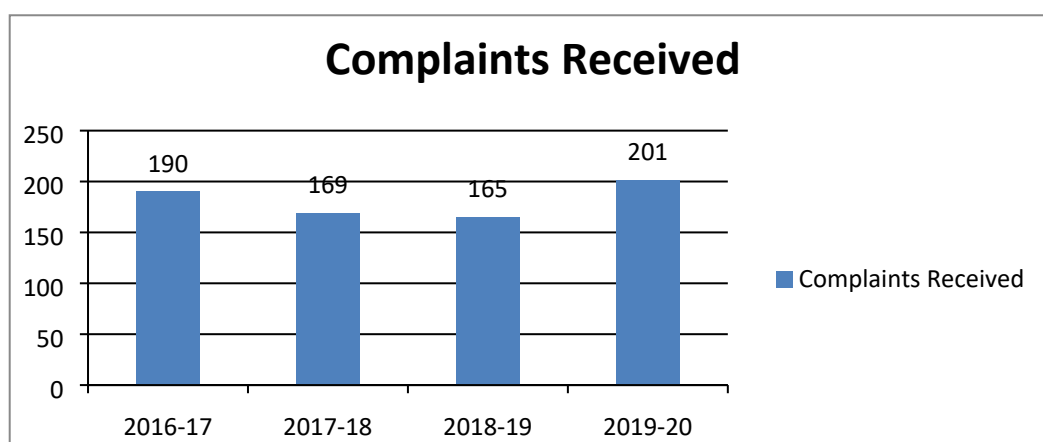
Adult and Community Services 7 'concerns' about its social care services in 2019/2020.

All concerns and comments are considered to identify areas for improvement and responses are made where appropriate or requested.

### **4.3 Complaints**

Adult Services received and processed a total 201 statutory complaints about its statutory social care services in 2019/20

*The Graph to show the total number of complaints received and processed by Southend-on-Sea Borough Council during 2019/2020 and comparison with previous three years.*



The complaints received in 2019/20 have increased by 21% on the previous year. The upturn has been seen in internal services and domiciliary care, where residential care has remained the same.

However, the number of complaints remains low, representing 6.7% of the adults that we provided a service to in 2019/20.

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.

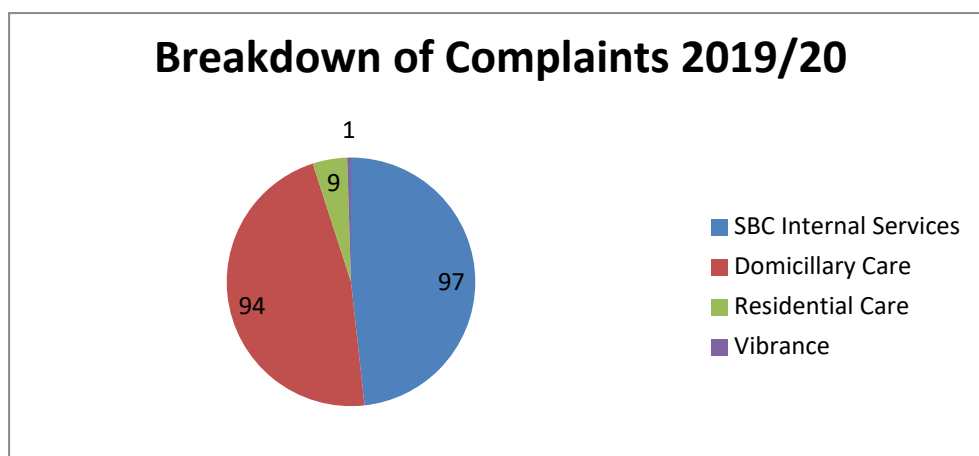
### **4.4 Overall Response Times**

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 in line with the

Corporate Complaints Procedure. However, depending on the complexity of the complaint raised, agreement is made with complainants on an acceptable timescale for a response.

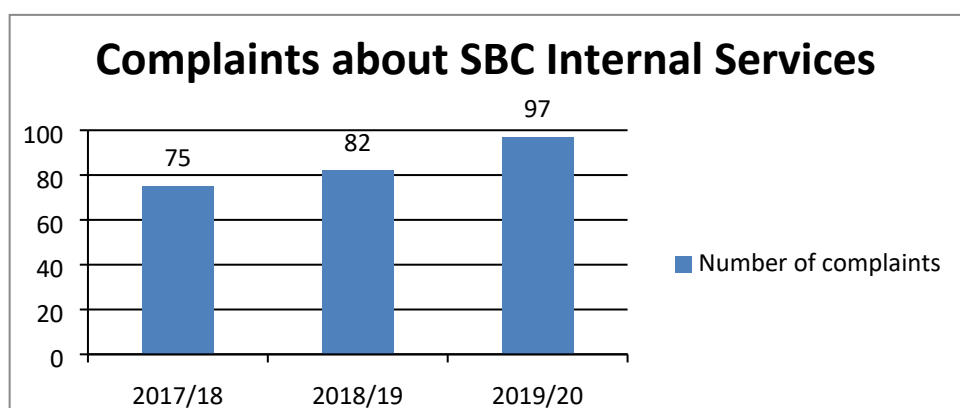
Out of the 201 complaints received, 4 complaints were withdrawn prior to response. Therefore, out of the 197 complaints responded to, 124 complaints were responded to within the initial timescales agreed locally between the complaints service and the complainant. This represents 63% of responses made and is an increase of 17% on the previous year. 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.

## 5. **Breakdown of Complaints by Service Area**



### 5.1 **Complaints about Internal Southend Council Services**

Out of the total 201 complaints received 97 complaints were received regarding Internal Southend Council Services. This is an increase of 18% on 2018/19.



Of the 97 complaints responded to, 64 complaints (66%) were given a full response within the timescales agreed.

Some Complainants raise more than one issue therefore the 97 complaints raised related to 114 Issues.

Of these 114 Issues – 52 were upheld  
2 were partially upheld  
40 were not upheld  
13 were unable to reach a finding  
5 were out of SBC jurisdiction  
1 withdrawn  
1 did not receive response

The top four issues were :-

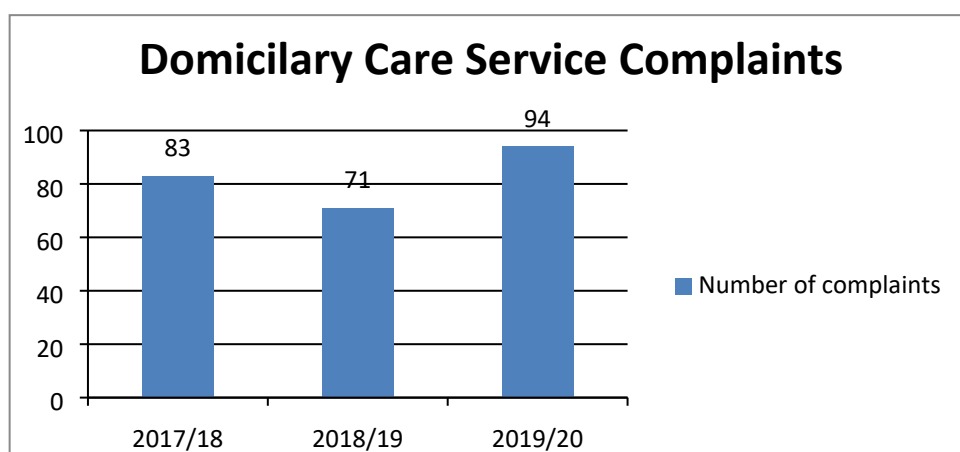
	<i>Total</i>	<i>Outcome</i>
Care charges not explained	50	18 Not upheld
Professionalism	14	5 Not upheld *
Delay/ Failure to keep informed	11	5 Not upheld
Insufficient Support	8	2 Not upheld

\* To add more context in respect of the issue of professionalism, 3 were upheld and 1 was withdrawn. On 3 of the complaints we were 'unable to reach a finding'. Often this issue is a subjective view of the Adult that staff were unprofessional, where there is no evidence to prove or disprove this view then we are unable to make a determination as to the outcome.

## 5.2 **Complaints about services from Commissioned Providers**

### 5.2.1 **Domiciliary Care**

Of the 201 complaints received by Southend-on-Sea Borough Council, 94 were about Domiciliary Care Providers. This is an increase of 32% on 2018/19.



Of the 94 complaints that received a full response, 61 (65%) were responded to within the timescales agreed.

94 complaints related to 184 issues that were raised.

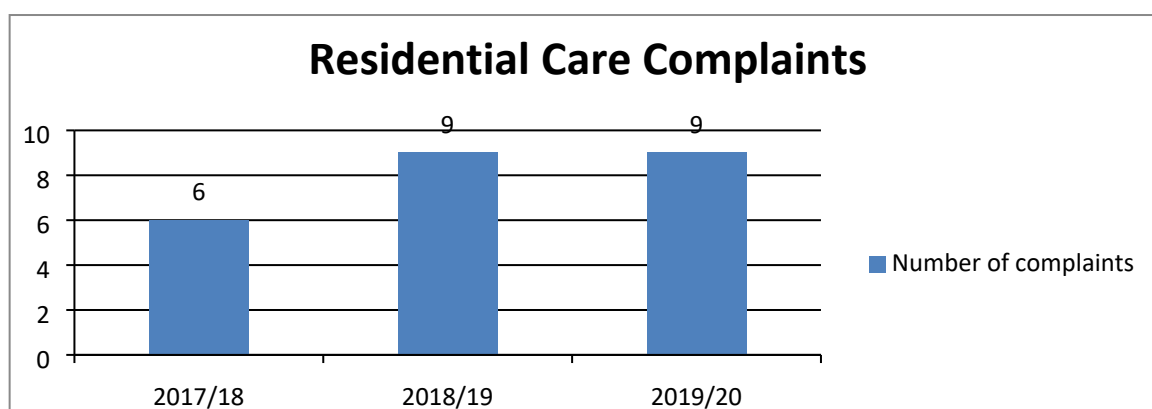
Of the 184 Issues raised – 109 were upheld  
3 were partially upheld  
14 were not upheld  
55 were unable to reach a finding  
3 were withdrawn

The top four issues were: -

	<i>Total</i>	<i>Outcome</i>
Late calls	36	1 Not upheld
Timing of planned homecare calls	26	3 Not upheld
Missed calls	21	2 Not upheld
Medication Issues	15	0 Not upheld

### 5.2.2 **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.



5 were responded to with the timescale agreed  
The main issues raised were around inadequate support and poor personal care.

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.

## **6. Complaints referred to the Local Government Ombudsman**

Complaints investigated by the Local Government and Social Care Ombudsman are detailed in the report of the Monitoring Officer (Appendix D).

## **7 Monitoring & Reporting**

- 7.1 Statistical data regarding complaints about our commissioned home care providers are provided quarterly to inform the Contract Monitoring Meetings.
- 7.2 Complaints are monitored by the Complaints Manager for any trends/emerging themes and alerts the relevant service accordingly.
- 7.3 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.

## **8. Learning from Complaints**

- 8.1 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.
- 8.2 Improvements made in 2019/20, as a result of complaints: -
  - Ongoing review of how best to ensure financial information and the implications are consistently communicated and understood by the Adult and/or their family.
  - Charges leaflet to be updated to include how we will approach the calculation of income for a temporary residential placement.

### Children's Social Care – Compliments and Complaints Report

#### Purpose of Report

To fulfil the local authority's statutory duty to produce an annual report on compliments and complaints received about its children's social care function throughout the year.

To provide statistical and performance information about compliments and complaints received from April 2019 to March 2020.

#### Recommendation

That performance during 2019/2020 be noted.

#### Background

Complaints in the children's services are of 2 types, Statutory and Corporate. 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 Corporate Complaint Procedure 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, an Investigating Officer is appointed, 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 Executive Director who formally responds to the complainant.

The process is based on the premise that at each stage, a more senior officer responds. If complainants remain dissatisfied at the end of the three stages, they may refer their complaint to the Local Government Ombudsman.

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.

There are also 3 stages in the process for corporate complaints, as described in the Corporate Comments, Complaints and Compliments Report (Appendix A).

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.

### **Compliments received in 2019/20**

We have worked to gather more data this year and have received 62 compliments as well as many positive responses within feedback forms used by some teams. Last year, 2018/19, we received 21 compliments. 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 some compliments may not have been passed on to the complaints team to be formally logged.

### **Complaints received in 2019/2020**

From 2019 performance on complaints is reported quarterly to the Performance Board so that senior management are better informed.

Over the previous two years, complaint numbers have been consistent, however during the first nine months of 2019/20 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 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. In the 4th quarter of 2019, we had 23 complaints.

Complaints by Qtr	2018/19 complaint	2019/20 complaint
q1	17	27
q2	17	21
q3	22	27
q4	23	15
<b>TOTAL</b>	<b>79</b>	<b>90</b>

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 above that of the previous two years. It can be seen below that the reductions in complaints were in January (before Covid 19) and in March (during the Covid 19 pandemic).

4th Quarter complaints-Monthly detail

	18/19	19/20
JAN	7	3
FEB	5	7
MAR	11	5
<b>Qtr 4 total</b>	<b>23</b>	<b>15</b>

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 2019/20 we received 90 complaints, which were made up of 145 issues. On average each complaint was made up of 1.6 issues.

## COMPLAINTS Stage 1

In 2019/20 we received 90 complaints in total. To put this in context last year in 2018/19 we had 81. The increase is significant in statutory complaints with a reduction in corporate complaints, with an overall increase of 14%. Statutory complaints account for 83 or 92% of the 90 complaints received.

TYPE OF COMPLAINT	2017/18	2018/19	2019/20	change	% change
TOTAL COMPLAINTS	81	79	90	11	14%
STATUTORY COMPLAINT	60	65	83	18	28%
CORPORATE COMPLAINT	21	14	7	-7	-50%

The reason or cause of each complaint and issue received is recorded. Of the 145 issues received in 2019/20 they are categorised and distinguished as below.

ISSUE/DESCRIPTION	NUMBER	
Biased	5	3.4%
Breach of confidentiality	5	3.4%
Delay delivering service	4	2.8%
Delay/failure to keep informed	11	7.6%
Failure to take account of S/U or families views	14	9.7%
Insufficient Support	26	17.9%
Meeting minutes not sent or delay in sending	2	1.4%
Non-adherence to procedure	3	2.1%
Not invited to meetings	2	1.4%
Not returning calls/e-mails	9	6.2%
Other	1	0.7%
Outcome of decision/assessment	6	4.1%
Poor communication style	8	5.5%
Professionalism	38	26.2%
Rude / unhelpful	11	7.6%
<b>Grand Total</b>	<b>145</b>	

There are broader themes within the types of complaints which seem to drive many of the areas of complaint.

#### From the perception of the complainant they are;

- **Communication** – they feel we are not listening to them or taking note of their views, we are making decisions without involving them, we don't respond to phone messages or e-mails. That we don't communicate clearly with them.
- **Staff actions** – They feel that at times our staff are unprofessional, are slow at decision making, and to put support in place. That the support provided is not sufficient. That the staff can be unhelpful at times.
- **Processes** – They feel that we do not follow our own processes and procedures, and that decisions can be arbitrary and biased. That notes of meetings are sometimes not produced and shared in a timely fashion.

This does not mean that the complaints are valid, as only 12% of complaints have been upheld, with a further 26% being partially upheld, but that this is what people are actually complaining about.

#### Outcomes

During the year there were 145 different issues complained about within the 90 complaints.

After investigation at stage 1, the majority (56%) were found to be not upheld, while 38% (26% + 12%) 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.

#### **STAGE 1 ISSUES OUTCOMES**

NOT UPHELD	81	56%
PARTIALLY UPHELD	37	26%
UPHELD	17	12%
Unable TO REACH A FINDING	9	6%
WITHDRAWN	1	1%
<b>TOTAL ISSUES</b>	<b>145</b>	

#### **STAFF**

Of the 145 issues raised in the complaints, there were 99 (68%) in which staff were identified. This proportion has been fairly consistent over the last 3 years, and 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 isolated from or ignored by their children. The perception of the complainant is that the social worker is unhelpful in some way.

The outcomes for the complaints where particular staff are named are in line with the overall outcomes.

#### **Issue Outcomes in cases where a staff member is named in the complaint.**

Not Upheld	55	56%
Partially Upheld	26	27%
Unable to reach a finding	8	8%
Upheld	9	9%
<b>TOTAL</b>	<b>98</b>	

Each complaint which was upheld or partially upheld was responded to with an apology, and a small proportion having a reassessment or other service provided.

#### **MANAGEMENT OF COMPLAINTS**

The performance in the timeliness of response to the complaints had improved consistently in the last two years. However, there is an area of concern around the times taken to respond to complaints at stage1. The proportion of stage 1 complaints responded to within 10 working days and also within 20 working days is less than in

2018/19. Some of this may be due to the obvious significant increase in complaint numbers during the first three quarters, but not all. The performance in response times was evident in the December report and is not due to the impact of Covid 19.

<b>RESPONSE TIMESCALES</b>	<b>2017/18</b>		<b>2018/19</b>		<b>2019/20</b>	
WITHIN 10 DAYS	28	35%	40	51%	31	34%
10-20 DAYS	23	28%	17	22%	27	30%
OVER 20 DAYS	30	37%	22	28%	32	36%
<b>TOTAL COMPLAINTS</b>	<b>81</b>		<b>79</b>		<b>90</b>	
CLOSED IN 20 W/DAYS	51	63%	57	72%	58	64%

## Complaints by children

Children are defined as those who are under 18 years old.

During 2019/20 we received 8 separate complaints from young people, which is an increase from the previous years when it was three or four each year. 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.

## Stages 2 and 3

All stage 2 and 3 complaints were "paused" due to the Covid 19 issue and are now starting to be resumed with all those involved working and communicating remotely. This is in line with guidance from the government generally and the specific LGA Ombudsman advice. The ombudsman service was stopped entirely due to Covid 19 and has recently re-started in a "remote" fashion.

In 18/19 there were 5 complaints which eventually escalated to stage 2, so far for 2019/20 this year the figure is 7. It is possible that more may occur as complainants have time and opportunity to disagree with the stage 1 outcome. Reviewing the stage 1 responses it does not seem that the quality of the responses is poorer than last year, although the timeliness of the responses is not as good. It may be that the increase in complaints is driving the increase at stage 2.

Of the complaints which have been concluded at stage 2 to date, two stage 3 panels have taken place and three are in the process of doing so now that our 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.

## **Local Government and Social Care Ombudsman**

Complaints investigated by the Local Government and Social Care Ombudsman are detailed in the report of the Monitoring Officer (Appendix D).

### **Developments in the complaints process**

During 2018/19 we began using a new software package which allows us to record and report in finer detail about complaints. This better allows us to help identify the things which create complaints, as well as better manage our responses to the complainant and the management of our staff and processes.

Given the changes we are putting in place to conduct stage 2 and 3 activities, we may continue these remote/on-line methods in the future once the covid 19 pandemic is ended, as it may provide a more efficient and cost effective way of dealing with these issues.

### **Learning from Complaints**

The Council continues to welcome complaints as a means of improving 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 it receives.

Improvements made in 2019/20 as a result 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, 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. To help identify an advocate to provide support if one party needs additional support

### **Areas for improvement**

To build on the development of the 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.

### Monitoring Officer Report of LGSCO Investigations

#### 1. Purpose of Report

The Monitoring Officer must provide councillors with a summary of the findings on all complaints relating to the Council where in 2019/20 the Local Government and Social Care Ombudsman (LGSCO) has investigated and upheld a complaint.

This report therefore fulfils the Monitoring Officer's duty under section 5(2) of the Local Government and Housing Act 1989 and the Local Government Act 1974.

#### 2. Recommendation

To note the annual letter to the Council from the LGSCO and note the summary of their findings regarding upheld complaints.

#### 3. Background

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 against a Council or require improvements to a Council's services. No such action has been taken in respect of Southend-on-Sea Borough Council.

In his annual letter, the LGSCO stresses that the number of complaints, taken alone, is not necessarily a reliable indicator of an authority's performance. Their focus is placed on the outcomes of complaints and what can be learned from them.

Complaints are upheld when some form of fault is found in an authority's actions, including where that fault has already been accepted prior to LGSCO intervention.

#### 4. Complaints made to the LGSCO

In 2019/20, 67 complaints and enquiries were made to the LGSCO in respect of Southend-on-Sea Borough Council.

63 decisions were made by the LGSCO, as follows:

<b>Advice Given</b>	<b>1</b>
<b>Closed after initial enquiries</b>	<b>18</b>
<b>Incomplete/Invalid complaint</b>	<b>6</b>
<b>Not upheld</b>	<b>3</b>
<b>Referred back for local resolution</b>	<b>28</b>
<b>Upheld</b>	<b>7</b>
<b>Number of decisions made</b>	<b>63</b>

## 5. Number of decisions investigated in detail by the LGSCO

The LGSCO concluded 10 detailed investigations in respect of Southend-on-Sea Borough Council in the period between 1 April 2019 and 31 March 2020 with 7 complaints being upheld. This is consistent with previous years.

<b>Year</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>
<b>Number of detailed investigations</b>	<b>15</b>	<b>8</b>	<b>7</b>	<b>10</b>
<b>Number of detailed investigations upheld</b>	<b>8</b>	<b>6</b>	<b>4</b>	<b>7</b>
<b>Upheld rate</b>	<b>53%</b>	<b>75%</b>	<b>57%</b>	<b>70%</b>

## 5. Complaints upheld by the LGSCO

The following is a summary of the upheld complaints:

<b>Function</b>	<b>Maladministration/Fault</b>	<b>Agreed Remedy</b>
Housing	There was no fault in how SBC reached a decision not to take formal action against the complainant's landlord. However, some complaints were not pursued with the landlord and there were delays in dealing with his complaints. These faults did not cause significant injustice.	No remedy required.



Adult Care Services	A care home provider, commissioned by SBC, did not adequately deal with complaints made on behalf of a resident. They inappropriately gave notice to the resident because of the complaints made. SBC took too long to follow up the concerns raised and did not investigate the matter in sufficient depth.	Apology. Financial redress for avoidable distress/time and trouble. Provide training and/or guidance.
Housing	SBC did not properly handle an application for housing on account of homelessness and failed to consider the suitability of interim accommodation offered.	Apology. Financial redress: Avoidable distress/time and trouble.
Education & Children's Services	Fault was found with SBC's response to allegations regarding an assault on a child. After the allegation, over a prolonged period there was a failure to provide suitable alternative education.	Apology. Financial redress: Avoidable distress/time and trouble. Financial redress: Loss of service. Financial Redress: Quantifiable Loss. Procedure or policy change/review. Provide information/advice. Provide services. Provide training and/or guidance.
Highways & Transport	SBC initially failed to properly consider information provided concerning a debt it was pursuing from someone claiming to live at the complainant's property. This was remedied at Stage 3 of the	None

	complaints process and the apology then offered was considered sufficient by the LGSCO.	
Adult Care Services	SBC did not adequately explain the charging basis when the complainant left hospital to go into interim care.	Apology. Financial redress: Avoidable distress/time and trouble. Procedure or policy change/review.
Adult Care Services	The LGSCO agreed with the complainant that SBC had not properly explained the financial implications of their spouse moving into a care home. A full needs assessment and financial assessment had not been completed and the position for temporary care placements had not been well communicated.	Apology. Financial redress: Avoidable distress/time and trouble. Procedure or policy change/review.

The following is a summary of the complaints investigated by the LGSCO but not upheld:

Function	Maladministration/Fault
Education and Children's Services	SBC did not, as had been alleged, fail to clearly communicate to the complainant its decision not to award their preferred choice of home to school transport provider.
Education and Children's Services	Since making an unsuccessful appeal for a place for their child at an infant school, a place had become available and offered. There was therefore no benefit in continuing to investigate.

Adult Social Care	There was no evidence to suggest that SBC was at fault for charging for the complainant's care at a care home. There was also no evidence that SBC had delayed adaptations to his property.
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Further details of complaints are available on the [LGSCO website](#).

## **6. Acceptance of fault and putting things right when they go wrong**

The LGSCO recommends ways to put things right when faults have caused injustice and they monitor to ensure recommendations are complied with. The Council has accepted all final recommendations made by the LGSCO and has a 100% compliance rate, that is, agreed remedial action has been demonstrated to have been taken.

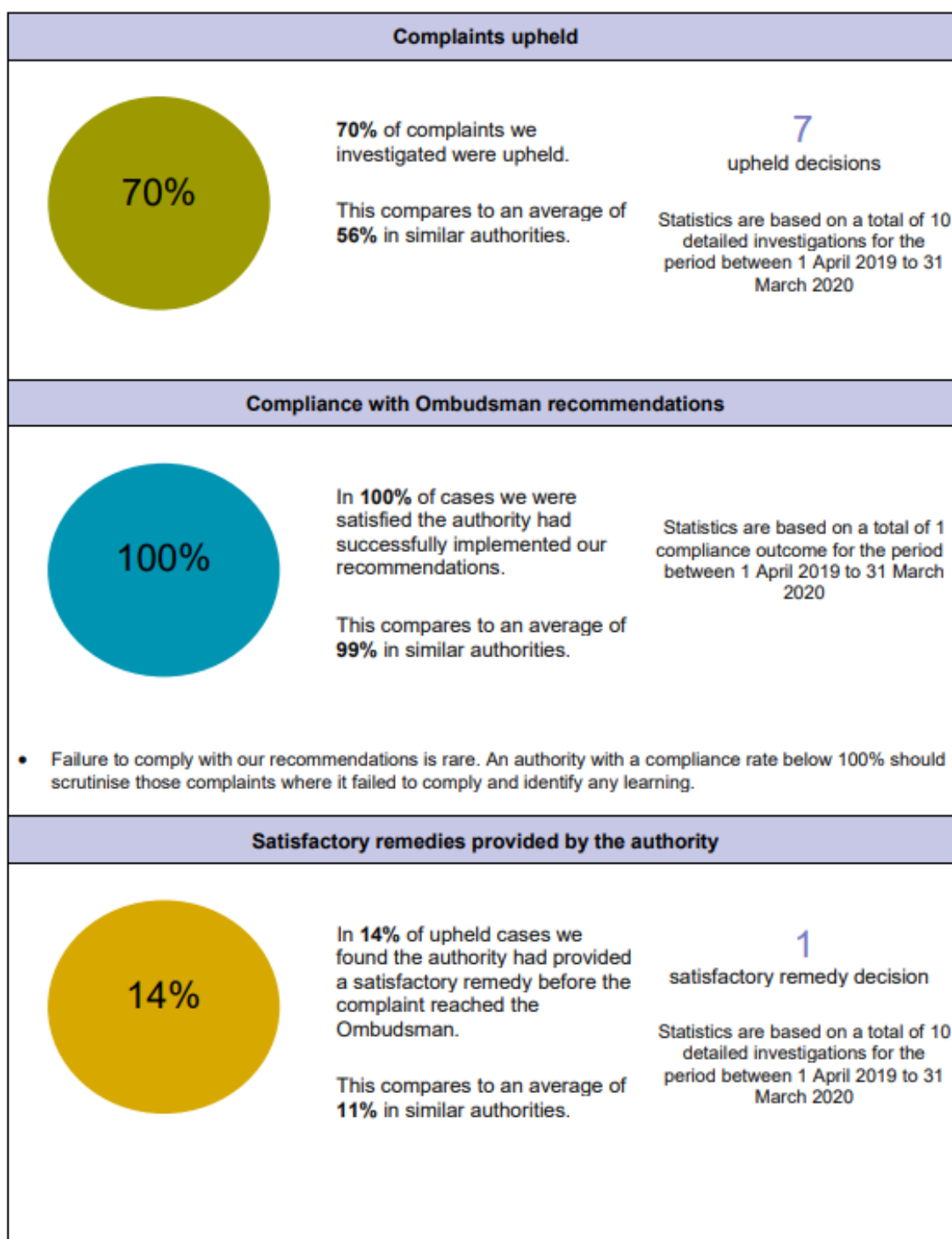
## **7. LGSCO Annual Review Letter**

Statistics from the annual review letter of the LGSCO are provided at Appendix D1.

## **8. Conclusion**

The Council is co-operating in full with the LGSCO and successfully collaborating with them to identify the appropriate resolution for complaints made.

Southend-on-Sea Borough Council  
For the period ending: 31/03/20



# Southend-on-Sea Borough Council

Report of Executive Director of Adult and Communities

To

Cabinet

On

3<sup>rd</sup> November 2020

Report prepared by: Scott Dolling, Director of Culture and  
Tourism

Agenda  
Item  
No.

---

## Destination Southend Refresh

**Relevant Scrutiny Committee(s): People**  
**Cabinet Member: Councillor Kevin Robinson**  
**Part 1 (Public Agenda Item)**

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### 1. Purpose of Report

- 1.1 To update Members on the refreshed tourism strategy 'Destination Southend' and share progress to date and ongoing plans.

### 2. Recommendations

- 2.1 That Members note the refreshed strategy with updated content.
- 2.2 That Members note the action plan.

### 3. Background

- 3.1 Tourism is recognised as one of the UK's largest, most valuable and fastest growing industries. In 2018 it accounted for 7.2% of total UK GDP (£145.9 billion) and 3.9% of UK GVA (£67.8 billion). In terms of employment the industry accounts for 5% of all UK employment (2016). (Source Tourism Alliance UK 2019 stats) The Government's modern Industrial Strategy set out a long-term plan to boost the productivity and earning power of people throughout the UK. The tourism sector is recognised by the Government in having the scale and geographical reach to deliver on this ambition. Tourism is one of only ten industries to receive a Sector Deal through the Government's Industrial Strategy.
- 3.2 Tourism is equally recognised as a key economic sector for Southend employing over 7500 people and adding £470M to the local economy (source: 2019 economic impact study) providing opportunity and prosperity for our residents.
- 3.3 Destination Southend is our tourism strategy document. Its initial version was developed in 2016 for a 10 year plan. This refresh has been introduced to align the strategy with 2050 Outcomes and reflects progress since the original document was published.

- 3.4 Destination Southend was always intended to be a live strategy keeping pace with the evolving nature of the sector, progress and market conditions.
- 3.5 Destination Southend reflects many of the partnership aspirations of local tourism representatives and the Council and has been co-produced in line with 2050 outcomes.
- 3.6 The Tourism Partnership has recently strengthened its Membership participation and credentials and has been a valuable resource to the hospitality sector during the relaxation from lockdown period. Through this work it has enabled local dissemination of the changing situation with advice and guidance to the business community.
- 3.7 The hospitality sector has been one of the hardest hit by impacts from Coronavirus and given tourism's huge importance to the overall brand essence of Southend is critical to provide the confidence to consumers in the coming months and years.
- 3.8 Staycation and the domestic tourism market is a critical area for delivering economic recovery from the coronavirus. More visitors are expressing a need to be connected to the environment providing an opportunity to for Southend and the surrounding area to reach new audiences.
- 3.9 A key delivery of the strategy in the next few months is the Southend place branding project which incorporates wider 2050 Pride and Joy outcomes. This work will provide a platform far beyond tourism and supports living, investing, studying and civic pride in Southend as a place.

#### **4. Other Options**

- 4.1 The existing strategy could remain in place. This is not recommended as progress has been made and some conditions have changed and will benefit from alignment to 2050 outcomes.

#### **5. Reasons for Recommendations**

- 5.1 Progress has been made in the last few months on several objectives that were originally set out. Businesses have been increasingly engaged in the tourism partnership over recent months and in preparation for the period after coronavirus lockdown, the tourism sector will benefit from confidence in a refreshed strategy.

#### **6. Corporate Implications**

- 6.1 The tourism offer links directly to Pride and Joy outcomes. The development of events and cultural tourism supports our creative industries that feature in Pride and Joy and Opportunity and Prosperity. Tourism is a key sector in Southend's economy. The tourism partnership Members have contributed to the strategy refresh linking Active and Involved outcomes directly to the project.

## 6.2 Financial Implications

6.2.1 There is no specific financial ask in the report, projects referred to in the strategy will be subject to separate bids or already have Council funding agreed such as references to highways projects and place branding.

## 6.3 Legal Implications

6.3.1 There are no Legal implications.

## 6.4 People Implications

6.4.1 There are no People implications.

## 6.5 Property Implications

6.5.1 There are no Property implications.

## 6.6 Consultation

6.6.1 The strategy objectives have been co-produced with the local tourism and hospitality sector.

## 6.7 Equalities and Diversity Implications

6.7.1 Specific co-production work has taken place during 2019/20 to consider inclusivity and accessibility to the Southend culture and tourism offer.

## 6.8 Risk Assessment

6.8.1 There are no Risk Assessment implications.

## 6.9 Value for Money

6.9.1 There are no Value for Money implications.

## 6.10 Community Safety Implications

6.10.1 There are no Community Safety implications.

## 6.11 Environmental Impact

6.11.1 There are no Environmental Impact implications.

## 7. Background Papers

7.1 There are no background Papers.

## **8. Appendices**

8.1 Destination Southend (the tourism strategy) is appended.



2020-2050

# DESTINATION **SOUTHEND**

A destination management plan for  
the Borough of Southend-on-Sea

**SOUTHEND  
TOURISM  
PARTNERSHIP**

*Working to make  
lives better*  
[www.southend.gov.uk](http://www.southend.gov.uk)

 **southend  
onsea**  
BOROUGH COUNCIL





## FOREWORD

**Southend-on-Sea is one of England's most popular seaside destinations and now welcomes over 7 million visitors each year.**

With seven miles of coastline and an insatiable desire by today's discerning tourists for more, the business community and public sector have come together to set out a vision and action plan that will lead us over the coming years. By working collectively and sharing a set of goals, and means to achieve them, Southend-on-Sea will keep ahead of the competition during the uncharted financial and social changes we face.

The Southend Tourism Partnership has already pooled great resources and is showing that working together delivers more. There is still much more for us to do as competition increases and the need to ensure that our message breaks through the noise of the multi-media landscape of destination marketing.

This strategy is aspirational yet will be focused on delivery. Success will require willing participation by stakeholders who value the past but look to the future needs of our visitors and how our economy can be stronger with coordinated tourism activity at its heart.

We will continue to work in partnership with the two Coastal Community teams, Shoeburyness and Leigh-on-Sea, to ensure a healthy and prosperous future for all our residents and businesses.

Southend-on-Sea was built on tourism and this strategy will position the resort for future generations providing jobs, wealth and an attractive place for all to live, work and visit.

**Jacqui Dallimore**

Chair, Southend Tourism Partnership

**Councillor Kevin Robinson**

Cabinet Member for Business, Culture & Tourism



# INTRODUCTION

**This Destination Management Plan (DMP) is an action plan for the visitor economy across the Borough of Southend-on-Sea up to 2050.**

The plan will need to be adaptable and allow for regular review to take into account new ideas, technologies, experiences and infrastructure that will no doubt emerge over years to come.

The aim of this plan is to provide direction to the private, public and third sector for a united ambition to become the region's first choice coastal tourism destination and to increase the value of the visitor economy.

It is developed in consultation with key partners already established across the Borough, and in particular The Southend Tourism Partnership, The Leigh Town Partnership, The Leigh Coastal Community Team, The Southend Business Improvement District, The Shoeburyness Coastal Community Team, The Southend Business Partnership and Southend-on-Sea Borough Council.

The DMP is jointly owned by various relevant groups in Southend and supports the town's overall prosperity and economic development, recognising the key role that tourism has played and will continue to play in future years.

**In summary, the DMP will;**

- » Specify where we are now and what we want to achieve
- » Review and set priorities, actions and targets
- » Identify roles and responsibilities for all stakeholders

# STRATEGIC BACKGROUND

**A Destination Management Plan (DMP) is a shared statement of intent to manage, develop and promote a destination over a stated period of time.**

Destination Southend has been developed alongside a number of national and regional related priorities, as well the Southend 2050 Ambition.

The DMP articulates both the roles of the different stakeholders, identifies clear actions that they will undertake and the resources they will allocate.

Crucially, destination management includes the planning, development and marketing of a destination as well as how it is managed physically, financially, and operationally.

Broadly, a DMP is equivalent to a Strategy and Action Plan for Sustainable Tourism in a destination.



VisitBritain and VisitEngland encourage the development of destination management plans as a key tool to increase the value of the visitor economy.

**SOUTH EAST LOCAL ENTERPRISE PARTNERSHIP**

The South East Local Enterprise Partnership (SELEP) is one of 38 LEPs, the biggest LEP outside London, established to provide the vision and leadership to drive sustainable private sector-led growth and job creation in their area.

The SELEP and its partner authorities are united in their ambition to achieve an unprecedented scale of economic growth. They believe the visitor economy is critically important to the growth and sustainability of many of our coastal and rural communities across the region. [www.southeastlep.com](http://www.southeastlep.com)



# LOCAL AREA **MAP**







Southend 2050 is a shared ambition that has identified the sort of place residents and stakeholders want Southend-on-Sea to be.

The programme is not about one single publication or statement, it's a mind-set – one that looks to translate the desires of local people and stakeholders into action.

2050 looks to both the long and medium term as well as the work needed now and over the next five years (to 2023).

PRIDE & JOY

There is a tangible sense of pride in the place and local people are actively, and knowledgeably, talking up Southend.

The variety and quality of our outstanding cultural and leisure offer has increased, and we have become the region's first choice coastal tourism destination for visitors.

We have invested in protecting and nurturing our coastline, which continues to be our much loved and best used asset.

Our streets and public places are clean and inviting.

SAFE & WELL

People in all parts of the borough feel safe and secure at all times.

Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives.

We are well on our way to ensuring that everyone has a home that meets their needs.

We are all effective at protecting and improving the quality of life for the most vulnerable in our community.

We act as a green city with outstanding examples of energy efficient and carbon neutral buildings, green open spaces, streets, transport and recycling.

CONNECTED & SMART

It is easier for residents, visitors and people who work here to get in and around the borough.

People have a wide choice of transport options.

We are leading the way in making public and private travel smart, clean and green.

Southend is a leading digital city with world class infrastructure, that enables the whole population.

ACTIVE & INVOLVED

Even more Southenders agree that people from different backgrounds are valued and get on well together.

The benefits of community connection are evident as more people come together to help, support and spend time with each other.

Public services are routinely designed – and sometimes delivered – with their users to best meet their needs.

A range of initiatives help communities come together to enhance their neighbourhood and environment.

More people have active lifestyles and there are significantly fewer people who do not engage in any physical activity.

OPPORUNITY & PROSPERITY

The Local Plan is setting an exciting planning framework for the borough.

We have a fast-evolving, re-imagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities.

Our children are school and life ready and our workforce is skilled and job ready.

Key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities to the borough.

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.

# WHERE ARE WE NOW?

Tourism is one of several key sectors in the borough and has a vital role in shaping the future.

The traditional day tourist offer remains part of Southend's appeal and will be added to for future visitors.

Significant investment by the public and private sector in recent years have developed firm foundations for a stronger and broader tourism offer that supports jobs, prosperity and communities throughout the borough.

## FACTS AND FIGURES

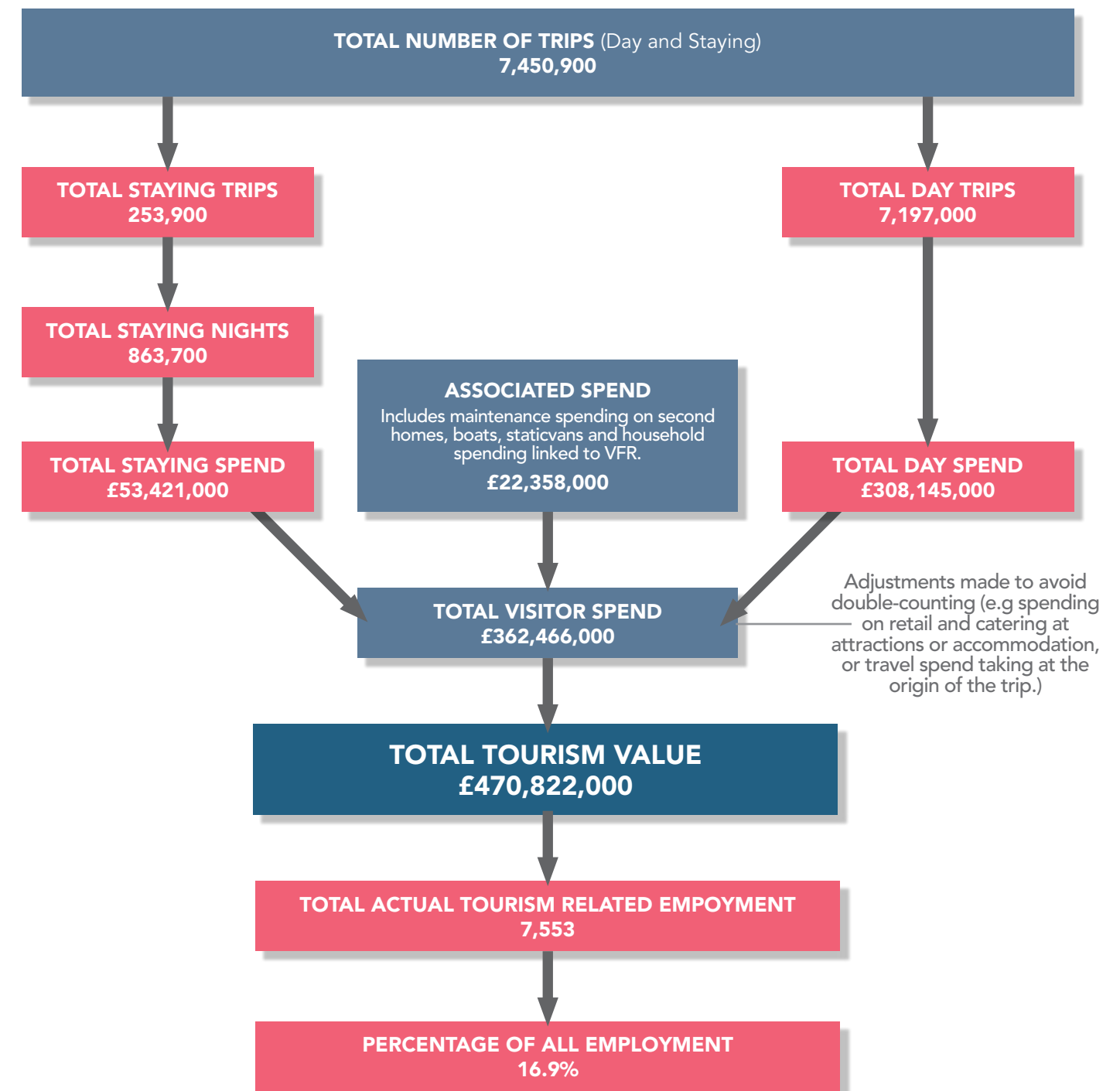
- » Southend is a unitary borough, serving 182,500 residents.
- » Southend's economy is mixed with approx. 6000 businesses, many of which are small and medium size enterprises.
- » Tourism is a key business sector, supporting over 7,500 related jobs. 15.9% of all employee jobs in Southend are related to the local tourism sector.
- » Southend receives 7,450,900 trips (day & staying) which equates to a total tourism value of £470,822,000
- » Total day trips of over 7.3m, generating £308,145,000 spend.
- » Total overnight trips 253,900, generating £53,421,000 spend
- » Trips by purpose
 

Holiday	51%
Visiting Friends & Relatives	32%
Business	14%
Other/Study	3%

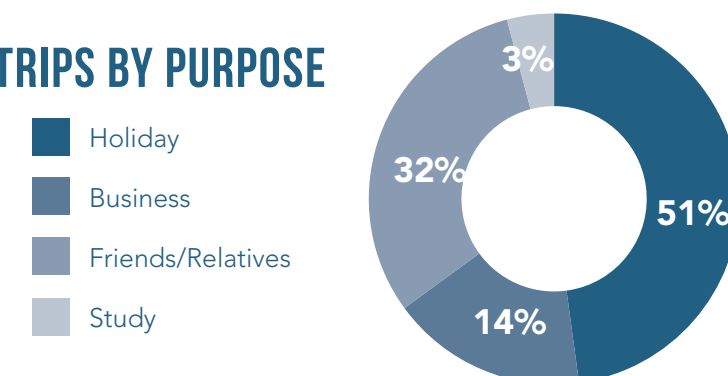
Figures obtained from Economic Impact of Tourism Southend 2019, produced by Destination Research using the Cambridge Model [www.destinationresearch.co.uk](http://www.destinationresearch.co.uk)

## ECONOMIC IMPACT OF TOURISM - HEADLINE FIGURES

SOUTHEND 2019



## TRIPS BY PURPOSE





# OUR VISION & TARGETED OUTCOMES

Our vision is to increase the value of Southend's visitor economy and for Southend to become the region's first choice coastal tourism destination.

This is a bold ambition, and we plan to demonstrate this by establishing a set of objectives, actions and targets, delivered in partnership with local stakeholders.

To articulate a shared understanding of the vision, objectives, actions and targets for Southend's visitor economy in partnership with the local stakeholders across the public and private sector.

Increase the economic impact of tourism.

Raise the national and international profile of Southend-on-Sea as a visitor destination.

Increase visitor spend and length of stay.

Improve the visitor experience and levels of satisfaction.

Attract investment and reinvestment into Southend-on-Sea.

# OUR PRIORITIES

Four key priorities have been set to support the delivery of these targeted outcomes and will help continue to strengthen Southend's visitor economy over the coming years.

01

## Promoting and Marketing Development

We will attract existing, new and next generation markets through a dynamic, creative brand with consistent and relevant messaging. Creative targeted campaigns that promote our wide range of experiences will encourage more people to visit Southend and contribute to a vibrant visitor economy.

02

## Developing and Enhancing the Destination

We will develop the physical destination and natural environment to attract visitors and encourage repeat visits. We will offer a compelling destination experience by responding to market demands and changing technologies to identify future opportunities. We will continue to build on our key assets as well as increasing awareness of a broader offer across the wider area.

03

## Improving the Infrastructure

Support the development of improvements that enable visitors and residents to easily get in, out and around Southend. We will work with travel partners to ensure visitors and residents have access to smarter, greener and cleaner options that enable them to move around and explore the wider borough.

04

## Enhancing the Visitor Experience

Ensure that Southend welcomes new visitors and encourages their return by offering compelling year-round experiences across the whole resort which exceed visitor expectations and levels of satisfaction. Deliver a consistently clean and safe environment for our visitors and residents to be proud of.

# PRIORITY 01

## Promoting and Marketing Development

We will attract existing, new and next generation markets through a dynamic, creative brand with consistent and relevant messaging.

Creative targeted campaigns that promote our wide range of experiences will encourage more people to visit Southend and contribute to a vibrant visitor economy.

OBJECTIVES	KEY TASKS	MONITORING	TARGET	RESPONSIBILITY
Increase the number of visitors to the Borough by broadening our appeal to new markets such as 'Urban Dwellers', millenials, empty nesters, niche and interest groups such as health, wellness and activity tourists. Exploit proximity to London.	To create a new 'city' brand, website and assets for the Borough that reflects a more confident, contemporary and creative place in line with Southend 2050 outcomes.	Completion of new place brand narrative and destination website.	Website and place brand launch by Spring 2021	STP - Place Marketing Group SBC - Culture & Tourism VIC Visit Essex BID Leigh Town Partnership
	Increase the visibility of cultural, heritage and wellness aspects of Southend and the wider resort to attract new audiences	Engagement, visitors at cultural and related venues, attractions, and events across the wider borough	Annual increase of 10%	
	Create seasonal, multi-channel promotional campaigns that drive interest - focused on culture, arts, heritage and events in collaboration with key partners.	Number of visits, click-throughs and dwell time to new destination website.	Annual increase of 5%	
		Increase in number of followers across social media.	Annual increase of 5%	
Ensure local residents are kept informed about events, attractions and cultural activity in order to encourage them to actively talk up Southend.  Capitilise on the VFR (visiting friends and relatives) market.	Ensure the identity/voice of the new destination website appeals to residents as well as visitors as a source of information.	Number of visits and subscribers to new destination website from local postcodes.	Annual increase of 10%	STP - Place Marketing Group SBC - Strategic Comms SBC - Culture & Tourism
	Distribute monthly 'whats on' newsletter to local media channels as well as partners and businesses for them to distribute to their own staff.	Increase in followers across social media channels from local area.		
	Reintroduce a hard copy Council magazine to residents which will feature a 'whats on' section as well as a sign post to the new website for more information.	Engagement, numbers participants at events, attractions and cultural experiences	Spring 2021	SBC
	Use new digital technologies to provide pride messages on key routes, bus stops and the town centre.	Increased awareness		

OBJECTIVES	KEY TASKS	MONITORING	TARGET	RESPONSIBILITY
Target international opportunities presented by destinations served by London Southend Airport, as short haul travel starts to return to pre-COVID levels	Explore opportunities to collaborate with London Southend Airport on creative campaigns that exploit the Borough's coastal offer coupled with its proximity to London - target destinations served by current routes.	Increase number of visits from overseas visitors	Annual increase of 3%	London Southend Airport STP VIC Acommodation providers SBC - Culture & Tourism
	Ensure new destination website has the facility to translate into other languages, focusing on destinations served from London Southend Airport.	Accommodation occupancy rates	Annual increase of 3%	
		Number of visits to the destination website from international IP addresses.	Annual increase of 3%	
Encourage visitors from all sectors to stay longer and spend more money in the local economy.	Develop a joined up marketing campaign to build consumer confidence. Include clear protocols and reassurance of COVID safe practice to capitalise on the rise in safe 'staycations' and repeat visits - which are likely to be maintained during, and post COVID-19 recovery.	Total value of tourism	6% growth annually	STP - Place Marketing Group SBC - Culture & Tourism VIC Visit Essex Accommodation Providers BID Leigh Town Partnership
	Create bespoke campaigns aimed at the business sector, showcasing Southend's coastal experience and COVID safe venues as an alternative destination to host meetings.			
	Exploit proximity to London and destinations served by LSA as a source of corporate business as short haul travel starts to return to pre-COVID levels (2022-23 IATA estimate)			



PRIORITY 02

Developing and Enhancing the Destination

We will develop the physical destination and natural environment to attract visitors and encourage repeat visits. We will offer a compelling destination experience by responding to market demands and changing technologies to identify future opportunities.

We will continue to build on our key assets as well as increasing awareness of a broader offer across the wider area.

OBJECTIVES	KEY TASKS	MONITORING	TARGET	RESPONSIBILITY
To support local tourism businesses increase their profitability and productivity and to fill skills gaps and training needs.	Development of a customer service support programme across the local tourism sector.  Identify funding for business skills development for local tourism businesses. Create new tourism business support service on the new destination website.  Ensure regular sector evaluation takes place and performance is monitored. Keep local tourism businesses aware of visitor trends, emerging markets and other opportunities in order to help them develop and maximise their offer.	Employment figures in tourism, and tourism related businesses (direct and indirect)	2% growth annually	SBC Economic Development Team  SBC Culture & Tourism  Southend Tourism Partnership  Leigh Town Partnership
Enhance the quality of our physical and natural tourism products to attract new visitors and encourage repeat visits.	Continue to work in collaboration with key partners on a series of projects to ensure our beaches, streets and public places are clean and inviting.  Maximising 'city dressing' and creative opportunities to improve the streetscene and visitor welcome at key gateways.  Develop offer to improve the year-round experience and extend the season to maximise the appeal.	Maintain Green Flag and Purple Flag status.	Maintain current status Increase to five Blue Flags	SBC - Parks  SBC - Pler and Foreshore  SBC - Waste Management  SBC - Property Veolia
		Maintain internationally accredited Blue Flag beach status.		
		Visitor and business feedback		BID  Arts Organisations
		Increased visitors and employment.	New visitors	Southend Tourism Partnership

OBJECTIVES	KEY TASKS	MONITORING	TARGET	RESPONSIBILITY
Undertake improvements to futureproof Southend Pier - enhance the visitor experience and increase visitor numbers.	Delivery of new pier shelters, decking and toilets. Pier entrance upgrade to include new café, toilets and improved access.	Visitor numbers to Southend Pier	Annual increase of 3%	SBC - Pier & Foreshore SBC - Property Services SBC - Culture & Tourism VIC
	Aquisition of new pier trains, to improve the visitor experience	Visitor feedback	Increased rating on Trip Advisor	
	Enhance social media profile of Southend Pier, and position to new audiences.	Levels of engagement and followers	Annual increase by 5%	SBC - Culture & Tourism
Development of the 'Make Southend Sparkle' (MSS) campaign - focusing on attracting volunteers to improve our civic realm and public spaces.	Development of creative campaigns aimed at improving the appearance and perception of the public realm. Improve access to facilities and equipment across the borough for MSS volunteers  Create promotional campaigns on current MSS projects, future initiatives, past successes and volunteer recruitment.	Levels of engagement and followers	2% annual growth	MSS SBC - Culture & Tourism SBC - Parks SBC - Waste Management Veolia
		Number of volunteers and groups	2% annual growth	
		Positive visitor feedback/ perception surveys	Increase	
To build on Southend's digital presence, becoming a leading digital city with high quality information made easily accessible to visitors, residents and businesses.	Integration on new destination website that will allow visitors to build itineraries.  New destination website to be mobile optimised.	Visits to new destination website	Annual growth of 5%	SBC - Culture & Tourism
	Collect anonymous data to provide sector specific analysis across a range of measures, including - footfall, heatmaps, direction of travel, demographics etc.  Regular reporting will ensure the local tourism trade has access to market trends and analysis over a specific geographical area.	Installation of LDC tracking/counter assets	March 2021	SBC STP
	Ongoing promotional campaign to promote free wifi across key sections of the destination to new and returning visitors.	Number of sign ups to access free wifi	Annual increase of 5%	SBC
	Installation of CityFibre's borough-wide infrastructure programme bringing the benefits of full fibre connectivity to local businesses	Completion of network across the borough	2022	SBC

PRIORITY 03

# Improving the Infrastructure

Support the development of improvements that enable visitors and residents to easily get in, out and around Southend. We will work with travel partners to ensure visitors and residents have access to smarter, greener and cleaner options that enable them to move around and explore the wider borough.

OBJECTIVES	KEY TASKS	MONITORING	TARGET	RESPONSIBILITY
To support the improvement of access into and around Southend so that it is easier for residents, visitors and people who work here to get around the borough	Improve traffic flows on A127 access road with improvements to Bell Junction.	Improved access to Southend via A127	Target start date April 2020	SBC - Highways
	Installation of new wayfinding schemes in Leigh-on-Sea and Central Southend to improve information for visitors and promote a wider scope of local attractions.	Completion of scheme	2021	SBC - Highways Leigh Town Partnership STP Place Marketing Group
	Continue to produce printed maps/guides that pinpoint key attractions and facilities.	Maintain current level		SBC BID Travel operators
Support the development of improved options for access to the Borough's car parks and parking offer.	Support the development of smart car park signage that will better enable drivers to find a car park serving the area of town they intend to visit, while minimising excessive travel.	Carry out actions identified in parking strategy	Summer 2021	SBC - Highways
	Actively manage traffic on days of high visitor demand through a range of on the ground interventions	Positive visitor and business feedback		SBC - Highways  SBC - Culture & Tourism
	Amend signage on new right turns from Queensway to highlight town centre and alternative seafront parking	Signage amended	February 2021	SBC - Highways
	Explore the feasibility of creating new multi-level car parks in central Southend and Leigh-on-Sea	Result from feasibility study	March 2021	SBC - Highways STP BID Leigh Town Partnership
	Targeted social media campaigns to provide visitors with information regarding available payment options across the Borough's car parks and bays	Record levels of engagement with campaign.	Increased engagement	
Number of Mobon app downloads		Annual growth 5%		SBC - Highways

OBJECTIVES	KEY TASKS	MONITORING	TARGET	RESPONSIBILITY
Visitors and residents have a wide choice of transport options to access and move across the borough	Explore the implementation of a borough wide integrated travel card to use on a range of travel options.	Introduction of a borough wide intergrated travel card.	By 2023	SBC Highways Forward Motion Travel Operators
	Promote intergrated cycle related infrastructure across the borough	Increased facilities and usage.		
Support the development of initiatives aimed at making public and private travel around the borough smart, clean and green.	Install additional electric charging points across the borough in preparation for increased use of electric/ultra low emission vehicles.	Increase number of electric charging points installed across the borough	By 2023	SBC - Highways Forward Motion Travel Operators
	Support the development of an integrated travel hub to enable visitors and residents to easily switch between various methods of public transport.	Intergrated system co-designed with commercial partners.		

PRIORITY 04

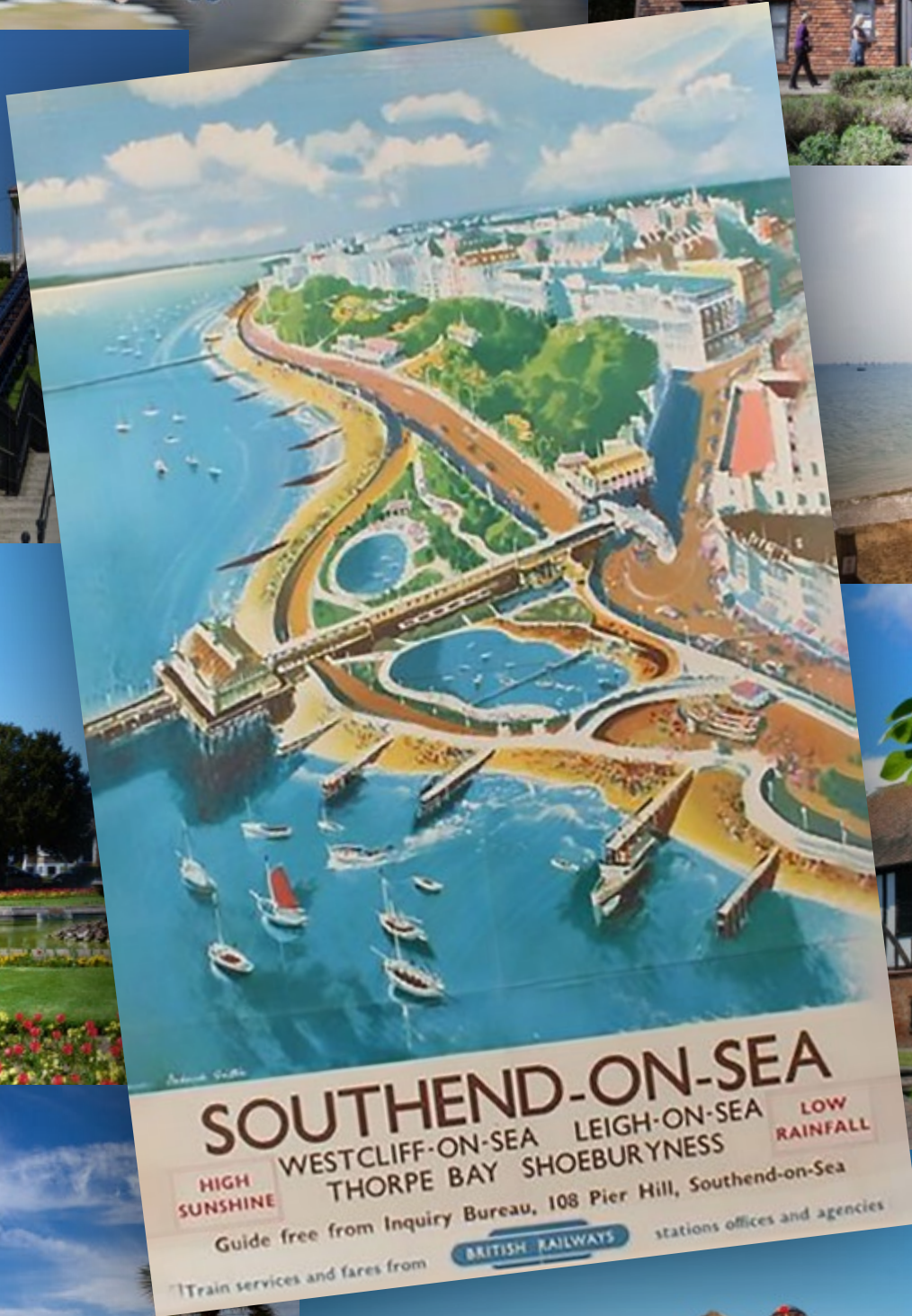
Enhancing the Visitor Experience

Ensure that Southend welcomes new visitors and encourages their return by offering compelling year-round experiences across the whole resort which exceed visitor expectations and levels of satisfaction.

OBJECTIVES	KEY TASKS	MONITORING	TARGET	RESPONSIBILITY
Broaden our appeal and profile with the increasing variety and quality of our cultural and leisure offer, as well as our wide range of fun experiences.	Enhance our year round event programme with new cultural experiences that will attract new audiences to Southend-on-Sea and further develop out of season growth.	Number of safe, well organised all year round experiences across the borough	Increase	SBC - Culture & Tourism BID STP Leigh Town Partnership Art and cultural organisations
	Streamline events application process in order to encourage more organisations and groups to host events and festivals.	Development of new event application and scrutiny process.	March 2021	SBC -Regs Services SAG (safety advisory group) members
	Develop a creative 'rainy day package' outlining the amazing variety of indoor attractions and experiences available.	Engagement with campaign and visitor numbers to attractions	Increase	SBC - Culture & Tourism Visit Essex Attractions
	Development of a promotional 'beyond the boundary' campaign that positions Southend and the surrounding area as a wider resort.  Talk up heritage attractions and experiences in the local area, including <ul style="list-style-type: none"><li>Shoeburyness</li><li>Old Leigh/Leigh Town</li><li>Belfairs Woodland</li><li>Hadleigh Castle &amp; Olympic Mountain Bike Park</li><li>Rochford District</li><li>Wallasea Island</li></ul>	Media coverage & tone  Engagment and reach of campaign.	March 2021	SBC Visit Essex ECC Leigh Town Partnership

OBJECTIVES	KEY TASKS	MONITORING	TARGET	RESPONSIBILITY
Improve Southend's welcome to strengthen and add value to the visitor experience and improve levels of satisfaction	Encourage partners and members to continue to develop excellent customer service across the borough - signpost to relevant training and development programmes.	Survey of destination wide assets and visitor satisfaction levels.	Improve satisfaction levels to 95% by 2021 (?)	STP - all members SBC - Culture & Tourism
	Extend the visitor information service across the borough by maximising digital and mobile technology	Development of new destination brand website and local digital assets.	Summer 2020	SBC - Culture & Tourism STP - Place Marketing
	Commission mystery shopper and destination appeal analysis	Survey of destination wide assets and visitor satisfaction levels.	Improve satisfaction levels to 95%	STP - all members SBC - Culture & Tourism VIC
	Develop volunteer offer at seafront and attractions.	Feedback from visitor surveys / mystery shop	Summer 2021	SBC
To provide a quality, comfortable experience for disabled, elderly and vulnerable visitors.	Provide pre-visit information on accessibility in Southend, to include details on Blue Badge parking, dropped kerbs, toilets, wheelchair hire and beach access as well as general information on the environment and geography of Southend.	Number of click throughs to relevant landing page	Annual growth of 5%	SBC - Culture & Tourism
		Customer satisfaction and perception surveys.	Improve satisfaction levels to 95% by 2021	STP Shopmobility VIC
	Continue to work with local stakeholders to improve the overall accessible beach offer.	Customer satisfaction and perception surveys.	Ongoing	SBC - Pier and Foreshore SBC - Culture & Tourism
	Continue to support the Southend Dementia Action Alliance (SDAA) to help the Borough become a 'Dementia-Friendly' town.	Number of organisations taking up Dementia Friends training	Annual increase of 5%	SBC/STP - all members SDAA







# Southend-on-Sea Borough Council

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

To

Cabinet

On

3rd November 2020

Report prepared by: Ros Parker, Principal,  
Southend Adult Community College

Agenda  
Item No.

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## Future Governance of Southend Adult Community College

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

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### 1. Purpose of Report

The purpose of this report is to review the current governance structure of Southend Adult Community College ("the College"). This report sets out the current governance arrangements for the college, its status within the council and proposes a future direction that maximise resources for skills and community learning that will benefit local residents and support economic recovery.

### 2. Recommendations

That Cabinet agree:

- 2.1 To transfer from the current governance structure with a Governing Body operating under a Scheme of Delegation to a more flexible model in direct relationship with Council governance to swiftly mobilise employability skills and learning aligned to the priorities of the council for recovery and prosperity; and
- 2.2 To establish an Advisory Board (AB) to support recovery, growth, innovation and sustainable future for employability skills and learning in Southend and that the appointment of the AB be delegated to the Director of Regeneration and Growth in consultation with the Cabinet member for Children and Learning.

### 3. Background

- 3.1 The College is part of the Council. It provides adult education, employability skills and work based learning. The College is well placed to be a key enabler of the 18-25 agenda to provide information, advice and guidance alongside retraining, upskilling and qualifications for work. The College makes a significant contribution to 2050 outcomes to be safe and improve the mental and physical

well-being. The College provides community learning that brings local people together virtually and face to face to keep them active and engaged. The college provides apprenticeships, skills for life and work and vocational pathways for more than 2,500 adults and young people each year with progression into further learning and work. The College is valued in its community and feedback from some learners reflects that it *“provides a lifeline”* to local people.

- 3.2 The College is a service area of the Council that sits within the Growth and Housing aligned to Regeneration and Growth. However, the College also has a separate governance structure and operates within a scheme of delegation (Cabinet report of 25<sup>th</sup> February 2020, item 863 agreed an update). The governing body is predominantly made up of volunteers from the local community and includes the Cabinet member for Children and Learning, the Principal, and a staff governor. Within the last twelve months there has been significant turnover of critical roles within governor membership leaving gaps in skills, a lack of continuity and a risk of not being quorate. There are now 7 governors in place leaving 5 vacancies including the role of chair who stepped down in July 2020.
- 3.3 Most Council run adult education service areas sit within existing Council structures without a separate formally constituted governance arrangement. There is no legal requirement for the college to have a formal governing board as it is not an incorporated institution but a service area within the council. The Council is accountable for the commissioning of the Education and Skills Funding Agency contract to the college. It is also accountable for the performance of the college and any grading following an Ofsted inspection would be attributed to the council.
- 3.4 The College is funded via a contract allocated to the Council by the Education and Skills Funding Agency (ESFA). There are four core funding streams the college is required to provide which are:
- Adult skills for life and work including vocational pathways, English, math and digital skills
  - Adult community education including health and wellbeing, creative and culture, social inclusion and provision for adults with learning difficulties and/disabilities
  - Apprenticeships focussed on the needs of Southend employers and skills shortages
  - 16-19 years old provision including 19-24 special educational needs

Further there are new opportunities continually being explored. The College is currently responding to the immediate challenge of supporting 18-25 year olds to retrain, upskills and enter into sustainable careers through Kickstart (in conjunction with the Economic Growth team), traineeships and apprenticeships as the lead provider of adult skills and learning in Southend.

- 3.5 ESFA funding for the provision of adult skills and community learning in Southend amounts to c.£1.57 million annually. ESFA funding for 16-18 including higher and special educational needs is adjusted according to annual performance however, the College usually attracts c.£910,000 annually with potential for further growth. The College also generates tuition fee income, which is made up of fees payable by adults who can afford to contribute to the cost of their learning. Tuition fee income currently does not exceed £300,000 annually and other income lines from successful funding applications is c.£125,000 annually and growing. Funding for apprenticeships is c.£85,000 annually with the opportunity to grow this amount.
- 3.6 The College governance is in a fragile position with limited continuity and a confusing relationship exists between the college and other council service areas due to the current governance arrangements. This leads to inconsistencies and barriers to the College fulfilling its potential.
- 3.7 The College is due an Ofsted inspection. Agreeing a direction of travel with a strengthened governance position in relation to the Council, and which enables the College to better flex and respond to the changing economic climate while addressing the financial challenges it faces, would be considered positively in relation to the College's current position.
- 3.8 The recent 18-25s LGA Remote Peer Project reflected that the College may benefit from a governance and delivery model review alongside a financial appraisal. It also identified that the College and the Council would benefit from closer alignment to maximise resources and outcomes. It highlighted that the College is a good provider of education and valued by its learners and wider community. It set out that the College is well placed and prepared to deliver positive outcomes, learning, skills and retraining for 18-25yr olds most impacted by COVID-19
- 3.9 It is recognised that the College has the ability to grow and align its work to the commissioned priorities of the Council. The College is well positioned to focus on the skills required for local people to enter, retain and progress into employment across Southend supporting economic recovery. The College has a long track record of providing learning that improves mental health and physical wellbeing, reduces social isolation and provides a skills for those in greatest need. It is delivering, both virtually and face to face, much needed learning and skills for those that have benefited least from the education system previously, those from disadvantaged groups, the vulnerable and those facing unemployment. The College can optimise public funds through greater alignment with council priorities. Research reflects that adult learning and skills can significantly reduce strain on other Council service area budgets and often prevent future strain on limited cross service budgets
- 3.10 The introduction of an Advisory Board provides a more flexible model that can change according to need. Initially it could provide relevant support and challenge that would enable the College to stabilise its position and prepare for swift delivery of outcomes that lead to economic growth and innovation. It could help with the transition from the current governance structure enabling the college to be swiftly embedded as a service area within the council. The Council would remain responsible and accountable for the scrutiny of College



performance ensuring the right outcomes for Southend are achieved. The Council would also remain accountable for ensuring high standards are continually met by the College. The Advisory Board however, would support the College in how it delivers the Council's priorities and contributes to the achievement of the 2050 outcomes. The Advisory Board could provide guidance on future operating models that would optimise funding and deliver positive outcomes for local people

3.11 The Advisory Board would include a number of people with the right mix of skills and experience from across the following areas:

- Local business and enterprise
- High level expertise in Further Education and Adult Learning
- Finance and Funding
- Digital learning and IT infrastructure
- Marketing and communication

3.12 Members of the Advisory Board need not be limited to the Southend area as meetings would take place virtually but would need to have a passion for local community resilience, economic recovery and growth of Southend employment and skills. It is proposed that the cabinet member for children and learning would be instrumental in the selection of candidates to ensure the right level of expertise is secured. The portfolio holder would have oversight of the College in the same way as other Council service areas and key decisions would be taken through the normal Council structures

3.13 It is suggested that should the recommendation be approved a Shadow Advisory Board could be established during November/December 2020 to work alongside the existing governance structure until January 2021. The current governance structure would be reviewed and potentially disbanded at that point or soon after dependent on Advisory Board membership and outcomes from the initial phase. It is anticipated that the Advisory Board would be implemented for an initial period of twelve months when its impact could be reviewed as part of the second phase of college development and integration into the council.

#### **4. Other Options**

4.1 The Cabinet could decide to retain College governance as it is and recruit to vacant governor posts, elect a chair and continue to operate within the scheme of delegation with limited decision making powers in relation to finance. The college could continue to work at arms-length from the Council and governors would agree the strategic direction and priorities for the delivery of skills and learning across Southend. Governors would continue to approve College policy and strategy. The Council would continue to have one representative on the governing body.

4.2 While this could offer the autonomy a separate governance structure can bring it would not bring the College closer to the Council thereby unlocking the potential around skills, learning and growth in the local community. It is also a challenging climate in which to recruit governors with the poor financial position and impending Ofsted inspection. Moreover the Council would continue to be ultimately responsible for the College.

## **5. Reasons for Recommendations**

5.1 There are a number of reasons for the recommendations which can be considered by those which mitigate some of the challenges faced by the College currently and those which help to unlock potential and improve outcome delivery for Southend. These include:

- Addressing the lack of continuity in governors following multiple resignations including the role of Chair;
- Closer monitoring of financial performance by the council with restrictions on governor decision making;
- Strengthening the relationship between the College and other Council service areas to reduce duplication and costs while improving outcome delivery;
- Improving the Council's influence over the College's delivery of skills and learning across Southend;
- Providing clarity around leadership and governance which would otherwise represent a risk at the point of Ofsted inspection;
- Enhancing opportunities to align the provision of local employability skills and learning to the Council priorities; and
- The opportunity to respond to the outcomes from the recent 18-25s Peer Challenge.

## **6. Corporate Implications**

6.1 Contribution to the Southend 2050 Road Map

The college is a key contributor to the 2050 outcomes and has aligned all its provision to the ambitions and outcomes. Being an embedded service area of the council would enable the college to align more closely with the achievement of outcomes across all areas.

6.2 Financial Implications

The College is currently in poor financial health, being supported by cash loans from the Council and in accordance with the current scheme of delegation Financial Restrictions have been placed on the College and therefore the governing body.

The reasons for the deterioration in financial health are due to the College not achieving the Adult Skills contract value during the academic year 17/18 resulting in clawback of £110,000 and reduction in future allocations. The College also did not secure a non-levy apprenticeship contract in 17/18 resulting in a loss of income amounting to £109,000 annually but in 19/20 the college reapplied for the non-levy contract and was successful this is now starting to grow. The College saw a sharp decline in learners working towards vocational qualifications due to significant staff changes this led to a significant decrease in tuition fee income. The College's position has also suffered further losses from the Covid-19 pandemic.

Recently awareness of financial management across the organisation has improved. Although the recommendations are not based on the financial position of the College it would provide closer scrutiny of financial performance through Council structures. The Advisory Board would be able to support the college and the council to improve overall financial health and bring capacity to the growth plans.

### 6.3 Legal Implications

Although there are no legal requirements to have a governing body it will need consideration in disbanding the current governance structure. All agreements with third parties will need to be reviewed to align with Council procedures and practices to reduce risk.

### 6.4 People Implications

Remaining governors may be considered for relevant roles within the College in a voluntary or as part of the Advisory Board. There is only one staff governor who, alongside other members of staff would have greater access to staff support and working groups within the Council.

Staff are currently all employees of the council and would benefit from greater alignment with other service areas. Many staff members are already actively engaged in key council priorities such as Southend 2050 ambitions, Equality and Diversity and safeguarding.

### 6.5 Property Implications

All current agreements with schools, community partners and other third parties would need to be reviewed to ensure all agreements refer to the Council rather than the governing body.

### 6.6 Consultation

Governors have been consulted with in regards to the recommendations and believe that this is the right step for the College. They support this proposal as they can see the benefit from closer alignment to Council priorities and in particular the 6 themes for economic recovery

### 6.7 Equalities and Diversity Implications

Continuous assessment would be undertaken as changes are implemented to ensure the multiple areas of transition are considering impact.

### 6.8 Risk Assessment

The establishment of an Advisory Board is proposed to manage and mitigate current and future risk.

### 6.9 Value for Money

The Advisory Board would be made up of volunteers and meetings would be virtual therefore there is no cost to change. Additional expertise would provide

value for money enabling the College to optimise resources and stabilise its position.

6.10 Community Safety Implications  
None identified

6.11 Environmental Impact

All meetings would take place virtually therefore reducing the impact of travel on the environment

## **7. Background Papers**

**Cabinet report of 25<sup>th</sup> February 2020 (Item 863): Scheme of Delegation Southend Adult Community College**

## **8. Appendices**

**None**

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**Southend-on-Sea Borough Council**

**Report of Deputy Chief Executive**

**To**

**Cabinet**

**On**

**3<sup>rd</sup> November 2020**

Report prepared by: Amy Roberts

**Agenda  
Item No.**

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**Conservation Area Appraisals – Hamlet Court Road draft Conservation Area Appraisal  
Place Scrutiny Committee – Cabinet Member: Councillor Mulroney  
Part 1 (Public Agenda Item)**

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**1. Purpose of Report**

- 1.1 To brief Cabinet on the draft Conservation Area Appraisal produced for the Council by independent heritage experts, Purcell, which reviews and appraises the potential of Hamlet Court Road for Conservation Area status.
- 1.2 To seek agreement from Cabinet on the proposed approach to consulting on the draft Conservation Area Appraisal for this area (as set out in **Appendix A**), which has been produced following public consultation on an initial report that considered the potential of the area for Conservation Area status.

**2. Recommendation**

- 2.1 **To note the draft Conservation Area Appraisal (Appendix A) from Purcell, which sets out a potential area for Conservation Area designation at Hamlet Court Road and to agree this draft Appraisal for public consultation.**

**3. Background**

- 3.1 The Borough's designated Conservation Areas have special value for the community. They are visible links with our past and offer attractive contrasts to modern environments, and so it is important to ensure the special character of these areas are protected and sympathetic enhancements encouraged. This local distinctiveness can provide a catalyst for regeneration and 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 (2019) (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 186).

- 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 conservation areas. There are currently 14 Conservation Areas in Southend, some of which have adopted appraisals.
- 3.5 The Council has commissioned independent heritage consultants, Purcell, to undertake a review of all of the Borough's existing Conservation Area Appraisals and to produce appraisals for those Conservation Areas that do not currently have an appraisal in place. Purcell has also been tasked with considering potential new Conservation Area designations, and making informed recommendations to the Council as appropriate. This process has taken account of representations made during the Issues and Options stage of the Southend New Local Plan, which included comments suggesting Hamlet Court Road be considered.
- 3.6 To this end, the Hamlet Court Conservation Forum ('the Forum'), a highly motivated group focussed on the historic and conservation issues in respect of the Road, have had meetings, a walkabout and conversations with Purcell, giving them a unique opportunity to discuss the potential for designation. Their historic research in this field is duly acknowledged as assisting in the process. To summarise, feedback received from the Forum to date includes their view that while they support the designation of the upper section of Hamlet Court Road as a Conservation Area, a wider area warrants designation than that being proposed, including the southern section of Hamlet Court Road and surrounding residential streets (including Ditton Court Road, Cossington Road, Preston Road); that a conservation area designation here would be the forerunner to heritage led regeneration; that Hamlet Court Road has demonstrable architectural and historic interest for designation; that elements of the architectural character that have been eroded, such as shopfronts, could be suitably repaired and replaced over time; the permanent fabric of Hamlet Court Road, such as brickwork and stone, are mostly intact; that the planed verges in Ditton Court Road seem to be influenced by the Garden Suburb Movement, although no direct connection has been found of this to date.
- 3.7 Where information has been provided to the Council by the Forum, this has been shared with Purcell (with agreement from the Forum) in respect of their role in drafting the appraisal. The draft Conservation Area appraisal (**Appendix A**) includes a review of surrounding residential streets, includes reference to relevant examples of architectural influence and historical development of the area.
- 3.8 The draft Conservation Area Appraisal (**Appendix A**), presents a recommendation from independent heritage experts Purcell, that the Hamlet Court Road area (namely, the northern section of the street, south of the London Road) has special architectural / historic interest and should be considered for designation as a Conservation Area. The draft Appraisal has considered an area for wider study, and has reached the conclusion that it's the northern part of Hamlet Court Road (south of the London Road) that meets this



criteria. Where buildings in the wider area were recognised as having particular architectural/historical interest, these have been recommended in the draft Appraisal for Local Listing, as appropriate, given these buildings are more dispersed. The draft appraisal was presented to Planning and Environment Working Party in August 2020.

- 3.9 Cabinet's approval of the draft Conservation Area appraisal (**Appendix A**) is sought to move this work forward to statutory public consultation to allow residents and local businesses to put forward their views on the potential of the area for designation as a Conservation Area. This follows on from public consultation on an initial report earlier this year, which provided a high level view as to the potential of the area for Conservation Area status. The consultation was made available on line, with paper copies also available, drop-in sessions were held at the Civic Centre and letters were sent to residents/businesses in the area being suggested for consideration as a conservation area. The results of this consultation have been reviewed as part of the production of the draft appraisal, eight direct responses being received, generally supportive of further work being undertaken to review the potential of the area for Conservation Area designation, with some respondents commenting that the wider study area should be included in a Conservation Area boundary. Included within this was an initial response from Historic England, who welcomed the proposed designation of the northern part of the street as a Conservation Area, and suggested that due consideration is given to the wider study area as appropriate, recommending that a Conservation Area Appraisal is produced, to include a management plan [*this has now been produced and is subject of this report*]. The results of a survey undertaken by the Hamlet Court Conservation Forum were provided and reviewed as part of this work. These have been shared with Purcell and account has been taken of the responses, insofar as the results related to matters relevant to designating a conservation area. It is also important to note that further research may be needed at Essex Records Office to source images to include within the appraisal, which has been delayed due to the Office being closed due to COVID-19.
- 3.10 Following public consultation on the draft appraisal and taking account of representations made, the decision could be taken to recommend that the appraisal is adopted and the area formally designated as a Conservation Area. Once adopted by the Council, the Conservation Area Appraisal for Hamlet Court Road would form part of the evidence base to support the production of the Southend New Local Plan, helping to inform policy and development management decisions in the area.
- 3.11 An area's status as a Conservation Area is a material consideration for all 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 process (as set out in legislation and discussed further in the NPPF and the Planning Practice Guidance (PPG)), control over demolition of unlisted buildings, control over works to trees, limitation on the types of advertisements that can be displayed with deemed consent, support for the use of Article 4 directions to remove permitted development rights where avoidable damage is occurring and local planning policies which pay special attention to the desirability of preserving or enhancing the character or appearance of the area.

- 3.12 The Council's adopted Development Plan (currently comprising of policies within the Core Strategy, Development Management DPD and Southend Central AAP in relation to heritage, to be reviewed as part of the production of the Southend New Local Plan) sets out the local policy approach to managing the historic environment, and these policies are also used to determine planning decisions relating to development in the Borough's Conservation Areas.
- 3.13 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 stricter design controls therefore apply. This may have cost implications for property owners, and could potentially make any regeneration more expensive.
- 3.14 Any future designation of Hamlet Court Road as a Conservation Area would however provide opportunity to conserve the historic character of the area, and may over time help to deter inappropriate development that erodes this character.

#### **4 Other Options**

- 4.1 That the draft appraisal from independent heritage experts Purcell is not publically consulted on, and further work into the potential for a Conservation Area designation at Hamlet Court Road is not further progressed. This would be contrary to the recommendations of Purcell based on the initial work undertaken to date and the outcome of the public consultation, and would not allow for public consultation on the appraisal. By moving forward with public consultation, it will be possible to collate the views of interested parties to determine whether a Conservation Area should be adopted at Hamlet Court Road.

#### **5. Reasons for Recommendation**

- 5.1 To facilitate public consultation on the draft appraisal from independent heritage experts Purcell, and to seek the views of local residents and businesses on the proposal to consider Hamlet Court Road for designation as a Conservation Area.

#### **6. Corporate Implications**

##### **Contribution to the Southend 2050 Road Map**

- 6.1 The Council's adopted Development Plan, to be reviewed as part of the production of the Southend New Local Plan, sets out the local policy approach to managing the historic environment, and these policies are also used to determine planning decisions relating to development in the Borough's Conservation Areas.
- 6.2 Delivery of the Local Plan is included as a Southend 2050 outcome on the Opportunity and Prosperity theme. The Conservation Area Appraisals, including consideration of Hamlet Court Road for designation, form part of the evidence base to support the development of the Local Plan, and will contribute towards the fulfilment of the Council's Southend 2050 ambition protecting and enhancing the natural and built environment.

## **Financial Implications**

- 6.3 Financial and human resource input is necessary to fulfil the requirements of all stages in the preparation and delivery of a Conservation Area Appraisal.
- 6.4 The costs associated with preparing the Conservation Area Appraisal for Hamlet Court Road will be met from existing agreed budgets with the Director of Finance and Resources.

## **Legal Implications**

- 6.5 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.
- 6.6 The revised National Planning Policy Framework (2019) (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 186).
- 6.7 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 conservation areas.

## **People Implications**

- 6.8 Staff resources from the Strategic Planning Team will be required in order to contribute to the preparation of the Conservation Area Appraisal. Support from the Business Support Unit will be required, particularly with regards to the public consultation process.

## **Property Implications**

- 6.9 The proposed area for further consideration for Conservation Area status includes a number of privately owned buildings, including commercial and residential premises at Hamlet Court Road.
- 6.10 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.
- 6.11 Any future designation of Hamlet Court Road as a Conservation Area would however provide opportunity to conserve the historic character of the area, and may over time help to deter inappropriate development that erodes this character.

## **Consultation**

- 6.12 The Conservation Area Appraisals will be subject to public consultation which will be in accordance with the Council's adopted Statement of Community Involvement (SCI 2019). This has already included public consultation on the initial report from Purcell, followed by public consultation on a full appraisal should this be progressed.

### **Equalities and Diversity Implications**

- 6.13 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 Appraisal will give the opportunity for different sections of the community to input into the proposals.

### **Risk Assessment**

- 6.14 An area's status as a Conservation Area is a material consideration for all planning applications and introduces some additional controls. Any future designation of Hamlet Court Road as a Conservation Area, subject to public consultation, would 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.

### **Value for Money**

- 6.15 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.

### **Community Safety Implications**

- 6.16 None.

### **Environmental Impact – Sustainability Appraisal**

- 6.17 The Conservation Area Appraisals will form part of the evidence base for the Southend new Local Plan, which will set out the local policy approach to managing the historic environment, and these policies will determine planning decisions relating to development in the Borough's Conservation Areas.
- 6.18 All iterations of the Local Plan will require Sustainability Appraisal to be undertaken. The Sustainability Appraisal is an assessment of the potential significant social, environmental and economic impacts of development. It forms an integral part of the plan making process. It ensures that all policies and proposals are prepared with a view to contributing to the achievement of sustainable development. The Sustainability Appraisal will be used to assist

decision making and identification of the most sustainable policies to take forward.

## **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 (2019)  
<https://www.gov.uk/government/publications/national-planning-policy-framework--2>
- 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](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 (2019)  
<https://www.southend.gov.uk/downloads/file/6570/statement-of-community-involvement-sci-2019>
- 7.6 Southend 2050  
<https://www.southend.gov.uk/southend2050/>

## **8. Appendices**

Appendix A: (Draft) Conservation Area Appraisal – Hamlet Court Road

This can be accessed via the following link:

[https://filesare.southend.gov.uk/wl/?id=NfqkRKEAMElu4uEpUjirXCAoowgGhV\\_Vr](https://filesare.southend.gov.uk/wl/?id=NfqkRKEAMElu4uEpUjirXCAoowgGhV_Vr)

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# Southend-on-Sea Borough Council

Agenda  
Item No.

Report of Executive Director (N+E)

To

Cabinet

On

3<sup>rd</sup> November 2020

Report prepared by Simon Ford, Head of Community Safety

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## The Council's response to Alcohol Free Zones in Old Leigh

**Relevant Scrutiny Committee(s):** Policy and Resources  
**Cabinet Member (Community Safety):** Councillor Martin Terry

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### 1. Purpose of Report

To provide a response to the Petition submitted by Mr Peter Sverdloff proposing alcohol free zones in Old Leigh (approximately 1000 signatures received).

### 2. Recommendations

- 2.1 Agree to undertake a full Public Spaces Protection Order (PSPO) consultation process which includes stakeholder and public consultation as well as collation of crime and anti-social behaviour evidence, to inform a decision regarding a potential PSPO for Old Leigh in relation to no drinking of alcohol in public areas (excluding licensed premises), and other relevant anti-social behaviour issues in this area.

### 3. Background

- 3.1 The *No Drinking Zones* have been replaced by new legislation under the revised Anti-Social Behaviour Act (**Public Space Protection Orders** – PSPO's).
- 3.2 Leigh has long been a magnet for tourism and each year many visitors flock to the area for its historic character, views and natural life and of course its festivals. Consequent upon this has been, year on year, an increase in the amount of alcohol available from the various venues and the propensity for this to be taken into the public realm areas of the Old Town.
- 3.3 Since the Covid 19 pandemic took hold in early 2020, we have seen further significant increases in Anti- Social Behaviour (ASB) across the whole Borough. Old Leigh has been no exception to this with increasing demands placed on the Council's Community Safety Unit, Foreshore officers and Essex Police to respond to public space drinking, large gatherings of youths, noisy mopeds, motorbikes



and vehicles, alongside general ASB activity, such as tombstoning, interference with the fishing businesses and general disruption. The particularly dry and warm summer certainly enhanced the footfall and the incidents that were being reported.

- 3.4** Additional funding had been made available to support Community Safety during the summer season to ensure this increased level of anti-social behaviour was properly responded to. The resources have enabled an enhanced officer presence in Old Leigh, as well as other necessary parts of the borough.
- 3.5** Any additional measures introduced for Old Leigh would be supported by the planned installation of CCTV cameras at key places in Old Leigh, as part of the current CCTV upgrade programme.
- 3.6** It is important to understand that when a PSPO is introduced, there is an expectation regarding enforcement of its provisions. In determining whether to introduce a PSPO for Old Leigh, the Council should consider the resources required to effectively enforce the provisions of any new PSPO, which could include consideration of identifying a suitable office site in Old Leigh which acts similar to the Jubilee Beach Office on central Southend seafront by which various operational partners (community safety, pier and foreshore, police) work from the site during high season offering a more permanent visible presence. There is an opportunity for such a placement in the newly renovated building in the Leigh Library Gardens.
- 3.7** Undertaking a PSPO is a lengthy process requiring significant consultation with trade, partners and members of the public. A PSPO submission requires a strong evidence base of ASB problems – so crime and ASB data from a range of partner organisations would need to be analysed. Any final PSPO would need to comply with the statutory requirements and Government guidance.
- 3.8** The proposed area to be considered in a PSPO for Old Leigh would include the old town (High Street) and the various access routes to the old town, including the Cinder Path from Chalkwell Station, Cockle Row from Leigh Station and other access routes from the north of the old town. Appendix 1 contains a map of the proposed PSPO area.
- 3.9** At certain times during the year, specific events are held in Old Leigh which can include a licence to supply alcohol on public land. It is intended that any such approved event site is exempt from the requirements of the PSPO in relation to drinking alcohol in the public realm.
- 3.10** For the future, consideration may also be given to Leigh (including Old Leigh) as a potential Purple Flag site. The Purple Flag is the national award given for a safe and prosperous night-time economy. Southend town centre has maintained the Purple Flag award for a number of years, and introducing this in Leigh, which is enjoying a growing night-time visitor experience, could help to focus on a safe night time economy.

## 4. Reasons for Recommendations

4.1 As a specific location, Old Leigh is a popular visitor area, with a number of public houses, cafes and restaurants, as well as the picturesque harbour front and wharves, and its renowned local seafood industry. Visitor numbers are high and in particular during the past summer season, a growing number of anti-social behaviour issues have been evident, including drinking in public areas, and it could therefore benefit from the introduction of a PSPO.

### 4.3 Options

There are two options to consider for a potential PSPO –

1. Seek to extend / add to the existing Southend town centre and seafront PSPO to include Old Leigh area.

2. Secure a stand-alone PSPO specifically for Old Leigh. The Cinder Path which links Chalkwell to Leigh has been the scene of anti-social behaviour over the summer and would benefit from inclusion, as would other access routes to the old town.

Given the discrete and unique location of Old Leigh, it is recommended that a specific PSPO covering Old Leigh is considered.

4.4 Southend town centre and central seafront has been awarded Purple Flag status since 2012. Specific criteria and evidence is required for the award to be given – which includes having an external assessment. Applying for Purple Flag status for Leigh would capture a whole range of matters including crime and disorder. External assessors would need to see that all the Purple Flag elements (**Safety / Movement / Appeal / Place / and Policy**) clearly meet the Purple Flag entry standards. One of the areas that the assessment team would focus on is the *wide range of offers* for all members of the community visiting and residing in Leigh, which would include the late afternoon / night-time offer in Old Leigh.

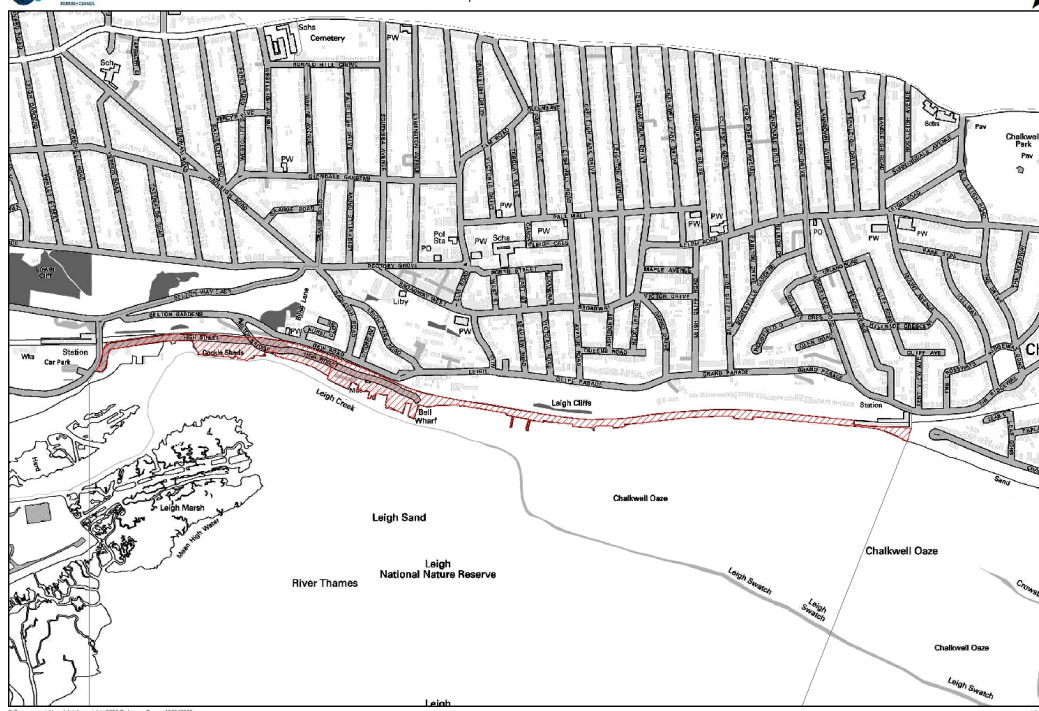
5.0 **Corporate Implications** - Contribution to the Southend 2050 Road Map: Safe and Well agenda and activity plan (keeping people safe).

6.0 **Financial Implications** – If a PSPO is introduced, there will be an expectation around enforcement of its provisions, so consideration will need to be given to this, and any associated costs for a fixed location to be used as a multi-agency base in Leigh, as proposed in the report.

7.0 **Legal Implications** – PSPO requires (by law) wide stakeholder consultation including sign off by the courts. If the order is breached an offender is liable for a fine and potential prison sentence if failure to pay fine. SBC already has an internal administration system in place in relation to the existing PSPO for Southend town centre and High Street.

- 8.0 People Implications** – Both PSPO and Purple Flag would require staff resourcing
- 9.0 Property Implications** – Potential site in Old Leigh or Leigh to be the base for frontline teams to support PSPO enforcement (similar to Jubilee Beach Office).
- 10.0 Equalities and Diversity Implications** – Nil.
- 11.0 Risk Assessment** – Not required.
- 12.0 Value for Money** - potential reduction in costs associated with crime and Anti-Social Behaviour.
- 13.0 Community Safety Implications** - Addressed in the report.
- 14.0 Environmental Impact** – none specific.
- 15.0. Background Papers** – none other than the Petition.

APPENDIX 1 – Map of proposed PSPO area.



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# Southend-on-Sea Borough Council

Agenda  
Item No.

Report of Chief Executive

To

Cabinet

On

3 November 2020

Report prepared by: Simon La Roche, Data & Insight Analyst,  
Assistant Census Liaison Manager

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## Census 2021 Preparations for Southend

Relevant Scrutiny Committee(s): Policy and Resources

Cabinet Member: Councillor Ian Gilbert

Part 1 (Public Agenda Item)

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### 1. Purpose of Report

- 1.1. To update Cabinet on Southend-on-Sea's preparations for the national 2021 Census. The census is due to take place in England and Wales on 21 March 2021 (Scotland's census has been put back a year until March 2022).

### 2. Recommendations

- 2.1. That Cabinet note the work that the council is doing to ensure a robust and accurate census for Southend-on-Sea and help promote the benefits of the 2021 Census throughout the council and the borough.

### 3. Background

- 3.1. The census is a once-in-a-decade survey. It provides the most accurate estimate of all the people and households in England and Wales. The census asks questions about people, their household and their home. The census will give us the most accurate, up to date snapshot of Southend-on-Sea and the needs of our residents.
- 3.2. The Office for National Statistics (ONS) is responsible for delivering the census in England and Wales.
- 3.3. The 2021 Census will be a 'digital-first' census. The ONS want as many people as possible to fill their questionnaire in online in 2021. Filling the census out online will provide the ONS with better quality data and quicker outputs. It will also be easier for people to complete. People will be able to complete it anywhere on any device.

- 3.4. The last census took place in 2011. The 2011 census population estimate for Southend-on-Sea was 173,600. Southend-on-Sea achieved a headline household return rate of 91 per cent in 2011. The England household return rate was 94 per cent. The ONS also produces mid-year estimates of the resident population of England and Wales every June. The estimates roll forward the population found by the previous census, one year at a time by accounting for births, deaths, international migration and internal migration. These mid-year population estimates are broken down by local authority, sex and age. The 2019 mid-year population estimate for Southend-on-Sea was 183,100.
- 3.5. The next census is planned for Sunday, 21 March 2021.
- 3.6. The ONS aims to produce the census first release within the first year after Census Day and all other data within two years of Census Day.
- 3.7. It is important residents take part in the census. The information it gives has the power to make a real impact on our day-to-day lives. The population count in each local area helps the Government to calculate the size of grants it allocates each local authority.
- 3.8. Information from the census will help the council to develop policies, plan and run services and decide how to allocate funds. Charities also use census data to get information about the communities they are working in and help them get funding. Businesses can use it to understand their customers.
- 3.9. Academics and students can use census data to support research they are working on. Genealogists use old census records for researching family and local history. Census records are released to the public 100 years after the census took place.

#### **4. Southend Census 2021**

- 4.1. The Cabinet lead for the census is Councillor Ian Gilbert, Leader of the Council. All councillors will have a role promoting the census with residents. The ONS is due to provide a Councillor Handbook on the census for distribution in October 2020.
- 4.2. The council has appointed Joanna Ruffle as Census Liaison Manager (CLM) and Simon La Roche as Assistant Census Liaison Manager (ACLM). The CLM and ACLM are responsible for coordinating census activities within the council. A group has been established with CLMs and ACLMs from neighbouring authorities to help plan for the census.
- 4.3. A census strategy document and action plan have been put in place in Southend, covering preparing for the census, partnership working, community engagement, communications and use of census. The target is to deliver a 90 per cent response rate to the 2021 Census in Southend-on-Sea. The ONS is aiming for response rate targets of 94 per cent nationally and 80 per cent locally to support quality levels.
- 4.4. The council has signed a data sharing agreement with the ONS to supply council tax data. The council is supplying council tax data monthly. This information will be used by the ONS to prepare for and subsequently quality assure the 2021 Census.



- 4.5. Accurate addressing is vital to ensuring everyone is invited to take part in the census. The work that the council's LA Land and Property Gazetteer custodian regularly and routinely undertakes is an essential part of ensuring address records for Southend-on-Sea are up to date. This work continues as normal. The final date for inclusion in the ONS' address index is January 2021.
- 4.6. The ONS' address-based design for the 2021 Census does not cover those who do not have a permanent address. Homeless people will be able to complete the census through an individual paper questionnaire. These will be available through day/night centres. Rough sleepers will be counted at day/night centres and hostels for the homeless.
- 4.7. The ONS is appointing census engagement managers to help deliver the census. This includes hiring a census engagement manager to cover the areas of Southend-on-Sea, Rochford and Maldon. They will start October 2020. The census engagement manager will work with the council to identify local challenges and engage with community leaders to promote the benefit of the census. Because of COVID-19, a lot of face-to-face community contact will not be possible. The ONS is having to adapt plans accordingly. Census field staff will be in place from January to May 2021.
- 4.8. The ONS want 75 per cent of households to fill their questionnaire in online. The majority of addresses will get a letter with a unique access code on it through the post. All people need to do is enter the code into the website and fill in the questionnaire.
- 4.9. Addresses in areas where ONS expect people to be less likely to complete online will be sent paper questionnaires. Paper questionnaires will also have access codes on to enable online response. Although online response is encouraged, everyone will have the option to complete a paper form if they wish.
- 4.10. Census 2021 paper questionnaires are available to view online at <https://www.ons.gov.uk/census/censustransformationprogramme/questiondevelopment/census2021paperquestionnaires>
- 4.11. Census support centres will be set up by the ONS to help people complete their form online if they wish to do so but need support. In Southend-on-Sea, Southend Adult Community College will be a census support centre.
- 4.12. Census education programmes are being promoted with local schools by the ONS and the council. The ONS has developed 'Let's Count!' for primary schools and 'This Matters to Us' for secondary schools to teach students about the census.
- 4.13. The national census communications campaign started late September. It will run until May 2021. The campaign will target harder to reach audiences. A local communications and community engagement campaign will run in Southend-on-Sea alongside the national campaign. Information about the census is up on the council's external website and intranet. Because of COVID-19, community engagement activity will be focused on online engagement.

- 4.14. The census is a key part of the Active and Involved theme of Southend 2050 and giving everyone the best chance possible to take part in the census.
- 4.15. Census statistics could be part of the data collection work that is being undertaken for the potential review of local government. The population figures could be a key component of any evidence gathering for proposed new unitary authorities.
- 4.16. Cabinet can expect to receive updates on the 2021 Census on a rolling basis until May 2021.

## **5. Other Options**

- 5.1. The council could choose not to locally support the delivery of the census. The potential implication of this would be that we do not get the necessary local support for it and the population count is not accurate and does not meet our needs. This would affect confidence in results.

## **6. Reasons for Recommendations**

- 6.1. To ensure the council supports the ONS to deliver an accurate population count for Southend-on-Sea in 2021.

## **7. Corporate Implications**

### **7.1. Contribution to the Southend 2050 Road Map**

The census will provide a detailed snapshot of Southend-on-Sea and its people. The census is vital to the council for understanding and meeting the needs of our population and economy. Information from the census will help the council to plan and fund local services. This includes services such as education, doctors' surgeries and roads.

### **7.2. Financial Implications**

A budget of £1,200 has been requested for local census communications. This is to cover the cost of social media adverts, digital bus stop screens, posters and vinyl banners. Communications activity will be coordinated by the Assistant Census Liaison Manager overseen by the council's communications team.

### **7.3. Legal Implications – No specific implications.**

### **7.4. People Implications – There are no specific people implications related to this report.**

### **7.5. Property Implications – There are no property implications as part of this report.**

### **7.6. Consultation**

The ONS launched a public consultation in 2015 asking census users for their views on the topics that the 2021 Census in England and Wales might cover. The response was published in 2016 and can be found at:

<https://www.ons.gov.uk/census/censustransformationprogramme/consultations/the2021censusinitialviewoncontentforenglandandwales>

## 7.7. **Equalities and Diversity Implications**

The census asks the same questions and records information in the same way throughout England and Wales. Information the census collects includes:

- Data showing how many people work in different occupations and industries.
- Information on housing and its occupants which measures inadequate accommodation and information about the way we live as households.
- Ethnic group data which helps to identify the extent and nature of disadvantage in the UK.
- Data on the age and socio-economic make-up of the population; general health, long-term illness and carers.
- Information collected on travel to and from work, and on the availability of cars.

When the ONS publish statistics from the census they are completely anonymous. No personal information is published. Census records are kept secure for 100 years. The ONS' security regime follows government standards. This includes physical and IT security measures to protect people's data.

The council has signed a data sharing agreement with the ONS for the monthly supply of council tax data. A Data Protection Impact Assessment has also been produced by the council's Information Governance team for the data extraction process the ONS will be using to export the data.

The ONS produced an Equality Impact Assessment in 2018 for the 2021 Census. It is an analysis of the proposed operation and content of the 2021 Census in England and Wales, with an evaluation of the impact on equality. The Equality Impact Assessment for the 2021 Census can be found at:

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/763638/Equality\\_Impact\\_Assessment\\_for\\_the\\_2021\\_Census.pdf#:~:text=This%20Equality%20Impact%20Assessment%20is%20based%20on%20the,it s%20very%20nature%20is%20designed%20to%20include%20everyone.](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/763638/Equality_Impact_Assessment_for_the_2021_Census.pdf#:~:text=This%20Equality%20Impact%20Assessment%20is%20based%20on%20the,it s%20very%20nature%20is%20designed%20to%20include%20everyone.)

7.8. **Risk Assessment** – No specific implications.

7.9. **Value for Money** – No specific implications.

7.10. **Community Safety Implications** – No specific implications.

7.11. **Environmental Impact** – No specific implications.

## 8. **Background Papers**

8.1. Census Strategy and Action Plan

## 9. **Appendices**

9.1. There are no appendices.

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# Southend-on-Sea Borough Council

**Agenda  
Item No.**

**Report of Deputy Chief Executive (Place)**

**To**

**Cabinet**

**On**

**3<sup>rd</sup> November 2020**

Report prepared by: Emma Cooney  
Director of Regeneration and Growth  
Senior Officer Lead for Brexit

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## **EU Exit: End of Transition**

**Relevant Scrutiny Committee(s): Policy and Resources**

**Cabinet Member: Councillor Ian Gilbert**

**Part 1 (Public Agenda Item)**

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### **1. Purpose of Report**

The purpose of the report is to provide Cabinet with an update on the Council's preparations for the end of the EU Exit Transition Period on 31<sup>st</sup> December 2020.

### **2. Recommendations**

- 2.1** That Cabinet note the work undertaken by the Council to date in preparing for the end of the Transition Period.

### **3. Background**

- 3.1** Cabinet last received an update on EU Exit on 17<sup>th</sup> September 2019, which set out the Council's response thus far in preparing for the UK to leave the European Union.
- 3.2** On 31<sup>st</sup> January 2020 the UK left the European Union under the Brexit withdrawal agreement, following agreement by Parliament. An 11 month Transition Period then began where the UK had left the EU's political institutions but remained part of the EU Customs Union and Single Market. The Transition Period enables time for negotiations as to what the UK-EU relationship will look like going forward, including a formal trade deal and trade talks with non-EU countries.
- 3.3** By the end of the Transition Period (31<sup>st</sup> December 2020) if a Trade Deal has not been reached the UK will trade on World Trade Organisation terms (WTO) with the EU. This would mean the UK would have to apply tariffs and quotas to goods coming into the country from the EU, and the EU would apply its "third-country" tariffs and quotas to the UK. There is no opportunity for an extension to this timetable.

- 3.4** The UK economy has entered its largest recession on record, with predictions that it will shrink by around 10% for 2020 and not recover to pre-Covid levels until the end of 2021 at best, with a permanent loss of 1.7%. The Government's own analysis forecasts that leaving without a trade deal would reduce UK GDP by 7.6% after 15 years, while reaching a free trade agreement (FTA) with the EU would lead to a 4.9% decline.
- 3.5** Negotiations are currently underway in regards to the Trade Deal. Any new trade deal requires Parliamentary, and EU Parliamentary, approval, and most commentators believe it needs to be reached by end of October 2020 to give time for it to pass through the EU Parliament and for necessary regulations to be put in place.
- 3.6** In addition to the trade deal, the Transition Period enables time to consider other aspects of the UK-EU relationship such as licensing and regulation of medicines, energy supplies and data sharing.
- 3.7** EU Settlement Scheme figures are now published at local authority level on a quarterly basis. Home Office Quarterly figures up to the end of June 2020 (published Sept 2020) show 6,930 applications with 6480 concluded for Southend residents. This is up from 6440 applications with 5880 concluded as at the end of March 2020. This the 2011 Census shows 6723 people in Southend were born in the EU, although ONS estimate that figure to be about 8000 and so maximising applications, particularly from harder to reach residents remains a priority.
- 3.8** The Council's EU Exit working group has continued to meet over the last year and, to date, an approximate minimum of 450 officer hours has been spent on EU Exit preparations and work. While emergency planning and response efforts over the last 8 months have been largely focused on the Covid-19 pandemic the discussion about preparing for the end of the Transition Period has continued. The emergency response to the pandemic by the Council has led to a fundamental change in the way the Council operates. This includes enabling home working by most staff and putting the Council in a better position to ensure business continuity – for example, in the event of disruptions caused by transport disruptions.
- 3.9** The work of the Working Group, and wider organisation, will continue to the end of the year and beyond, to mitigate negative economic impacts, promote the EU Settlement Scheme and support communities through transition alongside the cumulative impacts of Covid.

## **4. Summary of preparations undertaken to date**

### **4.1 Staff**

- A cross-organisation working group has been in place since January 2019 meeting on a regular basis. The working group has continued to meet and has taken learning from the structures and processes employed through the pandemic response to further improve the way in which it works.

- Information about EU Exit and the EU Settlement Scheme (the scheme to process the applications of EU citizens currently living in the UK to allow them to remain in the UK after Brexit) is available on the intranet and support is available through HR for affected staff. An email reminding staff about the settlement scheme was circulated at the end of September.
- The Regulatory Services post funded through the Brexit funding has been extended so as to be able to continue to provide support through the Transition Period.
- Recruitment is underway for a business advisor in the BEST Growth Hub to help businesses in Southend navigate the challenges and opportunities presented by EU Exit. A second post is being recruited to within the Economic Growth team to support employment in the care sector. Both of these are funded through the Brexit funding.

## **4.2 Community Leadership and Service Delivery**

- Businesses – the BEST Growth Hub is leading on support to businesses in Southend. While enquiries to the Growth Hub relating to EU Exit are currently low, overall enquiries have increased ten-fold as result of Covid enquiries. A new business adaption model and methodology has been developed and implemented in response. This is being further adapted in preparation for the end of the Transition Period and is due to be launched in November 2020. Further, the Growth Hub is developing opportunities to showcase Southend and Essex businesses with the ExSE business festival planned for February 2021 and the Novo award programme highlighting the top 50 innovative companies.
- Regulatory Services – significant changes have been announced, and are still ongoing, which affect regulatory services and the businesses they support. These include guidance around non-food product standards post transition, energy efficiency labelling for household appliances and procedures for exporting fish and fish-products to the EU. The team are working in a targeted manner with businesses most likely to be affected. They also continue to apply for funding from different sources to support the additional work.
- Community – Essex Police continue to undertake Community Impact Assessments to understand any potential tensions arising related to EU Exit. None have been noted in recent months. The Council has also funded the Citizens Advice Service (CAS) in relation to the support they have been providing with EU Settlement Scheme applications. Drop-in support sessions at the Civic Centre which were offered by the Eastern European Resource Centre (EERC) prior to lockdown, have moved to online and telephone support. With Covid-secure venues opening in Southend this will be reviewed with the possibility of resuming face to face support.
- Education - Schools have understandably been focussed on the wider return to school since the start of September. EU Exit preparations have been referenced at webinars with school leaders at end of September and



the Schools Learning Network used to disseminate further information as and when required.

- Communication – The Council fully participated in the two-way reporting with Whitehall via the nominated regional Chief Executive representative (via EELGA) until it was no longer required at the end of last year, and is in a position to re-engage if/when required.

A joint strategic approach to Brexit communications across Essex's public sector organisations was established in January 2019. At a strategic level, the objectives cover internal readiness, informing local businesses and residents, uniting your community and building resilience. This strategy is under regular review. Operational communications in the run-up to 31 December 2020 and potentially beyond and a broad, three-phase approach is being undertaken:

1. Communications content will move from *advice* (mainly linked to gov.uk content);
2. through to *reassurance* (which will be required closer to exit and especially in the context of 'no deal');
3. and finally, *action*, in respect of instructions which residents and businesses may need to follow (particularly in the context of circumstances which a disruptive withdrawal from the EU may present)

The focus will continue to be on *advice*, moving into reassurance in the period immediately prior to exit or anticipated exit.

An overarching narrative has been drafted and will be further developed in the coming weeks. This focuses on the county and ERF planning and being ready, ensuring work is on track, and that within Essex, public services and emergency services are collaborating and supporting each other on preparations.

A joint media protocol is also being developed. This will primarily cover proactive communications, including statements, press releases and any supporting website and social media content. It will incorporate information sharing protocols, in respect of reactive media enquiries and any intelligence received.

Locally, we continue to signpost and provide advice to businesses via the Business Essex, Southend and Thurrock (BEST) website and will produce other relevant content and materials for our residents and employees as appropriate.

- Contracts and suppliers – Prior to the EU Exit date the Council reached out to its largest suppliers to understand their preparedness. This exercise is being undertaken again while recognising that many, if not all, are operating in very different conditions due to Coronavirus which has necessitated some of the changes that might have been required. Through the regular contract meetings with Veolia, advice and guidance from Government bodies regarding impacts and requirements of Brexit on Waste Management are reviewed.

- Indirect services - through officers and partners, a watching brief is being kept on services which are not delivered by the Council but are of a wider interest and significance.

#### **4.3 Emergency Planning and Business Continuity Planning**

- Business Continuity Planning – The ability of Council services to respond in an emergency scenario has been well tested through the pandemic and Business Continuity Plans updated accordingly. A close watch is being maintained, via the ERF, on wider traffic and transport impacts on business continuity.
- Emergency Planning – The Emergency Planning team leads on liaison with the Essex Resilience Forum (ERF). Weekly reporting which was in place previously has not been reinstated yet, but regular meetings with Lead Officers from across the county are being convened while the ERF Command and Control structure in place for Covid will also incorporate EU Exit going forward.

### **5. Other Options**

- 5.1** To reduce or cease the Council's preparations for the end of the Transition Period. The result of this would significantly compromise the Council's ability to respond as the consequences of EU Exit are realised which in turn can destabilise community engagement and cohesion. Failure to engage in EU Exit preparations could potentially result in legal challenge or affect future funding opportunities for the Council.
- 5.2** To dedicate further staff time and resources to preparations for Brexit. The result of this would have an impact on the day to day delivery of services as resources are diverted to focus on Brexit preparations, and also, potentially, away from Covid-19 work.

### **6. Reasons for Recommendations**

To enable the Council to respond to EU Exit and the end of the Transition Period in the services it delivers and give due consideration to the potential cumulative impact of the end of the Transition Period alongside any possible further waves of the Coronavirus.

### **7. Corporate Implications**

#### **7.1 Contribution to the Southend 2050 Road Map**

The range of implications of the end of the EU Exit Transition Period, in both deal and no deal scenarios will impact on Southend 2050 in myriad ways. The aim of the planning, which has been underway since January 2019, has been to minimise disruption and negative impacts where it is practicable to do so.

#### **7.2 Financial Implications**

Of the £315,000 Brexit funding from Government allocated there is still £64,000 which remains uncommitted. Uncommitted funding being held to support possible additional work post 31st December 2020.

### **7.3 Legal Implications**

The Civil Contingencies Act 2004 sets out the framework for responding to emergency situations. The term “emergency” is widely defined as being an event or situation which threatens serious damage to human welfare, to the environment or to national security. The Council has a duty to assess and plan in relation to an emergency which may occur as a result of Brexit.

The Council will need to remain mindful of the State Aid rules in the provision of any loans, grants or other assistance resulting from any contingency financial provision should EU Exit delay funding announcements for projects. Advice will be provided if and when required upon a case by case basis.

### **7.4 People Implications**

For staff needing to go through the EU Settlement scheme there is information available on the intranet and support via Human Resources.

It is estimated that the staff time spent on Brexit preparations in relation to the working group exceeds 450 hours to date. Additionally officers have been engaged with communication and reporting, emergency planning, business engagement and in-service preparations. The amount of time spent is not calculable but is estimated to represent at least one and a half times that. These figures do not include preparation for, and holding European Elections in May 2019.

The staff resource involved going forward will depend on whether the UK leaves with a deal and the issues and opportunities which arise as a result.

### **7.5 Property Implications**

The issues log managed by the working group has identified a range of possible property implications, such as a possible increase in the cost of materials used to maintain buildings due to exchange rate changes and tariffs. These will have to be managed on a case by case basis.

### **7.6 Consultation**

The Council has not undertaken a consultation on EU Exit, though the BEST Growth Hub collates information from businesses engaged with.

### **7.7 Equalities and Diversity Implications**

The range of implications of EU Exit from both deal and no deal scenarios are significant. Particular attention is being paid to those needing to access the EU Settlement Scheme and possible hate crime incidents. Support and a watching brief will be maintained as appropriate.

## **7.8 Risk Assessment**

The Corporate Risk Register identifies EU Exit as a risk and is reviewed quarterly. An issues log is maintained and regularly reviewed by the Brexit working group.

## **7.9 Value for Money**

Not applicable

## **7.10 Community Safety Implications**

The risk of increased hate crime and community tensions has been highlighted nationally in relation to EU Exit. There is ongoing communication with the police to understand and identify any incidents locally.

## **7.11 Environmental Impact**

There has been no change to those previously identified

## **8. Background Papers**

Brexit Update Report: Cabinet report of 17<sup>th</sup> September 2019

## **9. Appendices**

None

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# Southend-on-Sea Borough Council

**Report of Executive Director (Finance & Resources)  
to  
Cabinet  
on  
3 November 2020**

**Agenda  
Item No.**

Report prepared by: Caroline Fozzard  
Group Manager – Financial Planning and Control

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**Treasury Management Report – Mid Year 2020/21  
Policy and Resources Scrutiny Committee  
Cabinet Member: Councillor Ron Woodley  
*A Part 1 Public Agenda Item***

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**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 2020.

**2. Recommendations**

**That the following is approved:**

- 2.1 The Treasury Management Mid Year Position report for 2020/21.**

**That the following is noted:**

- 2.2 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 2020.**
- 2.3 The loan and investment portfolios were actively managed to minimise cost and maximise interest earned, whilst maintaining a low level of risk.**
- 2.4 £0.842m of interest and income distributions for all investments were earned during this six month period at an average rate of 1.08%. This is 1.14% over the average 7 day LIBID (London Interbank Bid Rate) and 0.98% over the average bank rate. Also the value of the externally managed funds decreased by a net of £0.767m due to changes in the unit price, giving a combined overall return of 0.10%. (Section 8).**

- 2.5 The level of borrowing from the Public Works Loan Board (PWLB) (excluding debt relating to services transferred from Essex County Council on 1<sup>st</sup> April 1998) remained at £310.3m (Housing Revenue Account (HRA): £75.0m, General Fund: £235.3m) during the period from April to September 2020.**
- 2.6 The level of financing for ‘invest to save’ schemes decreased from £8.64m to £8.59m during the period from April to September 2020.**

### **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 2020/21 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 2020/21.
- 3.3 Appendix 1 shows the in-house investment position at the end of quarter two of 2020/21.
- 3.4 Appendix 2 shows the treasury management performance specifically for quarter two of 2020/21.

### **4. National Context**

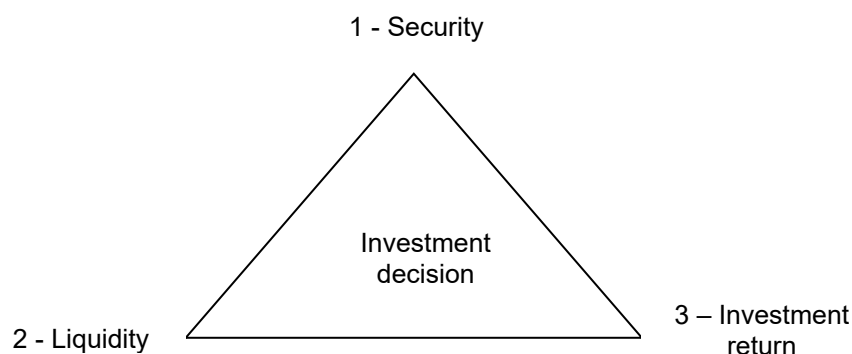
- 4.1 The UK economy has come out of national lockdown but the impact of the various local restrictions remains to be seen. The UK GDP figures for the quarter July to September have not yet been released but the quarter from April to June is now estimated to have contracted by 19.8%, revised from the initial estimate of a 20.4% fall. For the period June to August 2020 the unemployment rate and the number of redundancies continue to increase.
- 4.2 CPI was at 0.5% in August, down from 1.1% in July. The largest downward contribution came from falling prices in restaurants and cafes, arising from the Eat Out to Help Out Scheme.
- 4.3 The Bank of England kept the bank base rate at the historically low value of 0.10% and kept their Quantitative Easing (QE) programme at £745bn throughout the quarter.
- 4.4 The economic situation together with the financial market conditions prevailing throughout the quarter continued to provide challenges for treasury management activities. All prevailing rates have fallen, whether for instant access, notice or fixed term deposit accounts. The Council’s current fixed term deposits, that were taken out in 2019/20 whilst rates were higher, continue to provide a boost to investment

income. However, as they mature (August 2020 and February 2021) they can only be replaced at prevailing rates which are much lower.

- 4.5 Low interest rates prevailed throughout the quarter from July to September 2020 and this led to low investment income earnings from the 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 2020 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; 52% of our in-house investments were placed with financial institutions with a long term rating of AAA and 48% with a long term rating of A.
- 5.5 As shown in pie chart 2 of Appendix 1, these monies were with various counterparties, 48% being placed directly with banks and 52% 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 £61.2m of our in-house monies were available on an instant access basis, £10m were held in notice accounts and £20m was invested in fixed term deposits. The maturity profile of our investments is shown in pie chart 4 of Appendix 1.

#### Investment return:

- 5.8 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 1: Payden Sterling Reserve Fund

<b>Quarter 2</b>	<b>£m</b>	<b>Investment return (%)</b>
Value of fund at start of quarter	5.077	
Increase/decrease in fund due to value of unit price	0.019	1.46
Value of fund at end of quarter	5.096	
Income distributions	0.006	0.49
Combined investment income (income distribution plus change in fund value due to unit price)	0.025	1.95

- 5.9 The Council had an average of £106.9m of investments managed in-house over the period from July to September, and these earned an average interest rate of 0.35%. Of the in-house managed funds:
- an average of £18.7m 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%. This average balance was higher than normal as a result to the volatile nature of the cash flows during the quarter due to the pandemic;
  - an average of £58.0m was held in money market funds earning an average of 0.21% 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 £3.0m was held in notice accounts earning an average of 0.10% over the quarter;
  - an average of £27.2m was held in fixed term deposits and earned an average return of 0.91% over the quarter;

- 5.10 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 -0.08% and -0.06%. The bank base remained at 0.10% throughout the quarter. Performance is shown in Graph 1 of Appendix 2.
- 5.11 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 2: AXA Sterling Credit Short Duration Bond Fund

<b>Quarter 2</b>	<b>£m</b>	<b>Investment return (%)</b>
Value of fund at start of quarter	7.636	
Increase/decrease in fund due to value of unit price	0.052	2.69
Value of fund at end of quarter	7.688	
Income distributions*	0.028	1.44
Combined investment income (income distribution plus change in fund value due to unit price)	0.080	4.13

\* 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 3: Royal London Investment Grade Short Dated Credit Fund

<b>Quarter 2</b>	<b>£m</b>	<b>Investment return (%)</b>
Value of fund at start of quarter	7.737	
Increase/decrease in fund due to value of unit price	0.076	3.87
Value of fund at end of quarter	7.813	
Income distributions	0.044	2.27
Combined investment income (income distribution plus change in fund value due to unit price)	0.120	6.14

## **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 £13.7m was managed by Patrizia Property Investment Managers LLP. The table on the next page 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 4: Patrizia Hanover Property Unit Trust

<b>Quarter 2</b>	<b>£m</b>	<b>Investment return (%)</b>
Value of fund at start of quarter	13.715	
Increase/decrease in fund due to value of unit price	(0.170)	(4.90)
Value of fund at end of quarter	13.545	
Income distributions*	0.168	4.84
Combined investment income (income distribution plus change in fund value due to unit price)	(0.002)	(0.06)

\* 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.

- 7.5 An average of £12.8m 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 5: Lothbury Property Trust

<b>Quarter 2</b>	<b>£m</b>	<b>Investment return (%)</b>
Value of fund at start of quarter	12.782	
Increase/decrease in fund due to value of unit price	(0.156)	(4.86)
Value of fund at end of quarter	12.626	
Income distributions	0.084	2.60
Combined investment income (income distribution plus change in fund value due to unit price)	(0.072)	(2.26)

## 8. Investments – quarter two cumulative position

- 8.1 During the period from April to September 2020 the Council complied with all of the relevant statutory and regulatory requirements which limit the levels of risk associated with its treasury management activities. In particular 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 on the next page summarises the Council's investment position for the period from April to September 2020:

Table 6: Investment position

	At 31 March 2020	At 30 September 2020	April to September 2020	
	Actual Balance (£000s)	Actual Balance (£000s)	Average Balance (£000s)	Average Rate (%)
Call accounts <sup>#</sup>	34,936	14,207	32,776	0.00
Money market funds	4,000	47,000	43,126	0.26
Notice accounts	0	10,000	1,500	0.30
Fixed term deposits	35,000	20,000	31,102	1.04
<b>Total investments managed in-house</b>	<b>73,936</b>	<b>91,207</b>	<b>108,504</b>	<b>0.41</b>
Enhanced Cash Funds	4,990	5,096	5,059	4.81
Short Dated Bond Funds	14,992	15,502	15,297	8.55
Property funds	27,554	26,171	26,973	(6.84)
<b>Total investments managed externally</b>	<b>47,536</b>	<b>46,769</b>	<b>47,329</b>	<b>(0.62)</b>
<b>Total investments</b>	<b>121,472</b>	<b>137,976</b>	<b>155,833</b>	<b>0.10</b>

<sup>#</sup>The council's main current account.

#### 8.4 In summary the key factors to note are:

- An average of £108.5m of investments were managed in-house. These earned £0.222m of interest during this six month period at an average rate of 0.41%. This is 0.47% over the average 7 day LIBID (London Interbank Bid Rate) and 0.31% 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 £0.016m from income distributions at an average rate of 0.63% and the value of the fund increased by £0.106m giving a combined overall return of 4.81%
- An average of £15.3m was managed by two short dated bond fund managers. During this six month period these earned £0.146m from income distributions at an average rate of 1.90% and the value of the funds increased by £0.509m giving a combined overall return of 8.55%
- An average of £27.0m was managed by two property fund managers. During this six month period these earned £0.458m from income distributions at an average rate of 3.39% and the value of the funds decreased by £1.383m giving a combined overall return of (6.84)%.

- 8.5 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 10 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 7: Counterparties used

Counterparty	Country	No. of Deals	Value of Deals (£m)
Goldman Sachs	Money Market Fund (Various Counterparties)	2	12
BlackRock	Money Market Fund (Various Counterparties)	4	19
Insight Investment Management Ltd	Money Market Fund (Various Counterparties)	2	19
Aberdeen Liquidity Fund	Money Market Fund (Various Counterparties)	2	19

- 8.6 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 2020 an average of £32.8 was held in such accounts.
- 8.7 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 and in fixed term deposits of up to one year, depending on the liquidity requirements. The table below shows the fixed term deposits held during quarter two.

Table 8: Fixed Term Deposits

Counterparty	Date of Deposit	Return Date	Number of days	Interest rate (%)	Amount (£m)
Santander UK plc	14/08/2019	14/08/2020	366	1.15	10
Lloyds Bank plc	14/08/2019	14/08/2020	366	1.10	20
Santander UK plc	27/02/2020	01/03/2021	368	1.10	5
Santander UK plc	12/08/2020	12/08/2021	365	0.55	5
Santander UK plc	14/08/2020	16/08/2021	367	0.55	10

## 9. Short Dated Bond Funds – quarter two cumulative position

- 9.1 An average of £7.6m 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 9: AXA Sterling Credit Short Duration Bond Fund

<b>April to September 2020</b>	<b>£m</b>	<b>Investment return (%)</b>
Value of fund at start of quarter	7.437	
Increase/decrease in fund due to value of unit price	0.251	6.62
Value of fund at end of quarter	7.688	
Income distributions*	0.056	1.47
Combined investment income (income distribution plus change in fund value due to unit price)	0.307	8.09

\* This income distribution is an estimate and will be confirmed and distributed in quarter 3.

- 9.2 An average of £7.7m was managed by Royal London Asset Management. 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 10: Royal London Investment Grade Short Dated Credit Fund

<b>April to September 2020</b>	<b>£m</b>	<b>Investment return (%)</b>
Value of fund at start of quarter	7.555	
Increase/decrease in fund due to value of unit price	0.258	6.67
Value of fund at end of quarter	7.813	
Income distributions	0.090	2.33
Combined investment income (income distribution plus change in fund value due to unit price)	0.348	9.00

## 10. Property Funds – quarter two cumulative position

- 10.1 An average of £14.1m 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 11: Patrizia Hanover Property Unit Trust

<b>April to September 2020</b>	<b>£m</b>	<b>Investment return (%)</b>
Value of fund at start of quarter	14.454	
Increase/decrease in fund due to value of unit price	(0.909)	(12.86)
Value of fund at end of quarter	13.545	
Income distributions*	0.297	4.20
Combined investment income (income distribution plus change in fund value due to unit price)	(0.612)	(8.66)

\* 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 £12.9m 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 12: Lothbury Property Trust

<b>April to September 2020</b>	<b>£m</b>	<b>Investment return (%)</b>
Value of fund at start of quarter	13.100	
Increase/decrease in fund due to value of unit price	(0.474)	(7.34)
Value of fund at end of quarter	12.626	
Income distributions	0.161	2.50
Combined investment income (income distribution plus change in fund value due to unit price)	(0.313)	(4.84)

## 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 1<sup>st</sup> April 1998) remained the same at £310.3m during the quarter. The average rate of borrowing at the end of the quarter was 3.77%. A profile of the repayment dates is shown in Graph 2 of Appendix 2.
- 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 1.94% and 2.23%; 25 year PWLB rates between 2.46% and 2.80% and 50 year PWLB rates between 2.26% and 2.65%. 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 2020/21 are shown in the table below:

	<b>2020/21 Original (£m)</b>
Authorised Limit	375
Operational Boundary	385

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 2020 was:

- Southend-on-Sea Borough Council £310.3m
- ECC transferred debt £10.2m

Repayments in the first 6 months of 2020/2021 were:

- Southend-on-Sea Borough Council £0m
- ECC transferred debt £0.5m

12.3 Outstanding debt relating to services transferred from Essex County Council (ECC) on 1<sup>st</sup> 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 2020 were £5.846m 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 2020:

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 2020	310.3	0	0	(0)	310.3
July to September 2020	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. £0.015m of these loans were repaid during the period from April to September 2020.

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 £8.50m. A repayment of £0.038m was made during the period from April to September 2020.

13.4 Funding of these invest to save schemes is shown in Table 5 of Appendix 2.

#### **14. Compliance with Treasury Management Strategy – quarter two**

14.1 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 20 February 2020. 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.

#### **15. Other Options**

15.1 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.

#### **16. Reasons for Recommendations**

16.1 The CIPFA Code of Practice on Treasury Management recommends that Local Authorities should submit reports regularly. The Treasury Management Policy Statement for 2020/21 set out that reports would be submitted to Cabinet quarterly on the activities of the treasury management operation.

#### **17. Corporate Implications**

17.1 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.

## 17.2 Financial Implications

The financial implications of Treasury Management are dealt with throughout this report.

## 17.3 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.

## 17.4 People Implications

None.

## 17.5 Property Implications

None.

## 17.6 Consultation

The key Treasury Management decisions are taken in consultation with our Treasury Management advisers.

## 17.7 Equalities and Diversity Implications

None.

## 17.8 Risk Assessment

The Treasury Management Policy acknowledges that the successful identification, monitoring and management of risk are fundamental to the effectiveness of its activities.

## 17.9 Value for Money

Treasury Management activities include the pursuit of optimum performance consistent with effective control of the risks associated with those activities.

## 17.10 Community Safety Implications

None.

## 17.11 Environmental Impact

None.

## 18. Background Papers

None.

## **19. Appendices**

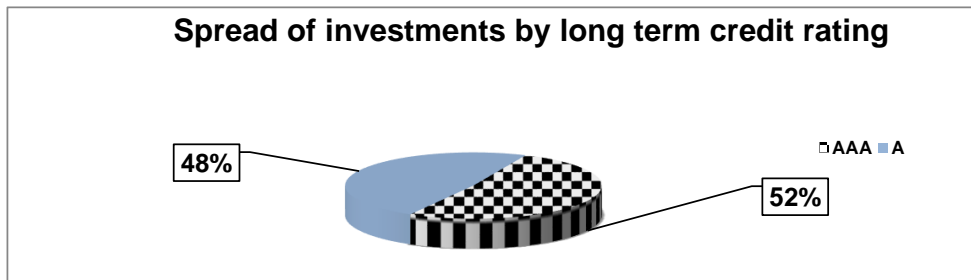
Appendix 1 – In-House Investment Position as at 30 September 2020

Appendix 2 – Treasury Management Performance for Quarter Two – 2020/21

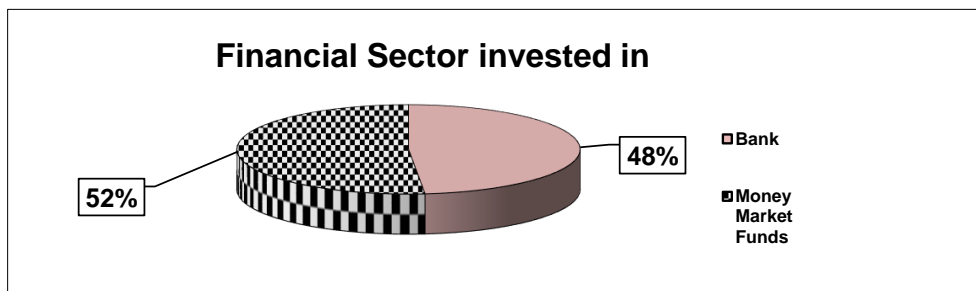
## TREASURY MANAGEMENT PERFORMANCE AS AT 30th September 2020

INVESTMENTS - SECURITY AND LIQUIDITY

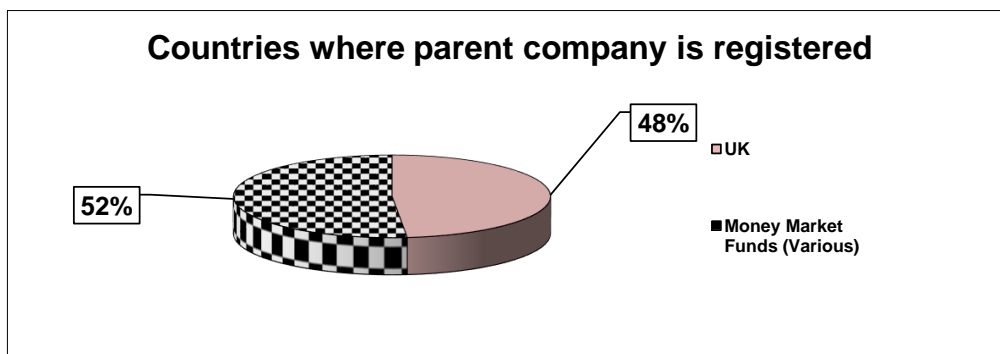
Pie chart 1



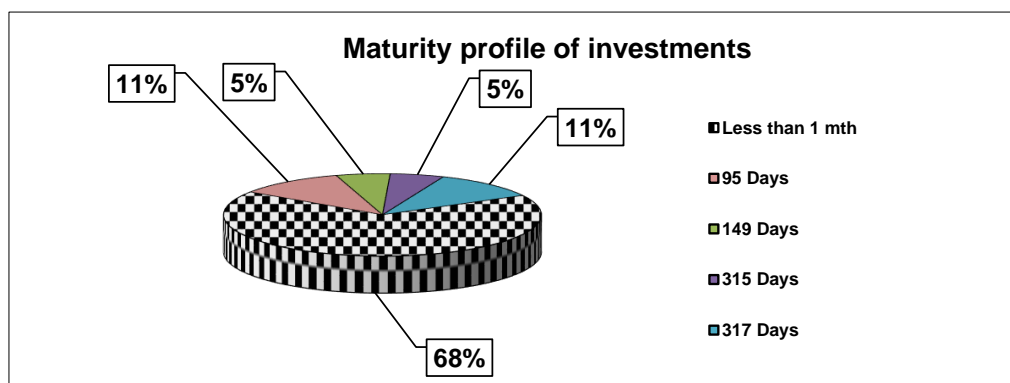
Pie chart 2



Pie chart 3



Pie chart 4



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## TREASURY MANAGEMENT PERFORMANCE FOR QUARTER TWO - 2020/21

GRAPH 1 - INVESTMENT RETURN

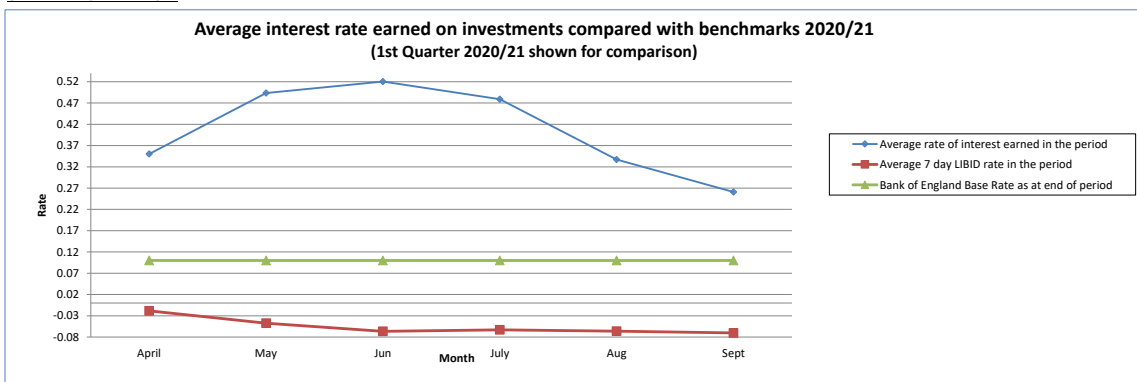


Table 1 - Property Funds

Financial Institution	Quarter	Period of investment	Value of fund at beginning of the Qtr £	Number of units in the Qtr Units	Gross Increase / (Decrease) in fund value £	Value of fund at end of the Qtr £	Income Distribution in the Qtr £	Combined interest Rate %
Patrizia Property Investment Managers LLP	2	5 Years +	13,714,732.00	997	(169,490.00)	13,545,242.00	167,578.71	(0.06)
Lothbury Investment Management Ltd	2	5 Years +	12,781,910.11	6,844.1438	(156,116.97)	12,625,793.13	83,548.16	(2.26)

Table 2 - Short Dated Bond Funds

Financial Institution	Quarter	Value of fund at the start of Qtr £	Number of shares in the Qtr Units	Increase / (Decrease) in fund value £	Fund Value at end of Qtr £	Income Distribution during the Qtr £	Combined Interest Rate %
Royal London Asset Management	2	7,737,316.15	7,751,286.43	75,962.43	7,813,278.58	44,492.28	6.14
AXA Investment Managers UK Limited	2	7,636,490.17	7,406,876.9870	51,848.14	7,688,338.31	27,859.57	4.13

Table 3 - Enhanced Cash Fund

Financial Institution	Quarter	Value of fund at the start of Qtr £	Number of shares in the Qtr Units	Increase / (Decrease) in fund value £	Fund Value at end of Qtr £	Income Distribution during the Qtr £	Combined Interest Rate %
Payden & Rygel Global Limited	2	5,077,308.26	501,591.3500	18,709.36	5,096,017.62	6,320.05	1.95%



TREASURY MANAGEMENT PERFORMANCE FOR QUARTER TWO - 2020/21

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	(49,210.20)	32,806.80	0
	22/02/2019	5 Years	01/02/2024	64,148	(19,244.40)	44,903.60	0
	25/11/2019	5 Years	01/11/2024	8,200	(820.00)	7,380.00	0
	02/07/2020	5 Years	01/06/2025	6,171	0.00	6,170.90	0

L1 Renewables Finance Ltd

- 25 year reducing balance finance
- balance of £8.5m outstanding at the end of quarter one
- there was a repayment of £38K in this quarter

Table 6 PWLB BORROWING

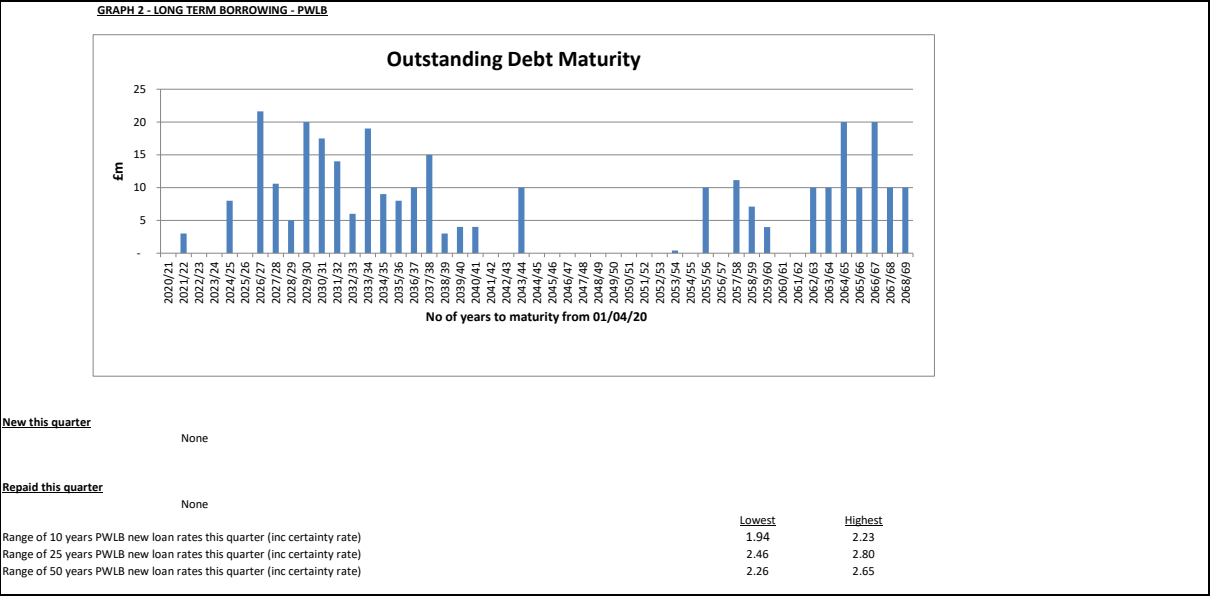


TABLE 7 - COMPLIANCE WITH TREASURY MANAGEMENT STRATEGY

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

# Southend-on-Sea Borough Council

## Report of Executive Director (Legal and Democratic Services)

To  
Cabinet

On  
3<sup>rd</sup> November 2020

Report prepared by: Colin Gamble (Head of Democratic Services)

Agenda  
Item No.

---

### Notices of Motion (Referred by Council, 10<sup>th</sup> September 2020)

**Relevant Scrutiny Committee: Place Scrutiny Committee/Policy and Resources  
Scrutiny Committee**

**Cabinet Member: Councillors Gilbert, Woodley, Mulroney, Terry, Robinson  
Part 1 (Public Agenda Item)**

---

#### 1. Purpose of Report

- 1.1 To consider how to respond to the Notices of Motion referred by Council (10<sup>th</sup> September 2020) to Cabinet.

#### 2. Recommendations

- 2.1 Cabinet are asked to determine their response to the Notices of Motion having regard to the options set out paragraph 3.2 below.

#### 3. Background

- 3.1 On 10<sup>th</sup> September 2020, the following Notices of motions were submitted to Council under Council Procedure Rule 8:

- Notice of Motion - Ban BBQs in the Borough on beaches, Parks and Open Spaces
- Notice of Motion - Conversion of Twenty One site into Cycle Hub and Café
- Notice of Motion - Covid-19 Local Recognition Scheme
- Notice of Motion – Cycling Strategy
- Notice of Motion – Withdrawal of EasyJet base at Southend Airport
- Notice of Motion - Ekco Park Estate

- Notice of Motion - Make our Gardens and Open Spaces to RHS Britain in Bloom Standard
- Notice of Motion - Recruit the 2 Special Constables per Ward
- Notice of Motion - No Driving on Parks and Open Spaces PSPO
- Notice of Motion - Southend Illuminations Festival of Light
- Notice of Motion - Tyre Pump Stations
- Notice of Motion - Water Fountains and Water Bottle Refill Points

In accordance with Council Procedure Rule 8.4, the Notices of Motion were referred by the Council to Cabinet for consideration. The Motion proposing the installation of speed cameras along Eastern Avenue was referred to the Cabinet Committee.

3.2 The Cabinet are asked to determine how to respond to each of the Notices of motion having regard to the options set out below:

- (a) Ask officers to prepare a report on each Notice of Motion for submission to the next meeting of Cabinet;
- (b) Refer each Notice of Motion to the relevant working party;
- (c) Take some other appropriate action

#### **4. Other Options**

4.1 The options are identified in paragraph 3.2 above.

#### **5. Reasons for Recommendations**

5.1 To respond to the Notices of Motion

#### **6. Corporate Implications**

6.1 Contribution to the Southend 2050 Road Map

The Road Map for 2020 sets out the first five-year plan to achieve the Southend 2050 vision. At this stage, the proposals have not been assessed to determine how any of them could help the Council in delivering its aspirations.

6.2 Financial Implications

There are financial implications associated with some of the Motions, but at this stage these have not been quantified.

6.3 Legal Implications

None arising from this report.

6.4 People Implications

None arising from this report.

6.5 Property Implications

None arising from this report.

6.6 Consultation

None arising from this report.

6.7 Equalities and Diversity Implications

None arising from this report.

6.8 Risk Assessment

None arising from this report.

6.9 Value for Money

None arising from this report.

6.10 Community Safety Implications

None arising from this report

6.11 Environmental Impact

None arising from this report

**7. Background Papers**

None

**8. Appendices**

**Appendix A** - Notice of Motion - Ban BBQs in the Borough on beaches, Parks and Open Spaces

**Appendix B** - Notice of Motion - Conversion of Twenty One site into Cycle Hub and Café

**Appendix C** - Notice of Motion - Covid-19 Local Recognition Scheme

**Appendix D** – Notice of Motion – Cycling Strategy

**Appendix E** - Notice of Motion – Withdrawal of EasyJet base at Southend Airport

**Appendix F** - Notice of Motion - Ekco Park Estate

**Appendix G** - Notice of Motion - Make our Gardens and Open Spaces to RHS Britain in Bloom Standard

**Appendix H** - Notice of Motion - Recruit the 2 Special Constables per Ward

**Appendix I** - Notice of Motion - No Driving on Parks and Open Spaces PSPO

**Appendix J** - Notice of Motion - Southend Illuminations Festival of Light

**Appendix K** - Notice of Motion - Tyre Pump Stations

**Appendix L** - Notice of Motion - Water Fountains and Water Bottle Refill Points

**Council – 9<sup>th</sup> September 2020**

**Notice of Motion**

**The use of BBQs on beaches, parks and open spaces**

That the Cabinet considers a full ban in the Borough on the use of BBQs on its beaches, parks and open spaces, including the removal of the ones on East Beach.

Proposer: Cllr Ward  
Seconded Cllr Chalk

Supported by:

Cllr Wakefield  
Cllr Shead  
Cllr K Evans  
Cllr Ayling

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**To Full Council**

**Notice of Motion**

**Conversion of Twenty One Site into Cycle Hub and Cafe**

We recognise the importance of cycling in improving the mental and physical wellbeing of residents and for improving the air quality of the town. We also recognise and support the Government's commitment to increase the amount of active travel.

We also recognise that currently the organisation designed to increase the uptake of cycling, ForwardMotion, does not have a public base in the town and the importance of 'Coffee Culture' in the culture of amateur cyclists.

**This Council therefore resolves that it should:**

1. Convert the Twenty One site along Western Esplanade into a Cycling Hub for Forward Motion to use as a base to include cycle hire facilities as well as bike repairs and sales.
2. Incorporate a Coffee shop within the facility to increase the appeal of the facility and encourage cycling along the length of our seafront.

**Proposed By:** Cllr Nelson  
Cllr Buck

**Seconded By** Cllr Cox  
Cllr Boyd  
Cllr Burzotta  
Cllr Davidson  
Cllr Dear  
Cllr Evans  
Cllr Flewitt  
Cllr Folkard  
Cllr Garne  
Cllr Garston  
Cllr Habermel  
Cllr Jarvis  
Cllr Bright  
Cllr McGlone  
Cllr Moring  
Cllr Salter  
Cllr Walker



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**To Full Council**

**Notice of Motion**

**COVID-19 Local Recognition Scheme**

There have been many stories of those in our communities who have focused on the physical, mental, emotional and financial wellbeing of our residents, and in these extraordinarily challenging times innovated to find new and creative ways to help and support the most vulnerable in our community

**This Council therefore resolves that it should:**

1. Note the efforts of those in our community who have supported the most vulnerable during this challenging time.
2. Create a local recognition scheme to honour our local community heroes who went above and beyond during the COVID-19 pandemic.

**Proposed By:** Cllr Cox  
Cllr Davidson

**Seconded By** Cllr Buck  
Cllr Bright  
Cllr Nelson  
Cllr Boyd  
Cllr Cox  
Cllr Burzotta  
Cllr Davidson  
Cllr Dear  
Cllr Evans  
Cllr Flewitt  
Cllr Folkard  
Cllr Garne  
Cllr Garston  
Cllr Habermel  
Cllr Jarvis  
Cllr Bright  
Cllr McGlone  
Cllr Moring  
Cllr Salter  
Cllr Walker

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**To Full Council**

**Notice of Motion**

**Cycling Strategy**

We recognise the importance of cycling in improving the mental and physical wellbeing of residents and for improving the air quality of the town. We also recognise and support the Government's commitment to increase the amount of active travel.

We note that in the recent Council active travel bid to Government that the Council does not have a Cycling Strategy and note that the proposed Transport Policy going through Council at the moment does not include the need for Cycling Strategy.

**This Council therefore resolves that it should:**

1. Generate a comprehensive strategy to increase the uptake of cycling and make cycling safer in our borough.

**Proposed By:** Cllr Nelson  
Cllr Buck

**Seconded By** Cllr Cox  
Cllr Boyd  
Cllr Burzotta  
Cllr Davidson  
Cllr Dear  
Cllr Evans  
Cllr Flewitt  
Cllr Folkard  
Cllr Garne  
Cllr Garston  
Cllr Habermel  
Cllr Jarvis  
Cllr Bright  
Cllr McGlone  
Cllr Moring  
Cllr Salter  
Cllr Walker

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**To Full Council**

**Notice of Motion**

**Withdrawal of EasyJet Base at Southend Airport**

The announcement by EasyJet to withdraw all flights out of Southend Airport is a massive disappointment and setback not only for the many employees of the airline but also for the associated small businesses and trades such as service Companies, logistics operators and retail outlets (hotels and shops) in and around Southend.

For many, the loss of employment will outweigh any enhanced redundancy package offered by EasyJet and for thousands more the loss of a convenient and expeditious transit through an airport which has been voted “best small airport “ on many occasions will bring frustration and sadness.

**This Council therefore resolves that it should:**

1. Note with regret the announcement by EasyJet
2. Engage with EasyJet to explore the possibility of reversing the decision of closing Southend Airport as a base and to reinstate its operations to enable the Airport to realise its commercial vision, to provide essential employment to local residents and to give South Essex the much needed economic recovery post COVID-19.

**Proposed By:** Cllr Flewitt  
Cllr McGlone  
Cllr Buck

**Seconded By** Cllr Cox  
Cllr Boyd  
Cllr Burzotta  
Cllr Davidson  
Cllr Dear  
Cllr Evans  
Cllr Flewitt  
Cllr Folkard  
Cllr Garne  
Cllr Garston  
Cllr Habermel  
Cllr Jarvis  
Cllr Bright  
Cllr McGlone  
Cllr Moring  
Cllr Nelson  
Cllr Salter  
Cllr Walker

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**To Full Council**

**Notice of Motion**

**Ecko Park Estate**

Residents on the Ecko Park Estate are continuing to suffer with unadopted land and highways.

**This Council therefore resolves that it should:**

1. Undertake to investigate the unadopted highway and land at the Ecko Park Estate with a view to bringing all land on that estate to adoptable standards.
2. Highlight to all councillors future planning applications that include any Un-Adopted or unadoptable highway or land for consideration in the planning process

**Proposed By:** Cllr Flewitt  
Cllr McGlone

**Seconded By** Cllr Cox  
Cllr Buck  
Cllr Boyd  
Cllr Burzotta  
Cllr Davidson  
Cllr Dear  
Cllr Evans  
Cllr Flewitt  
Cllr Folkard  
Cllr Garne  
Cllr Garston  
Cllr Habermel  
Cllr Jarvis  
Cllr Bright  
Cllr McGlone  
Cllr Moring  
Cllr Salter  
Cllr Walker



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**To Full Council**

**Notice of Motion**

**Make our Gardens and Open Spaces to RHS Britain in Bloom Standard**

This town has a renowned history with our parks and open spaces and our Parks Department winning numerous awards at the Chelsea and Hampton Court Flower Shows in the past.

To ensure that Southend continues to remain renowned for its floral displays, parks and open spaces,

**This Council therefore resolves that it should:**

1. Engage with the RHS Britain in Bloom scheme, looking to involve both gardens/open spaces cultivated by community groups as well as public land tended by the Council Parks Department

**Proposed By:** Cllr Bright  
Cllr Nelson

**Seconded By** Cllr Buck  
Cllr Cox  
Cllr Davidson  
Cllr Boyd  
Cllr Cox  
Cllr Burzotta  
Cllr Davidson  
Cllr Dear  
Cllr Evans  
Cllr Flewitt  
Cllr Folkard  
Cllr Garne  
Cllr Garston  
Cllr Habermel  
Cllr Nelson  
Cllr Jarvis  
Cllr McGlone  
Cllr Moring  
Cllr Salter  
Cllr Walker

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**To Full Council**

**Notice of Motion**

**Recruit the Two Special Constables Per Ward**

It is recognised that further Police resource is required in the borough to help against the rising levels of crime especially the recent high levels of violent crime.

To help in providing an increase in uniformed Police presence across the town, Cabinet agreed on 11th June 2019 that the Council would recruit two Special Constables per ward.

As yet no attempt has been made to recruit the Special Constables despite Essex Police having one of the best Special Constable recruitment programmes in the UK

**This Council therefore resolves that it should:**

1. Take immediate action to recruit two Special Constables for each ward as agreed by Cabinet on 11th June 2019

**Proposed By:** Cllr Nelson  
Cllr Cox

**Seconded By** Cllr Buck  
Cllr Bright  
Cllr Davidson  
Cllr Boyd  
Cllr Cox  
Cllr Burzotta  
Cllr Davidson  
Cllr Dear  
Cllr Evans  
Cllr Flewitt  
Cllr Folkard  
Cllr Garne  
Cllr Garston  
Cllr Habermel  
Cllr Jarvis  
Cllr Bright  
Cllr McGlone  
Cllr Moring  
Cllr Salter  
Cllr Walker

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**To Full Council**

**Notice of Motion**

**No Driving on Parks & Public Spaces**

We have recently seen well publicised cases of vehicles being driven over our parks and public spaces at Thorpe Bay Gardens and Marine Parade Gardens.

Regularly, members receive complaints from residents where motor bikes are being driven on our parks and public open spaces causing widespread nuisance.

To assist Council Officers and our Community Safety Team by giving them powers to take action on this anti-social behaviour,

**This Council therefore resolves that it should:**

1. Create a Public Spaces Protection Order to prevent the driving of cars, van, lorries and motor bikes in our parks and public open spaces.

**Proposed By:** Cllr Bright  
Cllr Nelson

**Seconded By** Cllr Buck  
Cllr Cox  
Cllr Davidson  
Cllr Boyd  
Cllr Cox  
Cllr Burzotta  
Cllr Davidson  
Cllr Dear  
Cllr Evans  
Cllr Flewitt  
Cllr Folkard  
Cllr Garne  
Cllr Garston  
Cllr Habermel  
Cllr Nelson  
Cllr Jarvis  
Cllr McGlone  
Cllr Moring  
Cllr Salter  
Cllr Walker

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## **To Full Council**

### **Notice of Motion**

#### **Southend Illuminations Festival of Light**

Many in Southend will remember that Southend Illuminations were a fixture of the events calendar on Southend Seafront.

The current light columns on City Beach give a taste of what can be done with lighting illuminations on the seafront.

There are many examples across the world where light shows are a popular feature in towns, cities and tourist areas which consist of water features, music and colourful laser lights.

The need to attract visitors back to Southend seafront and high street post COVID-19 has never been more needed.

#### **This Council therefore resolves that it should:**

1. Resurrect the Southend Illuminations by creating a free to the public modern festival of light event.

**Proposed By:** Cllr Jarvis  
Cllr Cox

**Seconded By** Cllr Buck  
Cllr Bright  
Cllr Davidson  
Cllr Boyd  
Cllr Cox  
Cllr Burzotta  
Cllr Davidson  
Cllr Dear  
Cllr Evans  
Cllr Flewitt  
Cllr Folkard  
Cllr Garne  
Cllr Garston  
Cllr Habermel  
Cllr Nelson  
Cllr Bright  
Cllr McGlone  
Cllr Moring  
Cllr Salter  
Cllr Walker



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## **To Full Council**

### **Notice of Motion**

### **Tyre Pump Stations**

We recognise the importance of cycling and walking in improving the mental and physical wellbeing of residents and for improving the air quality of the town and support the Government's commitment to increase the amount of active travel.

To assist active travel, there needs to be improved infrastructure. As part of the infrastructure, there is a need for cyclists and users of wheelchairs and pushchairs on occasions to require the use of a pump to inflate their tyres

#### **This Council therefore resolves that it should:**

1. Install communal bike pumps, similar to those seen in cities such as Portsmouth, in areas such as our segregated cycle lanes and high footfall areas to allow for cyclists and users of wheelchairs and pushchairs to inflate their tyres.

**Proposed By:** Cllr Nelson  
Cllr Buck

**Seconded By** Cllr Cox  
Cllr Boyd  
Cllr Burzotta  
Cllr Davidson  
Cllr Dear  
Cllr Evans  
Cllr Flewitt  
Cllr Folkard  
Cllr Garne  
Cllr Garston  
Cllr Habermel  
Cllr Jarvis  
Cllr Bright  
Cllr McGlone  
Cllr Moring  
Cllr Salter  
Cllr Walker

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**To Full Council**

**Notice of Motion**

**Water Fountains & Water Bottle Refill Points**

Single use plastics cause considerable harm to the environment and contribute to the litter problem on our beaches and open spaces. We also note the damage that plastics cause to our seas and marine life. To help reduce single use plastics:

**This Council therefore resolves that it should:**

1. Promote existing water fountains and water bottle refill points.
2. Extend the provision of water fountains and water bottle refill points in public areas.

**Proposed By:** Cllr Bright

**Seconded By** Cllr Buck  
Cllr Nelson  
Cllr Boyd  
Cllr Cox  
Cllr Burzotta  
Cllr Davidson  
Cllr Dear  
Cllr Evans  
Cllr Flewitt  
Cllr Folkard  
Cllr Garne  
Cllr Garston  
Cllr Habermel  
Cllr Jarvis  
Cllr Bright  
Cllr McGlone  
Cllr Moring  
Cllr Salter  
Cllr Walker

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## **CABINET**

Tuesday, 3<sup>rd</sup> November, 2020

### **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 Acquisition of Property for Children's Residential Care**

Acquisition of property in the Borough using funding already allocated in the Capital Programme followed by the leasing of the property to a service provider to support children's services and reduce child placement costs, the details of which are set out in the Confidential Sheet.

**2. The Executive Director (Neighbourhoods & Environment) authorised:**

**2.1 The Replacement of Victoria Interchange Information Kiosk, Victoria Plaza Information kiosk and Southend High Street Information Kiosk**

The provision of new and upgraded information boards with advanced technology that meet the needs of residents and businesses in Southend-on-Sea at the above locations, plus a further kiosk at Leigh-on-Sea railway station, by JMW System. These will be funded by the already allocated Local Transport Plan funds at a cost of £26,550.00 each, which includes the maintenance of each totem for the term of the contract.

**2.2 Dealing with Spoil at Shoebury Garrison**

The entering into an agreement with Garrison Development LLP for the transfer and ownership of the spoil material arising from the Cliff Slip, remedial works at the Garrison Site for the terms detaild on the confidential sheet.

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By virtue of paragraph(s) 1 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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