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**SOUTHEND-ON-SEA BOROUGH COUNCIL**

**Policy and Resources Scrutiny Committee**

**Date: Thursday, 15th October, 2020**
**Time: 6.30 pm**
**Place: Virtual Meeting via Microsoft Teams**
**Contact: S. Tautz (Principal Democratic Services Officer)**

**Email: committeesection@southend.gov.uk**

## AGENDA

**1** **Apologies for Absence**

**2** **Declarations of Interest**

**3** **Questions from Members of the Public**

**4** **Minutes of the Meeting held on 3 September 2020** (Pages 1 - 4)

******** **ITEMS CALLED-IN/REFERRED DIRECT BY CABINET - 15 SEPTEMBER 2020**

**5** **Updated Local Financial Assessment & Illustration of the Potential Impact of Covid-19 on the Council's Medium Term Financial Strategy 2020/21-2024/25** (Pages 5 - 16)
Minute No. 375 (Cabinet Agenda Item No. 4).
Called-in to all three scrutiny committees by Councillors Cox and Davidson.

**6** **Southend 2050 Milestones & Measures: Refresh in response to Covid-19** (Pages 17 - 112)
Minute No. 377 (Cabinet Agenda Item No. 7).
Called-in by Councillors Cox and Davidson.

**7** **Association of South Essex Local Authorities (ASELA) Update** (Pages 113 - 116)
Minute No. 382 (Cabinet Agenda Item No. 11).
Called-in by Councillors Cox and Davidson.

**8** **Enabling Major Projects and Recovery** (Pages 117 - 126)
Minute No. 385 (Cabinet Agenda Item No. 14).
Called-in by Councillors Cox and Davidson.

**9** **SO46 Report** (Pages 127 - 128)
Minute No. 398 (Applications to Government for funding to provide permanent accommodation for rough sleepers (Cabinet Agenda Item No. 27)).
Called-in by Councillors Cox and Davidson.

******** **OTHER SCRUTINY MATTERS**

**10** **In-Depth Scrutiny Project 2019/20-2020/21**
To receive an update on the progress of the in-depth scrutiny project for 2019/20.

**Members:**

Cllr D Garston (Chair), Cllr D Nelson (Vice-Chair), Cllr B Ayling, Cllr D Burzotta, Cllr D Cowan, Cllr T Cox, Cllr P Collins, Cllr M Davidson, Cllr M Dent, Cllr S George, Cllr S Habermel, Cllr H McDonald, Cllr D McGlone, Cllr I Shead, Cllr M Stafford, Cllr S Wakefield and Cllr P Wexham

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**SOUTHEND-ON-SEA BOROUGH COUNCIL**

**Meeting of Policy and Resources Scrutiny Committee**

**Date: Thursday, 3rd September, 2020**
**Place: Virtual Meeting via Microsoft Teams**

4

**Present:** Councillor D Garston (Chair)
Councillors D McGlone (Vice-Chair), B Ayling, D Burzotta, D Cowan, T Cox, P Collins, M Davidson, M Dent, S George, S Habermel, H McDonald, D Nelson, I Shead, M Stafford, S Wakefield and P Wexham

**In Attendance:** Councillors I Gilbert, C Mulroney, M Terry, R Woodley (Cabinet Members), Councillor K Evans, A Lewis, L Reed, J Ruffle, J Williams, M Ambrose (South Essex Homes), E Cook, S Ford, R Harris, T Holland, C Robinson and S Tautz

**Start/End Time:** 6.30 pm - 7.50 pm

## 279 Apologies for Absence

There were no apologies for absence from the meeting.

## 280 Declarations of Interest

The following councillors declared interests as indicated:

(a) Councillors I Gilbert, C Mulroney, M Terry and R Woodley (Cabinet Members) - Interest in the called-in items; attended pursuant to the dispensation agreed at Council on 19 July 2012, under S.33 of the Localism Act 2011;

(b) Councillor M Davidson - Minute 284 (Balmoral Estate) - Non-Executive Director of South Essex Homes - Non-pecuniary interest;

(c) Councillor S Wakefield - Minute 284 (Balmoral Estate) - Sub-contractor for South Essex Homes – Non-pecuniary interest;

(d) Councillor M Dent - Minute 286 (Notice of Motion: No Overnight Camping in the Borough) - Former member of scouting organisations - Non-pecuniary interest;

(e) Councillor P Wexham - Minute 284 (Balmoral Estate) - Board member of South Essex Homes - Non-pecuniary interest; and

(f) Councillor M Terry - Minute 285 (Notice of Motion: Footpath Cycling) - Keen cyclist within the Borough - Non-pecuniary interest.

## 281 Questions from Members of the Public

The Committee noted the responses of the Cabinet Member for Community Safety and Customer Contact to questions submitted by Mr. D. Webb, which would be sent to the questioner as he was not present at the meeting.

## 282 Minutes of the Special Meeting held on 11 June 2020

Resolved:

That the minutes of the special meeting of the Committee held on 11 June 2020 be

confirmed as a correct record and signed.

**283 Minutes of the Meeting held on 9 July 2020**

Resolved:

That the minutes of the meeting of the Committee held on 9 July 2020 be confirmed as a correct record and signed.

**284 Balmoral Estate**

The Committee considered Minute 209 of the meeting of the Cabinet held on 28 July 2020, which had been called in to the Policy and Resources Scrutiny Committee, together with a joint report of the Deputy Chief Executive and Executive Director (Growth and Housing) setting out a programme of structural and improvement works required at the Balmoral tower blocks (Grampian, Brecon and Blackdown) and seeking agreement to utilise funding from the Housing Revenue Account (HRA) for the works.

In response to questions of councillors with regard to similar works to be undertaken at other properties within the Borough, the Leader of the Council agreed to circulate details of any currently programmed fire safety and structural or improvement works at other high-rise tower blocks, to the Committee after the meeting.

Resolved:

That the following decisions and recommendations of the Cabinet be noted:

"1. That the programme of works to the Balmoral tower blocks, to include both structural and improvement works (structural insulation and heating upgrades), be progressed.

2. That the Council and South Essex Homes undertake full consultation and engagement with affected residents.

Recommended:

3. That a budget of £2.325m to be added to the HRA capital investment programme to be funded from the HRA Capital Investment Reserve, be approved."

Note: The decisions in 1 and 2 above constitute an Executive function. The decision in 3 above constitutes a Council function
Cabinet Member: Cllr I Gilbert

**285 Notice of Motion: Footpath Cycling**

The Committee considered Minute 212 of the meeting of the Cabinet held on 28 July 2020, which had been called in to the Policy and Resources Scrutiny Committee, together with a report of the Executive Director (Neighbourhoods and Environment) in response to a Notice of Motion presented to the meeting of the Council on 16 July 2020, concerning cycling on footways.

Resolved:

That the following decisions of the Cabinet be noted:

"1. That the introduction of a legal process at Southend Council which allows Community Safety Officers or other Council Officers designated with CSAS accreditation status (Community Safety Accreditation Scheme) to issue Fixed Penalty Notices to individuals

caught cycling on the footway or in No Cycling zones across the whole Borough (including Southend High Street and Southend seafront from Old Leigh to East Beach), be approved.

2. That cycling on footpaths not be included as an addition to the current PSPO prohibitions.

3. That the Notice of Motion be acknowledged and further consultation be undertaken with stakeholders and local communities before making the final decision.

4. That the new guidance/laws that are due from Government regarding the legal use of electric scooters and return to use of electric scooters on footpaths at a later date, be monitored."

Note: This is an Executive function
Cabinet Member: Cllr M Terry

**286 Notice of Motion: No Overnight Camping in the Borough**

The Committee considered Minute 213 of the meeting of the Cabinet held on 28 July 2020, which had been called in to the Policy and Resources Scrutiny Committee, together with a report of the Executive Director (Neighbourhoods and Environment) in response to a Notice of Motion presented to the meeting of the Council on 16 July 2020, concerning no overnight camping in the Borough.

Resolved:

(1) That the following decisions of the Cabinet be noted:

"1. That the proposed Notice of Motion and the current inability of either the Council or the police to enforce a Public Spaces Protection Order as set out in the Notice of Motion, be noted.

2. That the current process by which the Council and Essex Police approach traveller sites/the traveller community in the Borough continues to be supported."

(2) That this matter be referred to full Council for consideration in accordance with Council Procedure Rule 39.

Note: This is an Executive function
Cabinet Member: Cllr M Terry

**287 In-Depth Scrutiny Project 2019/20-2020/21**

The Democratic Services Officer reported that it was intended that a meeting of the Working Party leading the current in-depth scrutiny project would be arranged in the near future, in order to progress the project that had been carried forward from 2019/20.

Resolved:

That the report be noted.

Note: This is a Scrutiny function.

**Chair:** _____

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# Southend-on-Sea Borough Council

**Agenda Item No.**

**5**

**Report of Executive Director (Finance & Resources)**
**To**
**Cabinet**
**On**
**15 September 2020**

Report prepared by:
Pete Bates, Interim Head of Corporate Finance

**Updated Local Financial Assessment and Illustration of the Potential Impact of Covid-19 on the Council's Medium Term Financial Strategy 2020/21 – 2024/25**
**All Scrutiny Committees**
**Cabinet Members: Councillor Ian Gilbert**
***Part 1 (Public Agenda Item)***

## 1 Purpose of Report

1.1 To provide an updated assessment of the local financial impact of Covid-19. It remains an evolving situation as the Council continues to respond positively to the crisis and tries to minimise as far as possible the impact on local residents and businesses of Southend-on-Sea. More emphasis has now been placed on understanding the operational and financial impact of the pandemic as the Council transitions to a restoration and recovery phase and assesses the future sustainability of whatever the 'new normal' will eventually look like.

1.2 To provide a range of high level scenarios to illustrate the potential scale of the financial challenge over the short and medium term, whilst recognising that the volume of assumptions and understanding of the complexities of the many contributing factors are still under constant review.

## 2 Recommendations

**That Cabinet:**

**2.1 Note the Council's updated assessment of the local financial impact of the unprecedented challenges that has been caused by the pandemic.**

**2.2 Note the scale of the potential financial challenge summarised in this report and agree that the Council's Medium Term Financial Strategy is reviewed and a range of options are developed to ensure continuing financial sustainability.**

**2.3 Agree to receive regular reports to future Cabinet meetings, which will provide updated assessments on our financial position and outline any changes to our strategy and range of assumptions.**

## 3 Introduction

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. In the United Kingdom, local government, working in partnership with other agencies and local communities continue to have a critical role to play in responding to the crisis. We are at the forefront of implementing the relaxation to the lockdown arrangements, shaping the transition and recovery within a new national framework.

3.2 The current financial landscape and operating environment is challenging and uncertain but the Council is determined to build on our positive initial local response to the crisis and to try to ensure that the key elements that will lead to a stronger recovery for our town, our local residents and our local businesses are in place. Our Southend 2050 ambition and ongoing review of arrangements for delivering the road map of priority projects is not only still relevant but also crucial for Southend-on-Sea's future prosperity. 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.

3.3 This report provides an update on the local financial impact and attempts to estimate a range of potential financial scenarios over the medium term based on a series of complex and ever-changing assumptions. All local authorities are struggling with this uncertainty, large financial pressures and concerns for their residents and local areas in such unprecedented times. This report builds on the information that was presented to Cabinet on 9 June 2020. The scale of the estimated financial challenge has increased, and it now looks likely that the total cost will be over the higher end of the range that was estimated in June 2020. The revised estimated gross cost to the Council could now be circa £22.3M, currently offset by £12M of Emergency Grant Funding, so a potential £10.3M extra financial pressure in 2020/21.

3.4 This revised assessment is still based on a wide range of assumptions and predicted patterns of cost, service demand and behaviours. Attempts have been made to assess the transition to the new normal, the impact on activity levels (particularly income) and then any currently potentially hidden demand for key social care services that might result directly from the isolation and stress caused locally by the pandemic. At this still relatively early stage, the estimated total cost to the Council for 2020/21 and the future is still very difficult to quantify with confidence. The situation will remain under constant review and the Council is preparing for the worst, whilst doing all it can to improve the situation and reduce the immediate potential deficit and its impact in the future.

3.5 We are working hard to reduce our financial exposure in lower priority areas but at the same time trying to make sure that we are doing all we realistically can to support our residents and local businesses. Some early future planning has already commenced to try to limit the potential permanent damage to our revenue base and to look at the longer-term impacts on our Medium Term Financial Strategy. This report highlights the potential range of financial impact over the medium term to inform our future planning and highlight the level of preparation and range of considerations required.

## 4 Summary of Central Government Support Received (End of August 2020)

4.1 The report that was presented to the Cabinet meeting in June 2020 provided a full assessment and details of the different levels and types of funding support that Southend-on-Sea had received. This was summarised into the following three main categories.

### Central Government Passported Funding (Total Allocation £79,092,378)

| Announcement | Local Allocation (£) |
|---|---|
| Business Rates Grants* | 45,512,250 |
| SBG, RHLG, Retail & Nursery Discount Schemes # | 27,223,000 |
| Council Tax Hardship | 1,661,945 |
| Top-Up Grants to Businesses* (5% of £38,835,000) | 1,941,750 |
| Business Improvement Districts Support | 18,750 |
| Infection Control for Adult Social Care | 2,734,683 |
| | |
| **Total** | **79,092,378** |

* *5% of intended spend of Business Rates Grant Allocation used to Fund Top-Up Grants to Businesses*
*# To be refunded via a Section 31 Grant.*

### Central Government Additional Direct Grant (Total Allocation £15,778,253)

| Announcement | Local Allocation (£) |
|---|---|
| Emergency Grant Funding (Tranche 1) | 5,393,935 |
| Emergency Grant Funding (Tranche 2) | 5,062,493 |
| Emergency Grant Funding (Tranche 3) | 1,571,465 |
| Most Vulnerable in Society Support | Awaiting allocation |
| New Test and Trace Service | £887,492 |
| Reopening High Streets Safely Fund | 163,096 |
| Emergency Active Travel Fund | £1,545,000 |
| South East Covid Kickstart (SELEP wide allocation) | £881,000 |
| Travel Demand Management | £150,000 |
| Additional Dedicated Home to School Transport | £123,772 |
| | |
| **Total** | **15,778,253** |

### Cashflow Support

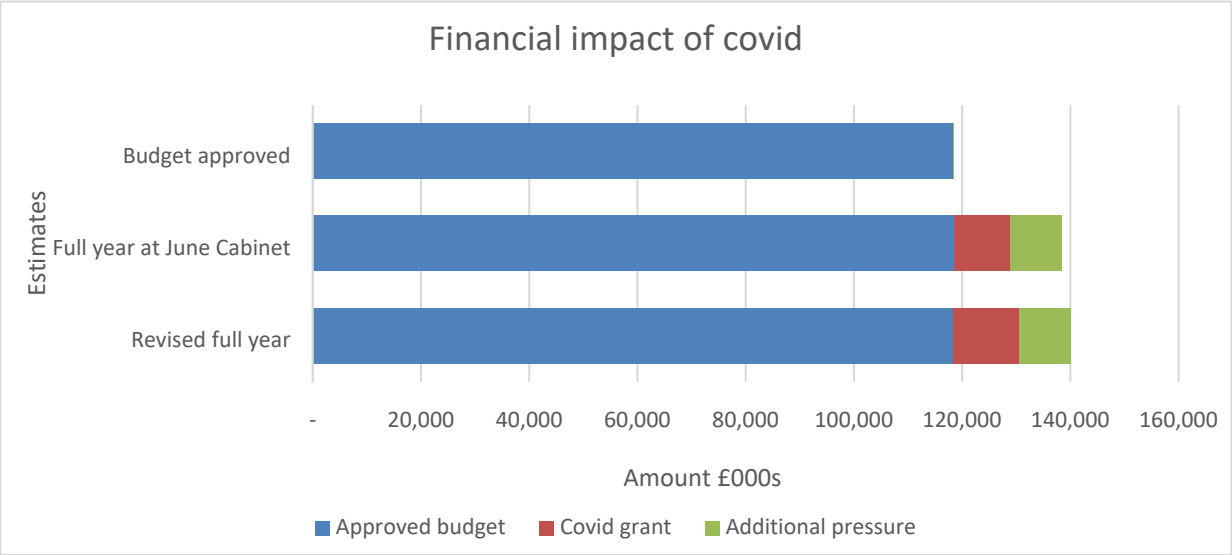
The Government also introduced a range of measures to either defer payments by Southend-on-Sea Borough Council to the Government to later in this financial year or to make payments to us earlier and more quickly to help with our liquidity and cashflow.

## 5 Financial Assessment and Assumptions

5.1 The Council has continued to submit monthly returns to MHCLG and the following information represents the latest information that was submitted and also includes the most up to date information that we have available at the time of writing this report. The actual MHCLG returns themselves have evolved and changed each month as the Government attempts to capture more information at a local level.

5.2 In headline terms, based on our July return and updated for known activity in August we have estimated £12.695M of direct Covid-19 expenditure pressures for 2020/21 (including risk to recovery savings plans) and a £5.073M estimated reduction in direct income levels (sales, fees & charges) for the year. So, in total we have estimated £17.268M potential service pressures, against an updated un-ringfenced grant allocation of circa £12.0M. The other major concern is our loss in income collection from Council Tax and Business Rates which is now estimated to be around £5.1M in 2020/21, it is hoped that this will be slightly offset by £0.5M due to our participation in the Essex Business Rates Pool. We have continued to assess all our estimates as Amber at this stage of the year.

5.3 The following bar chart illustrates the impact of this updated assessment against our approved service budget for 2020/21. This is based on a complex series of assumptions but also on improving local intelligence and small established trends of different customer behaviour patterns. The key concern that remains is the currently forecasted £10.340M (shaded green) estimated unfunded pressure for 2020/21. The comparable figure in the June Cabinet report was £9.544M. So, the estimated ‘gap’ has increased, even though an extra £1.572M of emergency grant support from the government for tranche 3 has been received. Understanding the direct and indirect impact on local demand and the potential permanent pressures on the revenue base of the Council is still difficult to determine. The financial impact on the Council will remain under continual review.




## 6 Business Rates, Council Tax and Housing Rents Collection Impact

6.1 Clearly an area of major concern is the impact the crisis is having in terms of income collection and the potential increases in bad and doubtful debts across all our main income sources. The Council has quite rightly prioritised support for local residents, tenants and businesses by not issuing any recovery documentation, no enforcement action by agents and no summons have been issued. This moratorium currently remains in place but will be reviewed in September across different debt types. We have also effectively allowed the deferral of all rents from our commercial tenants for the first quarter of 2020/21. We have encouraged all tenants to open a dialogue with us to discuss and agree appropriate viable payments plans for the future.

6.2 We continue to experience significant increases in the number of Council Tax benefit claimants and additional numbers of housing tenants that are struggling to pay their rent. This situation may get even worse with the changes proposed to the national furlough scheme. We are hoping that the relaxation in the lockdown arrangements, combined with a growing number of UK residents opting for a 'staycation' that this will help to provide some additional support and activity for the local economy. Many businesses are still approaching us for further support including requesting additional payment holidays/deferred payments/writing off debt for historical rent and service charges etc. We are responding to these requests on a case by case basis and following the national guidance where applicable.

6.3 Based on our latest analysis and assessment we are currently forecasting a £1.5M deterioration in our collection of Business Rates. A combination of increasing benefit claimants - working age Local Council Tax Support (LCTS) has increased from 7,700 to 9,316 by July 2020 (21% increase) which has the effect of reducing our Council Tax base, together with additional challenges for collection means that we are currently forecasting a £3.6M reduction in Council Tax income for 2020/21. At this early stage of the year we are forecasting to receive a £0.5M benefit from the Essex Business Rates Pool for 2020/21. From a housing tenants' perspective, we are currently forecasting a circa £0.25M potential challenge by the end of the financial year.

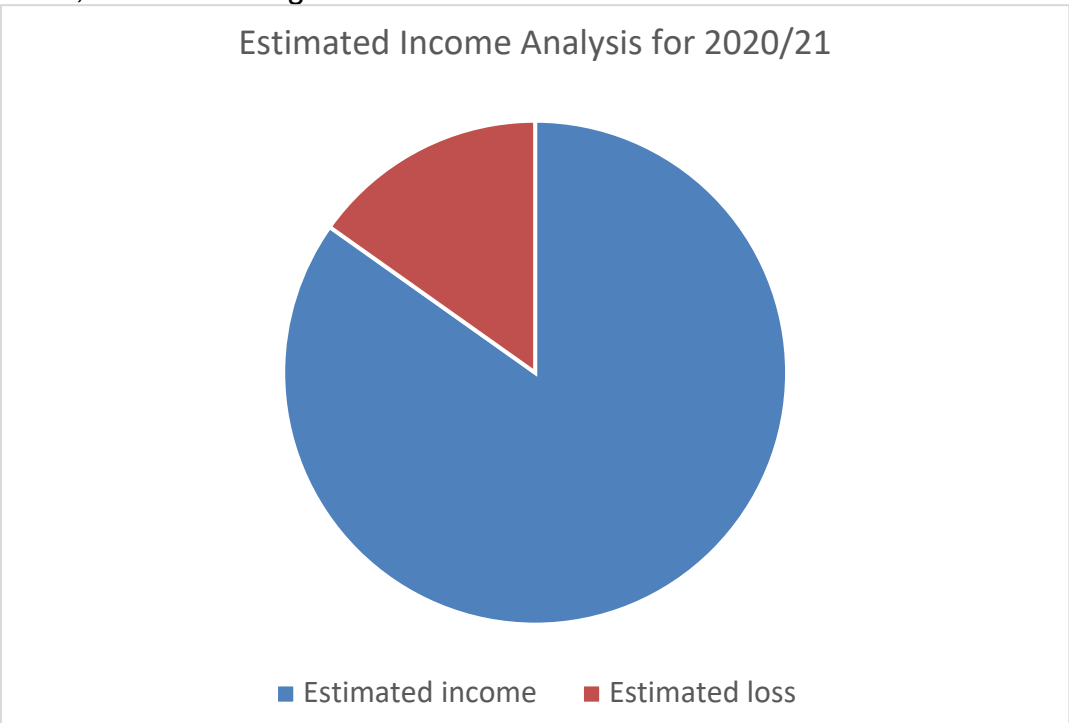
6.4 The government have recently announced their intention to allow authorities to spread 2020/21 collection fund deficits over three years. This is a year longer than the usual spreading over two years, with the estimate as at January 2021 being recovered the following year (2021/22) and the final outturn being recovered the year after (2022/23). We are still awaiting the technical details around the application of this initiative. MHCLG will prescribe the scheme in secondary legislation and intends to lay the relevant regulations in the autumn. MHCLG will be working with CIPFA and the local government sector to resolve the detailed accounting, audit, and reporting implications of this change.

## 7 Local Impact on Sales, Fees and Charges Income

7.1 Southend-on-Sea Borough Council budgeted to receive around £33.5M in total from a range of other income sources in 2020/21. It is very difficult to determine how activity levels will continue to fluctuate, reduce or in some cases even increase, particularly when lockdown measures are fully relaxed. The impact of Covid-19 and the associated lockdown did have a dramatic immediate negative effect on some of our universal income areas such as car parking, leisure and tourism.

7.2 There have been signs of improvement in some income areas but the continuing challenges for leisure, hospitality, adult social care client income and cultural services remain. As with some of the expenditure pressures it is still too early to draw any definitive conclusions, with so many factors that could change over the coming weeks and months. This is an area that will remain under intensive review but we are beginning to see some established patterns and if there is no further local lockdown in Southend-on-Sea then we are optimistic that some income streams may return to more normal levels of activity.

7.3 The following pie chart illustrates the revised estimated impact on our overall sales, fees and charges income for 2020/21.



7.4 There obviously also remains the potential impact of increasing bad and doubtful debts for a range of income streams that are not collected at point of sale or service delivery. It is an area which we are continuing to monitor and assess.

7.5 Encouragingly the government have recently announced an income guarantee scheme, whereby authorities would be compensated for 75% of losses of income after the first 5%. This is intended to shield authorities from significant losses, whilst also continuing to encourage authorities to ensure that they maximise income. The scheme's initial design and scope suggests that it will cover sales, fees and charges income, and the amounts are to be calculated using the 2020/21 budget. MHCLG intends to take a 'principles based' approach and to allow authorities to use their discretion in making claims. This is a positive development and we are currently awaiting the detailed technical guidance to make a formal assessment of the benefit this will bring and to get a better understanding of the arrangements for making our claims. An updated assessment and clarification on our position will be presented to a future meeting of Cabinet. It is hoped that this new initiative will be factored into the planned Period 6 monitoring report, scheduled to be presented to Cabinet in November 2020.

## 8 Future Demand and Potentially Currently Hidden Financial Challenges

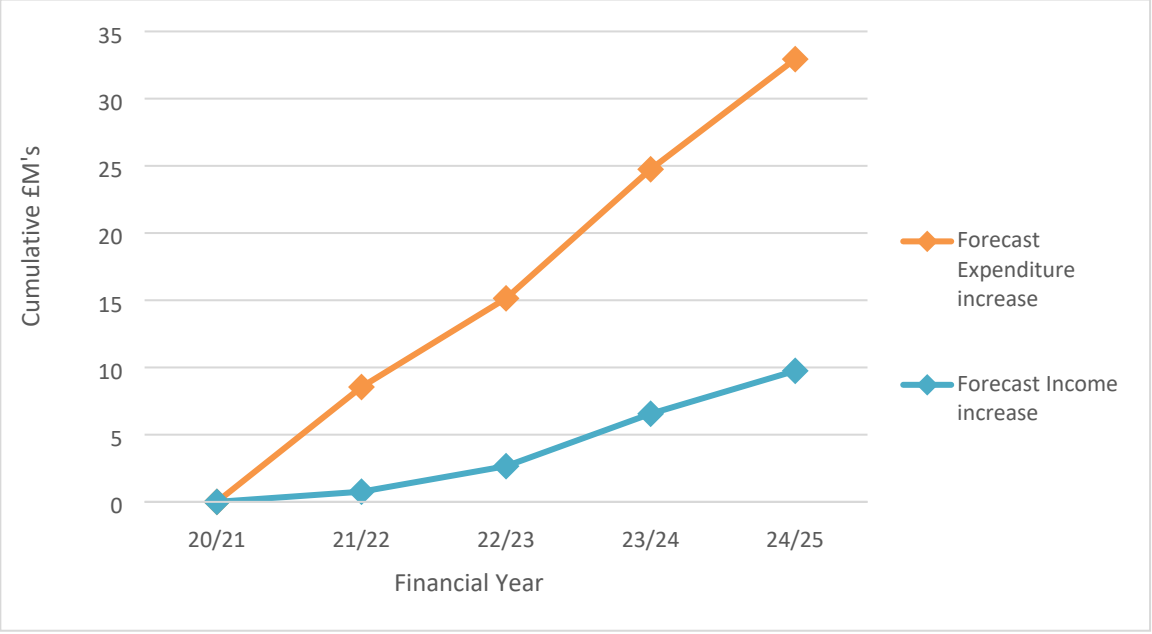
8.1 A potential further concern surrounds the possible future impact on key Adult and Children's Services after restrictions are fully lifted that could lead to a major increase in demand caused by isolation, stress and pressure building up in family units, domestic violence, vulnerable adults, children etc. Services have been working hard to try and manage the spikes in demand that we were experiencing and reporting throughout 2019/20 pre Covid-19. Recovery savings plans were in place to reduce demand and associated costs that are now at greater risk of non-delivery because of the uncertainty and pressure directly caused by the pandemic. This situation is in line with many other upper tier authorities across the country.

8.2 An area of ongoing concern that we are continually monitoring is the potential impact of Covid-19 on the adult social care provider market. Generally, care homes are based on around 90% occupancy levels, but some have been running closer to 70%. This is potentially damaging and unsustainable in terms of viability if occupancy levels remain this low or reduce further for an extended period. This is an area which we are keeping under review and regularly assess the impact on provision across Southend-on-Sea. Some of this concern should be mitigated by the Government's announcement of £600M nationally for an Infection Control Fund for Adult Social Care and the support already provided by the Council to adult social care homes through the deployment of our Covid-19 Emergency grant.

## 9 Medium Term Financial Strategy 2020/21 – 2024/25 Impact Assessment

9.1 The Government have confirmed that the originally planned Fair Funding Review and 75% Business Rates Retention Scheme will now NOT be implemented in 2021/22. It is still unclear at this stage whether a traditional three-year Comprehensive Spending Review will take place in the Autumn of 2020 or that the Government will decide to just focus on developing a single 2021/22 Financial Settlement for the Local Government Sector. This lack of clarity adds further uncertainty in trying to assess the future level of resources that may be available to Southend-on-Sea and adds further significant complexities and challenges to our future business and financial planning arrangements.

9.2 Despite this uncertainty and the need for many more assumptions and estimates to be applied than in previous years it is still vital that an assessment is undertaken to try to predict the potential range of financial pressure and challenge over the medium term. This initial work will be refined and developed further over the coming weeks. The estimated best case is that all extra costs and lost income caused by Covid-19 will be compensated for by Central Government and the Council's future financial gap returns to the level that was presented and approved as part of the setting of the 2020/21 Budget in February 2020. This is represented in the graphic below for reference.

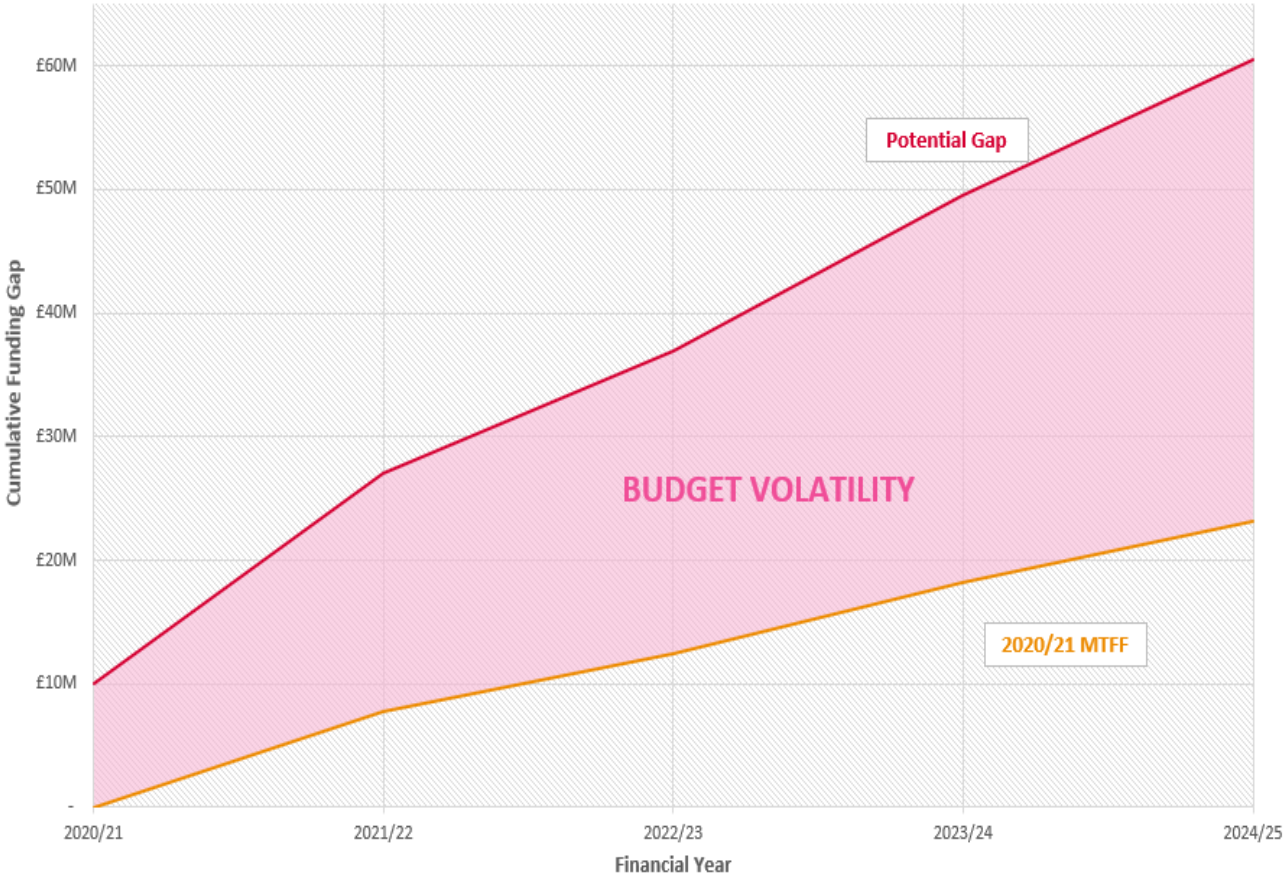



The forecast profiled budget gap represented in the chart above over the next five years is summarised financially in the table below: -

| Year | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | **Total** |
|---|---|---|---|---|---|---|
| Budget gap | £0M | £7.8M | £4.7M | £5.7M | £5.0M | **£23.2M** |

9.3 The potential size of the financial gap in each of the next four years could change significantly and it will depend upon many factors, which are mostly very difficult to determine given the current uncertainty. The Government may only partly compensate the Authority for the actual full costs of Covid-19 that have been incurred, there could be long term or even permanent damage to the local economy and the revenue base of the Council. This can manifest itself in many ways including the need to fund additional welfare needs and benefits requirements, reductions in the generation and collection of income, additional demand and cost pressures for adults and children social care interventions etc.

9.4 There could potentially be further lockdowns caused by a second major spike of the pandemic. The following graph attempts to factor in these assumptions to try to establish a sensible and reasonable range of what the financial gap for the Authority could potentially look like over the medium term. The likelihood is that the size of the actual financial challenge will be somewhere within this spectrum. The Authority, along with the rest of the Local Government Sector has already started its budget preparations and some difficult choices and decisions will undoubtedly be required over the coming months. These are unprecedented times and Local Government has never faced such a challenge whilst also wrestling with so much uncertainty.



## 10 Local Impact on Major Projects and the Capital Investment Programme

10.1 Our ambition for the delivery of key capital schemes has not diminished if anything our determination and desire to drive regeneration and growth has intensified. Realistically though Covid-19 has brought with it a whole additional set of new challenges and the viability of schemes will have to be reviewed and considered. A report elsewhere on the agenda provides an assessment on the Forum 2 project as a direct result of the impact of Covid-19 on the College and the Council. There will inevitably also be some delays in construction related projects. Although Government advice remains that construction activities should continue, works may have been delayed due to the availability of labour, plant and materials and some contractors did opt to cease activity for a period.

10.2 The Council has been very innovative and creative in developing a variety of funding arrangements for some major schemes, to take advantage of external grant initiatives and to reduce the financial impact locally. We are still seeking reassurance from Government, that these often time limited grants, get suitable extensions for defrayment and completion. In most cases we are still seeking 12-month extensions, but we also have the added potential complexity of Brexit and what impact that could have on EU secured funds. We will keep this under constant review.

## 11 Tactical and Strategic Response to Managing the Financial Challenge

11.1 The Authority responded positively and quickly to the challenge that Covid-19 brought to the Borough. The immediate priority was given to keeping local people and everyone connected with our Organisation safe. The Authority mobilised support for residents and businesses and at incredible speed developed the capability for a large proportion of our workforce to continue to work safely and remotely.

11.2 The Authority has also re-deployed staff to priority areas such as food and PPE distribution, community hubs and safety support, together with enabling processes for new requirements like business grants to be paid. The Authority has not furloughed any staff, despite the challenges and reductions in income in certain service areas.

11.3 After the initial urgency of our response passed, more time has now been devoted to designing, preparing, and implementing our transition and restoration to whatever the new normal will look like. The potential size of the financial challenge of Covid-19 for the Authority is currently estimated to be around £10.3M for 2020/21. Our strategic response has been to try and reduce our financial exposure in lower priority areas, make sure we passport all new Government support to local businesses and residents as fast and as accurately as we can, fully deploy the circa £12M of emergency grant funding that we have already received and clearly evidence and lobby Central Government for additional resources.

11.4 We continue to respond to MHCLG's request about potential use of our reserves in every return. We have still estimated that we could use £1M of our general balance (which would then reduce to £10M). We also estimated that up to £2M of our Corporate Earmarked Reserves could be used, which will effectively reduce our Business Transformation Reserve and our ability to respond to 'invest to save' opportunities and delay planned transformational projects. We stressed that this could only be used on a short-term basis and that our reserves would need to be topped back up again in 2021/22.

11.5 We need to assess the positive impact of the opportunity to spread collection fund deficits over three years and the Government's new income guarantee initiative. Realistically further resources will be required and if our current estimates over the size of the financial gap is realised, then we would have to look again at in-year service changes and our earmarked reserves to try and fund the difference. This would be very challenging and have major repercussions for our future medium-term business planning, leading to some very difficult choices in terms of reviewing our future cost base and income generating potential. This could ultimately result in permanent changes to our local service range and offer.

11.6 Our other clear strategic challenge back to Central Government is to give some urgent clarity over the estimated future levels of financial settlements for Southend-on-Sea and for the overall Local Government Sector.

## 12 Conclusions

12.1 This report provides an insight into the potential financial impact of Covid-19 on Southend-on-Sea Borough Council. This assessment is based on a huge amount of disparate information, together with a range of constantly developing assumptions. At the time of writing this report we are waiting for further details and guidance around the two new government schemes for income guarantee and for spreading collection fund deficits. These initiatives will undoubtedly help to improve the currently predicted financial situation for the Council in 2020/21. From a future financial planning perspective, it is still very difficult to form accurate definitive conclusions with confidence at this stage.

12.2 The pandemic will continue to have financial implications for our residents, businesses, and the Council itself over the coming weeks and months. Better and more informed intelligence is being gathered each week and a greater understanding of potential future scenarios and outcomes is being established. It is proposed to continue to bring updated reports to future Cabinet meetings. These will inform the deliberations of Cabinet and highlight with more certainty the potential financial impact on the Council for 2020/21 and the future.

12.3 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 restoration. We are recording all our costs and measuring the impact on all our income budgets to provide appropriate evidence. At some stage in the future it is hoped that this may be used to form a fair financial compensation request to the Government if needed.

12.4 Further work is continuing to refine our understanding of what our estimated financial position will be in the longer term. This is essential to revise our Medium Term Financial Strategy and to inform the Authority's strategic response to maintain our financial sustainability and continue to strive to deliver better outcomes for our local residents, businesses and our visitors.

## 13 Background Papers

Various Government Announcements relating to Covid-19
Medium Term Financial Strategy 2020/21 – 2024/25
Initial Local Financial Assessment of Covid-19 (9 June 2020 Cabinet Report)

# Southend-on-Sea Borough Council

**Agenda Item No. 6**

**Report of Chief Executive**
**To**
**Cabinet**
**On**
**15 September 2020**

Report prepared by: Nicola Spencer, Data & Insight Analyst,
Stephen Meah-Sims, Interim Head of Corporate Strategy &
Suzanne Newman, Insights Manager

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**Southend 2050 Milestones & Measures: Refresh in response to Covid-19**

**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 present to Cabinet the second stage of the review and refresh of Southend 2050 in response to the Covid-19 pandemic: specifically further developed work on the Southend 2050 Roadmap milestones, the Southend 2050 Outcome Success Measures Report and Transforming Together Programme.**

## 2. Recommendations

2.1. That Cabinet note the new format of the outcome success measures report, which presents insight at an outcome level;
2.2. That Cabinet note the associated measures and insight against each of the outcomes will used to manage performance against the delivery of Southend 2050;
2.3. That Cabinet note Quarter 1 performance (April-June 2020);
2.4. That the Southend 2050 roadmap milestones will form part of future reports that update on Southend's recovery journey in order for responsive developments;
2.5. That Cabinet note the detailed Transforming Together programme of work;
2.6. That Cabinet note Covid-19 is presenting lots of unknowns, as a result 2050 needs to be flexible to deal with the challenges therefore our outcomes will need to be responsive to the changing situations; and
2.7. That the performance and measures of success and progress to achieve 2050 continue to be reported through the quarterly Outcome Success Measures Report, reported 4 times a year to Cabinet.
2.8. That Cabinet approve the creation of a Covid-19 recovery fund with an initial value of £500,000 funded by the Business Transformation Reserve.

## 3. Background

3.1. The council has a shared vision of the future - the Southend 2050 ambition, 26 outcomes (**Appendix 1**), and delivery roadmap. This was developed through investment in substantial engagement and co-design with stakeholders and communities to develop. We are one of a small number of councils that have recently undertaken this work. The ongoing engagement activity is a real advantage to the borough as a whole, as it has brought together people and communities to identify where they want Southend to be in the future. The focus on how Southend recovers from the Covid-19 experience to achieve the 2050 ambition remains as strong as ever with no recommended changes in light of Covid-19. However, the council, along with other stakeholders and community groups will need to think about how to achieve that ambition, in light of Covid-19.

3.2. In determining what Recovery means, specifically for Southend and the council, the Joint Administration has developed six political Recovery priorities. These have been developed by Cabinet and the Corporate Management Team to establish the 'key considerations' that should factor in future planning for Southend, under the 2050 ambition. The political Recovery priorities are not designed to replace the original Southend 2050 five themes, but more act as critical prompts to ensure that the outcomes and roadmap which sit under the themes take account of the political Recovery priorities.

3.3. Cabinet received an update in July which presented progress to date on the review and refresh of the Southend 2050 outcomes and associated roadmap milestones. This included the introduction of 3 new outcomes, 9 reworded and refocused outcomes and 20 new roadmap milestones along with a number of re-sequenced milestones.

3.4. 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 Quarterly Outcomes Success Measures Report; and
- an Annual Place-Based Report.

## 4. Refreshed Southend 2050 outcomes and roadmap milestones

4.1. Cabinet received an update in July which presented progress to date on the review and refresh of the Southend 2050 outcomes and associated roadmap milestones. This included the introduction of 3 new outcomes, 9 reworded and refocused outcomes and 20 new roadmap milestones along with a number of resquenced milestones.

4.2. The first stage of the review process involved each of the 2050 outcomes and associated roadmap milestones being reviewed through the lens of the 6 political

Recovery priorities. **Appendix 2** illustrates the 2050 outcomes mapped against the political Recovery priorities.

4.3. This identified that **9** of the existing 23 outcomes be reworded and that **3** new outcomes be created and added under the themes of Safe & Well and Opportunity & Prosperity and that none are deleted, taking the total number of outcomes that support the delivery of the Southend 2050 Ambition to **26**.

4.4. Within the 2050 framework, the outcomes have an associated roadmap with milestones highlighting key activity being undertaken in order 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 updated roadmap is attached at **Appendix 3**.

4.5. 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. It is recommended that Cabinet receive a report to each Cabinet meeting which presents recommended changes as they arise in the future in order to remain responsive.

## 5. Southend 2050 Outcome Success Measures

5.1. The second stage of the Southend 2050 review and refresh process has focused on the outcome focused performance measures against each of the outcomes. The Southend 2050 Outcome Success Measures Report is a high-level summary of the Council's corporate performance and progression over a quarter against the 26 Southend 2050 Outcomes. Outcome Delivery Teams provide a strategic narrative on the progress made with the delivery of the Southend 2050 outcomes and associated Roadmap Milestones. **Appendix 5** contains the Performance Management Framework for Southend 2050.

5.2. The Quarter 1 Outcome Success Measures Report can be found at **Appendix 6**.

## 6. Recovery and how the Council plans to transform

6.1. Covid-19 is a catalyst for all organisations to seriously consider how they plan and operate in new ways, with most who are operating under pandemic conditions, finding new ways of working and core requirement in operating. This includes considering where people work in the short, medium and long term, reacting and responding with a range of new systems, priorities and challenges, the need for rapid decision-making, changes to workforce wellbeing and productivity, dealing with a vast range of communication channels, and new security risks.

6.2. Beyond the adapting operational adjustments that are required to ensure that the council maintains services and protects staff, the council's preparations for 'recovery' and moving to a 'new normal' of operations began in April. This started with an expectation that the ways of working, processes for decision making, the

shape of particular services and the financial resources available to the council could be fundamentally different now and in the future.

6.3. Transforming together (TT) was set up within the council prior to Covid-19 and operated as a council-wide group that was responsible to taking the council on its transformation journey, with a programme of transformation and behaviour change. The primary aim of TT is to enable the council to modernise as part of a commitment to delivering quality services and delivering on the 2050 ambition.

6.4. Under the political Recovery priority 6, which focuses on how the council learns and recovers as an organisation, the role of TT is central in managing a programme of work that directly responds to political Recovery priority 6, whilst sticking to the original TT principles, also known as 'conditions:'

- Clear vision and delivery strategy
- Digital enablement to support the vision
- Trusted empowered and engaged workforce
- Appetite to invest in people, outcomes and accept risk
- Closer collaboration with staff, members, residents and partners
- Simple and effective governance
- Open mind-set that will drive forward transformation and change.

6.5. Therefore, like the update to 2050 outcomes and roadmap, TT has also refreshed the way in which it works, this includes a programme of work that it is responsible for delivering.

6.6. The work programme of TT will be split under 4 areas, which are:

- Skills, Learning and Development
- Behaviours and Culture
- People and Networks
- Managing TT and Corporate

6.6 The governance for TT involves an officer lead in each of the 4 areas, that will oversee the programme of work, which will report up through the Cabinet and CMT leads for political Recovery priority 6. Measures of success will be attached to the work of TT and this will be updated as part of the 2050 Outcomes Success Measures report.

6.7 The programme for Transforming Together can be seen in **Appendix 7**. 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.

## 7. Other Options

7.1. The council could choose not to review its current ambition and desired outcomes. This would mean failing to set out the huge impact the crises has had on the

borough, its people and the council and the council's approach to recovery. A review of the current 2050 ambition and outcomes would most likely be required in any case, given they were agreed in 2018.

## 8. Reasons for Recommendations

8.1. To ensure the council has an opportunity to review action taken to date to tackle the Covid-19 crises and to consider the appropriate approach to be taken to enable the borough and council to recover.

## 9. Corporate Implications

9.1. **Contribution to the Southend 2050 Road Map**

The report outlines the council's approach to using the Southend 2050 programme as the primary vehicle for recovery and presents the second stage of the review and refresh of the 2050 outcomes, roadmap milestones and outcome success measures in the light of the huge impact the crises has had on the borough, its people, the council and other stakeholders.

**Financial Implications**

The financial implications of this Southend 2050 refresh report and update on delivering better outcomes for local residents and businesses will be considered and reflected in the ongoing overall review of the Medium Term Financial Strategy 2020/21 – 2024/25 for the Council. This will include how the Council works within its overall financial envelope and how it can repurpose and reprioritize spending and income to best deliver the required outcomes for Southend 2050.

Central Government has provided a range of financial support to Local Authorities to help with their local response to Covid-19 and this has come in the forms of passported funding which goes to businesses and residents, direct funding support for the Council and finally assistance with cashflow of paying and receiving various Government funding streams. Nationally they have provided £3.7 billion over 3 tranches of Emergency Grant funding to the sector. Southend-on-Sea Borough Council have received circa £12m to support the additional spending pressures on current budgets and also new initiatives required to deal with the response to the pandemic such as the food distribution centre, adult social care provider support, accommodation for rough sleepers and leisure and theatre provider support.

All Local Authorities continue to submit monthly returns to Government 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.

However, as we move more into our recovery phase it is important that some one-off impact funding is available to deal with urgent emerging and ongoing issues to support the recovery of the town. It is therefore proposed that a Covid-19 recovery

fund is created to support these urgent emerging and ongoing issues. It is recommended that the fund should have an initial value of £500,000, which will be funded from the Business Transformation Reserve (BTR). The Cabinet and officers will consider use against the fund and the monitoring of the fund will form part of the regular Covid-19 Finance update reports to Cabinet.

9.2. **Legal Implications –** No specific implications.

9.3. **People Implications**
There are no specific people 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.

9.4. **Property Implications**
There are no property implications as part of this report.

9.5. **Consultation**
The report highlights 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.

9.6. **Equalities and Diversity Implications**
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 undertaken alongside the refresh of the 2050 outcomes and roadmap milestones is attached at **Appendix 4**.

9.7. **Risk Assessment**
The Council is reviewing the Corporate Risk Register in the light of the impact and implications of the pandemic.

9.8. **Value for Money** – No specific implications.

9.9. **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.

9.10. **Environmental Impact**
Green City and climate change is one of the six priorities identified for assessing the council's approach to recovery.

## 10. Background Papers

10.1. Southend 2050: Review and refresh in response to Covid-19

## 11. Appendices

11.1. Appendix 1 – Southend 2050 Outcomes
11.2. Appendix 2 – Southend 2050 outcomes mapped against the Political Recovery Priorities
11.3. Appendix 3 – Southend 2050 Roadmap & Milestones (updated August 2020)
11.4. Appendix 4 – Southend 2050 Equality Impact Assessment
11.5. Appendix 5 – Southend 2050 Performance Management Framework
11.6. Appendix 6 – Southend 2050 Outcome Success Measures Report (Quarter 1, April – June 2020)
11.7. Appendix 7 – Transforming Together programme

# Appendix 1

**Southend 2050 Outcomes**

| Theme | Outcome |
|---|---|
| **Pride & Joy**<br><br>***By 2050 Southenders are fiercely proud of, and go out of their way, to champion what our city has to offer.***<br><br>**Theme Lead:**<br>**ANDREW LEWIS** | 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 for our residents and visitors and we have become the region's first choice coastal tourism destination. |
| | We have invested in protecting and nurturing our coastline, which continues to be our much loved and best used asset. |
| | Our streets and public spaces are valued and support the mental and physical wellbeing of residents and visitors. |
| **Safe & Well**<br><br>***By 2050 people in Southend-on-Sea feel safe in all aspects of their lives and are well enough to live fulfilling lives.***<br><br>**Theme Lead:**<br>**JOE CHESTERTON** | 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, streets, transport and recycling. |
| | Residents feel safe and secure in their homes. |
| **Active & Involved**<br><br>***By 2050 we have a thriving, active and involved community that feel invested in our city.***<br><br>**Theme Lead:**<br>**LARISSA REED** | Even more Southenders agree that people from different backgrounds are valued and get on well together. |
| | Residents feel the benefits of social connection, in building and strengthening their local networks through common interests and volunteering. |
| | Residents are routinely involved in the design and delivery of services. |

| Theme | Outcome |
|---|---|
| | A range of initiatives help increase the capacity for communities to come together to enhance their neighbourhood and environment. |
| | More people have physically active lifestyles, including through the use of open spaces. |
| **Opportunity & Prosperity**<br><br>***By 2050 Southend-on-Sea is a successful city and we share our prosperity amongst all of our people.***<br><br>**Theme Lead:**<br>**MICHAEL MARKS** | 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 young people are ready for further education, training or employment |
| | 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. |
| | Southend provides fulfilling careers for our residents, and enough job roles to match the needs of the population. |
| | 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. |
| **Connected & Smart**<br><br>***By 2050 people can easily get in, out and around our borough and we have a world class digital infrastructure.***<br><br>**Theme Lead:**<br>**TANDRA FORSTER** | 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 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 reflects equity of digital provision for the young, vulnerable and disadvantaged. |

# Appendix 2

**Southend 2050 Outcomes mapped against the Political Recovery Priorities**

| Political Recovery Priorities | P&J 1 | P&J 2 | P&J 3 | P&J 4 | S&W 1 | S&W 2 | S&W 3 | S&W 4 | S&W 5 | S&W 6 | A&I 1 | A&I 2 | A&I 3 | A&I 4 | A&I 5 | O&P 1 | O&P 2 | O&P 3 | O&P 4 | O&P 5 | O&P 6 | O&P 7 | C&S 1 | C&S 2 | C&S 3 | C&S 4 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1) Economic focus on a stronger and safer town | | * | | | * | | | | | * | | | | | | * | * | * | * | * | * | * | | | | * |
| 2) Green city and climate change | | | * | * | | | | | * | | | | | * | | * | | | | | | | | | * | * |
| 3) Travel and transport | | | | | | | | | | | | | | | | * | | | | | | | * | * | * | |
| 4) People and communities | * | | | | | * | | * | | * | * | * | * | * | * | * | | * | | | * | | * | | * | |
| 5) Major projects | | | | | | | * | | | | | | | | | | * | | | | | | | | | |
| 6) How we learn and recover as an organisation | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * |

# Draft refreshed 2050 Roadmap

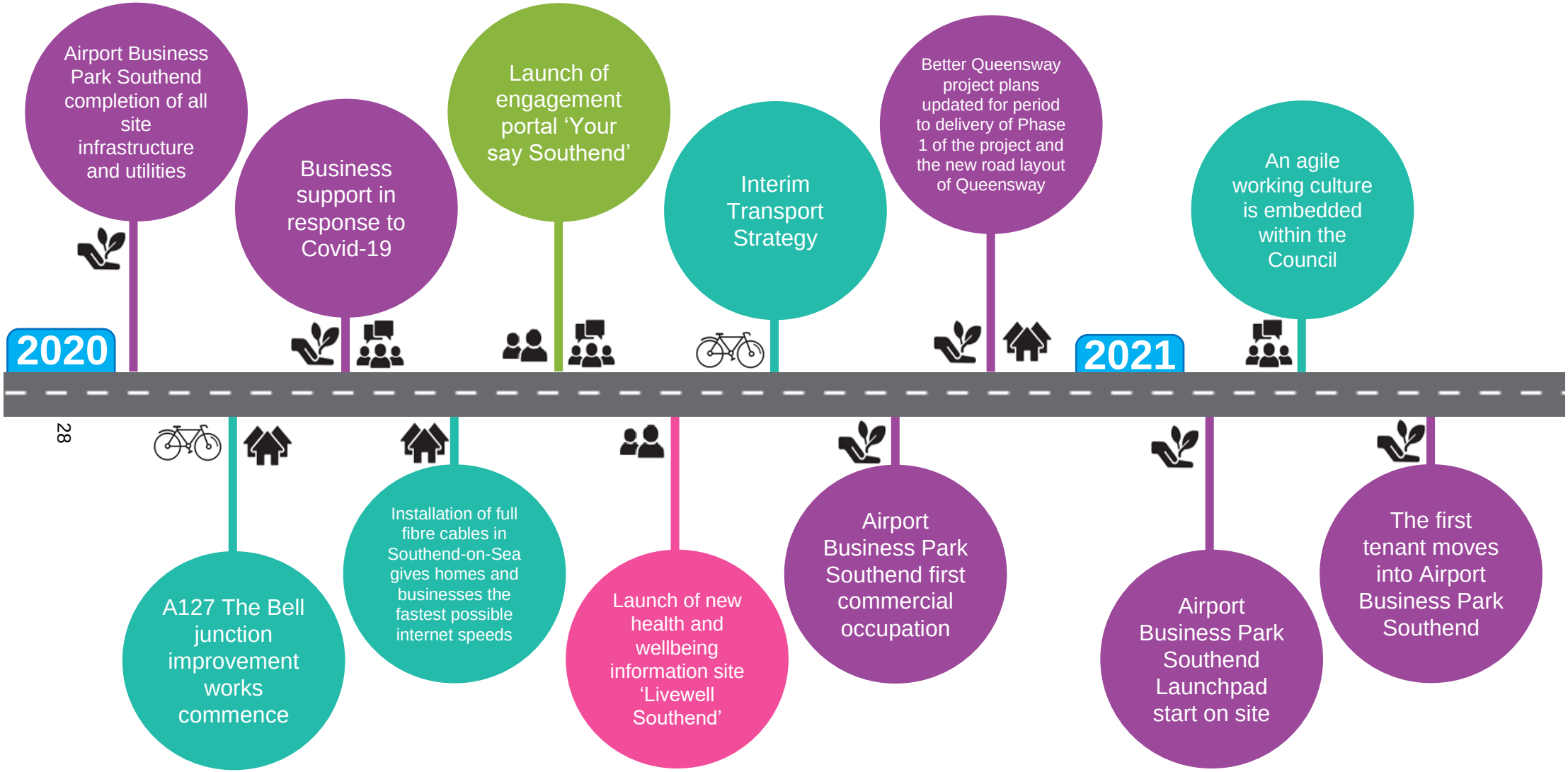
**Appendix 3**

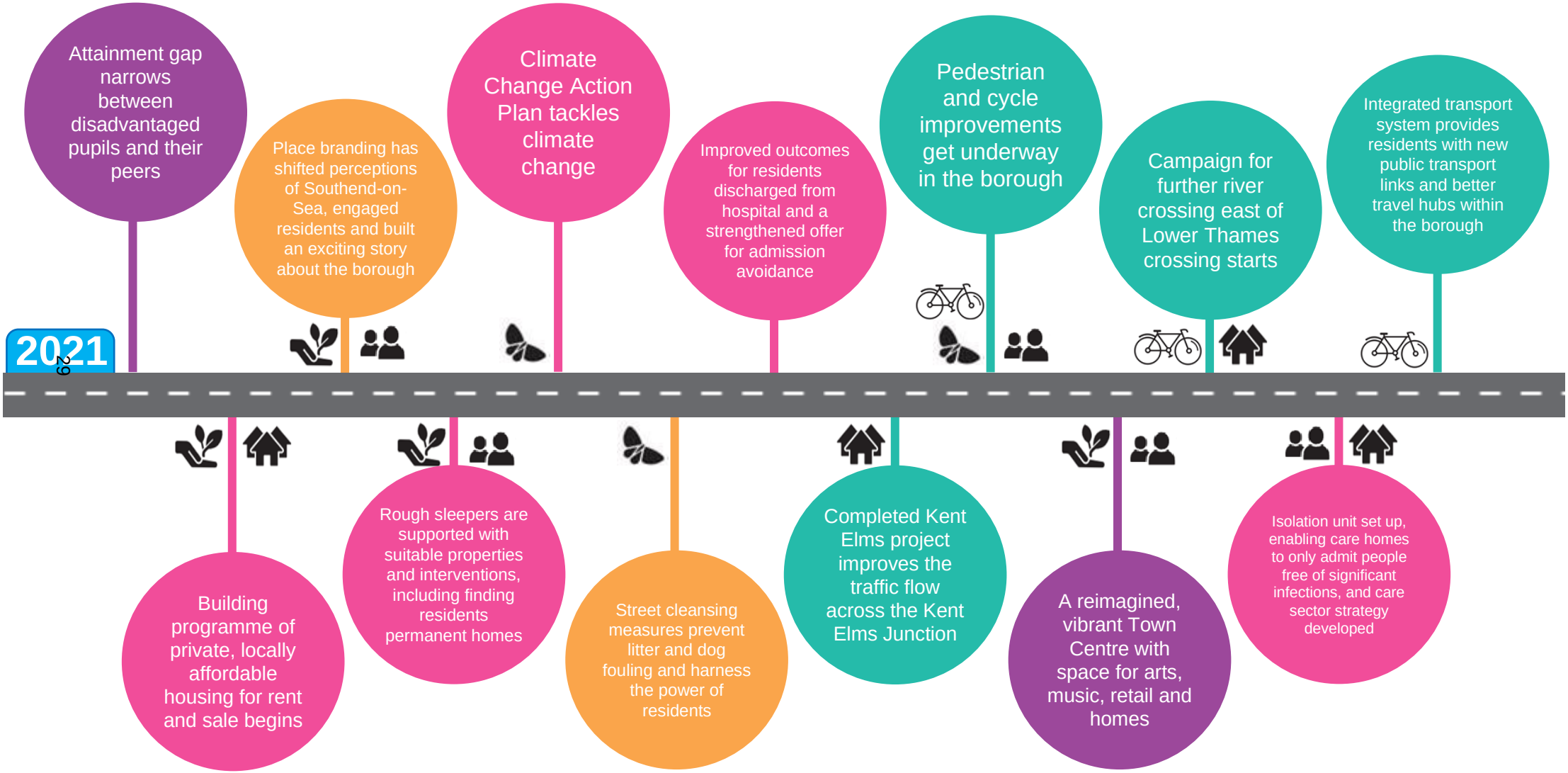
## Key: Link to Political Recovery Priorities

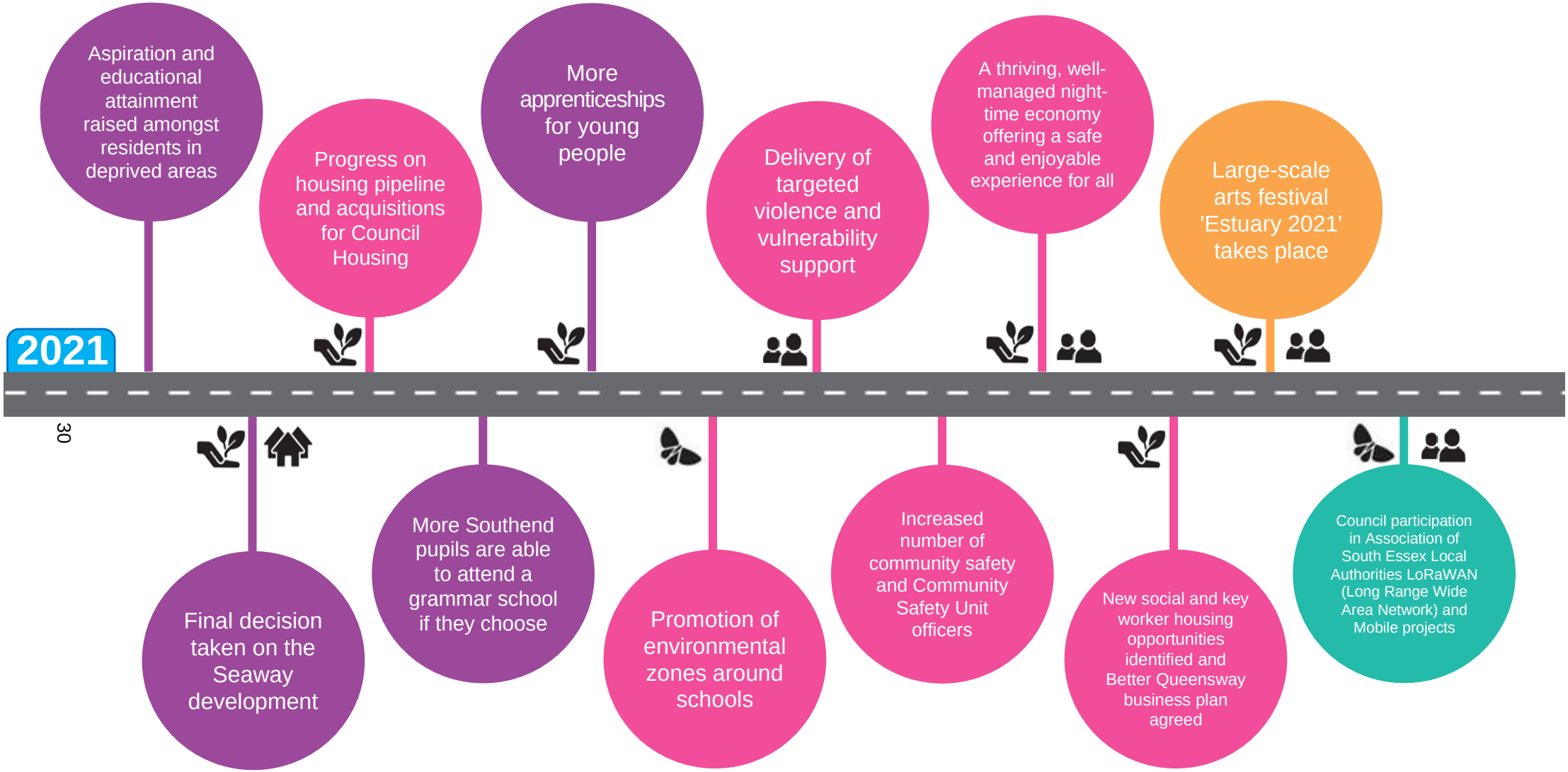
- Recovery Priority 1 - Economic focus on a stronger and safer town
- Recovery Priority 2 - Green City and Climate Change
- Recovery Priority 3 - Travel and Transport
- Recovery Priority 4 - People and Communities
- Recovery Priority 5 - Major Projects
- Recovery Priority 6 - How we learn and recover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

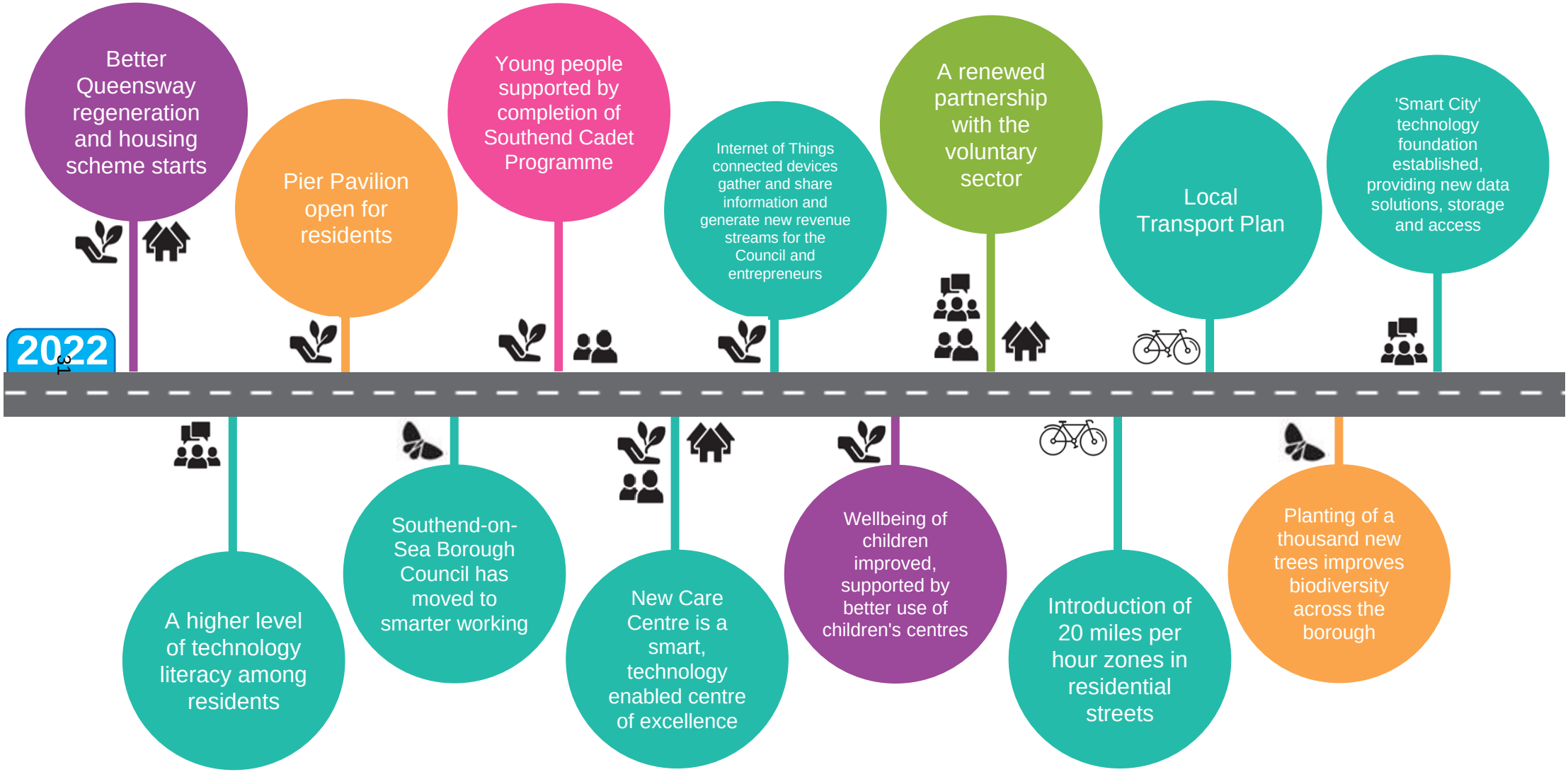
## Key: Link to the Southend 2050 Themes

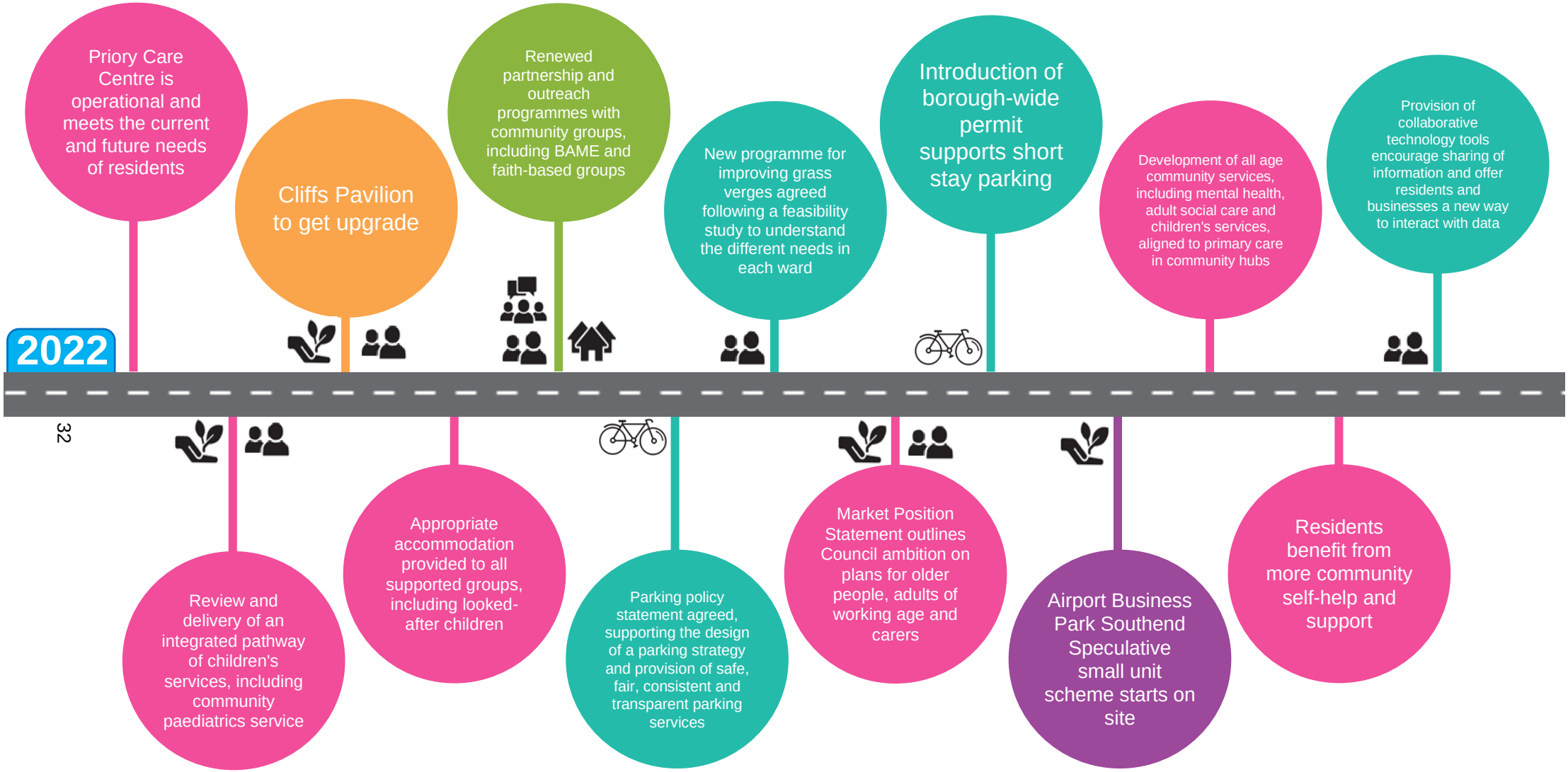
- Pride & Joy
- Safe & Well
- Active & Involved
- Opportunity & Prosperity
- Connected & Smart

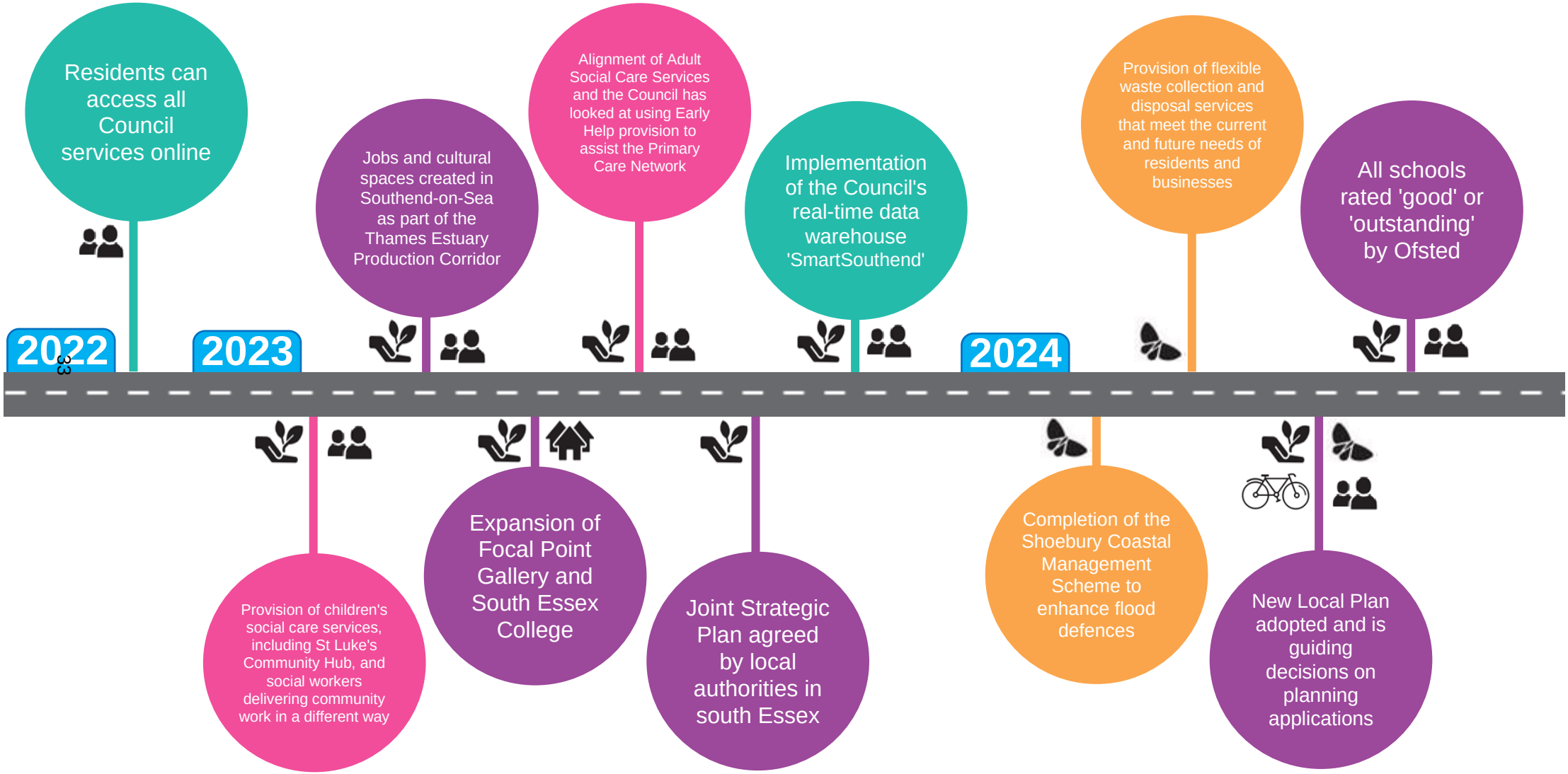

Airport Business Park Southend completion of all site infrastructure and utilities
Business support in response to Covid-19
Launch of engagement portal 'Your say Southend'
Interim Transport Strategy
Better Queensway project plans updated for period to delivery of Phase 1 of the project and the new road layout of Queensway
An agile working culture is embedded within the Council
2020
2021
28
A127 The Bell junction improvement works commence
Installation of full fibre cables in Southend-on-Sea gives homes and businesses the fastest possible internet speeds
Launch of new health and wellbeing information site 'Livewell Southend'
Airport Business Park Southend first commercial occupation
Airport Business Park Southend Launchpad start on site
The first tenant moves into Airport Business Park Southend

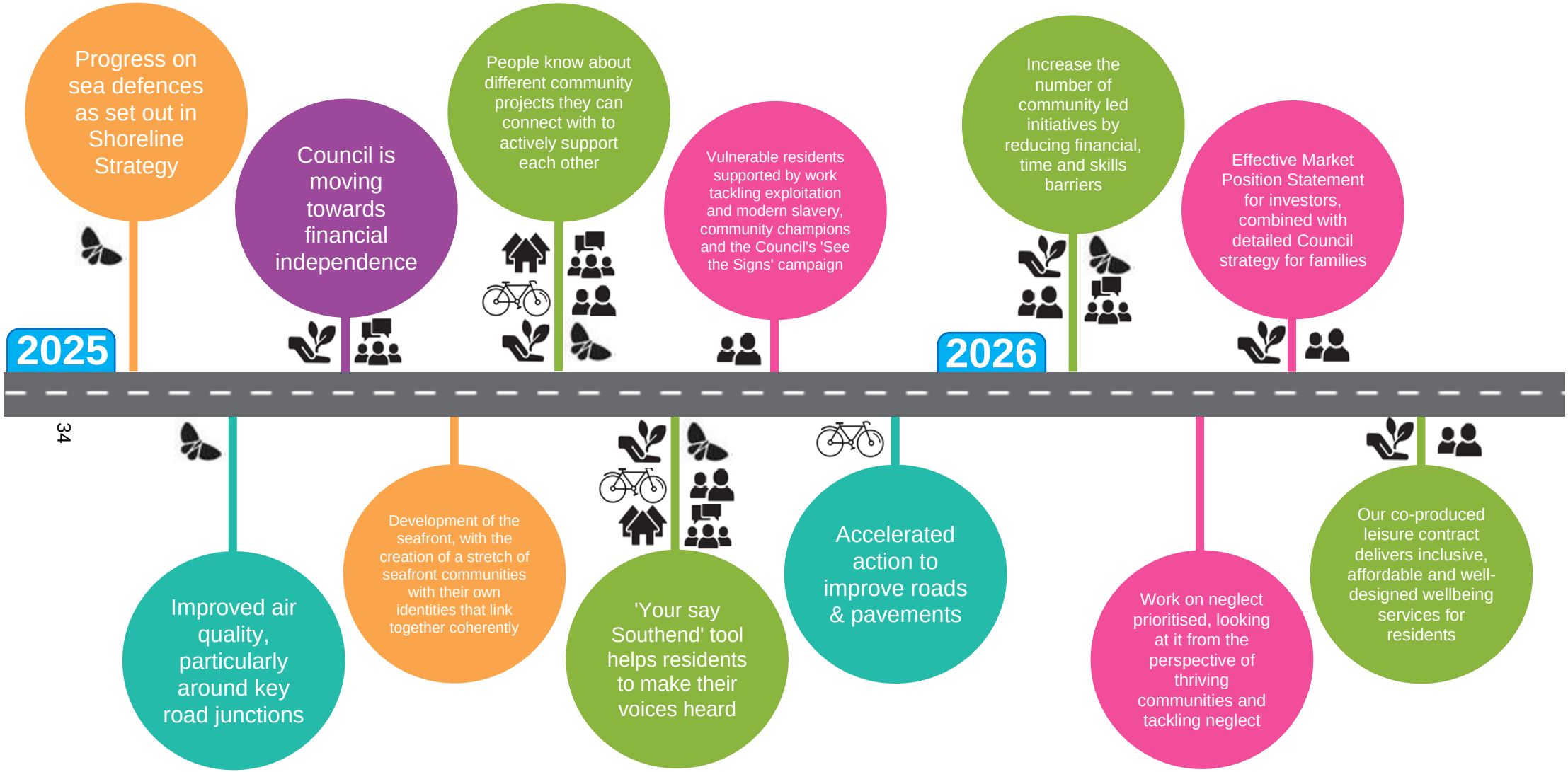

Attainment gap narrows between disadvantaged pupils and their peers
Place branding has shifted perceptions of Southend-on-Sea, engaged residents and built an exciting story about the borough
Climate Change Action Plan tackles climate change
Improved outcomes for residents discharged from hospital and a strengthened offer for admission avoidance
Pedestrian and cycle improvements get underway in the borough
Campaign for further river crossing east of Lower Thames crossing starts
Integrated transport system provides residents with new public transport links and better travel hubs within the borough
2021
Building programme of private, locally affordable housing for rent and sale begins
Rough sleepers are supported with suitable properties and interventions, including finding residents permanent homes
Street cleansing measures prevent litter and dog fouling and harness the power of residents
Completed Kent Elms project improves the traffic flow across the Kent Elms Junction
A reimagined, vibrant Town Centre with space for arts, music, retail and homes
Isolation unit set up, enabling care homes to only admit people free of significant infections, and care sector strategy developed

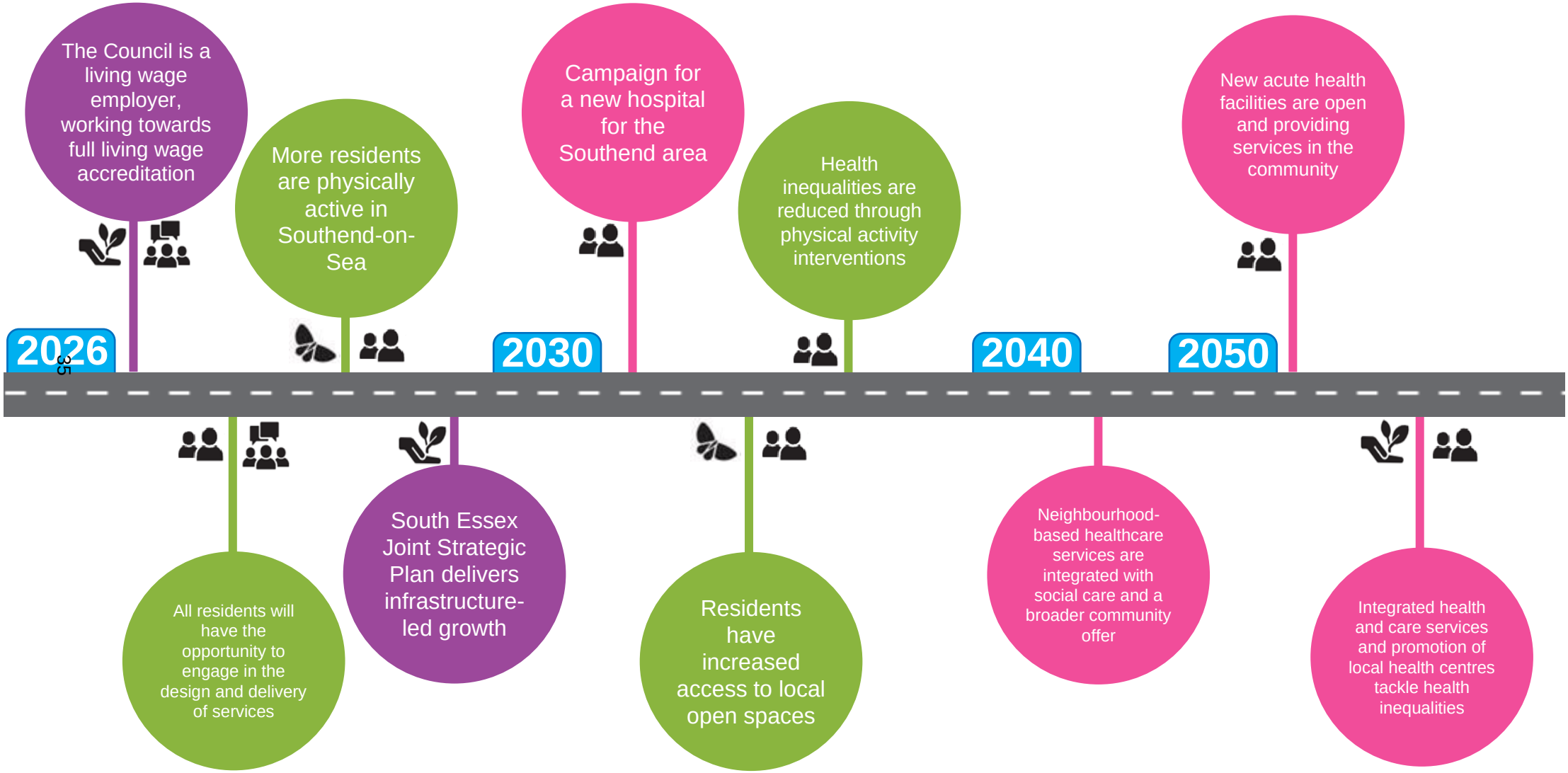

Aspiration and educational attainment raised amongst residents in deprived areas
Progress on housing pipeline and acquisitions for Council Housing
More apprenticeships for young people
Delivery of targeted violence and vulnerability support
A thriving, well-managed night-time economy offering a safe and enjoyable experience for all
Large-scale arts festival 'Estuary 2021' takes place
2021
30
Final decision taken on the Seaway development
More Southend pupils are able to attend a grammar school if they choose
Promotion of environmental zones around schools
Increased number of community safety and Community Safety Unit officers
New social and key worker housing opportunities identified and Better Queensway business plan agreed
Council participation in Association of South Essex Local Authorities LoRaWAN (Long Range Wide Area Network) and Mobile projects


Better Queensway regeneration and housing scheme starts
Pier Pavilion open for residents
Young people supported by completion of Southend Cadet Programme
Internet of Things connected devices gather and share information and generate new revenue streams for the Council and entrepreneurs
A renewed partnership with the voluntary sector
Local Transport Plan
'Smart City' technology foundation established, providing new data solutions, storage and access
2022
A higher level of technology literacy among residents
Southend-on-Sea Borough Council has moved to smarter working
New Care Centre is a smart, technology enabled centre of excellence
Wellbeing of children improved, supported by better use of children's centres
Introduction of 20 miles per hour zones in residential streets
Planting of a thousand new trees improves biodiversity across the borough


2022
Priory Care Centre is operational and meets the current and future needs of residents
Cliffs Pavilion to get upgrade
Renewed partnership and outreach programmes with community groups, including BAME and faith-based groups
New programme for improving grass verges agreed following a feasibility study to understand the different needs in each ward
Introduction of borough-wide permit supports short stay parking
Development of all age community services, including mental health, adult social care and children's services, aligned to primary care in community hubs
Provision of collaborative technology tools encourage sharing of information and offer residents and businesses a new way to interact with data
Review and delivery of an integrated pathway of children's services, including community paediatrics service
Appropriate accommodation provided to all supported groups, including looked-after children
Parking policy statement agreed, supporting the design of a parking strategy and provision of safe, fair, consistent and transparent parking services
Market Position Statement outlines Council ambition on plans for older people, adults of working age and carers
Airport Business Park Southend Speculative small unit scheme starts on site
Residents benefit from more community self-help and support


Residents can access all Council services online
2022
Provision of children's social care services, including St Luke's Community Hub, and social workers delivering community work in a different way
Jobs and cultural spaces created in Southend-on-Sea as part of the Thames Estuary Production Corridor
2023
Expansion of Focal Point Gallery and South Essex College
Alignment of Adult Social Care Services and the Council has looked at using Early Help provision to assist the Primary Care Network
Joint Strategic Plan agreed by local authorities in south Essex
Implementation of the Council's real-time data warehouse 'SmartSouthend'
Completion of the Shoebury Coastal Management Scheme to enhance flood defences
2024
Provision of flexible waste collection and disposal services that meet the current and future needs of residents and businesses
New Local Plan adopted and is guiding decisions on planning applications
All schools rated 'good' or 'outstanding' by Ofsted


Progress on sea defences as set out in Shoreline Strategy
Council is moving towards financial independence
People know about different community projects they can connect with to actively support each other
Vulnerable residents supported by work tackling exploitation and modern slavery, community champions and the Council's 'See the Signs' campaign
Increase the number of community led initiatives by reducing financial, time and skills barriers
Effective Market Position Statement for investors, combined with detailed Council strategy for families
2025
2026
34
Improved air quality, particularly around key road junctions
Development of the seafront, with the creation of a stretch of seafront communities with their own identities that link together coherently
'Your say Southend' tool helps residents to make their voices heard
Accelerated action to improve roads & pavements
Work on neglect prioritised, looking at it from the perspective of thriving communities and tackling neglect
Our co-produced leisure contract delivers inclusive, affordable and well-designed wellbeing services for residents


The Council is a living wage employer, working towards full living wage accreditation
More residents are physically active in Southend-on-Sea
Campaign for a new hospital for the Southend area
Health inequalities are reduced through physical activity interventions
New acute health facilities are open and providing services in the community
2026
2030
2040
2050
All residents will have the opportunity to engage in the design and delivery of services
South Essex Joint Strategic Plan delivers infrastructure-led growth
Residents have increased access to local open spaces
Neighbourhood-based healthcare services are integrated with social care and a broader community offer
Integrated health and care services and promotion of local health centres tackle health inequalities

Planning policy achieves safe and well communities
2050
36

# Southend 2050 Refresh
# DRAFT Equality Impact Assessment

**Appendix 4**

## 1. Background Information

The Equality Act 2010, requires public authorities to have 'due regard' to the need to eliminate unlawful discrimination, harassment and victimisation and to advance equality of opportunity between people from different groups. There is also a requirement that public authorities foster good relations between people from different groups with protected characteristics. This includes, for example, ensuring such groups have the ability to access information and eligible services on an equal basis and to have reasonable adjustments made to enable that to happen. The duty to 'advance equality' requires the council to be pro-active in reducing inequalities.

### 1.1 Name of policy, service function or restructure requiring an Equality Analysis: Southend 2050 Refresh

This EIA focusses on the recent changes to Southend 2050 in response to the Covid-19 pandemic, notably the associated desired outcomes and the Transforming Together programme to better enable the council to deliver those outcomes. Future work which takes place within each of the five themes, particularly those relating to specific milestones, will benefit from individual Equality Impact Assessments.

### 1.2 Date Equality Analysis undertaken: August 2020

### 1.3 Names and roles of staff carrying out the Equality Analysis:

| Name | Role | Service Area |
|---|---|---|
| Lauren Dolphin<br>Tim MacGregor<br>Sarah Brown<br>Cheryl Oksuz | Policy Team | Corporate Strategy |
| 2050 Outcome leads | Responsible for supporting the delivery of desired outcomes | Cross council |

| | | |
|---|---|---|
| Corporate Equality Steering Group | Officer group, responsible for overseeing the Council's approach to equalities | Cross council |

### 1.4 What are the aims or purpose of the policy, service function or restructure that is subject to the EA?

As part of an annual process, the Southend 2050 outcomes and roadmap were reviewed and updated this year in the context of COVID-19. While the 2050 ambition remains the same, how Southend gets there may be somewhat different. Therefore, the outcomes and roadmap review builds on some positive aspects of the crises and points the way to rebalance and restore the damage caused in recent months. A full EIA of Southend's COVID-19 regulatory response has been undertaken and is available as an appendix to The Council's response to Covid-19 report to Cabinet, 9 June 2020, and linked below.

COVID-EIA: 03-Southend Covid-19 Regulatory I

**Nine** of the existing 23 outcomes have been reworded, **three** new outcomes have been created under the themes of Safe & Well and Opportunity & Prosperity. No outcomes have been deleted, raising the total number of outcomes that support the delivery of the Southend 2050 Ambition to **26**.

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## 2. Outcome Equality Analysis by Southend 2050 theme

### 2.1 Pride and Joy - Key Equality Implications

**Disability** – In developing our cultural and leisure offer there is potential for the benefit of this activity to reduce if barriers to access are not addressed for those with disabilities. By developing the accessible tourism offer, the borough can enhance areas such as beach accessibility, accommodation, accessible signage and reading materials. In addition, barriers and measure to support specific initiatives and actions can be identified at the project level, with methods to design public spaces for accessibility put in place.

**Race** – In developing our cultural offer, there is potential for less-engaged groups to be under-represented in cultural events and activities. To mitigate this, it is possible to promote and further 'talk up' Southend's diverse culture, and use outreach engagement activities to hold diverse cultural activity throughout the year. There is risk that our tourism image is narrow and an exclusive set of images is used by magazines, websites and marketing material, which deters visitors who do not have the same profile. To mitigate this a wide range of ethnicities, reflecting residents and visitors to the borough, can help promote Southend's tourism offer.

**Sexual orientation, Gender Reassignment, Gender and Marriage and civil partnership –** Some venues may appear exclusive due to image and broader gender / relationship diversity issues. Creating a welcoming and inclusive sector for all greater engagement such as through annual events and promotion of inclusivity can be promoted.

**Carers, Socio-economic and Age -** Cost, image, accessibility and "Strenuous" activity can form barriers to the cultural and leisure. Issues can combine to mean certain young and old people are under-represented. A varied offer designed in close consultation with a range of residents can help mitigate this exclusion.

**Pregnancy and maternity –** The development of our local offer should be mindful to include breastfeeding friendly spaces and facilities which are inclusive for young families.

**Religion or belief -** The research does not indicate that enhanced cultural and public space provision could have a differential impact on people of different religions. However, there is potential for less-engaged groups to be under-represented in the design and attendance of some cultural events. People of different religious beliefs may feel uncomfortable visiting certain types of establishments. A broad mix of venues, events, and public spaces should be included in activity to appeal to a wide range of people.

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**2.2** Changes to Pride and Joy outcomes in the proposed 2050 refresh are highlighted in the tables below, this included new additions and Equality and Diversity implications:

| | Current Outcome (old) | Change to Outcome | Equality and Diversity Implications |
|---|---|---|---|
| Pride and Joy | The variety and quality of our outstanding cultural and leisure offer has increased and we have become the first choice English coastal destination for visitors. | The variety and quality of our outstanding cultural and leisure offer has increased for our residents and visitors and we have become the region's first choice coastal tourism destination. | Potential for enhanced benefits for those with disabilities if barriers to access are addressed<br><br>Potential for less-engaged groups to be better represented in cultural events and activities.<br><br>Some venues may appear exclusive due to image and exclude some groups.<br><br>Cost, image and accessibility can form barriers for various Age, Disability, carers and Socio-economic groups.<br><br>People of different religious beliefs may feel uncomfortable visiting certain types of establishments. |
| | Our streets and public spaces are clean and inviting. | Our streets and public spaces are valued and support the mental and physical wellbeing of residents and visitors. | Enhanced streets and public spaces that are clean and green, can contribute significantly to the mental wellbeing of residents and visitors.<br><br>Potential for venues to exclude breastfeeding parents. Opportunity to increase signup for Southend Supports Breastfeeding scheme. |
| | There is a tangible sense of pride in the place and local people are actively, and knowledgeably, talking up Southend. | No changes. | |
| | We have invested in protecting and nurturing our coastline, which continues to be our much loved and best used asset. | No changes. | |

## 2.3 New/revised 2050 Outcomes – Pride and Joy

| | | Impact | | Age (including looked after children) | Disability | Gender reassignment | Marriage and civil partnership | Pregnancy and maternity | Race | Religion or belief | Sex | Sexual orientation | Carers | Socio-economic |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Pride and Joy | The variety and quality of our outstanding cultural and leisure offer has increased for our residents and visitors and we have become the region's first choice coastal tourism destination. | Yes | Positive | X | X | X | X | X | X | X | X | X | X | X |
| | | | Negative | | | | | | | | | | | |
| | | | Neutral | | | | | | | | | | | |
| | | No | | | | | | | | | | | | |
| | | Unclear | | | | | | | | | | | | |
| | Our streets and public spaces are valued and support the mental and physical wellbeing of residents and visitors. | Yes | Positive | | | | | | | | | | | |
| | | | Negative | | | | | | | | | | | |
| | | | Neutral | | | | | | | | | | | |
| | | No | | | | | | | | | | | | |
| | | Unclear | | | | | | | | | | | | |

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## 3.1 Safe and Well - Key Equality Implications

Key equality implications for Safe and Well, apply to all residents. Particular equality implications affect specific equality groups:

**Disability** – The specific accessibility needs of residents may not be met. A key area of focus can be accessibility and community access. Those who are of particular COVID-19 high risk, may be in unsuitable communal housing or have limited access to healthcare, or social care. The St Lukes Community hub model could be replicated in other areas of the borough to help mitigate these implications, to increase community self help and support.

**Race** – There exists a need to ensure that hate crime and harassment in social housing settings is understood and tackled. A key area of focus can be to diversify recruitment, and support the learning and development of staff from ethnicities and socio-economic backgrounds that are under-represented at particular levels in the Council's workforce.

**Gender Reassignment/Marriage/Civil Partnership/Sexual orientation/All** - Need to ensure that safety concerns of Trans people, LGB people and victims of domestic violence are recognised in housing allocation processes. Engagement with representatives of Trans people, LGB people and victims of domestic violence will be important in developing particular services in this context.

**Socio-economic** – Recognition that those that are socially and economically more vulnerable are more likely to be victims of crime and feel less safe where they live. Financial insecurity, a particular impact of COVID-19, may affect how secure residents feel their homes. There are risks of Child poverty, modern slavery, county lines and Energy poverty which are increased by the pandemic. To help mitigate these in planned activity, close consultation on the changing needs of these populations can support this stability and security.

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**3.2** Changes to Safe and Well outcomes in the proposed 2050 refresh are highlighted in the tables below:

| | Current Outcome (old) | Change to Outcome | Equality and Diversity Implications |
|---|---|---|---|
| Safe and Well 43 | New outcome | Residents feel safe and secure in their homes. | Recognition that the more socially and economically vulnerable are more likely have a fear of crime and to be victims of crime.<br>Housing accessibility needs for residents with disabilities<br>Socio-economic impacts following COVID-19.<br>Risk of hate crime and domestic violence. |
| | People in all parts of the borough feel safe and secure at all times. | No changes. | |
| | Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives. | No changes. | |
| | We are well on our way to ensuring that everyone has a home that meets their needs. | No changes. | |
| | We are all effective at protecting and improving the quality of life for the most vulnerable in our community. | No changes. | |
| | We act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, streets, transport and recycling. | No changes. | |

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### 3.3 New/revised 2050 Outcomes - Safe and well

| | | Impact | | Age (including looked after children) | Disability | Gender reassignment | Marriage and civil partnership | Pregnancy and maternity | Race | Religion or belief | Sex | Sexual orientation | Carers | Socio-economic |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Safe and Well | Residents feel safe and secure in their homes. | Yes | Positive | x | x | x | | x | x | x | x | x | x | x |
| | | | Negative | | | | | | | | | | | |
| | | | Neutral | | | | x | | | | | | | |
| | | No | | | | | | | | | | | | |
| | | Unclear | | | | | | | | | | | | |

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## 4.1 Active and Involved - Key Equality Implications

**Age** – Digital exclusion and social isolation is most likely to impact older age groups, particularly as these activities increasingly operate online (a process accelerated by COVID-19). Age diversity is important in creating services that are sustainable as the age groups change and the population ages. Using a variety of means of engagement and the use of plain language will maximise the opportunities for engagement across age groups.

**Disability** – Encouraging residents to have more physically active lifestyles may be challenging for some individuals with specific disabilities. Targeted support by trained individuals can increase accessibility to activity for all.

Community engagement will ensure that the issues experienced by this group are taken into account in the development of future services. It is imperative that the process and the information provided as part of the activity is provided in a way that is accessible to members of this group, e.g. different formats, braille, etc.. and that access to venues for activities and engagement is maximised.

**Carers** - Ensuring all communities have access to support – challenge barriers. Groups to be supported to initiate events.



**Socio-economic** – Increasing access to green spaces in the most economically deprived areas of the borough can support this outcome.

**Race and Religion** - Targeted working groups for specific protected groups can be used to increase involvement in service design of underrepresented groups. Greater representation of ethnicities across the council can help support this.

**Religion and belief** – Awareness and sensitivity to the borough's different religious communities is an important to ensuring particular residents are not excluded from involvement in civic and other activity. Further data collection in this area may be required to ensure there is a good understanding of the make-up of the borough's population.

**Gender and Gender Reassignment** – Greater community connection will ensure that the views of all the members of this group are represented. Most community activity should have a neutral impact on this group.

**Sexual orientation –** Involvement and feedback from this group can only be monitored if the monitoring process itself captures the data to show that the engagement of this group has been sought. Where equality data is collected, or engagement is targeted to include this group, their views and issues they experience will be represented.

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**Marriage and civil partnership -** Most community activity to increase involvement with design and delivery should have a neutral impact on this group.

**Pregnancy and maternity -** Most community engagement should have a neutral impact on this group, with specific benefits in greater social connection for this group, which is at risk of isolation – particularly following COVID-19.

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**4.2** Changes to Active and Involved outcomes in the proposed 2050 refresh are highlighted in the tables below, this included new additions and Equality and Diversity implications:

| | Current Outcome (old) | Change to Outcome | Equality and Diversity Implications |
|---|---|---|---|
| Active and Involved 47 | The benefits of community connection are evident as more people come together to help, support and spend time with each other. | Residents feel the benefits of social connection, in building and strengthening their local networks through common interests and volunteering | Older age groups more likely to experience social isolation through digital exclusion, esp. during COVID-19. |
| | Public services are routinely designed, and sometimes delivered, with their users to best meet their needs. | Residents are routinely involved in the design and delivery of services | Need to address barriers to full participation exist for marginalised groups and those less able to navigate the system |
| | A range of initiatives help communities come together to enhance their neighbourhood and environment. | A range of initiatives help increase the capacity for communities to come together to enhance their neighbourhood and environment. | Should enable wider participation and engagement from those in more marginalised communities<br><br>There is potential for an economic impact, if house priced increase. |
| | More people have active lifestyles and there are significantly fewer people who do not engage in any physical activity. | More people have physically active lifestyles, including through the use of open spaces. | Need to ensure that the needs of those with barriers to physical activity are fully considered. |
| | Even more Southenders agree that people from different backgrounds are valued and get on well together. | No changes. | |

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## 4.3 New/revised 2050 Outcomes – Active and Involved

| | | Impact | | Age (including looked after children) | Disability | Gender reassignment | Marriage and civil partnership | Pregnancy and maternity | Race | Religion or belief | Sex | Sexual orientation | Carers | Socio-economic |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Active and Involved | Residents feel the benefits of social connection, in building and strengthening their local networks through common interests and volunteering. | Yes | Positive | x | x | x | x | x | x | x | x | x | x | x |
| | | | Negative | | | | | | | | | | | |
| | | | Neutral | | | | | | | | | | | |
| | | No | | | | | | | | | | | | |
| | | Unclear | | | | | | | | | | | | |
| | Residents are routinely involved in the design and delivery of services. | Yes | Positive | x | x | x | x | x | x | x | x | x | x | x |
| | | | Negative | | | | | | | | | | | |
| | | | Neutral | | | | | | | | | | | |
| | | No | | | | | | | | | | | | |
| | | Unclear | | | | | | | | | | | | |
| | A range of initiatives help increase the capacity for communities to come together to enhance their neighbourhood and environment. | Yes | Positive | x | x | x | x | x | x | x | x | x | x | x |
| | | | Negative | | | | | | | | | | | |
| | | | Neutral | | | | | | | | | | | |
| | | No | | | | | | | | | | | | |
| | | Unclear | | | | | | | | | | | | |
| | More people have physically active lifestyles, including through the use of open spaces. | Yes | Positive | x | x | x | | x | x | x | x | x | x | x |
| | | | Negative | | | | | | | | | | | |
| | | | Neutral | | | | x | | | | | | | |
| | | No | | | | | | | | | | | | |
| | | Unclear | | | | | | | | | | | | |
| | | No | | | | | | | | | | | | |
| | | Unclear | | | | | | | | | | | | |

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## 5.1 Opportunity and Prosperity

**Age -** The 2050 outcome changes for Opportunity and Prosperity, which focus on education, training and employment are particularly relevant to the age characteristic because available data suggests differing levels of economic activity and participation on learning and qualification levels among different age groups. In Southend, qualifications are fewer with age; just 9% of the 25-34 year old age group have zero qualifications. This increases to 13% for 35-49 year olds, and 26% for 50-64 year olds. Those over 65 are most likely to have no qualifications, at 55%. To mitigate this implication, the specific benefits to both younger / older residents can be identified in projects / initiatives using inclusive consultation formats.

Following COVID-19, apprenticeship schemes are expected to reduce in number, which holds negative impact upon the younger age group. Employment levels are also negatively impacted, affecting young people in particular. Targeted start-up initiatives in these sectors could be considered to mitigate these implications, mentoring would also offer significant benefits to younger people.

For young children in Southend, opportunities for outdoor play are limited, which can impact school-readiness for this age group. The added impact of COVID-19 is expected to particularly impact young children and teenagers in becoming 'life-ready'. To mitigate this, barriers can be identified at an early stage.



**Race –** There is potential for benefits such as supporting businesses, to be reduced by barriers to engagement. This could be through language, and accessible terminology for those with English as an additional language. Information can be provided through cultural or community centres in areas where populations within each group are concentrated

**Gender –** There is potential to impact significantly on female rates of pay by connecting women to opportunities in male dominated growth sectors / roles. This could be achieved through Identifying and addressing barriers to female employment in under-represented occupations e.g. skilled trade, managerial, technical.

**Socio-economic** – Those who are more socially and economically vulnerable are likely to be more severely impacted by the recession resulting from Covid-19. Any barriers to participation can reduce the benefit of job opportunities for residents entering or returning to work need to be addressed. In planning projects/ initiatives, meeting resident needs should be at the forefront in reducing barriers to employment - including for ex-offenders, and for those struggling to find secure employment.

**Disability** - Further mitigation action can include promoting the opportunities and benefits of working from home / employing home workers, particularly to support those with disabilities.

**Carers** - Southend holds the lowest average wage in the region, holding negative financial impact on those who need to work close to home. This can particularly impact working families and those with caring responsibilities, who live and work in Southend.

**5.2** Changes to Opportunity and Prosperity outcomes in the proposed 2050 refresh are highlighted in the tables below, this includes new additions and Equality and Diversity implications:

| | Current Outcome (old) | Change to Outcome | Equality and Diversity Implications |
|---|---|---|---|
| Opportunity and Prosperity | Our children are school and life ready and our workforce is skilled and job ready. | Our children are school and life ready and young people are ready for further education, training or employment. | Need to ensure access to opportunities are for all, with targeted support where necessary. |
| | New outcome | Southend provides fulfilling careers for our residents, and enough job roles to match the needs of the population. | Barriers to participation can reduce the benefit of job opportunities for residents entering or returning to work. Failure to connect women to higher paid opportunities will increase gaps. Apprenticeship schemes expected to reduce with negative impact upon younger age groups. |
| | New outcome | 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. | Need to ensure that support is conscious of the diverse nature of the local business community. Potential for benefits to be reduced by barriers to engagement with business support e.g. language, terminology, and accessibility. |
| | The Local Plan is setting an exciting planning framework for the Borough. | No changes. | |
| | We have a fast-evolving, re-imagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities. | No changes. | |
| | Key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities to the Borough. | No changes. | |

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| | | |
|---|---|---|
| | 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. | No changes. | |

### 5.3 New/revised 2050 Outcomes - Opportunity and Prosperity

| | | Impact | | Age (including looked after children) | Disability | Gender reassignment | Marriage and civil partnership | Pregnancy and maternity | Race | Religion or belief | Sex | Sexual orientation | Carers | Socio-economic |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Opportunity and Prosperity | Our children are school and life ready and young people are ready for further education, training or employment | Yes | Positive | x | x | x | | x | x | x | x | x | x | x |
| | | | Negative | | | | | | | | | | | |
| | | | Neutral | | | | | | | | | | | |
| | | No | | | | | x | | | | | | | |
| | | Unclear | | | | | | | | | | | | |
| | Southend provides fulfilling careers for our residents, and enough job roles to match the needs of the population. | Yes | Positive | x | x | x | | x | x | x | x | x | x | x |
| | | | Negative | | | | | | | | | | | |
| | | | Neutral | | | | | | | | | | | |
| | | No | | | | | x | | | | | | | |
| | | Unclear | | | | | | | | | | | | |
| | 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. | Yes | Positive | x | x | x | | x | x | x | x | x | x | x |
| | | | Negative | | | | | | | | | | | |
| | | | Neutral | | | | | | | | | | | |
| | | No | | | | | x | | | | | | | |
| | | Unclear | | | | | | | | | | | | |

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## 6.1 Connected and Smart - Key Equality Implications

**Age / Disability -** The shift towards online services and day to day activity could hold negative impacts for accessibility, increasing a digital divide increases for those not connected. Barriers to use of ICT for target groups can be Identified and removed through early actions in project activity. Barriers to digital access for people with a disability, or diverse language needs can be identified and the need for relevant actions can be specified in the strategy to address these as pre-requisites.

**Socioeconomic -** There may be socioeconomic impacts on changes to transportation, as fares may increase and more mobile groups from other areas choose to take up local employment opportunities. To mitigate, development could be encouraged in proximity to concentrations of older / younger residents out of work. Training activity can be linked to job opportunities in advance. There are socio-economic advantages to be gained from reduced road congestion, for businesses, education, tourism and retail.

**Age -** Access to work and transport impacts particularly upon the most vulnerable. Consideration for those without their own transport and the specific needs of residents need to be considered when designing transport related projects / activities can help to mitigate potential implications. Improved accessible transport facilities will benefit all but in particular those with disabilities and those at socio-economic disadvantage with no negative impact on any of the protected characteristics.

**Gender, Gender Reassignment, Marriage and civil partnership, Race –** No negative impact suggested, as new model provides a range of opportunities for increased accessibility to transport and digital provision.



**Pregnancy and maternity - I**mproved accessible links to service facilities will benefit all, but in particular those who are pregnant or new parents, disabled people and those that are socio-economically disadvantage. No negative impact suggested, as new model provides a range of opportunities for greater connection for this group which can be more at risk of isolation.

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**6.2** Changes to Connected and Smart outcomes in the proposed 2050 refresh are highlighted in the tables below, this included new additions and Equality and Diversity implications:

| | Current Outcome (old) | New Outcome (proposed) | Equality and Diversity Implications |
|---|---|---|---|
| Connected and Smart | It is easier for residents, visitors and people who work here to get around the borough | 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. | Improved provision will help the more socially and economically disadvantaged<br><br>Employment opportunities may be taken up by other more mobile groups within the population.<br><br>Benefits will be reduced if transport solutions do not specify needs of people with a disability. |
| | Southend is a leading digital city with world class infrastructure | Southend is a leading digital city with world class infrastructure that reflects equity of digital provision for the young, vulnerable and disadvantaged. | Digital divide could increase for those not connected as services and day to day business moves online.<br><br>Barriers to digital access for people with a disability, or diverse language needs should be identified and addressed. |
| | People have a wide choice of transport options. | No changes. | |
| | We are leading the way in making public and private travel smart, clean and green. | No changes. | |

## 6.3 New/revised 2050 Outcomes – Connected and Smart

| | | Impact | | Age (including looked after children) | Disability | Gender reassignment | Marriage and civil partnership | Pregnancy and maternity | Race | Religion or belief | Sex | Sexual orientation | Carers | Socio-economic |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Connected and Smart | 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 | Yes | Positive | x | x | x | x | x | x | X | x | x | x | x |
| | | | Negative | | | | | | | | | | | |
| | | | Neutral | | | | | | | | | | | |
| | | No | | | | | | | | | | | | |
| | | Unclear | | | | | | | | | | | | |
| | Southend is a leading digital city with world class infrastructure that reflects equity of digital provision for the young, vulnerable and disadvantaged. | Yes | Positive | x | x | x | x | x | x | X | x | x | x | x |
| | | | Negative | | | | | | | | | | | |
| | | | Neutral | | | | | | | | | | | |
| | | No | | | | | | | | | | | | |
| | | Unclear | | | | | | | | | | | | |

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## 7. Evidence Base

### 7.1 Information sources to inform the EA:

| Source of information | Reason for using (e.g. likely impact on a particular group). |
|---|---|
| COVID-19 EIA | Included to identify any potential equality related issues. Before and after the restructure |
| 2011 Census | To provide population data. |
| Southend 2050 update - report to Cabinet, 28.7.20 | Outlines changes to the Southend 2050 Roadmap. |
| Nomis | To detail the local labour market profile. |
| Index of Multiple Deprivation | To identify potential socio-economic issues. |
| Residents Survey 2019 | Reflects the views of Southend's residents, particularly by area, age and gender. |



### 7.2 Profile of Southend by Protected Characteristic:

| Characteristics | Information Breakdown – data analysis |
|---|---|
| **Age** | • 55,500 of Southend's 89,400 men are aged 16-64.<br>• The working age population is expected to decrease by 3% by 2031.<br>• The average age is 40 in Southend.<br><br>Southend population breakdown by age:<br>• Age 0-9 11.92%<br>• Age 10-19 11.73%<br>• Age 20-29 12.1<br>• Age 30-59 40%<br>• Age 60-74 14.7% |

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| | |
|---|---|
| | • Age 75+ 8.9% |
| **Disability** | • Nearly 1 in 5 people (17.9%) in England and Wales reported a disability that limited their daily activities. People living in deprived areas and working in routine occupations were more likely to be disabled.<br>• People in Southend reporting a disability that limits them a lot in their daily activities: 8.4% of men; 8.7% of women (ONS, 2011)<br>• About 20% of the population have a disability in Southend. This is based on the national figure, which is usually quoted as 18%, with 44% of those of pension age - see here and here. |
| **Gender reassignment** | • No robust data on the UK Trans population exists. The Government Equalities Office tentatively estimate that there are approximately 200,000-500,000 Trans people in the UK.<br>• The Office for National Statistics is researching whether and how to develop a population estimate.<br>• 41% of Trans men and Trans women responding to a Stonewall survey said they had experienced a hate crime or incident because of their gender identity in the last 12 months.<br>• Stonewall found that 25% of Trans people had experienced homelessness at some point in their lives.<br>• The Government Equalities office national LGBT survey found similar results, with 67% of trans respondents saying they had avoided being open about their gender identity for fear of a negative reaction from others. |
| **Marriage and civil partnership** | In Southend, there are:<br>• 48,392 single residents (never married or registered a civil partnership). (34.4%)<br>• 61600 married residents (43.8%)<br>• 301 residents in a registered same sex civil partnership (0.2%)<br>• 4314 separated (but legally married) residents (3.1%)<br>• 15,245 divorced residents (10.8%)<br>• 10,769 widowed residents (7.7%) |

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| | |
|---|---|
| **Pregnancy and maternity** | • 12.6% of deliveries are to mothers from BME groups.<br>• The general fertility rate is 6.1 per thousand – slightly higher than the UK average. |
| **Race** | • The great majority of Southenders (87%) self-reported their ethnicity as White British in the last census (2011) compared to 85% nationally.<br>• There were 87 different ethnicity categories self-reported.<br>• Of 173,658 Southend residents in the 2011 census, non-white ethnicities form 8.1% of the population;<br>• 2.1% Mixed/Multiple ethnic group;<br>• 2.1% Black/African /Caribbean/Black British;<br>• 1.04% Asian/Asian British: Indian;<br>• 0.89% Asian/Asian British: Other Asian;<br>• 0.62% Asian/Asian British: Chinese;<br>• 0.61% Asian/Asian British: Pakistani;<br>• 0.54% Asian/Asian British: Bangladeshi;<br>• 0.51% Other Ethnic Group;<br>• 0.09% Gypsy/Traveller/Irish Traveller. |
| **Religion or belief** | 60.5% of Southend residents have a religion. 32% listed no religion.<br>• 56% are Christian<br>• 2% are Muslim<br>• 1% are Hindu<br>• 1% are Jewish<br>• 0.5% listed 'other religion'<br>• 0.5% are Buddhist<br>• 0.08% are Sikh |
| **Sex** | • Southend has 89,400 men (49%); and 93,300 women (51%).<br>• 82.4% of men are employed; 69.6% of women are employed. |
| **Sexual orientation** | • There is no definitive figure for the % of LGBT residents in Southend.<br>• Nationally 2% of the population identified themselves as LGBT according to: Annual Population Survey (APS) |
| **Carers** | • About 10% of the Southend population provide unpaid care: (see Nomis site: 'Health and provision of unpaid care'). |

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| | |
|---|---|
| | • Nationally 12.5%, or 1/8 adults are said to be carers: see here. |
| **Socio-economic** | • The Borough of Southend includes nine of the 10% most deprived areas of England, but also 13 of the least deprived.<br>• 6.15% of Southend's 4963 households are 'Families with limited resources who budget to make ends meet'<br>• 33.2% of Southend households are in flats/maisonettes/apartments, or temporary accommodation.<br>• In Southend-on-Sea, the life expectancy gap between the most deprived and least deprived wards is just over 11 years for males, and just under 10 years for females.<br>• In Southend-on-Sea, just under 1 in 5 children live in low income families (households where income is less than 60% of the median income before housing costs).<br>• Around 10% of Southend households experience fuel poverty.<br>• Southend's employment rates are similar to England - 76% of 16-64 year olds are in employment. 39% of employee jobs in Southend are part-time, which is higher than the UK average. |

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## 8. Transforming Together

The revised Transforming Together programme has identified four themes, and key equality implications for groups with protected characteristics are outlined below:

### 8.1 Skills, Learning, & Development

To ensure TT has the right skillsets to tackle the right challenges, and leads in upskilling the entire organisation

| Outcomes | Equalities Implications |
|---|---|
| 1. Staff feel valued and are recognised and rewarded appropriately. Staff are able to participate in a range of activities to support their well-being. | • Planned activities should consider E&D implications to ensure accessibility and inclusivity for all. |
| 2. Leaders who are able to deliver in a changing environment, provide strong and developed skills to support staff, adapt to self-directed learning and can challenge when appropriate. | • Senior level support for embedding E&D is essential to progress this outcome. |
| 3. Councillors who are equipped to support the delivery of the Council aims and ambitions alongside officers. | • All council employees participate in compulsory E&D training.<br>• Councillor-specific E&D virtual learning further supports this outcome. |
| 4. Staff are enabled and have the skills and abilities to be utilised effectively across the organisation. | • Support moves to build greater representation at senior levels.<br>• The staff college is a tool to upskill staff.<br>• Targeting management training for disadvantaged groups.<br>• HR and HAYS recruitment can work closely to ensure recruitment is inclusive.<br>• Graduate Scheme.<br>• Opportunities for secondment and broad learning experiences across the council. |
| 5. Enable service areas to re-design affectively to meet new operational need. | • Adaptations and new activity should consider E&D implications. |

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### 8.2 Behaviours & Culture

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

| Outcomes | Equalities Implications |
|---|---|
| 1. Our organisation embraces fully an agile method of working, allowing colleagues and projects to work in the way that best suits them for the best outcomes. | • With HR support, individual needs can be met - to ensure employees have effective workplaces. |
| 2. Our values and behaviours are embraced and role modelled at all levels, by all colleagues, within an environment of positive challenge that influences the way all teams and individuals operate and manage within our organisation. | • Inclusive behaviours are promoted, and inappropriate behaviours are addressed.<br>• Unconscious bias training for managers supports fair recruitment.<br>• Addressing process to challenging behaviours can support inclusivity. |
| 3. Work Life programme continues to deliver its ambitions and is connected to other TT activity that support it. | • Mental health considerations for long-term isolation during working hours.<br>• With prolonged remote working, there are increased considerations for accessibility, and higher risk groups, as outlined the COVID-19 EIA – Southend response. |
| 4. Risk awareness and horizon scanning are business-as-usual for all teams, as part of a wider Getting To Know Your Business campaign. | • Ensuring E&D implications are addressed as part of the risk management process. |

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### 8.3 People & Networks

To keep TT at the forefront of people's thinking and an accessible network of engagement, support and opportunities

| Outcomes | Equalities Implications |
|---|---|
| 1. Staff feel involved, engaged and knowledgeable in Transforming Together through active communications using various channels. | • Staff forums are a valuable resource to achieve this outcome.<br>• Focus can be on supporting the staff forums and their activity.<br>• Increasing forum engagement.<br>• Ensuring multiple channels are used to communicate to staff, particularly when remote working. |
| 2. The right people, at the right time, with the right expertise, are engaged for specific pieces of work, promoting and influencing transforming together. | • A diverse council which is representative of Southend, can offer greater social, cultural, structural, economic, and religious insights, to develop and engage with these pieces of work.<br>• Ensuring opportunities for engagement are offered to all, in accessible formats. |
| 3. An intranet that is up to date and accessible for all, and has been designed around the user. | • An intranet which meets users' auditory, cognitive, visual, physical, and language needs increases accessibility for all.<br>• It promotes equality and diversity considerations within the Council. |
| 4. A fully knowledgeable and engaged workforce, at all levels, understand and are able to participate in the Transforming Together culture. | • Targeted workshops can support increased engagement of specific groups. |
| 5. Staff are confident and understand the transformation culture we work in and are part of the shaping the future. | • This culture can be shaped to represent and support the needs of all protected groups. |
| 6. Staff have effective communication mechanisms with CMT. | • Responses to staff forums are discussed at CMT level. |

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**8.4 Managing TT & Corporate**

Overseeing the coordination and governance of Transforming Together, and corporate projects

| Outcomes | Equalities Implications |
|---|---|
| 1. Ensuring an up to date democratic process that supports a 21st Century Councillor and modern council (Constitution update). | • Support moves to reduce barriers to enabling potential council candidates from standing.<br>• Support moves to reduce barriers to engaging in the democratic process<br>• Creating a culture which meets the values and behaviours of the organisation. This is supported by E&D training available to all staff and Councillors. |
| 2. Quality assuring the work of TT and ensuring a creative space to prioritise, innovate and drive managing the work of TT. | • Creating opportunities to work in a variety of ways, which meet the employee's individual needs.<br>• Focus to maintain collaboration, particularly when remote working. |
| 3. Ensuring a clear link between TT and Southend 2050 Refresh that demonstrates the value. | • Ensuring E&D issues and concerns are well addressed. |
| 4. The council, with key partners is an effective commissioner and procurer, that results in quality and value for money services. | • Ensuring E&D issues and concerns are embedded as part of this process. |
| 5. Making sure that there is a clear understanding of TT; the principles of working and the work programme. | • Targeted workshops can support increased engagement of specific groups. |
| 6. Transforming ICT to support the TT agenda. | • Flexible working environments are well supported by IT.<br>• Working from home holds implications for some groups (less well off, those with children) |
| 7. Ensuring effective and transparent business planning and decision-making Governance Review. | • Staff forums are a valuable resource to achieve this outcome. |

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# Appendix 5

**Southend 2050 Performance Management Framework**

| Officer | Cabinet & CMT | | CMT, Cabinet, Scrutiny, Stakeholders & Outcome Teams | | |
|---|---|---|---|---|---|
| **Delivery plans** | **Corporate Performance Dashboard** | **Cabinet Portfolio Dashboards** | **Recovery report** | **Outcome Success Measures Report – including roadmap** | **Annual Report** |
| Outcome level delivery plans, owned by the Outcome Leads & reported to the CMT Theme Lead. | Reported monthly and visible to the Cabinet, the Corporate Management Team, Senior Leadership Network and Performance and Service Leads. | Dashboard reviewed at each Portfolio meeting – including progress reports on milestones, finance, resources & projects. (4-6 weekly). | Roadmap milestones to be reviewed at each Cabinet meeting as part of ongoing reporting on recovery | Reported to Cabinet & Scrutiny quarterly. Provides visual progress made against each of the 2050 Outcomes by Theme and progress on the Roadmap milestones. | Reported annually, reviewing the Council's performance as well as other place-based information. |

## Recovery Considerations

Outcomes, roadmap milestones & performance measures directly connected to delivering the recovery from Covid-19 will be embedded throughout all reporting & clearly identified

## Governance & Performance Reporting

**Pentana:** All elements will be coded to enable quick & easy reporting

**Data** for the Corporate Performance Dashboard captured monthly

**Narrative** updates for roadmap milestones captured monthly

**Performance & outcome measure data** collected quarterly for the outcome success measures report

**Joint Administration Priorities**
Joint Administration Priorities are included onto the roadmap

# Appendix 6

**Southend 2050 Outcome Success Measures Report, Quarter 1 (April – June 2020)**

64

Working to make lives better
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southend onsea BOROUGH COUNCIL

OUR SHARED **AMBITION**

SOUTHEND 2050
it all starts here

# Outcomes Success Measures Report
# Quarter 1 – April to June 2020



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# Pride & Joy Quarter 1 2020/21 Summary

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

Work continues on the Southend place branding and development of a destination website. Workshops and virtual sessions have been held with key stakeholders to build the place narrative.

The Estuary festival has been rescheduled and will now take place in May 2021. It is being organised and promoted by local arts organisation METAL. Programming for the festival is currently being finalised. Information about the indicative programme and associated offsite projects has been published on the Estuary festival website.

The works to refurbish The Cliffs Pavilion have been delayed as a result of Covid-19, it is anticipated that they will be completed by 2022.

A borough-wide anti-littering campaign has been rolled out by the Council in response to significant increases in littering behaviour during lockdown. Additional anti-littering communications have been installed on the sea front and new recycling and litter bins installed on Southend High Street. New Keep Britain Tidy dog fouling resources will be rolled out in September 2020.

Whilst volunteer litter-picking activities were put on hold due to COVID-19, the Council is working with our partner Veolia to revive our offer in a safe way, as soon as possible.

The review of waste collection and disposal services continues and a detailed timetable is being developed – consultation with key stakeholders is starting, with customer feedback central to this work. Veolia's next Customer Satisfaction Survey is being drafted ready for an Autumn launch.

Following winter storms and subsequent damage sea defence works are being undertaken on a priority/risk assessed basis.

The planting of a thousand new trees had to be paused due to lockdown. However, there are plans to resume planting in October 2020, subject to any further lockdown restrictions. The planting season is October to end March/early April, weather-dependent.

# 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**

**Was on hold due to COVID-19**

Q1 2020/21

vs. 3,632 for Q4 2019/20

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

**74%**

Residents' Perception Survey 2019

vs. 75% in 2018/19

**Analysis of key communications campaigns on social media**

***Don't Visit Southend***
2 Apr – 10 May
Reach – 512,257

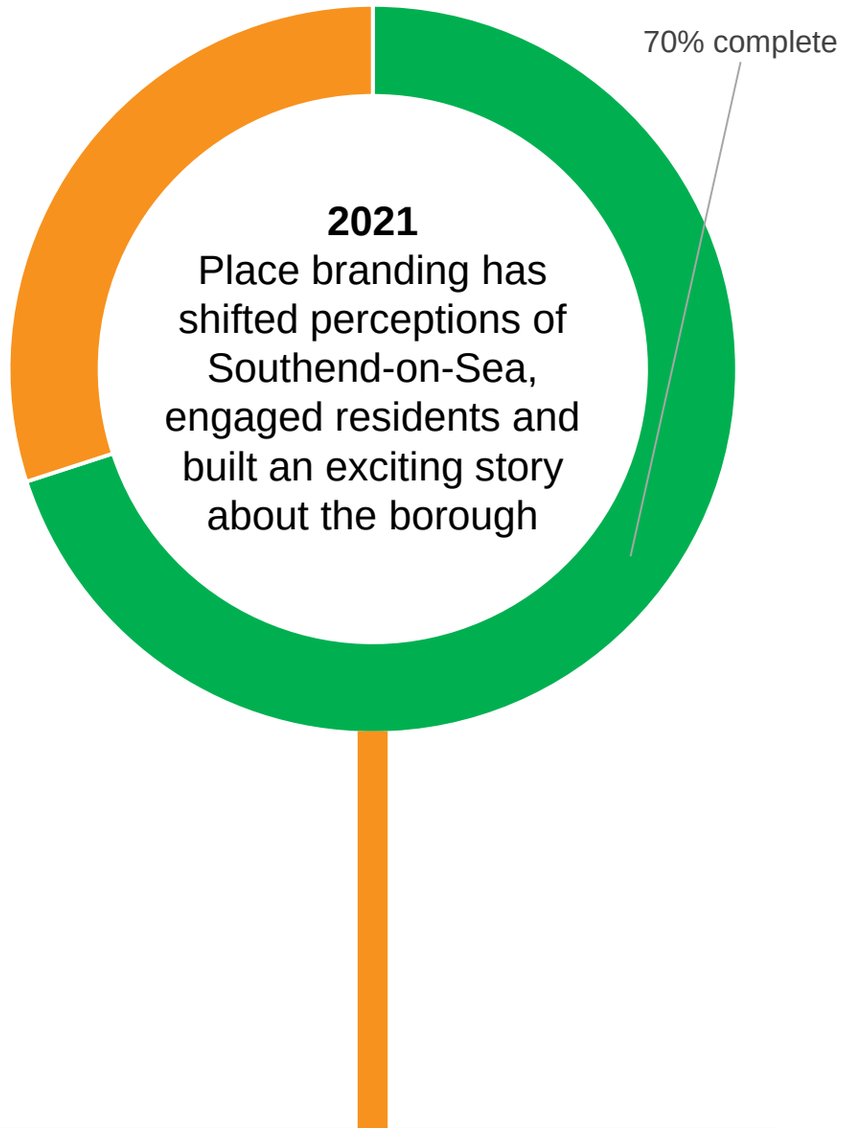
***Coronavirus Helpline***
14 Apr – 20 May
Reach - 77,248

***Domestic Abuse***
30 Apr – 26 May
Reach – 63, 136

***"Don't be a mug" littering***
24 Jun – 10 Aug
Reach - 10,552 (24-30 Jun)

***COVID-19 Discretionary Business Grants scheme (first round)***
16-29 Jun
Reach – 6,192

***11 plus***
19 May – 1 Jul
Reach - 4,443
Link clicks through to dedicated 11 plus website – 494



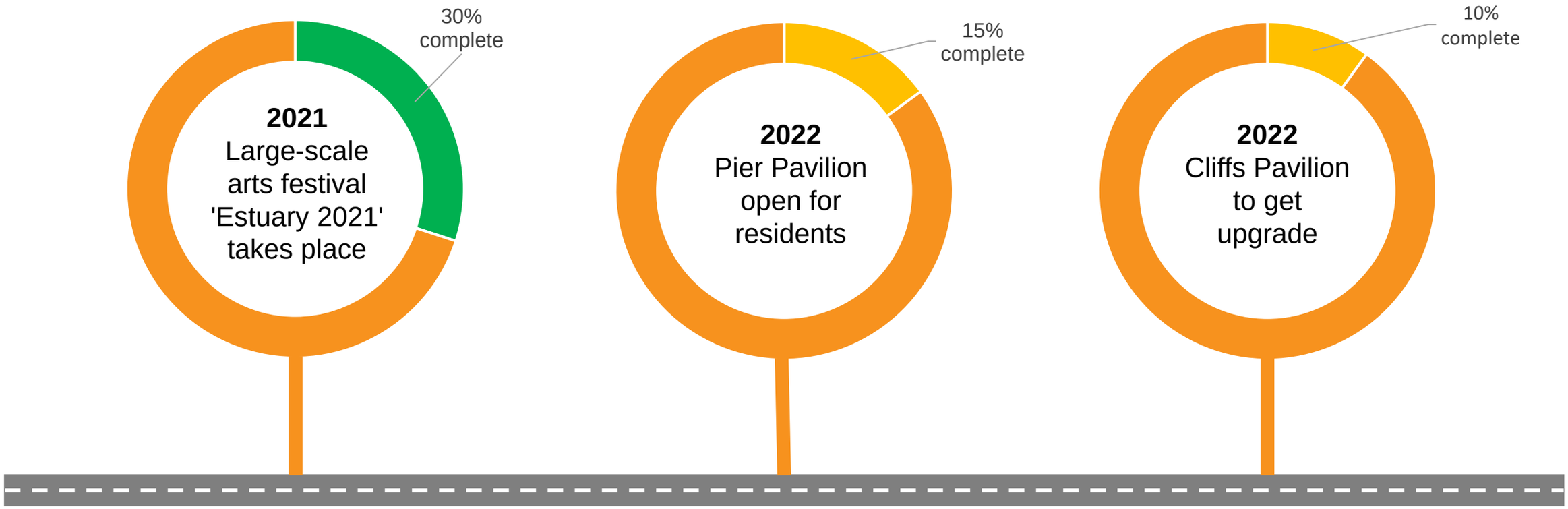
## Outcome 2 - The variety and quality of our outstanding cultural and leisure offer has increased, and we have become the region's first choice coastal tourism destination.

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

6

at 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**

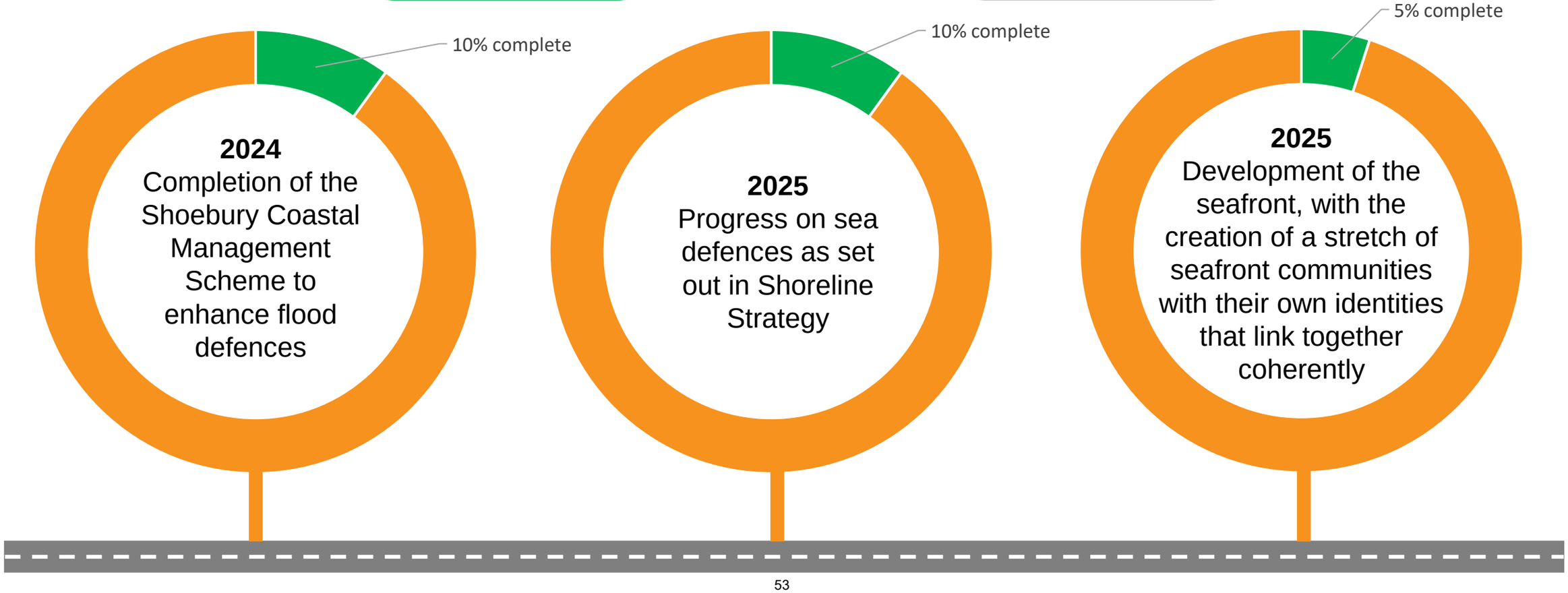
**5**

as at Q1 2020/21

**Number of volunteer-led Community Beach Cleans**

**Was on hold due to COVID-19**

Q1 2020/21



# 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**

**99.7%**

Quarter 1 2020/21

vs. 98.3% Q4 2019/20

**% acceptable standard of cleanliness: detritus**

**97.5%**

at 31 July 2020

vs. 89.1% Q4 2019/20

**% repairs completed within timescale (quarterly mean)**

**Roads: 100%**

**Pavements: 94%**

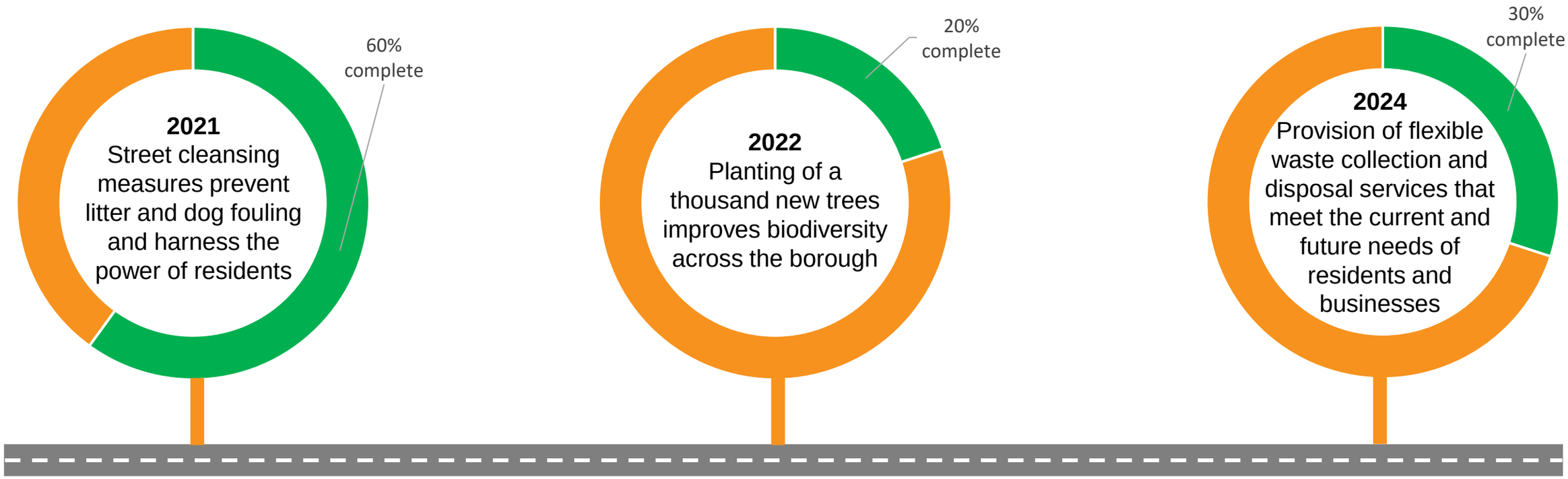
Q1 2020/21

**% serious defects made safe within response times (quarterly mean)**

**Roads: 99.3%**

**Pavements: 95%**

Q1 2020/21



## Safe & Well Quarter 1 2020/21 Summary

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

Throughout the COVID-19 pandemic, the Council and its partners have worked to secure further accommodation for as many rough sleepers as possible. 85 people have moved on from bed and breakfast into secure tenancies or supported accommodation. 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 to improve the outcomes for residents discharged from hospital ceased with the outbreak of COVID-19 and the implementation of discharge requirements.

During the pandemic, a COVID-19 isolation unit of 13 beds was set up and operated from Priory House. This is now being reviewed against actual usage in conjunction with clinicians. Wider conversations are also taking place around the operational vision for the Priory House care centre and how the new build can support community resilience and improve outcomes for residents discharged from hospital.

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

With the reopening of the town centre after its closure during the pandemic, work has begun again to achieve Purple Flag re-accreditation. The Community Safety Patrol team has been temporarily increased and provided a highly visible presence in areas such as Old Leigh.

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 local authorities, NHS, voluntary and third sector organisations all together. Locally, heath, 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.

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 and 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.

Affordable housing has been delivered in the borough by the Housing Revenue Account (HRA) Land Review and Modern Methods of Construction projects. Completion of Phase 2 of the HRA Land Review delivered 16 affordable rented dwellings in 2019/20.

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

# 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 – 160 vs. 276

Street drinking – 344 vs. 187

Antisocial behaviour – 258 vs. 164

Crimes assisted – 77 vs. 112

CCTV reports leading to arrest – 120 vs. 155

Targeted patrols undertaken (YTD) – 1424 vs. 1079

at Q1 2020/21, all figures vs. Q4 2019/20

**Beach Welfare Officers**

Number completing shifts

**Apr 0, May 39, Jun 31**

Number of hours delivered

**Apr 0, May 141, Jun 115**

Q1 2020/21

**Residents' perceptions of safety**

**Feel safe during day – 86%**

**Feel safe after dark – 40%**

2019/20

vs. 81% / 40% in 2018/19

**Domestic abuse incidents**

**1.8 per 1,000 population**

end Q1 2020/21

vs. 1.7 end Q4 2019/20

**Violence against the person**

**8,317 offences**

Aug 2019-Jul 2020

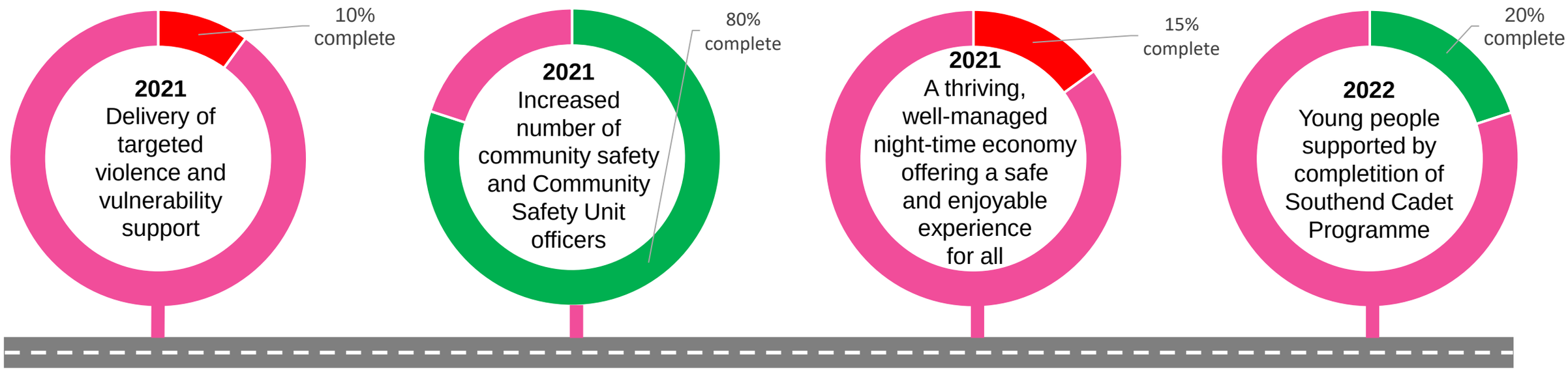
0.2% decrease vs. 2018

**Violent crime with injury rate**

**0.47 per 1,000 population**

end Q1 2020/21

vs. 0.61 end Q4 2019/20



# 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

vs. 330 per 100,000 population for England 2018

**2020**
Launch of new health and wellbeing information site 'Livewell Southend'

90% complete

**2022**
Review and delivery of an integrated pathway of children's services, including community paediatrics service

10% complete

**2022**
Market Position Statement outlines Council ambition on plans for older people, adults of working age and carers

10% complete

**2022**
Development of all age community services, including mental health, adult social care and children's services, aligned to primary care in community hubs

10% complete

**2022**
Residents benefit from more community self-help and support

10% complete

**2023**
Alignment of Adult Social Care Services and the Council has looked at using Early Help provision to assist the Primary Care Network

0% complete

**2023**
Provision of children's social care services, including St Luke's Community Hub, and social workers delivering community work in a different way

0% complete

**2026**
Effective Market Position Statement for investors, combined with detailed Council strategy for families

10% complete

**2041**
Neighbourhood-based healthcare services are integrated with social care and a broader community offer

10% complete

# 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**

**45% of cases**

vs 40% in Q4 2019/20

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

**57% of cases**

vs. 58% in Q4 2019/20

**Re–application Duty - repeat homelessness within 2 years of accepting a suitable private-rented sector offer (priority need cases owed the main duty)**

**0 cases**

Q1 2020/21

**Number of children in temporary accommodation**

**277**

Q1 2020/21

vs. 288 at Q4 2019/20

**Households in temporary accommodation**

**3.65 per 1000/households**

**285 households**

Q1 2020/21

vs. 3.69 / 288 at Q4 2019/20

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

**On hold due to COVID-19**

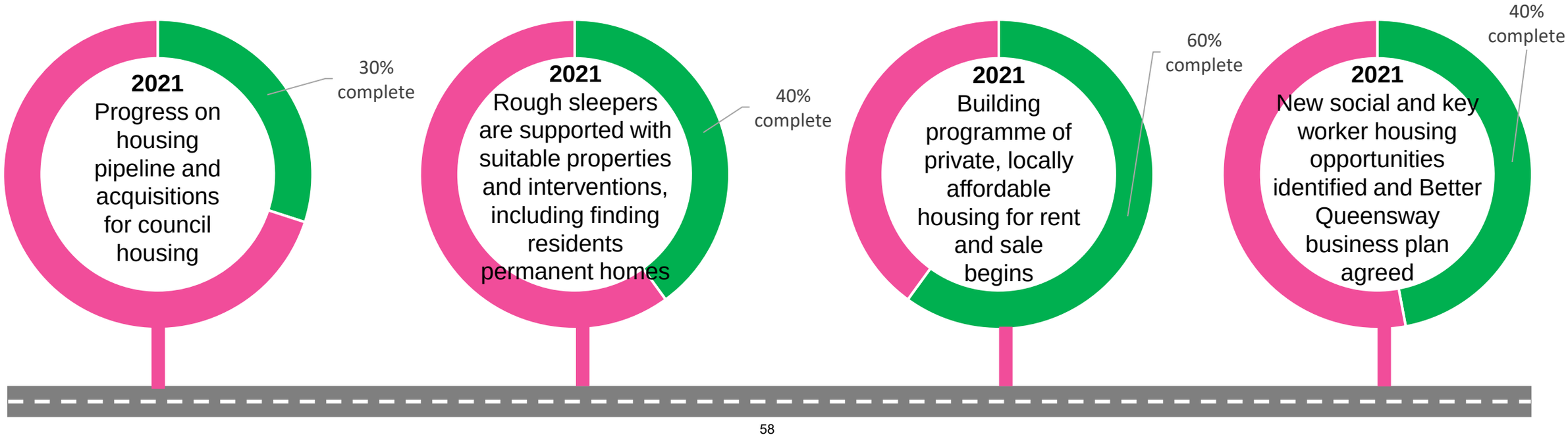
during Q1 2020/21

**Housing Delivery Test result**

**52%**

2018/19

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**

**87.7%**

Q1 2020/21 mean

vs. 91.17 Q4 2019/20

**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**

**55%**

at June 2020

vs. 57.4% June 2019

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

**79.7%**

Q1 2020/21

vs. 73.5% Q4 2019/20

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

**87.1%**

Q1 2020/21 mean

vs. 87.1% Q4 2019/20

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

**59.5%**

Q1 2020/21 mean

vs. 69.73% Q4 2019/20

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

**94.8%**

Q1 2020/21 mean

vs. 89.3% Q4 2019/20

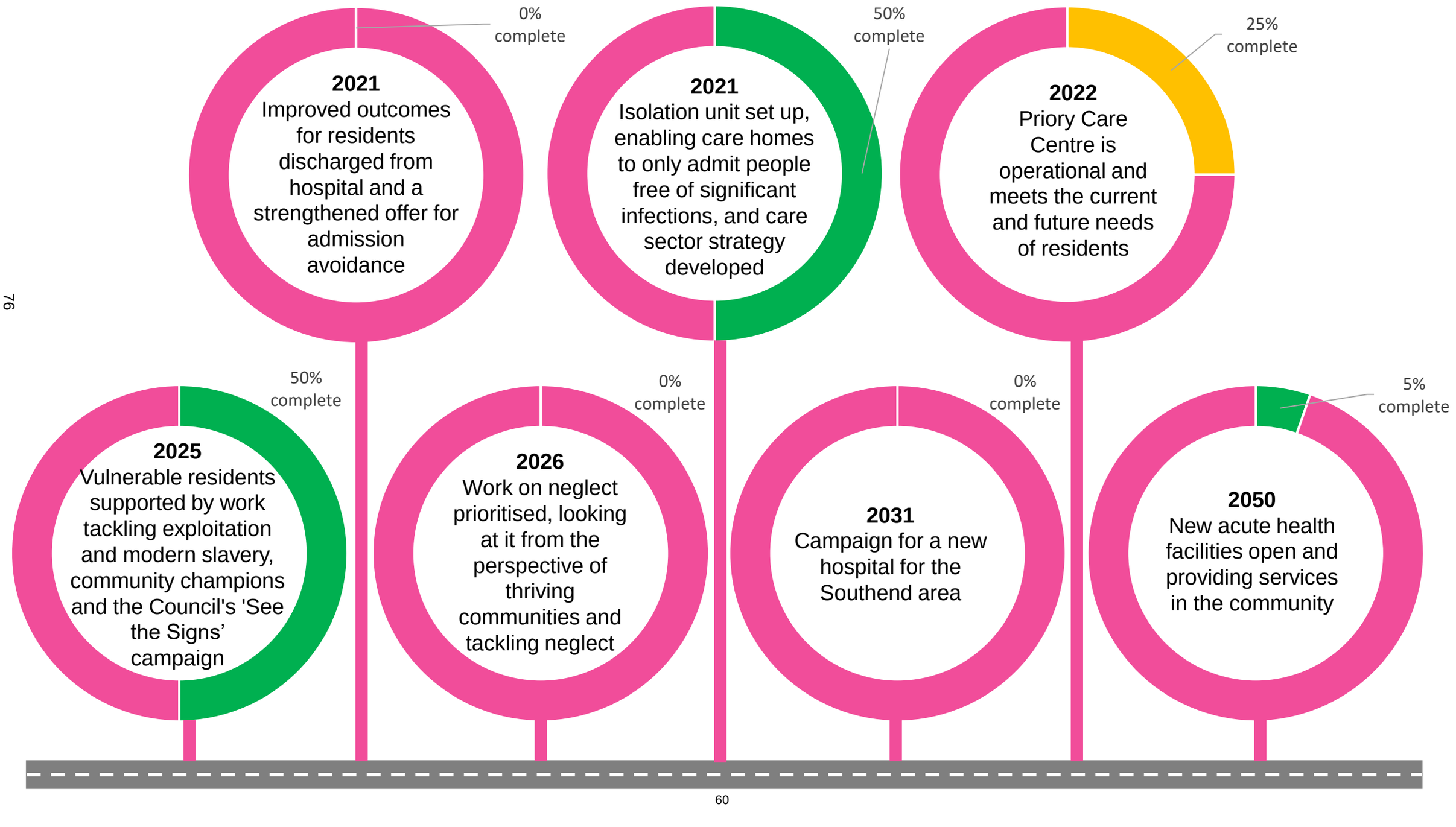
**Rate of permanent admissions into residential / nursing care, per 100,000 population (65+)**

**126.3**

at June 2020

vs. 171 at June 2019

# (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%**

East – 1%, UK – 0.9%

(% of all vehicle registrations)

Q1 2020/21

**Air Quality at Prince Avenue Air Quality Management Area**

**44.55 µg/m3**

Nitrogen Dioxide annualised mean concentration for 2019

vs. 45.20 µg/m3 in 2018

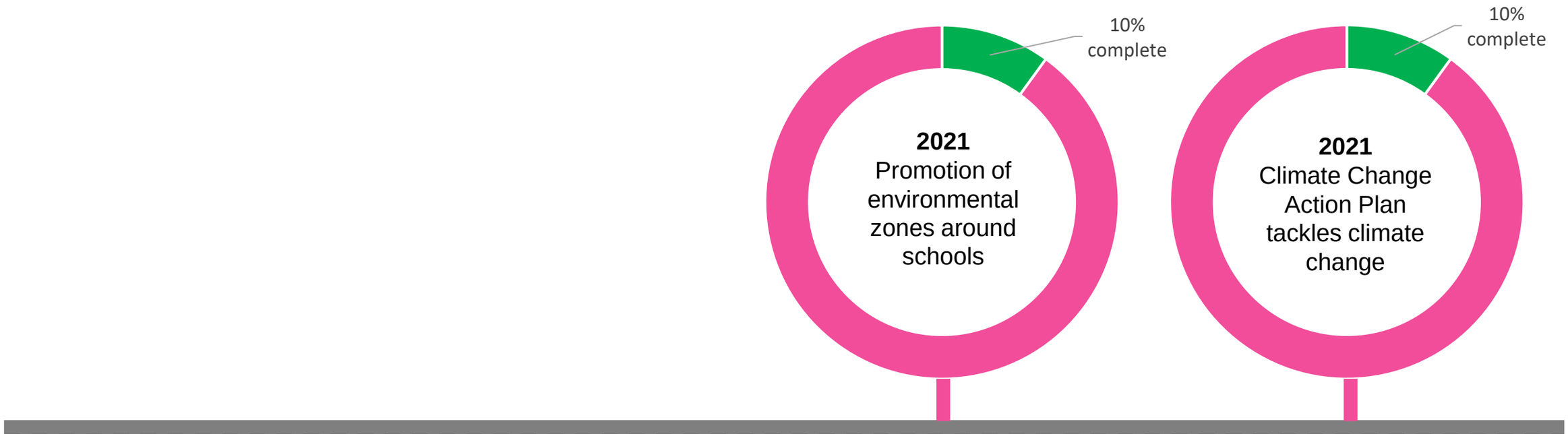
vs. 49.28 µg/m3 in 2017

**% Household waste sent for reuse, recycling and composting**

**46.83%**

Q4 2019/20

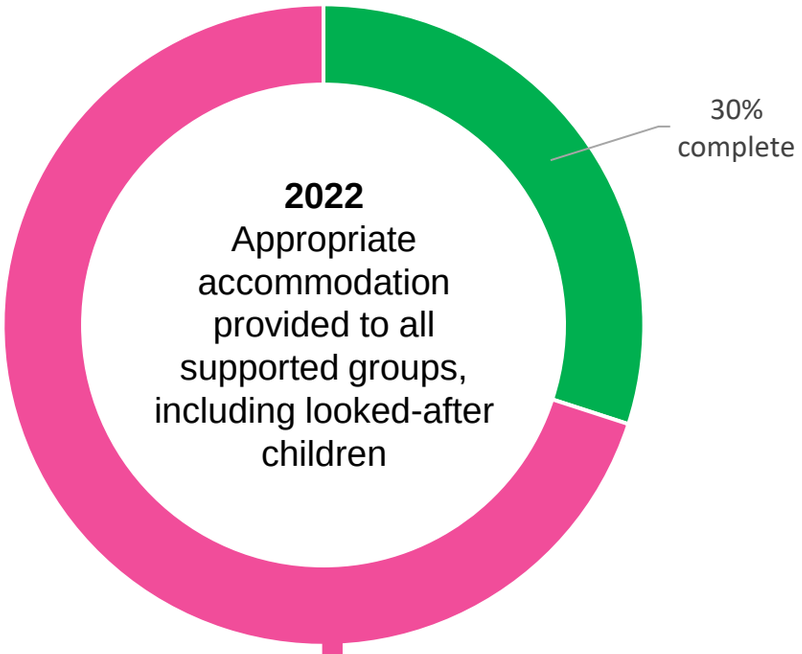
vs. 48.60% Q3 2019/20



# 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 Quarter 1 2020/21 Summary

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

Organisations from the voluntary sector have provided a huge amount of support to the Council and our community during lockdown. They have shared resources to enable Southend Coronavirus Action, assisted our community in accessing funds and supported delivery of the Good Neighbours project. Southend Association of Voluntary Services (SAVS) is leading on the community engagement and communications element of the NHS Test and Trace service.

Additional funding has been provided to the Southend Emergency Fund by the Council and National Lottery to support community sector organisations helping residents through lockdown. Information about specific community initiatives is available on the platform 'Your say Southend', which had its soft launch in June 2020.

Council and community sector leaders have come together to discuss key issues such as Black Lives Matter and how to adapt engagement and consultation under Coronavirus restrictions. Discussions have taken place with Chinese community representatives about social action and community cohesion.

Faith-based groups have also supported the COVID-19 response. The Salvation Army has supported families with children who have been affected by lockdown and local faith leaders have created the Good Grief project for those bereaved.

A lot of plans have had to be put on hold because of COVID-19. This includes physical activity interventions. The Council has worked closely with Public Health England and Everyone Health to promote physical activity opportunities with health professionals. A range of Active Southend projects have been delivered and the establishment of a closer working relationship with Active Essex has led to the funding of physical activity projects. The Council continues to run campaigns to promote physical activity opportunities.

Arrangements to reopen the leisure centres in Southend-on-Sea have been actioned in partnership with Fusion Lifestyle. Southend Leisure and Tennis Centre will reopen on 1 September for health and fitness and 4 September for swimming. The Council will continue to pursue an assets-based approach to increasing health and physical activity, for example, using sheltered housing and the Job Centre Plus to deliver interventions.

Monitoring of new residential developments completed in 2019 and 2020, which is taking place in August and 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. Mapping of the borough's cycle network is also underway.

# 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**

**13.4%**

at 31 July 2020

vs. 8.82% March 2019

**Number of electoral registrations**

**135,620**

at Dec 2019

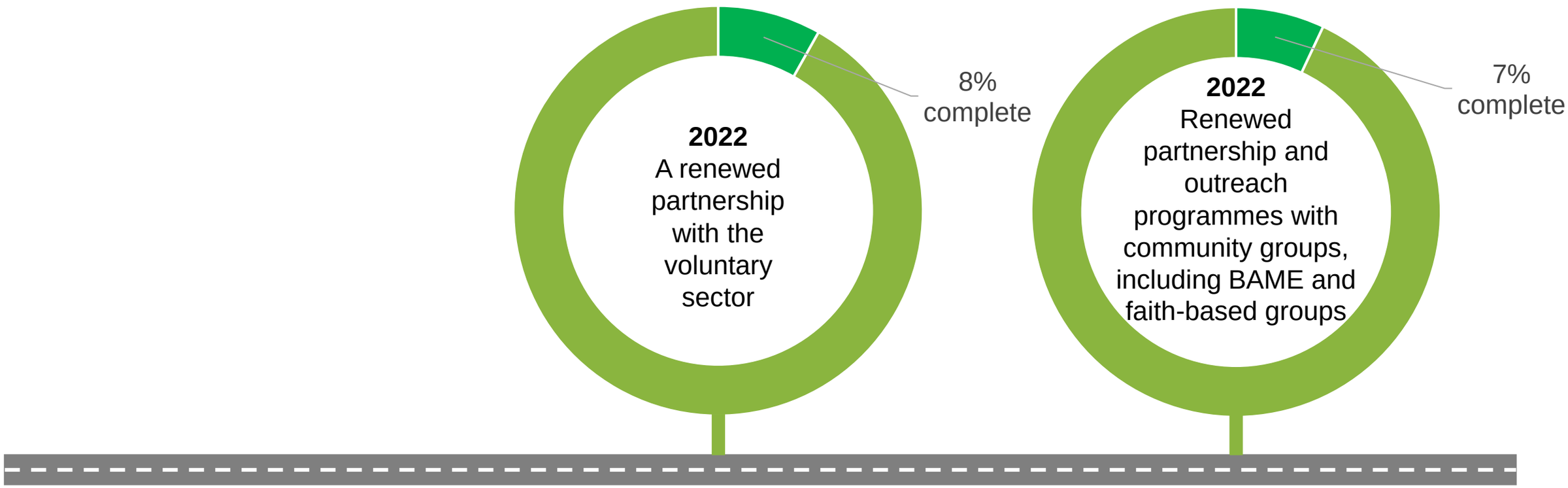
+3.4% vs. Dec 2018

**% 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

**% respondents that feel isolated living in their local area**

**11%**

Residents' Perception Survey 2019

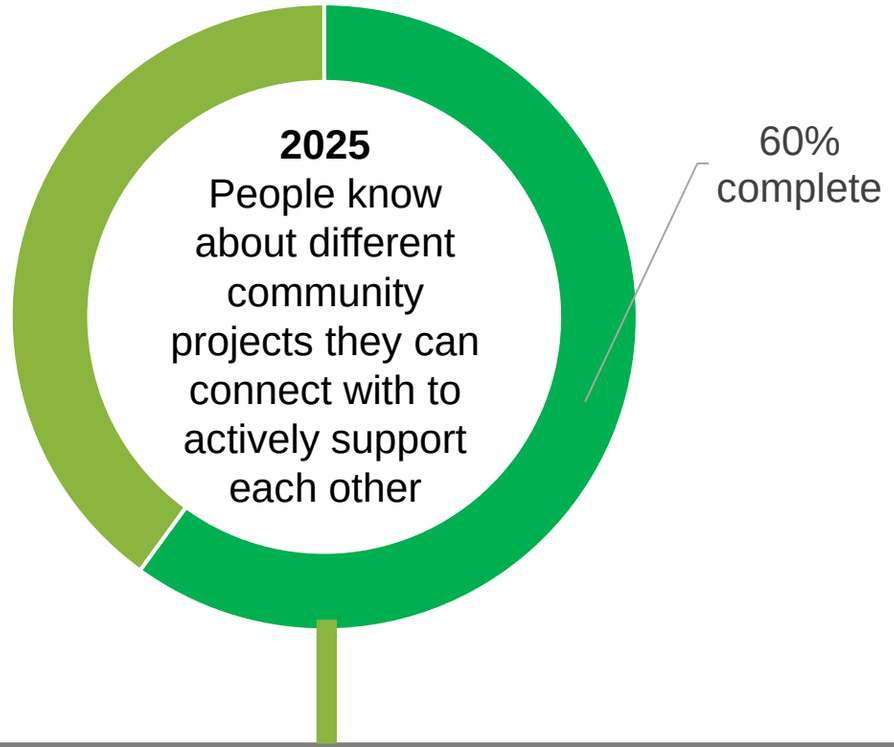
No change vs. 2018

**% 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



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

**Number of A Better Start Parent Champions**

**56 trained**

**39 active**

Q1 2020/21

vs. 52 / 35 Q4 2019/20

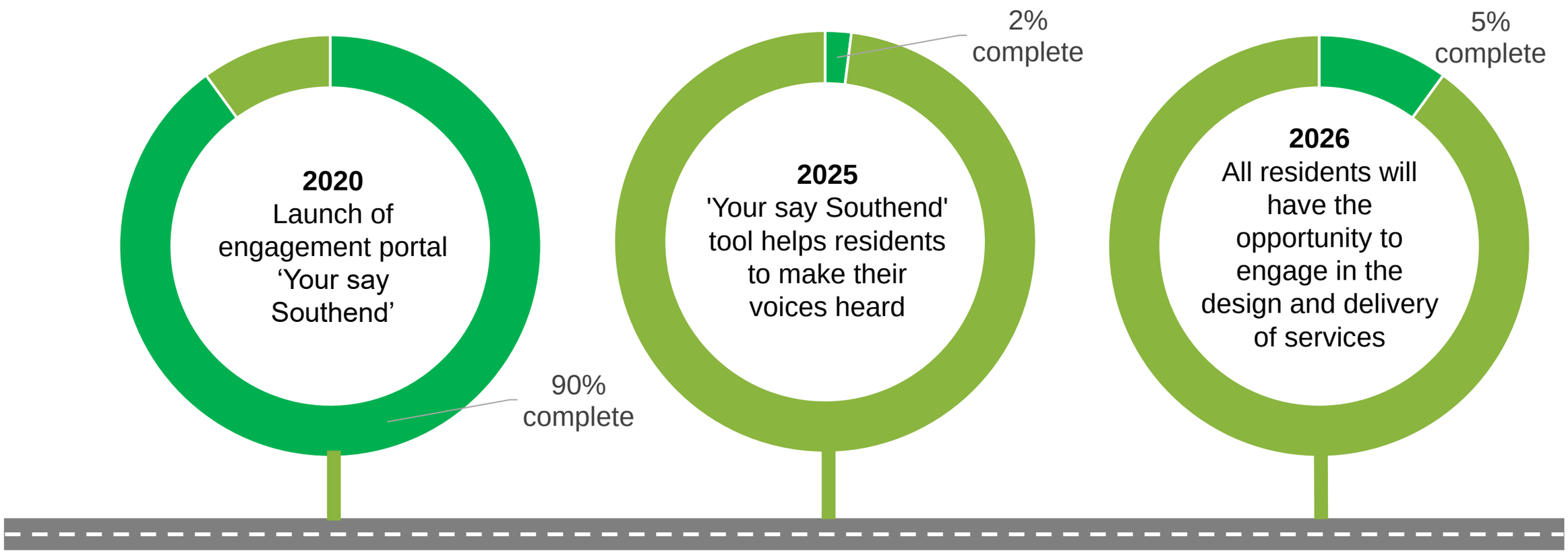
**Number of A Better Start Parent Ambassadors**

**23 trained**

**10 active**

Q1 2020/21

vs. 16 / 6 Q4 2019/20

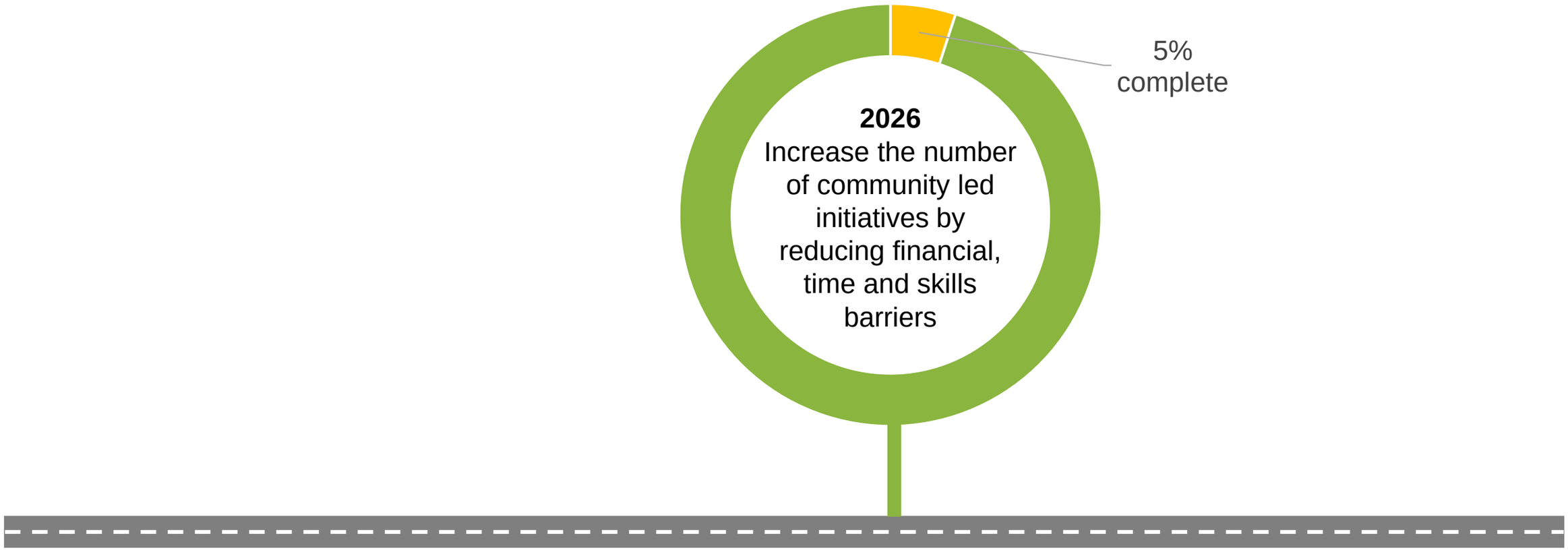


# Outcome 4 - A range of initiatives to help increase the capacity for communities to come together to enhance their neighbourhood and environment.

**Outcome Success Measures require 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 Q1 2020/21 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 Wellness programme
- Number of people completing 12 weeks of the exercise referral programme

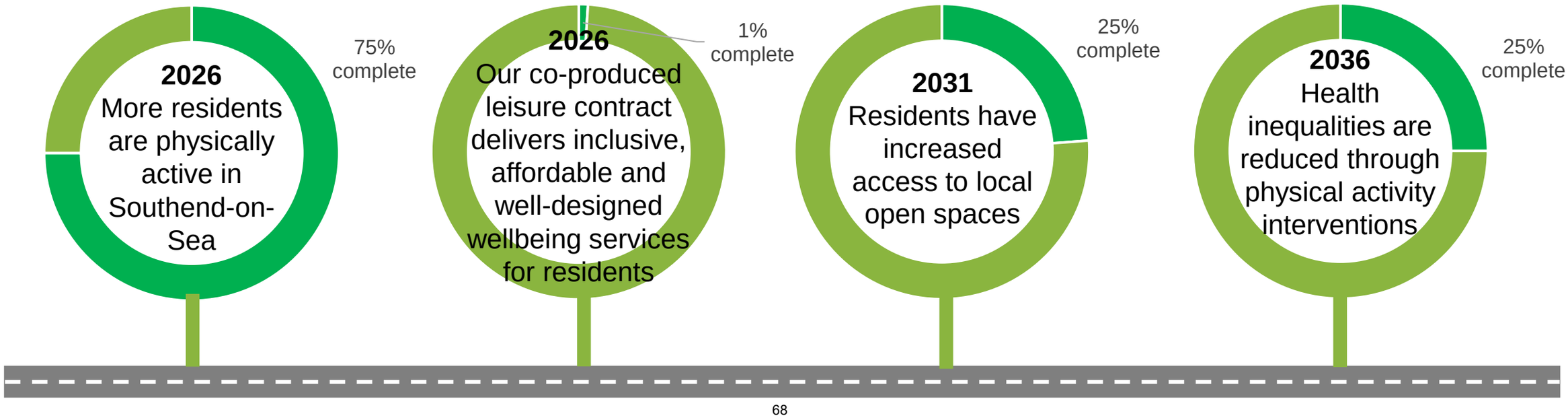
**Number of schools signed up for the Daily Mile programme or equivalent**

29

Q3 2019/20

Annual target: 28

2020/21 data will be reported in March 2021



## Opportunity & Prosperity Quarter 1 2020/21 Summary

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

Throughout the COVID-19 response and recovery the safety of our residents and visitors has remained paramount. Much work has been done by the Council on this, so too on the enablement of footfall cameras to support projects and encourage new businesses to the town. Plans to expand the Focal Point Gallery and South Essex College have been put on hold.

TOMA (The Other MA) and The Old Waterworks have been awarded £15,000 by Creative Estuary - a partnership of public sector and cultural organisations from across Essex and Kent - to launch 'Precarious straits ~ survival on Southend's new coast, Southend-under-Sea'.

The first commercial build at Airport Business Park Southend has been handed over to plane seating firm Ipeco. Planning permission has been secured for the new innovation hub 'The Launchpad'. The build tender process is underway, with a view to start on site January 2021. A planning application has been received by Rochford District Council for the speculative small unit scheme.

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

The contract with Family Action to continue to run children's centres in the borough has been extended.

Despite OFSTED pausing the school inspection process, officers continue to monitor and support schools who are either due an inspection or deemed to be at risk.

Efforts to narrow the gap between disadvantaged pupils and their peers have been hindered by school closures. It will be addressed in collaboration with all schools in the new academic year. Work continues with the adult college to make provision for vulnerable students.

The next round of applications for the borough's grammar schools has been delayed. This is to allow pupils to return to school in September and re-engage with their learning. The Council continues to encourage Southend families to consider applying for a place if it is appropriate.

The Council has run four events this year to encourage young people to embark on apprenticeships and pursue locally available career pathways. The number of apprenticeships has reduced during the pandemic.

The Council remains committed to achieving financial independence and sustainability. The Council's new 'Getting to Know Your Business' programme, launched in 2020/21, is a key initiative to understand the status, challenges and opportunities for all services. It is being complemented by extensive support arrangements for all Council business leaders to make sure we continue to strive for better value for money and effectively target our resources to deliver the best outcomes for residents.

With regards to becoming a living wage employer, the Council has created a full contracts register. The Council will be assessing suppliers on paying the Real Living Wage. New contract applicants will be asked for this information at tender stage.

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

**Number of planning applications submitted**

462

Q1 2020/21

vs. 558 Q1 2019/20

**Success of appeals**

80%

Q1 2020/21

vs. 77% Q4 2019/20

**Net dwellings provided by the Local Plan**

Data available Sep 2020

**Net jobs provided by the Local Plan**

Data available Sep 2020

**Analysis of the determination timescales of Major, Minor and Other planning applications**

Major – 100%

vs. 100% Q4 2019/20

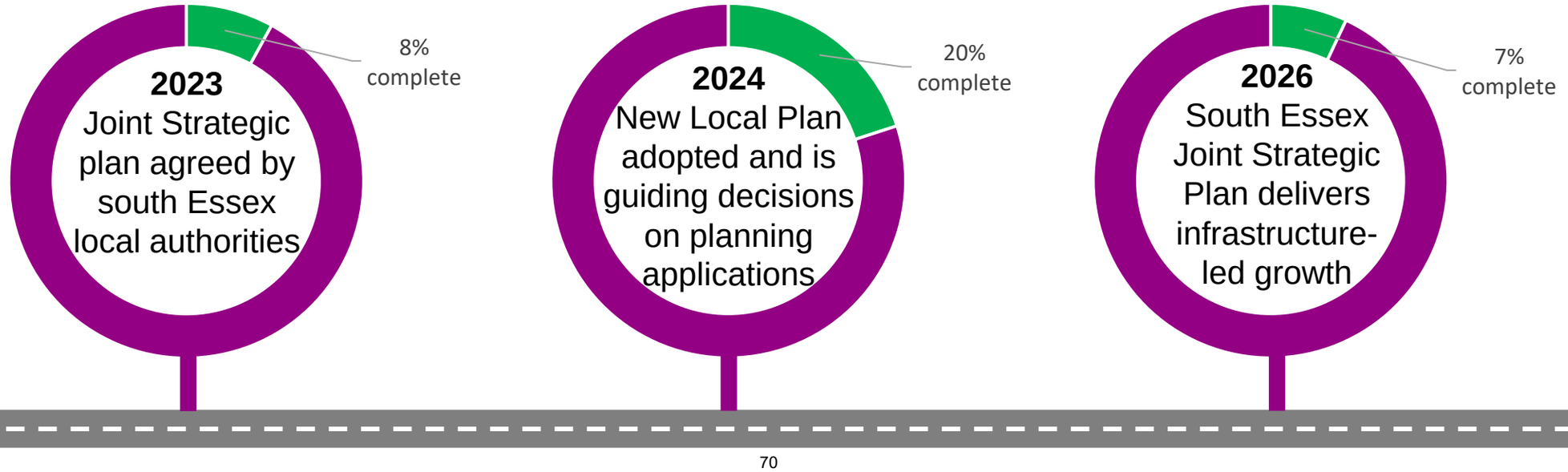
Minor – 99.69%

vs. 98.63% Q4 2019/20

Other- 99.18%

vs. 99.55% Q4 2019/20

Q1 2020/21



# 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.

**High street occupancy (BID area only)**

**82.1%**

Q1 2020/21

vs. 83.3% Q4 2019/20

**Number of people receiving Universal Credit**

**19,273**

In work – 6,743

Out of work – 12,528

DWP, Jun 2020

**Number of empty units in the High Street**

Data unavailable due to COVID-19

Q1 2020/21

vs. 82 in Q4 2019/20

**Number of business births (annual cumulative)**

**995**

2018/19

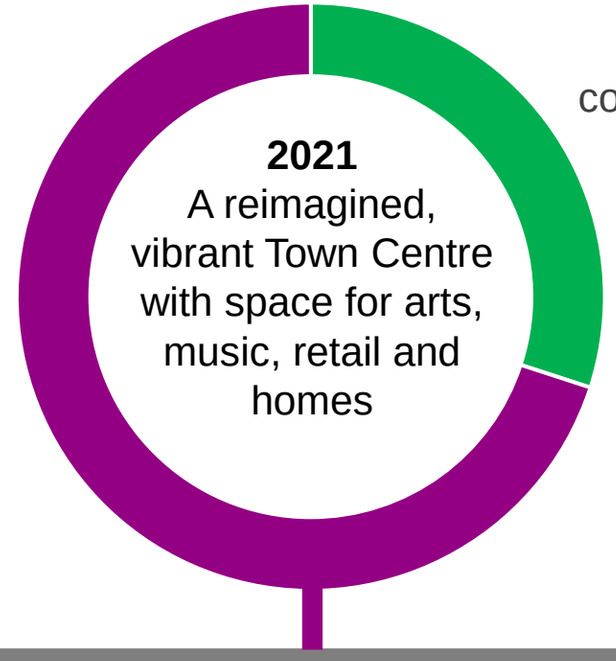
vs. 1035 in 2017/18

**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.

OPPORTUNITY & PROSPERITY

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

**59.5%**

Q1 2020/21

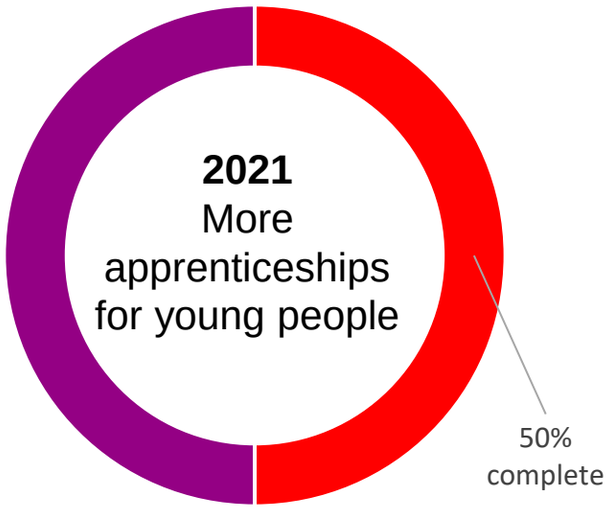
vs. 66.63% Q4 2019/20

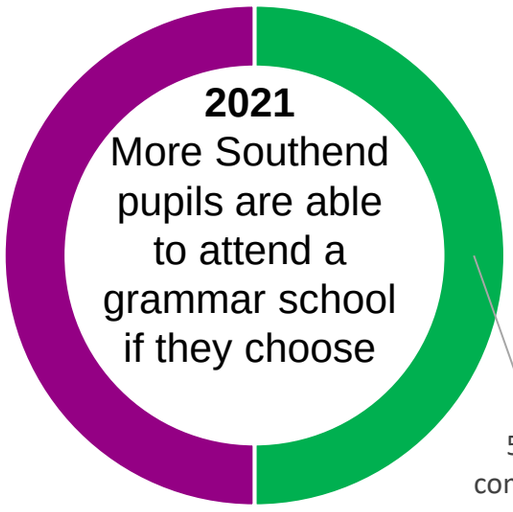
**% 3-4 year old children benefiting from universal funded early education**

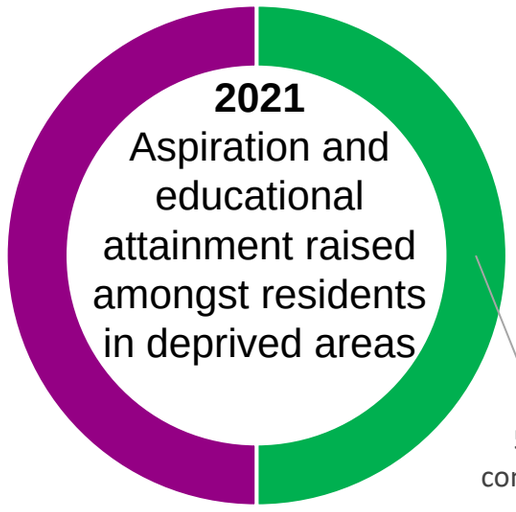
**99.7%**

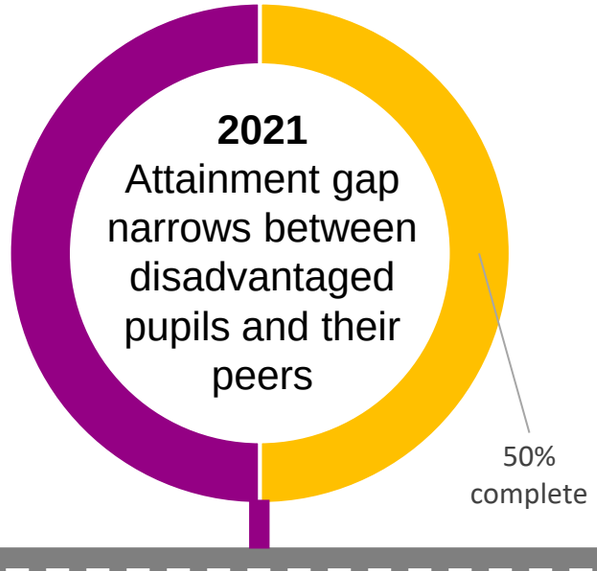
Q1 2020/21

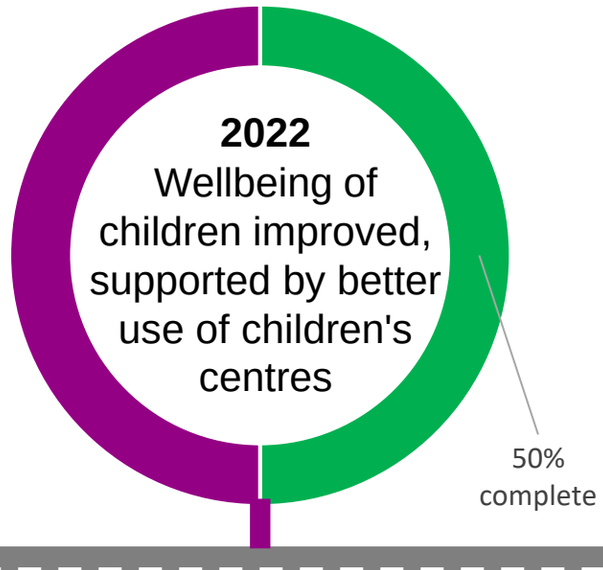
vs. 99.6% Q4 2019/20

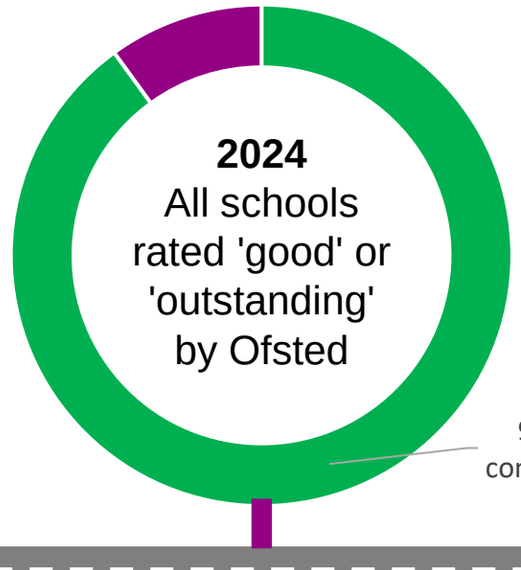


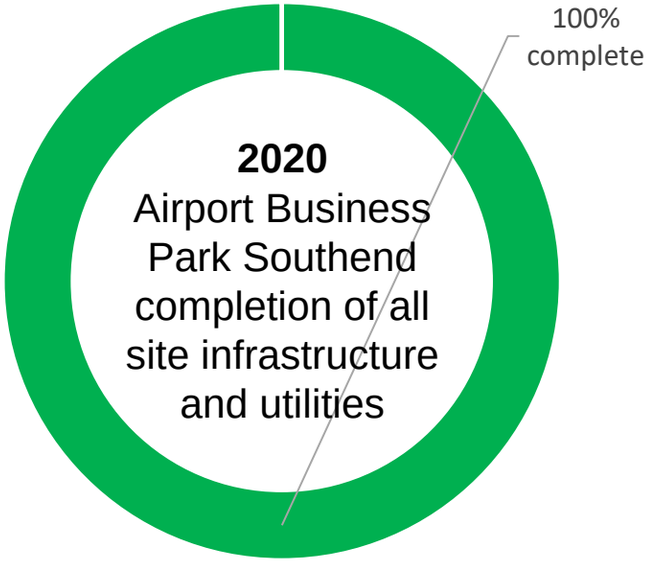



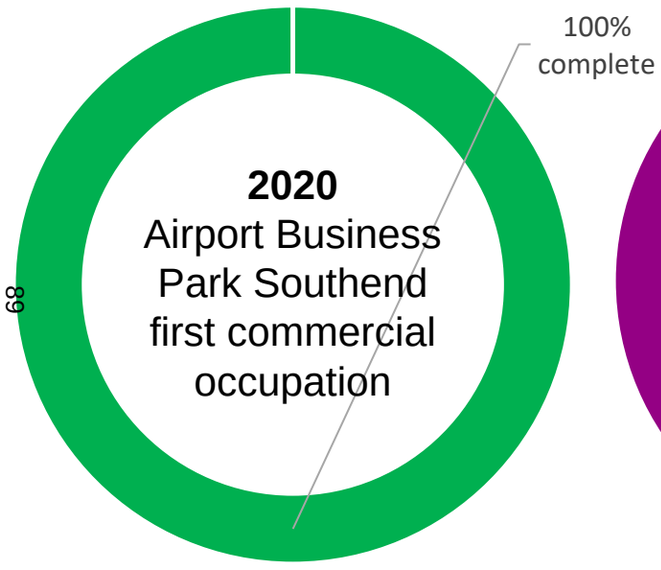



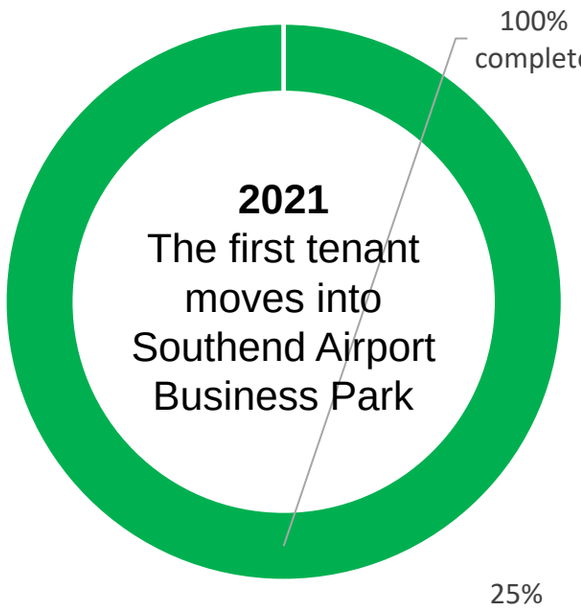
# Outcome 4 - Key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities to the borough.

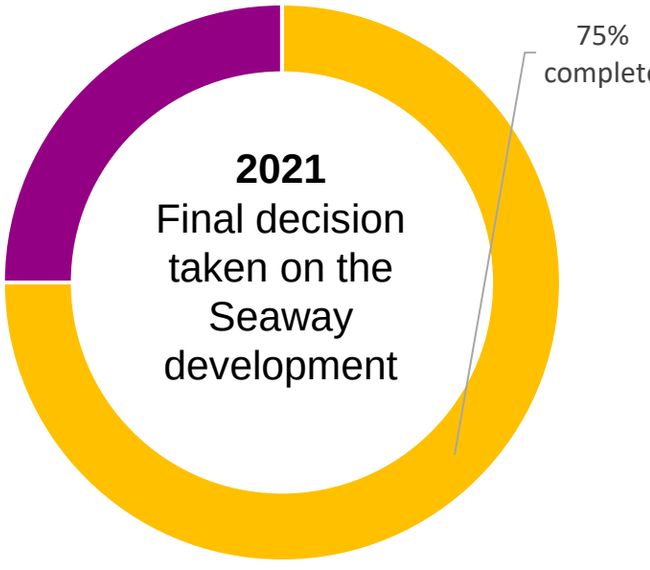
OPPORTUNITY & PROSPERITY

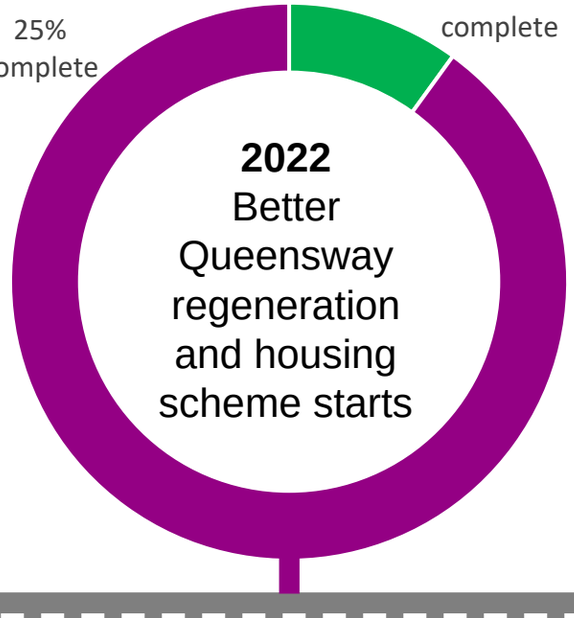
**Outcome Success Measures require further development**

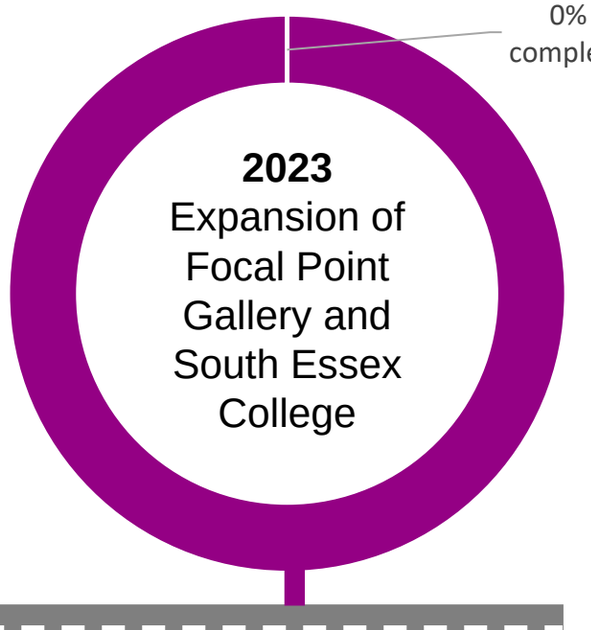








# Outcome 5 - Southend is a place that is renowned for its creative industries, where new businesses thrive and where established employers and others invest for the long term.

**Number of visitors to the Focal Point gallery**

**Venue was closed due to COVID-19**

Q1 2020/21 (Apr, May, Jun)

**Number of visitors to the Beecroft art gallery**

**Venue was closed due to COVID-19**

Q1 2020/21 (Apr, May, Jun)

**Number of business births (annual cumulative)**

**995**

2018/19

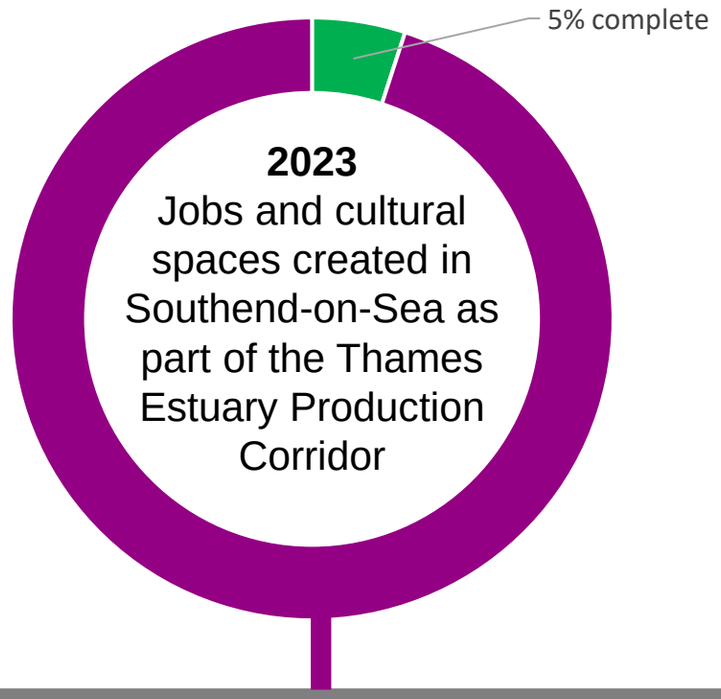
vs. 1035 in 2017/18

**Number of business deaths (annual cumulative)**

**1,010**

2018/19

vs. 1,150 in 2017/18



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

OPPORTUNITY & PROSPERITY

**Total employee jobs in the borough**

**65,000**

2018/19

vs. 66,000 in 2017/18

**Number of economically active people in the borough**

**90,500 / 80.7%**

as at Mar 2020

vs. 79.1% in UK

**Apprenticeship Live Vacancies in Southend**

**38**

Q4 2019/20

vs. 30 Q3 2019/20

**Number of students commencing the 60 Minute Mentor programme**

**New starters paused**

**due to COVID-19**

Q1 2020/21

vs. 91 Q4 2019/20

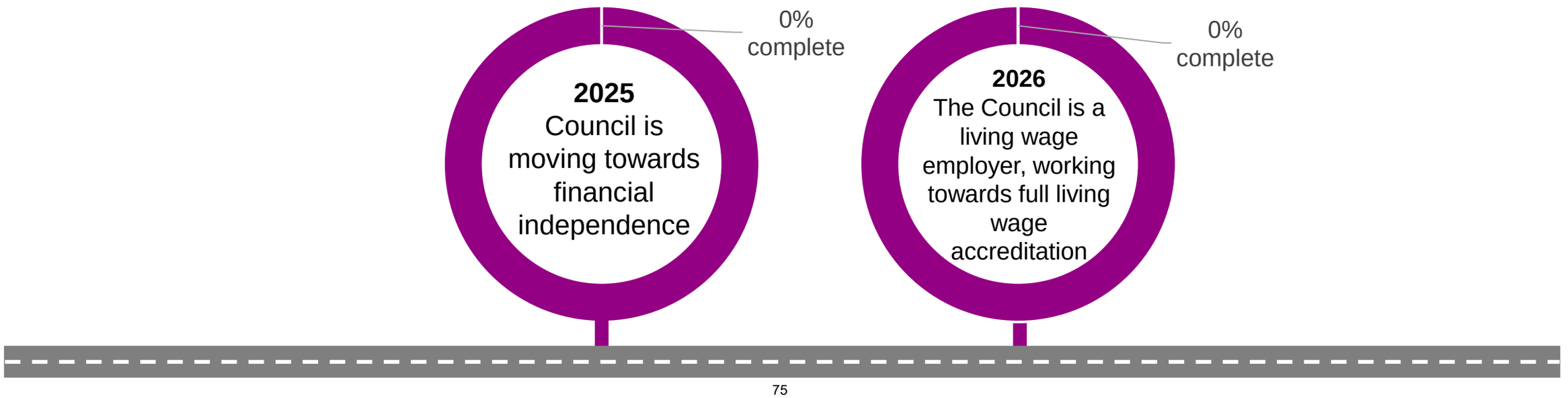
**Number of trainees commencing the SECTA 2 programme**

**New starters paused**

**due to COVID-19**

Q1 2020/21

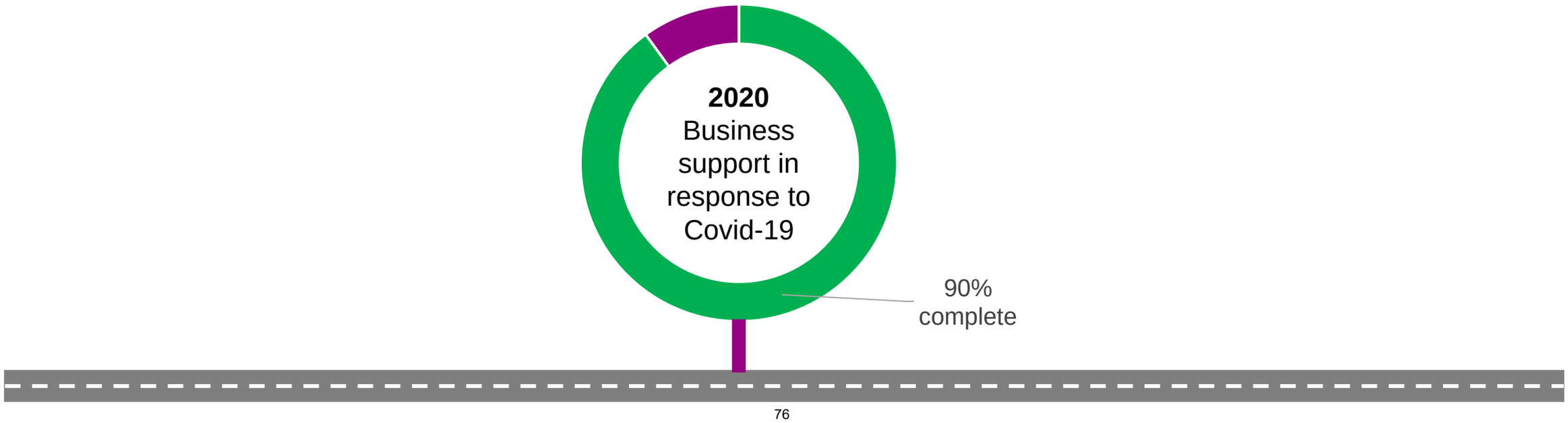
vs. 144 in Q4 2019/20



# 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.

**Outcome Success Measures require further development**





## Connected & Smart Quarter 1 2020/21 Summary

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

The Southend Travel Centre has been risk assessed by the Council in relation to COVID-19 and mitigation measures put in place so it can still be in operation. Following the continuation of preliminary works during Q1, work on The Bell junction will start on 1 September. Pre-contract works (e.g. amending the traffic lights ahead of the official start) are currently under way.

Active travel initiative ForwardMotion continues to work with individuals and organisations across south Essex to encourage people to change their travel habits. Funding for walking and cycling infrastructure improvements is available through the Department for Transport's emergency active travel fund allocation. The Council is currently looking at options for active travel enhancements within the borough.

An annual programme for improving roads and pavements has been developed and approved for 2020/21. There has also been an agreement in principle for a borough-wide permit to support short stay parking, with an expected delivery for April 2021.

Engagement around the vision for the Interim Transport Strategy for Southend-on-Sea is being carried out on the Your say Southend platform. The interim strategy will guide local transport decision making.

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

Initial planning has been completed for the Smart City technology foundation, with detailed timelines for the first twelve months now set out. The Council has also been engaging with Worklife with a view to developing materials to increase digital literacy in Southend-on-Sea.

The Council has completed planning for the provision of more remote working tools for Council employees. Procurement of new laptops to replace Windows 7 devices is in progress. Initial planning to map out the collaborative technology tools required for Council employees to be able to share information has been completed. Research is also being carried out on the Internet of Things and the opportunities it will offer in terms of being able to share information and generate new revenue streams for the Council and entrepreneurs.

The Council is planning to carry out upgrades to key systems, 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%

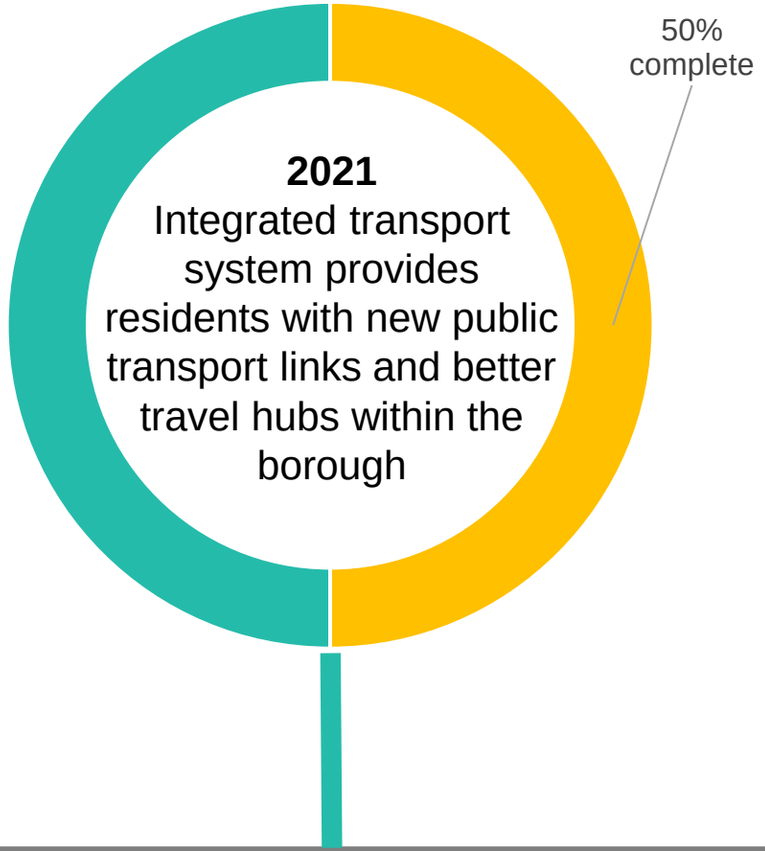
NHT Survey 2018/19
vs. 72% 2017/18

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

75%

NHT Survey 2018/19

vs. 78% 2017/18

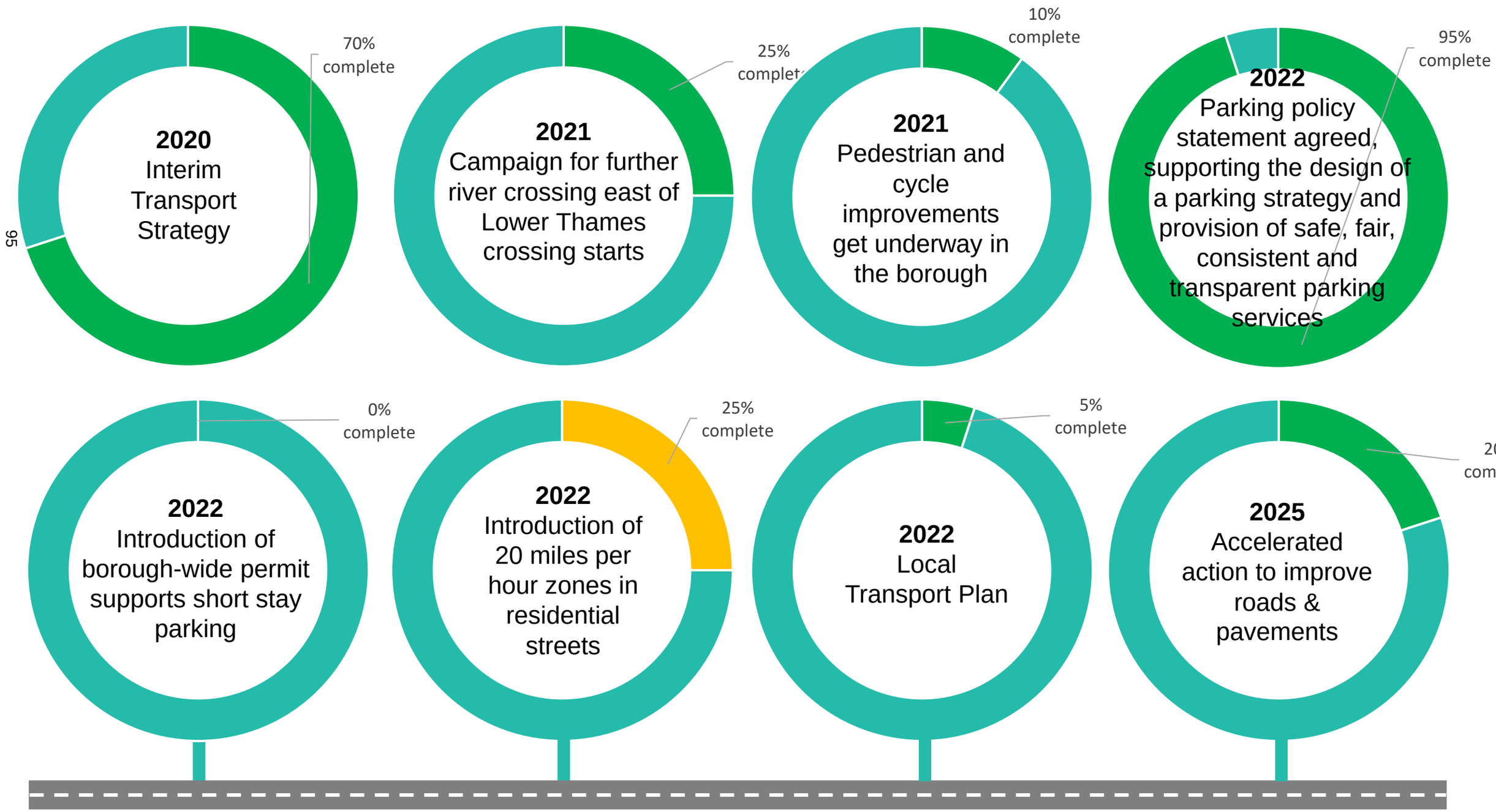


# Outcome 2 - People have a wide range of transport options

CONNECTED & SMART

**Outcome Success Measures requiring further development:**

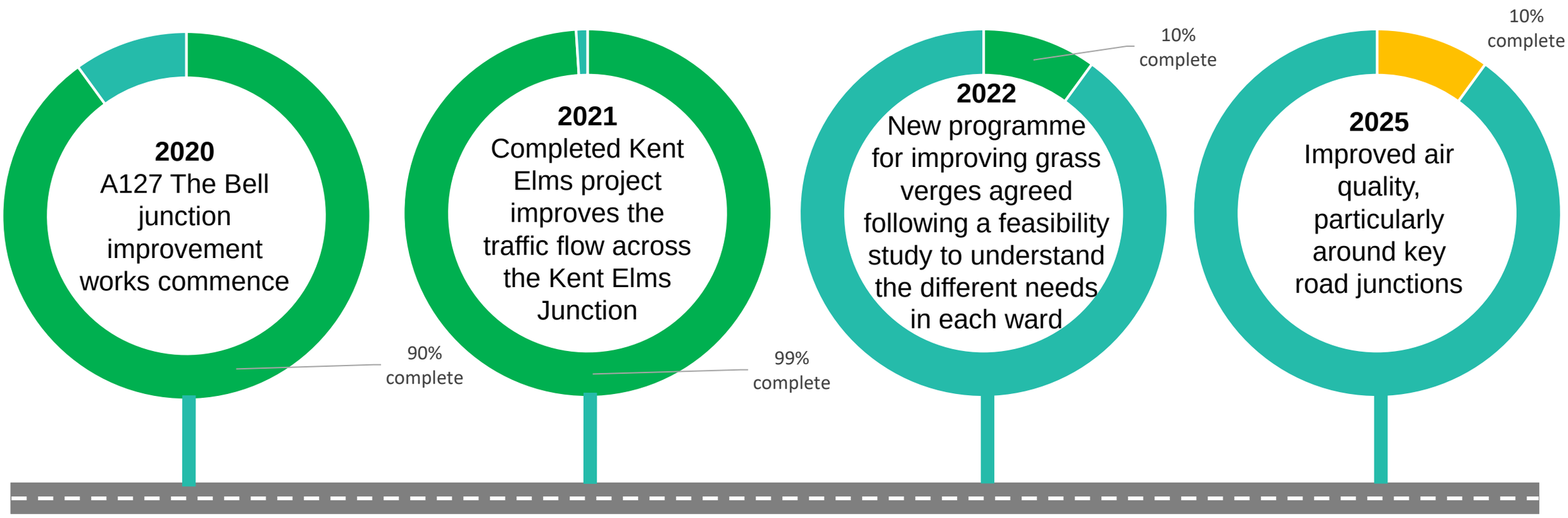
- Percentage of people who have applied for and taken up the travel parking permit
- Number of electric vehicle charging points
- Number of secure bike stands and number of people using bike hire scheme
- Uptake of active travel - number of people cycling and walking
- Analysis of modes of transport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



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

**Outcome Success Measures require further development:**

- Number and locations of air quality monitors
- Volume of borough-wide short stay parking permits
- Traffic counts across the borough as fed into multi-modal transport model



# 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**

At Jul 2020

**% of respondents who have used MySouthend**

**75%**

Residents' Perception Survey 2019

vs. 37% in 2018

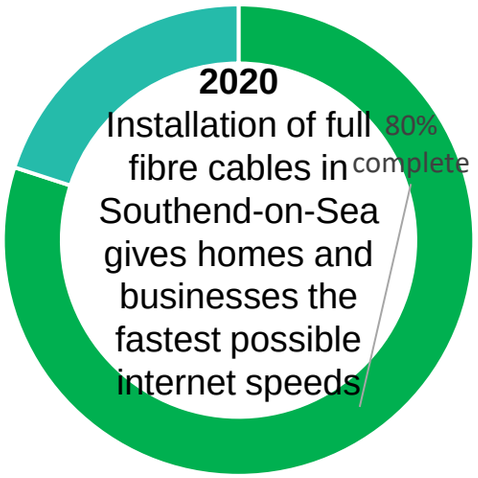
**Number and % of MySouthend service request forms completed independently**

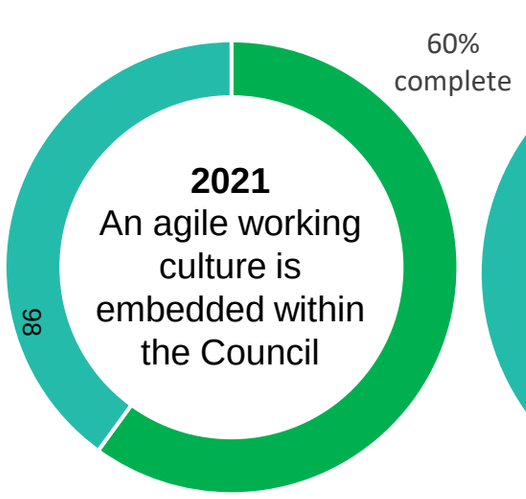
**25,212 or 89.1%**

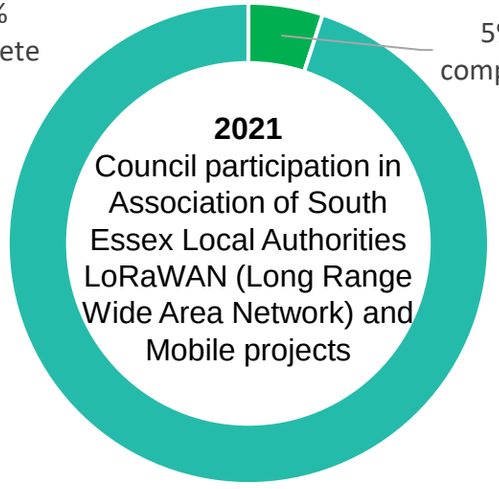
Q1 2020/21

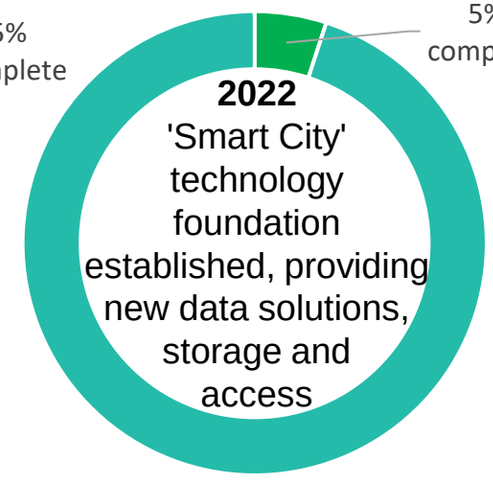
Vs. 19,026 / 77.4% at Q4 2019/20

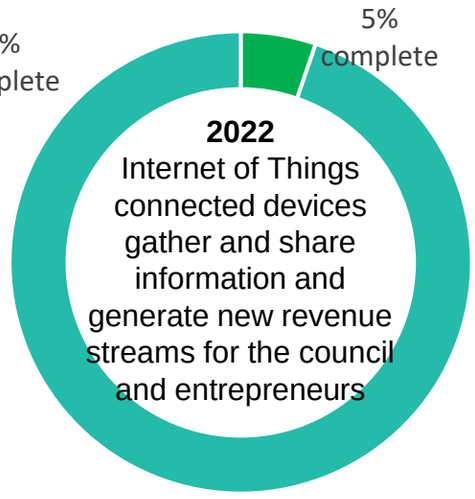
# Outcome 4 - Southend is a leading digital city with world class infrastructure that reflects equity of digital provision for the young, vulnerable and disadvantaged.

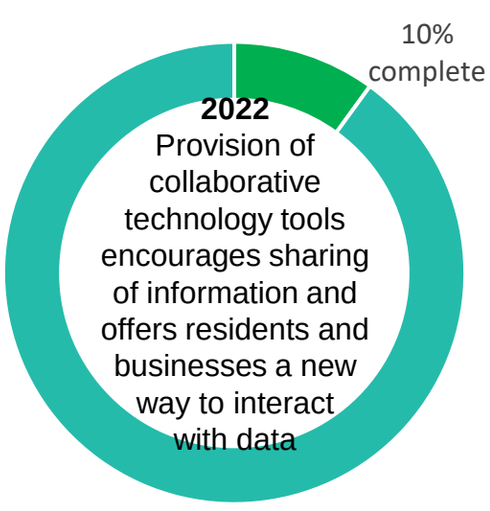


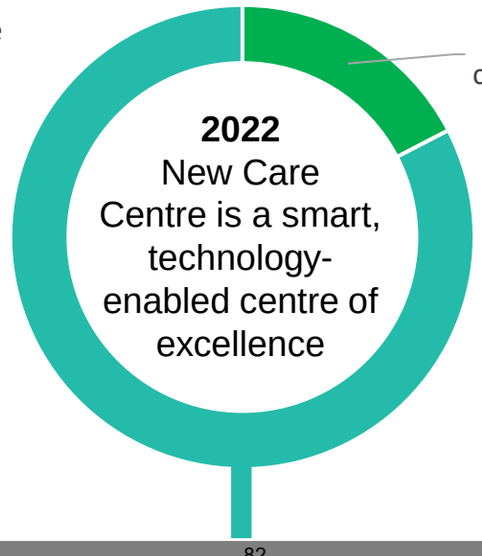



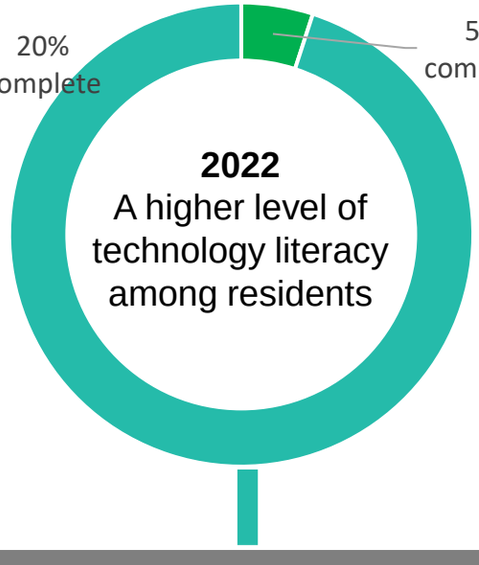



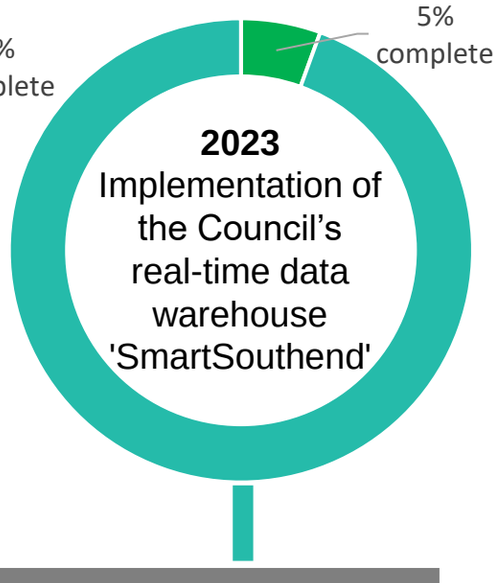





# Index of Measures

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Active & Involved ..... 6

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Connected & Smart ..... 10


| Pride & Joy | Frequency | Availability |
|---|---|---|
| **Outcome 1 - There is a tangible sense of pride in the place and local people are actively, and knowledgeably, talking up Southend.** | | |
| 1. Analysis of compliments received | Quarterly | Requires further development |
| 2. Volunteering hours delivered within Culture, Tourism and Property, including Pier and Foreshore and events | Quarterly | Available |
| 3. Analysis of key communications campaigns on social media | Quarterly | Available |
| 4. % of respondents satisfied with the local area as a place to live | Annual | Available |
| **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.** | | |
| 5. Analysis of TripAdvisor ratings, rankings and awards | Quarterly | Requires further development |
| 6. Analysis of website metrics from the Visit Southend channels and the council's website | Quarterly | Requires further development |

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| 7. Analysis of data from targeted surveys of business leaders in the town | Annual | Requires further development |
| 8. Number of Green Flag awards held by our parks and green spaces, along with analysis of resident voice data | Annual | Green Flags – Available<br>Resident voice data - Requires further development |
| 9. Number of visitors to our galleries, museum and other cultural assets | Quarterly | Requires further development |
| **Outcome 3 - We have invested in protecting and nurturing our coastline, which continues to be our much loved and best used asset.** | | |
| 10. Number of Blue Flag awards held | Annual | Available |
| 11. Number of volunteer-led Community Beach Cleans | Quarterly | Available |
| **Outcome 4 - Our streets and public spaces are resilient, valued and support the mental and physical wellbeing of residents and visitors.** | | |
| 12. Analysis of street cleansing and fly tip tonnage collected | Quarterly | Requires further development |
| 13. % acceptable standard of cleanliness: litter | Quarterly | Available |
| 14. % acceptable standard of cleanliness: detritus | Quarterly | Available |
| 15. Fly-tipping incidents and engagement activities undertaken | Quarterly | Requires further development |
| 16. Analysis of data from the Veolia Satisfaction and Residents' Perception Surveys | Annual | Requires further development |
| 17. Analysis of volunteering activity delivered within our parks, beaches, open spaces and streets | Quarterly | Requires further development |
| 18. Access and proximity to open spaces in line with Natural England guidance | Annual | Requires further development |
| 19. Analysis of event applications | Quarterly | Requires further development |

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| 20. % serious defects made safe within response times (quarterly mean), roads and pavements | Quarterly | Available |
| 21. % repairs completed within timescale (quarterly mean), roads and pavements | Quarterly | Available |

| Safe & Well | **Frequency** | **Availability** |
|---|---|---|
| **Outcome 1 - People in all parts of the borough feel safe and secure at all times.** | | |
| Analysis of Community Safety Unit and Essex Police data on:<br>1. Begging / vagrancy engagements<br>2. Street drinking engagements<br>3. Anti-social behaviour engagements<br>4. CCTV reports leading to arrest<br>5. Targeted patrols<br>6. Domestic abuse<br>7. Violence against the person offences<br>8. Violent crime<br>9. Beach Welfare Officer activity<br>10. Perceptions of crime and safety | Various | Available |
| 11. Reoffending rate<br>12. Safety on public transport<br>13. Solved cases | Various | Requires further development |
| **Outcome 2 - Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives.** | | |
| 14. Number of people with life-limiting conditions that impact on their daily activities | Annual | Requires further development |
| 15. Analysis of length of time spent in significant social care services | Quarterly | Requires further development |

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| 16. Under 75 Mortality rate from all causes (persons) | Annual | Available |
| **Outcome 3 - We are well on our way to ensuring that everyone has a home that meets their needs.** | | |
| 17. Rate and number of households in temporary accommodation | Quarterly | Available |
| 18. Number of children in temporary accommodation | Quarterly | Available |
| 19. Repeat homelessness within 2 years of accepting a suitable private-rented sector offer (priority need cases owed the main duty) | Quarterly | Available |
| 20. Homelessness prevention - existing or alternative accommodation secured for at least 6 months for those at risk of homelessness | Quarterly | Available |
| 21. Homelessness relief - accommodation secured for at least 6 months for those being assisted under the homeless relief duty | Quarterly | Available |
| 22. Number of new-build affordable housing units delivered in the borough by the council and Registered Housing Providers | Quarterly | Available |
| 23. Housing Delivery Test result for 2018/19 | Annual | Available |
| **Outcome 4 - We are all effective at protecting and improving the quality of life for the most vulnerable in our community.** | | |
| 24. Proportion of concluded section 42 enquiries (safeguarding investigations) with a risk identified and an outcome of either Risk Reduced or Risk Removed | Monthly | Available |
| 25. 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 | Monthly | Available |
| 26. Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services | Monthly | Available |
| 27. Proportion of adults with learning disabilities who live in their own home or with their family | Monthly | Available |
| 28. Proportion of adults in contact with secondary mental health services who live independently with or without support | Monthly | Available |

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| 29. Proportion of clients whose Initial Contact start date to completed date is less than or equal to 2 working days | Monthly | Available |
| 30. Analysis of data from the Health and Wellbeing Board regarding thriving communities | TBC | Requires further development |
| 31. Analysis of results and outcomes of the Troubled Families Programme | TBC | Requires further development |
| 32. Analysis of data from the Carers' Consultation Survey | Annual | Requires further development |
| 33. Rate of permanent admissions into residential / nursing care, per 100,000 population (65+) | Quarterly | Available |
| **Outcome 5 - We act as a Green City with examples of energy efficient and carbon neutral buildings, streets, transport and recycling.** | | |
| 34. % Household waste sent for reuse, recycling and composting with additional analysis of total and recyclable waste intakes | Annual | Available |
| 35. Analysis of energy usage across the council's assets | TBC | Requires further development |
| 36. Air Quality at Prince Avenue Air Quality Management Area | Annual | Available |
| 37. % of the borough that is green space | Annual | Requires further development |
| 38. Rate of ownership of ultra-low emissions vehicles | Quarterly | Available |
| 39. Traffic monitoring data at key junctions and routes | Quarterly | Requires further development |
| 40. Analysis of passenger satisfaction with public transport | TBC | Requires further development |
| 41. Analysis of numbers of people increasingly cycling and walking | TBC | Requires further development |
| **Outcome 6 - Residents feel safe and secure in their homes.** | | |
| No specific measures defined, as measures for the other five Safe & Well outcomes cover this outcome also. | | |

| Active & Involved | Frequency | Availability |
|---|---|---|
| **Outcome 1 - Even more Southenders agree that people from different backgrounds are valued and get on well together.** | | |
| 1. Percentage of victims of Hate Crime that are a non Southend-based resident | Quarterly | Available |
| 2. Analysis of the demographic breakdown of council staff, Councillors and key partners and service providers | Annual | Requires further development |
| 3. Demographic analysis of volunteer data | Quarterly | Requires further development |
| 4. Analysis of eligibility for free school meals and attainment | Annual | Requires further development |
| 5. Number of electoral registrations, with additional demographic analysis | TBC | Requires further development |
| 6. % respondents agreeing that people of different backgrounds get on well together | Annual | Available |
| **Outcome 2 - People feel the benefits of social connection, in building and strengthening their local networks through common interests and volunteering.** | | |
| 7. Analysis of engagement in wider volunteering community-based organisations, including informal volunteering | Annual | Requires further development |
| 8. % respondents that have good friendships both in and outside of their local area | Annual | Available |
| 9. % respondents that feel isolated living in their local area | Annual | Available |
| 10. % respondents that feel community events that they would like to get involved with happen in their area | Annual | Available |
| 11. Analysis of residents engaged in lifelong learning | Annual | Requires further development |
| **Outcome 3 - Residents are routinely involved in the design and delivery of services.** | | |
| 12. Number of A Better Start Parent Champions and Ambassadors, trained and active | Quarterly | Available |

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| 13. Analysis of qualitative research around awareness, engagement and involvement in service design and delivery across the borough | TBC | Requires further development |
| 14. Analysis of Your say Southend subscription / user data | Monthly | Requires further development |
| 15. Number of council staff who have completed the Design Academy | Quarterly | Requires further development |
| 16. Number of council projects where service design principles have been used | TBC | Requires further development |
| **Outcome 4 - A range of initiatives to help increase the capacity for communities to come together to enhance their neighbourhood and environment.** | | |
| 17. Analysis of Your say Southend metrics on its central repository of support material for community groups, events, etc. | TBC | Requires further development |
| 18. Analysis of volunteering data as a whole | Quarterly | Requires further development |
| **Outcome 5 - More people have physically active lifestyles, including through the use of open spaces.** | | |
| 19. Number of people attending the 36 week strength and balance programme, with target and timeframe defined | Annual | Available |
| 20. Number of people completing the 12 weeks of the exercise referral programme, with target and timeframe defined | Quarterly | Available |
| 21. Number of schools signed up for the Daily Mile programme or equivalent | Annual | Available |
| 22. Number of physically inactive adults completing a physical activity course, with target and timeframe defined | Quarterly | Requires further development |
| 23. Number of people completing the Back to Wellness programme, with target and timeframe defined | Quarterly | Requires further development |
| 24. Analysis of major new developments that will provide adequate public and private amenity space to meet future needs | Annual | Requires further development |
| 25. % of households able to access local open space within a 10 minute walk for the lowest performing quartile of wards | Annual | Requires further development |
| 26. Analysis of new or improved walking and cycling connections to local open space network and town and local centres | Annual | Requires further development |

| Opportunity & Prosperity | Frequency | Availability |
|---|---|---|
| **Outcome 1 - The Local Plan is setting an exciting planning framework for the borough.** | | |
| 1. Number of planning applications submitted | Quarterly | Available |
| 2. Success of appeals | Quarterly | Available |
| 3. Analysis of the determination timescales of Major, Minor and Other planning applications | Quarterly | Available |
| 4. Net dwellings provided by the Local Plan | Annual | Available Sep 2020 |
| 5. Net jobs provided by the Local Plan | Annual | Available Sep 2020 |
| **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.** | | |
| 6. % High Street occupancy (BID area only) | Quarterly | Available |
| 7. Number of empty units in the High Street | Quarterly | Requires further development |
| 8. Number of business births (annual cumulative) | Quarterly | Available |
| 9. Number of business deaths (annual cumulative) | Quarterly | Available |
| 10. Number of people receiving Universal Credit | Quarterly | Available |
| 11. Analysis of cultural events held in the town centre | TBC | Requires further development |
| **Outcome 3 - Our children are school and life ready and young people are ready for further education, training or employment.** | | |
| 12. % eligible children benefiting from targeted 2 year old funding | Monthly | Available |

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| 13. % 3-4 year old children benefiting from universal funded early education | Monthly | Available |
| **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.** | | |
| Measures to be defined – further development work needed. | | |
| **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.** | | |
| 14. Number of business births and deaths (annual cumulative 2018/19) | Annual | Available |
| 15. Number of registered creative freelancers operating in the borough | TBC | Requires further development |
| 16. Number of successful applications made to Arts Council England from the borough | TBC | Requires further development |
| 17. £ invested in Southend's cultural organisations mapped against the council's £ investment | Annual | Requires further development |
| 18. Analysis of social media, website and other online metrics about Southend's cultural and creative industries | Quarterly | Requires further development |
| **Outcome 6 - Southend provides fulfilling careers for our citizens, and enough job roles to match the needs of the population.** | | |
| 19. Number of economically active people in the borough | Annual | Available |
| 20. Total employee jobs in the borough | Annual | Available |
| 21. Apprenticeship Live Vacancies in Southend | TBC | Available |
| 22. Number of students benefitting from an Enterprise Advisor encounter | TBC | Requires further development |
| 23. Number of trainees commencing the SECTA 2 programme | Quarterly | Available |

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| 24. Number of students commencing the 60 Minute Mentor programme | Quarterly | Available |
| 25. Number of ABSS Skills Project Beneficiaries | Quarterly | Available |
| 26. No. of students benefitting from an Industry Champion encounter | TBC | Requires further development |
| 27. Number of individuals trained via the Care sector-based academy and levels of jobs created | TBC | Requires further development |
| **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.** | | |
| 28. Analysis of data from the Southend Business Partnership regarding communications, engagement and subscriptions | TBC | Requires further development |
| 29. Analysis of data from SECTA on businesses supported with recruitment or information sharing | TBC | Requires further development |
| 30. Analysis of business mentors engaged through the 60 Minute Mentor Southend & Thurrock (60MMST) Project | TBC | Requires further development |
| 31. Analysis of redundancy support provided by the council | TBC | Requires further development |
| 32. Analysis of engagement with small to medium enterprise (SME) businesses via business support groups and workshops delivered by the council, including care businesses | TBC | Requires further development |

| Connected & Smart | **Frequency** | **Availability** |
|---|---|---|
| **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** | | |
| 1. % people who found it easy to get round the borough | Annual | Available |

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| 2. % people with a disability who found it easy to get around the borough | Annual | Available |
| 3. % people without a car who found it easy to get around the borough | Annual | Available |
| **Outcome 2 - People have a wide range of transport options** | | |
| 4. Percentage of people who have applied for and taken up travel parking permit | Quarterly | Requires further development |
| 5. Number of electric vehicle charging points | Quarterly | Requires further development |
| 6. Number of secure bike stands and number of people using bike hire scheme | Quarterly | Requires further development |
| 7. Uptake of active travel - number of people cycling and walking | Quarterly | Requires further development |
| 8. Analysis of modes of transport used | TBC | Requires further development |
| **Outcome 3 - We are leading the way in making public and private travel smart, clean and green** | | |
| 9. Number and locations of air quality monitors | Quarterly | Requires further development |
| 10. Volume of borough-wide short stay parking permits | Quarterly | Requires further development |
| 11. Traffic counts across the borough as fed into multi-modal transport model | Annual | Requires further development |
| **Outcome 4 - Southend is a leading digital city with world class infrastructure that reflects equity of digital provision for the young, vulnerable and disadvantaged** | | |
| 12. Number and % of MySouthend service request forms completed independently | Quarterly | Available |
| 13. Number of registered MySouthend users | Quarterly | Available |
| 14. Total number of free WiFi registrations to date | Snapshot | Available |

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| 15. Percentage of council services offered / provided online | Quarterly | Requires further development |
| 16. Number of transactions processed online | Quarterly | Requires further development |
| 17. The demographics of MySouthend users (as obtained via the Residents' Perception Survey) | Annual | Requires further development |
| 18. Number of residents working from home | Quarterly | Requires further development |
| 19. Number of users from workforce to complete computer training | Quarterly | Requires further development |
| 20. % residents rating themselves as having moderate digital skills | TBC | Requires further development |
| 21. % council staff rating themselves as having moderate digital skills | TBC | Requires further development |

# Appendix 7

## Transforming Together Programme

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| **Skills, Learning and Development**<br><br>***To ensure TT has the right skillsets to tackle the right challenges, and leads in upskilling the entire organisation***<br><br>**Theme Lead:**<br>**SUE PUTT** | **Outcome 1**<br><br>Staff feel valued and are recognised and rewarded appropriately. Staff are able to participate in a range of activities to support their well-being. |
| | **Outcome 2**<br><br>Leaders who are able to deliver in a changing environment, provide strong and developed skills to support staff, adapt to self-directed learning and can challenge when appropriate. |
| | **Outcome 3**<br><br>Councillors who are equipped to support the delivery of the Councils aims and ambitions alongside officers. |
| | **Outcome 4**<br><br>Staff are enabled and have the skills and abilities to be utilised effectively across the organisation. |
| | **Outcome 5**<br><br>Enable service areas to re-design effectively to meet new operational need. |
| **Behaviours and Culture**<br><br>***To promote TT as a model for how we expect Colleagues to act, modelling our Values & Behaviours and championing the best ways of working***<br><br>**Theme Lead:**<br>**MIKE BENNETT** | **Outcome 1**<br><br>Our organisation embraces fully an Agile method of working, allowing colleagues and projects to work in the way that best suits them for the best outcomes. |
| | **Outcome 2**<br><br>Our Values and Behaviours are embraced, and role modelled at all levels, by all colleagues, within an environment of positive challenge that influences the way all teams and individuals operate and manage within our organisation. |
| | **Outcome 3**<br><br>Work Life programme continues to deliver its ambitions and is connected to other TT activity that support it. |
| | **Outcome 4**<br><br>Transforming ICT to support the TT agenda. |
| | **Outcome 5**<br><br>Risk awareness and horizon scanning are business-as-usual for all teams, as part of a wider Getting To Know Your Business campaign. |

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| **People and Networks**<br><br>***To keep TT at the forefront of people's thinking and an accessible network of engagement, support and opportunities***<br><br>**Theme Lead:**<br>**ELLEN BUTLER** | **Outcome 1**<br><br>Staff feel involved, engaged and knowledgeable in Transforming Together through active communications using various channels. |
| | **Outcome 2**<br><br>The right people, at the right time, with the right expertise, are engaged for specific pieces of work, promoting and influencing Transforming Together. |
| | **Outcome 3**<br><br>An intranet that is up to date and accessible for all, that has been designed around the user. |
| | **Outcome 4**<br><br>Leaders and colleagues at all levels understand and are able to participate in the Transforming Together culture. |
| **Managing TT and Corporate**<br><br>**Theme Lead:**<br>**STEPHEN MEAH-SIMS** | **Outcome 1**<br><br>Staff have effective communication mechanisms with CMT. |
| | **Outcome 2**<br><br>Review the Council's decision-making processes, as prescribed in the Constitution. |
| | **Outcome 3**<br><br>Quality assuring the work of TT and ensuring a creative space to prioritise, innovate and drive managing the work of TT. |
| | **Outcome 4**<br><br>Ensuring a clear link between TT and Southend 2050 Refresh that demonstrates their value. |
| | **Outcome 5**<br><br>The council, with key partners is an effective commissioner and procurer, that results in quality and value for money services. |
| | **Outcome 6**<br><br>Making sure that there is a clear understanding of TT. Staff are confident on the principles of working and the work programme. |
| | **Outcome 7**<br><br>Ensuring effective and transparent business planning and decision-making governance review. |
| | **Outcome 8**<br><br>Delivering a proactive commercial agenda that delivers quality services and benefits to the council. |

# Southend-on-Sea Borough Council

**Report of Chief Executive**
**To**
**Cabinet,**

**On**
**15 September 2020**
Report prepared by: Tim MacGregor, Policy Manager

**Agenda Item No.**

**7**

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**Association of South Essex Local Authorities (ASELA) update**

**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

To provide a general update on ASELA, as well as wider developments including the establishment of an ASELA and Local Government Reform Working Party.

## 2. Recommendations

2.1 That Cabinet note the updates provided in this report, in particular:

- **A. The ASELA prospectus has now been submitted to government.**
- **B. The stated position of Essex County Council in relation to Local Government Reform (LGR).**

2.2 That Cabinet:

- **C. Support the on-going programme of work to explore and develop local government reform options with neighbouring councils.**
- **D. Note that specialist advice will continue to be obtained, under officer delegations and within approved budgets, to support the exploration of options, assess and validate data and help ensure the best outcomes for Southend-on-Sea.**

## 3. Background

3.1 At a meeting on 22 July, Cabinet agreed to fully support a collaboration with South Essex Authorities to deliver regeneration across South Essex.

3.2 Since then, councillors have been briefed on ASELA and the forthcoming Devolution and Local Recovery White Paper. In addition, the ASELA/Local Government Reform Working Party has been formally constituted by full Council (10 September), prior to which it met informally (2 September).

3.3 Essex County Council have publically stated their preferred option for local government reform (further details are provided below), which featured in the Working Party discussion and consideration.

## 4.0 ASELA Update

4.1 The ASELA 'Growth and Recovery Prospectus 2020' has been submitted to government and conversations with civil servants are commencing.

4.2 In the absence of, or until such time that formal governance arrangements are agreed for ASELA, all key decisions which form part of the ASELA delivery work programme and which significantly affect Southend will continue to be made by Southend on Sea BC.

## 5.0 Essex County Council proposal

5.1 Essex CC's proposal outlines a Greater Essex Combined Authority with a directly elected mayor, operating above newly formed unitary councils. This proposal replaces the current system of one county council, 12 Districts and two unitary councils. Essex CC argues that the County has a sense of identity and is large enough to be effective strategically, and be taken seriously by Government to pursue the regeneration and growth required for a post COVID economy. A small number of unitary authorities would, it says, provide economies of scale, and clearer lines of accountability.

5.2 ASELA authorities, including Southend on Sea BC, however, have written to the Government, to oppose the County's proposal for a CA. Their collective view is that:

- The proposal is a rebranded Essex County Council, which has not, to date, unlocked the opportunities in South Essex and in many ways has held the area back through insufficient investment.
- A CA covering nearly 2 million people is too large an area for effective democratic accountability.
- Essex is a County of two halves with a more industrial/commercial south and a more rural north.
- A single CA with a mayor based outside of the ASELA region will create tension between the Greater Essex agenda and the unique potential and opportunities that South Essex offers.
- Being close to London, means South Essex has unique circumstances that it can capitalise on, particularly around infrastructure and labour supply to and from London.

## 6.0 ASELA/LGR Working Party

6.1 The ASELA/LGR Working Party informally met on 2 September to consider the terms of reference, to receive an update on ASELA and the currently anticipated content of the forthcoming Devolution and Local Recovery White Paper.

6.2 The Working Party acknowledged the shared ambitions of Southend on Sea BC and the ASELA delivery work programme, including key cross border infrastructure projects needed to unlock future economic ambition. The Working Party highlighted the importance for the Council to be represented in any decisions affecting the borough.

6.3 In discussing the forthcoming Devolution and Local Recovery White Paper, the Working Party acknowledged Essex CC's proposal and concluded that it would be prudent for Southend on Sea BC to engage in conversations with neighbouring Councils on future governance reform, including unitary options.

6.4 In view of the steer provided by the Working Party it is recommended that Cabinet support a programme of work to explore and consider local government reform options with neighbouring councils. This will mean that specialist advice will continue to be obtained, under officer delegations and within approved budgets, to support the exploration of options, assess and validate information and data (including that from Essex CC) and help ensure the best outcomes for the borough.

## 7. Other Options

7.1 Do nothing – this option is not recommended because it is clear that both government and subsequently Essex County Council are proposing significant changes to local government across England, including Essex. It is, therefore, incumbent upon the council to develop proposals that provide the best possible outcome for Southend's residents while satisfying the government's criteria.

## 8. Reasons for Recommendations

8.1 To note the update on ASELA, the position of the ASLEA/LGR Working Party and to consider the appropriate next steps in supporting the on-going programme of work to explore and develop local government reform options.

## 9. Corporate Implications

### 9.1 Contribution to the Southend 2050 Road Map

The ASELA delivery work programme refers to the economic agenda for the South Essex region, how it can deliver new jobs, new transport infrastructure, new homes, and the future governance arrangements to deliver better outcomes for its existing, and new, residents and businesses. These all contribute in a significant way to various aspects of the Southend 2050 Road Map, particularly the objectives in Opportunity & Prosperity and Connected & Smart.

### 9.2 Financial Implications

Resources for specialist advice will be obtained from within existing budgets. Neighbouring councils are also expected to make a financial commitment to this work.

### 9.3 Legal Implications –

Relevant legislation will follow as necessary to enact any changes arising from the Devolution and Local Recovery White Paper.

**9.4 People Implications** – None at this time

**9.5 Property Implications** – None at this time

**9.6 Consultation** – None at this time

**9.7 Equalities and Diversity Implications**
None specific

**9.8 Risk Assessment** – None at this time

**9.9 Value for Money** – non specific

**9.10 Community Safety Implications –** none specific

**9.11 Environmental Impact** – none specific
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**10. Background Papers -** none

**11. Appendices** - none

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# Southend-on-Sea Borough Council

**Agenda Item No.**

**8**

**Executive Director (Finance & Resources)**
**To**
**Cabinet**
**On**
**15 September 2020**

Report prepared by:
Joe Chesterton – Executive Director (Finance & Resources)

## Enabling Major Projects and Recovery

**Policy and Resources Scrutiny Committee**
**Cabinet Member: Councillor Ian Gilbert and Councillor Ron Woodley**
**Part 1 (Public Agenda Item)**

### 1. Purpose of Report

To reconfigure existing and secure additional resources to enable delivery of the Council's major projects and recovery journey, to support the delivery of the 2050 Ambition, refreshed roadmap, outcomes, administration recovery priorities and to support the financial challenge faced by the Council to ensure that the Council's corporate support is appropriately resourced for the future.

### 2. Recommendations

**That Cabinet;**

**2.1 Approve the additional permanent resources required for this increased staffing capacity of 10 FTE at a revenue impact of £497,000 pa and to be included as part of the budget setting for 2021/22 onwards;**

**2.2 Approve that the estimated requirement to establish the new arrangements and any part year effect of recruitment up to £150,000 in 2020/21 is to be funded from the Business Transformation Reserve;**

**2.3 Note that consultation will be undertaken with the officers affected in line with employment law and the Council's HR Policies;**

**2.4 Note that a combination of internal and external recruitment will be arranged to fill the posts required.**

## 3. Background

### Context, Rationale and Proposal

3.1 The Council has set out its ambitions for the future recovery and growth of the borough through the 2050 Ambition, refreshed roadmap, key outcomes and administration priorities. This represents an ambitious and challenging short, medium and long-term agenda for the Council that requires appropriate corporate resource to ensure its delivery. Southend-on-Sea's recovery and growth depends on the successful implementation of several key projects including:

- Addressing the Council's medium term financial sustainability challenge
- Achieving the key milestones contained within the Southend 2050 refreshed road map and priority outcomes
- Airport Business Park
- Delivering our climate change agenda and local ambition
- Regeneration of the High Street
- Seaway Development
- Better Queensway Programme
- Roots Hall/Fossets Farm Development
- Delivering our extensive Housing and Regeneration Pipeline, through a combination of in-house development, PSP Southend LLP and various bespoke joint ventures
- There is also an urgent requirement to lead or partner in several complex procurements as well as the re-tendering and re-commissioning of existing council contracts to ensure better outcomes and value for money for local taxpayers.

3.2 The Council is facing a significant financial challenge over the medium term and it will be essential that appropriate staff capacity is in place to support and advise the organisation in working towards a financially sustainable position over that period. Key areas of this work will include a new commercial focus, a comprehensive value for money and benchmarking assessment of all services, business case appraisals for future investment, the implementation of a Council wide electronic contract management system, improving productivity and efficiency across the organisation and the need to provide effective financial management insight and support to all services. These changes, opportunities, new requirements and challenges faced by the Council come with risks that the Council needs to be aware of to inform its strategy and effective decision making.

3.3 Given the current financial situation for the Council, additional resources is not something which is sought lightly, however, securing the right skills, capacity and expertise will be essential for these services to support the proposed organisational changes and the delivery of the major projects identified. These additional resources will also enable the Council's drive towards financial self-sustainability by ensuring a clear, robust and more business focused approach is taken to the delivery of services and projects. This will help to reduce costs in key spending service budgets and enhance the drive to setting a sustainable Council budget by improving efficiency, productivity and value for money.

Property and Commercial

3.4 Whilst a small development co-ordination team is proposed, the principle behind this is that the core team identified (which includes most of the current Better Queensway Project Management Office (PMO)) is incorporated in to a new PMO to co-ordinate the delivery of the wider Housing and Development Pipeline This arrangement will draw on resource from across the organisation, as is currently the case for Better Queensway but also bring in and co-ordinate additional resources across further projects as their progress demands to ensure that learning is captured and developed, resource is flexibly allocated and projects are appropriately resourced throughout their delivery programme. The development element of the structure will be matrix-managed with regular reporting into the Directors for Property & Commercial, Regeneration and Business Development and Housing Delivery to ensure a truly corporate approach to the numerous and significant projects due to come forward. This resource will be supplemented with project-specific resources as required so that the capacity and skills of the team can be flexed to meet the demands.

3.5 Covid-19 and the Council's recovery plan will include a deep and thorough review of the way in which services are delivered and this in turn will have far reaching property and asset management implications. It will also require additional resource in to the Transforming Together change programme (TT), including WorkLife, as the Council transitions to become a more agile council in the long-term, fully embedding and developing the successes captured through the changes imposed during the pandemic and co-delivering change across the organisation. This will require close working and collaboration across the Council and in particular with the TT, ICT and Workforce Development teams through an agile and matrix-managed approach. This work will sit alongside further asset management analysis to map and deliver the necessary changes in the corporate estate to support the transition for the Council whilst ensuring the estate remains relevant, fit for purpose and appropriately sized and located.

3.6 The importance of commercialising the Council is also critical to charting a route through the financial challenges of Covid-19 recovery and generally. This workstream sits very neatly with WorkLife and enables the changes in service delivery and the way we work generally to also pick up the wider commercialisation agenda which is why the proposal brings together these two important areas with a modest additional supporting resource being proposed.

3.7 CIPFA was recently invited to review the property structure and resource in its entirety and as part of that work, it identified that compared with other organisations of a similar scale that *"The Strategic Asset Management function, Estates Management and Data Management are all under-resourced"*, commenting that *"the number of staff engaged on strategic asset management is very low….dedicated resource [is] required for this".*

3.8 CIPFA also observed that "*Estate management staffing [is] light compared to other Councils even after considering vacancies*" and commented that the estate could do with more strategic challenge yet there is no resource to do this currently.

3.9 It is increasingly important that good quality property data is maintained and used to inform property and occupancy related decisions and this is a further area identified as being under resourced. CIPFA have commented that *"the Property Information Officer post vacancy needs addressing quickly as it's consuming resource from other under-resourced areas"*.

3.10 The proposals increase the number of Full Time Equivalent (FTE) posts in scope across Asset Management, Development, Better Queensway and WorkLife from 8 to 12.

Finance

3.11 The financial management and business partnering function has struggled with capacity and the recruitment of permanent staff over the past 18 months or so. Given the range of financial challenges faced by the Council it is critical that sufficient capacity, capability and commercial expertise is permanently secured to support the Council's ambitious agenda. The Council is striving to achieve long term financial sustainability in a very uncertain and challenging operating environment. Providing appropriate financial challenge, commercial insight, support and high-quality advice to all Council services, whilst also enhancing other public and private sector investment into the local area will be essential ingredients for future success.

3.12 The Council's existing accountancy business needs to be reconfigured and refocussed. This will require additional permanent resources to support the implementation of the key Housing and Development Pipeline, the 2050 Ambition, Major Projects and the delivery of better value for money outcomes for local residents. There is a need for extra capacity to support our local Climate change agenda to enable greater development and assessment of relevant revenue and capital business cases for investment. Specific dedicated financial expertise is also required to support our housing agenda, adult social care business and a new role to facilitate a greater emphasis on financial sustainability, commercial awareness and driving up value for money, efficiency and productivity across all services through the 'Knowing Your Business' programme.

3.13 The Council is experiencing significant financial challenges in Adult Social Care and Children's Social Care, which is not uncommon across the whole of the local government sector. Additional specific dedicated financial support and advice is required in these areas to help turnaround the financial pressures being experienced. In addition, the requirements placed on the Council to deliver new housing at a significant annual rate needs appropriate professional financial assessment and advice on the various funding approaches that can be adopted and that relevant business cases are robustly assessed to protect the council.

3.14 To support delivery of these ambitions new focussed leadership of financial services is needed and the accountancy business requires three new Finance Business Partners (Housing, Adult Social Care and Corporate) to be created. It is estimated that additional resources will also be required to cover potential job evaluation changes for some existing roles. The new structure will complement the existing strengths and talent across the teams, supporting their professional development and encouraging them to reach their full potential.

3.15 The combined resources will enable specialist expertise to be targeted to the delivery of major projects and provide expert challenge and advice to all Council business leaders. The proposed combined package will lead to the creation of a new Assistant Director of Financial Services role to replace the current Head of Corporate Finance, 3 new Specialist Finance Business Partner roles and the deletion of 1 existing Senior Finance Business Partner position. This will increase the team by a total of 2 FTE. The proposals should help to attract and retain appropriately qualified and experienced finance professionals, which will also help to avoid / minimise the reliance on consultancy and interim specialist support.

Procurement

3.16 It is essential given the number of ongoing major projects that Corporate Procurement is adequately resourced to support the business generally and oversee delivery of the existing revenue and capital funded projects within the Procurement Pipeline Plan and the Council's Capital Programme. Alongside this is the need to resource and successfully deliver and embed the Corporate Electronic Contract Management system which will ensure existing and new contracts are managed to a high quality and that the expected outcomes and value for money are realised. Over time, this project is expected to realise savings by securing improvements to how the Council commissions as well as how it negotiates, and evidences changes to contracts. Additional resource will ensure that Corporate Procurement can support the delivery of;

- Major Capital Projects / procurements
- Major Revenue procurements
- Driving Social Value with current and new suppliers through commissioning (working alongside the Redundancy Taskforce) to increase local employment opportunities and recruitment post and during COVID Recovery
- Forward planning via the 3-year Procurement Pipeline plan
- Focussed work with ICT on 100+ projects around systems' rationalisation across the Council- this again is expected to deliver efficiencies
- Ensuring Southend 2050 outcomes are being delivered and embedded through commissioning and procurement processes.

3.17 To successfully deliver this programme 2 FTE roles are required within the Procurement Team to drive the following:

- Electronic Contract Management System and Delivery of the Contract Diagnostic recommendations
- A temporary funded role to become a permanent role as opportunities to streamline and deliver savings through how we purchase ICT hardware, software, peripherals etc.

Internal Audit

3.18 The expected requirements of the internal audit service in the future continue to evolve and the impact of Covid-19 is causing further consideration to take place. There is a growing requirement for better collaboration between risk functions (risk management, internal audit, procurement compliance and other risk functions) as organisations evolve to embrace the changes generated by the digital revolution. Risk functions are now being expected to be active participants, helping to achieve and protect the value of the organisation.

3.19 Risks are becoming increasingly complex and interconnected, and without close risk function collaboration it is possible that blind spots to risk will arise for key stakeholders in the organisation that can then impact on strategic, financial and operational initiatives, such as delivery of the 2050 Ambition, the associated outcomes, major projects and organisational transformation and change. Covid-19 and the Council's recovery plan is including a thorough review of the way in which services are delivered and this in turn will have risk and control implications that the Council will need to be aware of and make decisions about. As the Council's expectations about delivery of the 2050 Ambition increases, and it becomes ever more creative in its ways of working and the things it is trying to do, the risks associated with that are going to increase. That is not necessarily a bad thing, but does need to be done with a conscious awareness of that and what (if anything) we are going to do about it to keep the Council as safe as we can while doing these exciting things, and the Council transforms to become a more agile organisation, embedding and developing upon the achievements driven by the response to the pandemic.

3.20 The Council began to increase the connection of these elements by transferring responsibility for corporate risk management to the Head of Internal Audit and this has resulted in a new Risk Management Policy Statement and Strategy being approved by Cabinet. To implement, deliver and obtain the benefits of the updated strategy requires the introduction of some dedicated specialist, resource into the team through a Risk Management Officer, who would be able to support and challenge managers across the organisation to ensure they have properly considered and are aware of the risks they are facing and are inherent in their decisions and what mitigations / arrangements they have in place to prevent them from crystallising. Or whether they are consciously accepting the risks and are fully aware of what that could mean.

Legal

3.21 There is an increasing requirement for legal support across a range of key regeneration projects such as Better Queensway, Seaway, Fossets etc. External legal advice is frequently required to support such projects and the cost is usually part of the capital budget to take these schemes forward. This arrangement will continue to ensure that the appropriate legal advice budget requirement is applied to the key regeneration schemes both existing and new ones.

3.22 In addition, a variety of one-off specialist legal advice is required throughout the year. Such work is responsive, rather than planned, and might include complex employment matters or contractual issues (e.g.TOVI plant). Essex Legal Services or external lawyers are then engaged to undertake this work. Such ad hoc specialist external legal advice needs to be funded as and when the one off issues arise and is individually assessed.

3.23 Separately, there is the need for additional in-house capacity to progress work for Covid-19 recovery and other routine project work across a range of Council services to ensure that timelines and delivery of projects is met. As an example as part of the Better Queensway project there is funding already approved for a solicitor to be engaged with regeneration experience - and expertise in contracts and procurement. The additional in-house solicitor post required will be to assist this post and support generally across the team including litigation and assisting with case work. In due course these additional posts should reduce the reliance on external support, be more cost-effective and provide internal resilience.

## 4. Approach to organisational design

4.1 The principles for the reconfiguration of corporate management are also to be followed that:

- officer structures need to be flexible and able to scale when necessary
- resource and skill flows to where the work and system demands
- structure can adapt in an iterative way
- the structure facilitates collaborative working and relationship building
- matrix management is an important part of how we manage our resources.

4.2 The proposal will also need to align to the organisational design criteria set out previously and for ease of reference are as follows;

| Criteria |
|---|
| Establish consistency in layers and spans of control |
| Future design/shape of teams will:<br>• Align behind 2050 delivery<br>• Maximise innovation and technology<br>• Use co-design and collaboration as a default (e.g. citizens, partners, members)<br>• Build in flexibility and agility<br>• Use a strength/asset based approach<br>• Apply learning and research from others |
| Apply organisational layers between 4-6 |
| Apply organisational spans of control between 4-8 ( this might be higher depending on the nature of the work e.g. high volume, transactional functions may be as high as 20) |
| Push decision making to the lowest/safest level |
| Apply groupings to mirror job families e.g. Strategic, operational etc ( we will need to revisit these headings when the job family project is revisited) |
| Encourage self-managed teams and matrix management |

4.3 In particular the proposal aligns behind the 2050 Ambition, refreshed roadmap, outcomes and administration recovery priorities, enables a strength-based approach through a flexible resource to enable focus on organisation and collective priorities with several core elements being built around the principles of co-design and matrix management.

## 5. Other Options

5.1 None, or less additional resource could be agreed for these key areas. The risk with this option is that the service areas will continue to be under resourced and will not be well placed to drive and support the significant growth ambitions and recovery priorities of the Council and also to meet the significant financial challenge we now face over the medium term.

5.2 A reduced ambition and less priorities could be considered which could be met from within existing resources. The Council has however fully committed to the delivery of the 2050 Ambition, refreshed roadmap, outcomes and administration recovery priorities and is relying on these to drive the future recovery and growth of the Borough forward.

## 6. Reasons for Recommendations

6.1 The recommendations enable the proposals and rationale for the proposals set out in section 3 of the report to be implemented. The recommendations enable, subject to successful recruitment, the Council to resource the corporate enabling services to manage services more effectively and to provide the required advice and support the organisation requires.

## 7. Corporate Implications

7.1 Contribution to the Southend 2050 Ambition, refreshed Road Map, outcomes and administration recovery priorities.

7.2 Financial Implications

The proposed new arrangements would mean a total additional gross cost of £794,000. Some of this cost can be met through the Housing Revenue Account (HRA) and through the Capital budget. This funding amounts to £50,000 for the HRA and £247,000 for the Capital budget. This means that there is a net additional requirement on the revenue budget of £497,000 in a full year. For 2020/21, there will be a part year effect of circa £150,000.

The number of FTE across the teams below will increase from 78.08 to 88.08

| | Total (£000) | Revenue (£000) | Capital/ External(£000) |
|---|---|---|---|
| **Current Staffing Budget across areas** | **4,331** | **4,281** | **50** |
| **New Requirements** | | | |
| Property & Commercial | 410 | 153 | 257 |
| Finance | 160 | 120 | 40 |
| Procurement | 108 | 108 | 0 |
| Internal Audit | 53 | 53 | 0 |
| Legal | 63 | 63 | 0 |
| **Additional Request** | **794** | **497** | **297** |
| **Total Full Year** | **5,125** | **4,778** | **347** |

All budget figures are expressed inclusive of on-costs (pension and National Insurance).

The permanent funding in the table above will have a part year impact in 2020/21 and there will be some requirement to support the establishment of the new arrangements. An estimated requirement of £150,000 may be required and this can be met from the Business Transformation Reserve. The full year revenue impact of £497,000 will need to be included as part of budget setting for 2021/22 onwards.

The additional resources will over time also support the organisation to deliver savings, highlight new areas for review/reduction, identify cost avoidance opportunities in key services, establish and embed a more commercial and business orientated approach across the council with the intention of having a financially sustainable budget over the medium term.

The proposed additional resources explain will result in some service redesign and changes however it is not anticipated that this will result in any compulsory or voluntary redundancies. Primarily it is a growth strategy to support the Council to meet the demands of the financial challenge facing the organisation, the recovery journey from Covid-19 and to work towards the delivery of Southend 2050 outcomes.

7.3 Legal Implications

Employment law requires consultation with the officers affected by the proposals.

No Chief Officer Posts are affected having been established following the reconfiguration of corporate management at the end of 2019 therefore subject to agreement of the recommendations, all recruitment can be completed by the relevant officers.

7.4 People Implications

The People implications are set out in this report. The impact on existing posts is limited as this is a necessary growth area where additional resource is required to deliver the challenging agenda.

7.5 Consultation

Initial conversations have taken place with the teams directly affected by these proposals and will continue as part of any formal consultation process required

7.6 Equalities and Diversity Implications

The Council's Human Resources policies which will be used to implement the new arrangements have been subject to the necessary equality analysis.

7.7 Value for Money

One of the priorities within procurement and commissioning is the delivery of value for money and so to ensure best value, social value returns, high quality contract management and the delivery of the 2050 outcomes we need sufficient skills and resource to deliver this.

As mentioned above, Cipfa's review of the Property and Commercial area identified some areas which they demonstrated are under-resourced. These areas will be important in enabling the Council to right-size and rationalise its commercial and operational estates going forward, to improve data and support commercialisation and major projects.

## 8. Appendices

None

**Agenda Item No.**

**9**

# CABINET

Tuesday, 14th September, 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 (Adults and Communities Health authorised:

1.1 Re-opening the Borough's Leisure Centres

The provision of financial support to Fusion Lifestyle to enable to re-opening of Southend Leisure and Tennis Centre (with some additional provision for Chase High School and Shoeburyness High school at their respective dual use leisure centre sites) for the period to March 2021, , whilst also noting the subsidy already provided to the end of July. This amount includes the waiver of the management fee payable by Fusion to the Council. Details of the financial implications are set out in the confidential appendix.

### 2. The Director of Housing Development authorised:

2.1 Applications to Government for Funding to provide permanent accommodation for rough sleepers

The submission of the funding bids for both the Next Steps Accommodation Programme Fund and Move On Fund and, if successful, the Council will need to match fund this external funding by £2.616m funded by the HRA capital reserve and S106 monies, which will need an amendment to the capital investment programme to be approved by Council.

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