

Public Document Pack
SOUTHEND-ON-SEA BOROUGH COUNCIL

Cabinet

Date: Tuesday, 22nd February, 2022
Time: 2.00 pm
Place: Council Chamber - Civic Suite
Contact: Colin Gamble
Email: committeesection@southend.gov.uk

A G E N D A

- 1 Apologies for Absence**
- 2 Declarations of Interest**
- 3 Minutes of the Meeting held on Thursday, 13 January 2022**
- 4 Minutes of the Special meeting held on Monday, 24 January 2022**
- 5 20 mph Neighbourhoods - Reference Back from Place Scrutiny Committee held Monday, 7 February 2022**
Report of Executive Director (Neighbourhoods and Environment) to follow
- 6 Outcome Success Measures Report (Pages 23 - 62)**
Report of Interim Executive Director (Transformation) attached
- 7 Waste Collection Contract**
Report of Executive Director (Neighbourhoods and Environment) to follow
- 8 Parking Strategy and Parking Implementation Plan (Pages 63 - 134)**
Report of Executive Director (Neighbourhoods and Environment) attached
- 9 Corporate Risk Register (Pages 135 - 164)**
Report of Executive Director (Finance and Resources) attached
- 10 Dog Control PSPO Variation**
Report of Executive Director (Adults and Communities) to follow
- 11 PSPO Consultation**
Report of Executive Director (Adults and Communities) to follow
- 12 Equality Objectives - 2022-2026 (Pages 165 - 198)**
Report of Interim Executive Director (Transformation) attached
- 13 Social Value Policy (Pages 199 - 232)**
Report of Interim Executive Director (Transformation)
- 14 Adult Social Care Strategies (Living Well, Aging Well, Caring Well)**
(Pages 233 - 302)
Report of Executive Director (Adults and Communities) attached

- 15 Innovation Resilience Fund - Outline Business Case**
Report of Executive Director (Neighbourhoods and Environment) to follow
- 16 Civil Penalties Policy for Housing Offences** (Pages 303 - 324)
Report of Executive Director (Neighbourhoods and Environment) attached
- 17 City Council Branding**
Report of Interim Executive Director (Transformation) to follow
- 18 Treasury Management Report - Quarter Three 2021/22** (Pages 325 - 346)
Report of Executive Director (Finance and Resources) attached
- 19 Minutes of Economic Recovery and Regeneration Working Party held Tuesday, 11 January 2022** (Pages 347 - 348)
Minutes attached
- 20 Minutes of Economic Recovery and Regeneration Working Party held Wednesday, 19 January 2022** (Pages 349 - 350)
Minutes attached
- 21 Minutes of Environment, Tourism, Culture and Planning Working Party held Tuesday 15 February 2022**
Minutes to follow
- 22 Minutes of Traffic Regulations Working Party held Monday, 21 February 2022**
Minutes to follow
- 23 Exclusion of the Public**

To agree that, under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the item of business set out below on the grounds that it involves the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
- 24 Waste Collection Contract - Confidential Appendix**
To follow

Chair & Members:

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

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SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of Cabinet

Date: Thursday, 13th January, 2022

Place: Council Chamber - Civic Suite

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

In Attendance: T Forster, M Marks, J Williams, A Lewis, J Chesterton, C Gamble,
D Simon, T Harris, B Leigh, B Martin and M Sheppard

Start/End Time: 2.00 pm - 4.30 pm

597 Apologies for Absence

There were no apologies for absence at this meeting.

598 Declarations of Interest

The following Councillors declared interests as indicated:

a) Cllr Burton – Agenda Item 10 (SEND Review) – Non-pecuniary interest: Teacher at a school outside the Borough;

(b) Cllr Gilbert – Agenda Items 8 (Draft HRA and Rent Setting) and Agenda Item 9 (Draft Prioritising Resources 2022/23 to 2026/27) – non-pecuniary interest: Employee of business near the High Street and GMB union member;

(c) Cllr Jones – Agenda Item 9 (Draft Prioritising Resources 2022/23 to 2026/27) – Non-pecuniary interest: Son works for C2C; Agenda Item 11 (Ten Year Contract – Southend Care Limited) – Non-pecuniary interest: Friends work for Southend Care Ltd; Agenda Item 13 (DfT Active Travel Fund Tranche 2 Grant Award) – non-pecuniary interest: Son works in the passenger transport team; Agenda Item 22 (SO46 Report) – Non-pecuniary interest: one of her sons works for SECTA and youngest son works for passenger transport team;

(d) Cllr Mulroney – Agenda Item 9 (Draft Prioritising Resources 2022/23 to 2026/27) – Non-pecuniary interest: Member of Leigh Town Council and Council appointee to Southend Tourism Partnership; Agenda Item 14 (Conservation Area Appraisals) – non-pecuniary interest; Member of Leigh Society and Chair of Trustees of Leigh Heritage Centre; Agenda Item 15 (20 MPH Neighbourhoods) – Disqualifying non-pecuniary interest: resident in one of the proposed roads/areas of the scheme (withdrew);

(e) Cllr Nevin – Agenda Item 11 (Ten Year Contract – Southend Care Limited) – Non-pecuniary interest: Essex County Council mentioned and ex mother-in-law receiving care outside this area; Employed at external National Health Service Trust and family members employed at Mid and South Essex Trust hospitals;

(f) Cllr Terry – Agenda Item 20 (20 MPH Neighbourhoods) – Non-pecuniary interest: Member of Burges Estate Residents Association; and

(g) Cllr Woodley – Agenda Item 20 (20 MPH Neighbourhoods) – Non-pecuniary interest: Thorpe Ward Councillor and Chair of Residents Association.

599 Minutes of the meeting held Tuesday, 18 October 2021

Resolved:

That the minutes of the meeting held on Tuesday, 18th October 2021, be confirmed and signed as a correct record.

600 Minutes of the meeting held on Tuesday, 2 November 2021

Resolved:

That the minutes of the meeting held on Tuesday, 2nd November 2021 be confirmed and signed as a correct record.

601 Minutes of the Meeting held Monday, 6 December 2021

Resolved:

That the Minutes of the Meeting held on Monday 6th December 2021, be confirmed as a correct record and signed.

602 Resourcing Better Outcomes - Financial Performance Report for November (Period 8)

The Cabinet considered a report of the Executive Director (Finance and Resources) reviewing the Council's financial performance.

Recommended:

That, in respect of the 2021/22 Revenue Budget Performance, as set out in Appendix 1 to the submitted report:

1. That the forecast outturn for the General Fund and the Housing Revenue Account as at November 2021 and the intention to defer the previously approved use of £2.5M from Reserves to support the 2021/22 budget, be noted.

That, in respect of the 2021/22 Capital Budget Performance, as set out in Appendix 2 to the report:

2. That the expenditure to date and the forecast outturn as at November 2021 and its financing, be noted.

3. That the requested changes to the capital investment programme for 2021/22 and future years, as set out in Section 4 of Appendix 2 to the report, be approved.

Reasons for Decision

The regular reporting of Revenue and Capital Budget Monitoring information provides detailed financial information to Councillors, senior officers and other interested parties on the financial performance of the Council. It also informs decision making to ensure that the Council's priorities are delivered within the approved budget provision.

Other Options

The Council could choose to monitor its budgetary performance against an alternative timeframe but it is considered that the current reporting schedule provides the appropriate balance to allow strategic oversight of the budget by Councillors and to also formally manage the Council's exposure to financial risk.

Note: This is a Council Function

Called-in to Policy and Resources Scrutiny Committee

Cabinet Members: Cllrs Gilbert and Collins

603 Council Tax Base and Non Domestic Rating Base 2022/23

The Cabinet considered a report of the Executive Director (Finance and Resources) concerning the calculation of the Council Tax Base for 2022/23 and the submission of the National Non-Domestic Rates (NNDR1) form to the Ministry of Housing, Communities and Local Government (MHCLG) by 31st January 2022.

Members of the Cabinet received a copy of Appendix C (NNDR Form).

Resolved:

In respect of the Council Tax Base:

In accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 1992 (as amended by the Local Authorities (Calculation of Council Tax Base) (Amendment) (England) Regulations 2003) and Local Government Finance Act 2012 (Calculation of billing authority's council tax base Section 15):

1. The amount calculated by Southend-on-Sea Borough Council as its Council Tax Base for the year 2022/23 shall be 59,086.74.
2. The amount calculated by Southend-on-Sea Borough Council as the Council Tax Base in respect of Leigh-on-Sea Town Council for the year 2022/23 shall be 8,890.46.

In respect of the National Non-Domestic Rates Base (NNDR1 Form):

3. That the NNDR1 form for 2022/23 at Appendix C to the report, circulated at the meeting, be approved for submission to MHCLG.

Reason for Decision

The setting of the Council Tax Base and National Domestic Rating Base enables the calculation of the core funding derived through local taxation that is used to finance the Council's proposed budget for 2022/23.

Other Options

None

Note: This is an Executive Function

Eligible for Call-in to: Policy and Resources Scrutiny Committee

Cabinet Member: Cllr Gilbert

604 Draft Housing Revenue Account Budget 2022/23 and Rent Setting

The Cabinet considered a joint report of the Executive Director (Finance and Resources) and Executive Director (Housing & Growth) setting out the Housing Revenue (HRA) budget for 2022/23, together with the information necessary to set a balanced budget as required by legislation.

Resolved:

1. That an average rent increase of 4.10% on all tenancies, be endorsed.
2. That an average rent increase of 4.10% on shared ownership properties, be endorsed.
3. That an increase of 4.10% for garage rents to £12.70 per week for tenants and £15.24 for non-tenants (being £12.70 plus VAT), a rise consistent with the proposal for the main rent increase (all variants on a standard garage will receive a proportionate increase), be endorsed.
4. That the South Essex Homes core management fee at £6,648,000 for 2022/23, be endorsed.
5. That South Essex Homes proposals for average increases of 10.88% in service charges, be endorsed.
6. That South Essex Homes proposals for an average 16.95% reduction in heating charges for sheltered housing tenants and an average 4.42% increase in heating charges for hostel tenants to reflect the actual costs incurred, be endorsed.
7. That the following appropriations be endorsed:
 - £60,000 to the Repairs Contract Pensions Reserve;
 - £2,978,000 to the Capital Investment Reserve and
 - £8,309,000 from the Capital Investment Reserve

8. That subject to resolutions 1 to 7 above, the HRA budget for 2022/23, as set out in Appendix 1 to the submitted report, be approved.

9. That the value of the Council's capital allowance for 2022/23 be declared as £76,915,000, as determined in accordance with regulation 16 of the Local Authorities (Capital Finance and Accounting) (England) Regulations.

Reasons for Decision

Part of the process of maintaining a balanced budget for the HRA is to undertake an annual rent review and assessment of other service and facilities charges. Full Council will need to approve the HRA budget and any changes to rent and other services prior to the start of the financial year.

Other Options

There are other options available to Councillors in relation to the proposed rent and other services and facilities increases.

Note: This is an Executive Function save that approval of the final budget following Cabinet on 15th February 2022 is a Council Function
Referred direct to Policy and Resources Scrutiny Committee
Cabinet Members: Cllr Gilbert and Cllr Jones

605 Draft Prioritising Resources to Deliver Better Outcomes - 2022/23 to 2026/27

The Cabinet considered a report of the Executive Director (Finance and Resources) presenting the draft General Fund Revenue Budget for 2022/23.

Resolved:

1. That it be noted that the final version of the updated Financial Sustainability Strategy 2022-2032 will be available for consideration in February 2022 (Appendix 1 to the submitted report).

2. That it be noted that a Medium Term Financial Strategy for 2022/23 – 2026/27 will be available for consideration in February 2022 and the draft Medium Term Financial Forecast and estimated Earmarked Reserves Balances up to 2026/27 (Annexes 1 and 2 to Appendix 2 to the submitted report), be endorsed.

3. That the draft Section 151 Officer's statement on the robustness of the proposed budget, the adequacy of the Council's reserves and the Council's Reserves Strategy (Appendix 3 to the report), be noted.

4. That the appropriation of the sums to earmarked reserves totalling £2.675M (Appendix 4 to the report), be endorsed.

5. That the appropriation of the sums from earmarked reserves totalling £4.494M, which includes £2.500M that was previously approved to support the budget in 2021/22 and is now requested to be used to support the estimated budget gap for 2022/23 instead. (Appendix 4 to the report), be endorsed.

6. That a General Fund Budget Requirement for 2022/23 of £140.288M and Council Tax Requirement of £91.844M (Appendix 5) and any required commencement of consultation, statutory or otherwise, be endorsed.

7. That it be noted that the 2022/23 revenue budget has been prepared on the basis of using £1.5 million from accumulated Collection Fund surpluses for the core budget to allow for a smoothing of the budget gap across the next four financial years.

8. That a Council Tax increase of 3.99% for the Southend-on-Sea element of the Council Tax for 2022/23, being 1.99% for general use and 2.0% for Adult Social Care, be endorsed.

9. That it be noted that the position of the Council's preceptors is to be determined:

- Essex Police – no indication of Council Tax position
- Essex Fire & Rescue Services – no indication of Council Tax position
- Leigh-on-Sea Town Council – proposed Band D precept increase of 0.53%;

10. That no Special Expenses be charged other than the Leigh-on-Sea Town Council precept for 2022/23, be endorsed.

11. That the proposed General Fund revenue budget investment of £13.672M (Appendix 6 to the report), be endorsed.

12. That the proposed General Fund revenue budget savings and income generation initiatives for 2022/23 of £5.087M (Appendix 7 to the report), be endorsed.

13. That the proposed future outline Budget Transformation Programme 2023/24 – 2026/27 (Appendix 8 to the report), be noted.

14. That the proposed range of fees and charges for 2022/23 (Appendix 9 to the report), be endorsed.

15. That the Dedicated Schools Grant budget and its relevant distribution as recommended by the Education Board (Appendix 10 to the report), be endorsed.

16. That the Capital Investment Strategy for 2022/23 to 2026/27 (Appendix 11 to the report) and the Capital Investment Policy (Annex 1 to Appendix 11 to the report), be endorsed.

17. That the new schemes and additions to the Capital Investment Programme for the period 2022/23 to 2026/27 totalling £12.6M for the General Fund (Appendix 12 to the report) and new schemes subject to viable business cases totalling £33.9M (£15.5M for the General Fund and £18.4M for the Housing Revenue Account) (Appendix 12 to the report), be endorsed.

18. That the proposed changes to the current Capital Investment Programme that were considered for approval as part of the Resourcing Better Outcomes – Financial Performance Report – Period 8 (Appendix 13 to the report), be noted.

19. That the proposed Capital Investment Programme for 2022/23 to 2026/27 of £119.8M to be delivered by the Council and £51.3M to be delivered by Subsidiary Companies, Partners and Joint Ventures (Appendix 14 to the report) of which £51.1M is supported by external funding, be endorsed.

20. That the Minimum Revenue Provision (MRP) Policy for 2022/23 (Appendix 15 to the report) and the prudential indicators (Appendix 16 to the report), be endorsed.

21. That the operational boundary and authorised limits for borrowing for 2022/23 are set at £385M and £395M respectively (Appendix 16 to the report), be endorsed.

Reason for Decision

To comply with statutory requirements and the relevant Local Authority codes of practice. Also, to ensure the budgets align to and enable the delivery of the Council's ambition and desired outcomes or to enhance the Council's infrastructure.

Other Options

Billing authorities are required by law to complete and approve their budget and set a council tax before 11 March immediately prior to the start of the financial year on 1 April.

Note: This is an Executive Function save that approval of the final budget following Cabinet on 15th February 2020 is a Council Function

Referred direct to all three scrutiny committees

Cabinet Members: Cllr Gilbert and Cllr Collins

606 SEND Peer Review

The Cabinet considered a report of the Executive Director (Children and Public Health) presenting the findings and recommendations from the Local Government Association (LGA) Independent Peer Review Report into the SEND and Children with Disability (CWD) services and set out the proposed actions to be taken by the local authority to drive the necessary changes in order to improve services to residents and families.

Resolved:

1. That the Local Government Association Independent Peer Review Report, be noted.

2. That the recommendations made by the LGA Peer Review Team, as set out in Appendix 1 to the submitted report, be accepted.

3. That the Implementation Plan in response to the recommendations in the LGA Peer Review, as set out at Appendix two to the report, be approved.

4. That the matter be referred to the People Scrutiny Committee for consideration.

Reasons for decision:

To consider the findings from the Independent Review and endorse the proposed actions in response to the recommendations from the LGA Peer Review Report.

Other options:

None.

Note: This is an Executive Function
Referred direct to: People Scrutiny Committee
Cabinet Member: Cllr Burton

607 Ten Year Contract - Southend Care Limited

The Cabinet considered a report of the Executive Director (Adults and Communities) setting out the proposed ten-year contract with Southend Care Limited to deliver adult care.

Resolved:

That the Council enter into a 10-year agreement with Southend Care Limited, as set out in the submitted report.

Reasons for decision:

The services provided (support at home, daytime support, residential care and provider of last resort support) are necessary for the residents of Southend. The partnership with Southend Care Limited and the development plans in place offer substantial value to the Council and to the residents of Southend.

Other options:

To bring the services back into direct local authority control or offering the services to the private, independent and voluntary sector market. Both options are not recommended.

Note: This is an Executive Function
Eligible for call-in to: People Scrutiny Committee
Cabinet Member: Cllr Nevin

608 Southend Leisure Provision Future

The Cabinet considered a report of the Executive Director (Adults and Communities) requesting confirmation of the in-year arrangements for the operation of the Council's leisure centres and set out the proposed steps in respect of the centres beyond April 2022.

Resolved:

1. That the ongoing waiver of Fusion's management fee until 31 March 2022, be approved.
2. That the remaining three year's management fee be repaid by Fusion over a reprofiled duration meeting the Council's financial expectations from the contract.
3. That it be noted that the Council's officers will continue to manage the existing contract performance of Fusion.
4. That Fusion's current proposals regarding the extension of the contract beyond 2025 be rejected and market testing take place.
5. That it be noted that a further report will be provided during 2022/23 to consider the long-term future and options for leisure services.

Reasons for decision:

To address the immediate position with respect to the leisure contract.

Other options:

The Council could consider alternative operators and Trusts. These are not recommended in the short term due to the additional financial risk to the Council of an early termination.

Note: This is an Executive Function

Called-in to: Place Scrutiny Committee

Cabinet Member: Cllr Mulroney

609 DfT Active Travel Fund - Tranche 2 Grant Award

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) concerning the schemes that had been awarded funding by the Department of Transport (DfT) following the Council's Tranche 2 bid. The consultation/survey results in relation to the schemes would be submitted to the DfT.

Resolved:

1. That the bid to the Department of Transport (DfT) on 20 November 2020 for Tranche 2 funding from the Active Travel Fund for the schemes for which funding in the sum of £741,000 was awarded, be endorsed.

2. That, following discussion at design review stage with the Transport, Capital and Inward Investment Working Party, authority be delegated to the Executive Director (Neighbourhoods and Environment), in consultation with the Cabinet Member for Transport, Asset Management and Inward Investment, to agree the final detailed design options based upon the outline designs submitted to the DfT for Tranche 2 funding.

Reasons for decision:

To provide active travel improvements that further encourage increased walking and cycling activity in the Borough.

Other options:

None.

Note: This is an Executive Function

Called-in to: Place Scrutiny Committee

Cabinet Member: Cllr Woodley

610 Conservation Area Appraisals

The Cabinet considered a report of the Executive Director (Growth and Housing) presenting the Conservation Area Appraisals for Clifftown, Leigh, Leigh Cliff, Milton, The Leas and Shoebury Garrison, following a recent period of public consultation.

Resolved:

That the Conservation Area Appraisal documents, set out at Appendices 1 to 6 of the submitted report, for Clifftown, Leigh, Leigh Cliff, Milton, The Leas and Shoebury Garrison, be adopted.

Reason for decision:

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

Other options:

Not to adopt the Conservation Area Appraisals for Clifftown, Leigh, Leigh Cliff, Milton, The Leas and Shoebury Garrison. However, this would mean that each of these Conservation Areas does not have an up-to-date Appraisal and Management Plan in place.

Note: This is an Executive Function

Called-in to: Place Scrutiny Committee

Cabinet Member: Cllr Mulroney

611 20 MPH Neighbourhoods

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) seeking approval for the adoption of 20MPH Neighbourhoods pilot scheme in the following locations:

- Leigh West and Leigh Ward: Area bounded by Hadleigh Road, Rectory Grove, Lymington Avenue, London Road and Salisbury Road;
- Thorpe Ward: (i) Area bounded by Thorpe Hall Avenue, Thorpe Bay Gardens, Maplin Way and Station Road; (ii) On Burges Road, Colbert Avenue and Wyatts Drive; (iii) On Shaftesbury Avenue, Kensington Avenue and Northumberland Crescent.

Resolved:

1. That the proposed scheme for each of the areas detailed above, be taken forward to construction.
2. That authority be delegated to the Executive Director (Neighbourhoods and Environment), in consultation with the Cabinet Member for Transport, Asset Management and Inward Investment, to approve the advertisement of any necessary traffic regulation orders.
3. That the £500,000 grant funded expenditure to implement the 20MPH Neighbourhoods Scheme, be approved.

Reasons for decision:

To support the Council's 2050 Shared 'Safe and Well' Ambition to ensure people in Southend-on-Sea feel safe in all aspects of their lives.

Other options:

Not to implement the 20MPH Neighbourhoods pilot scheme in the areas detailed above.

Note: This is an Executive Function

Called-in to: Place Scrutiny Committee

Cabinet Member: Cllr Woodley

612 Street Prostitution Strategy

The Cabinet considered a report of the Executive Director (Adult and Communities) presenting the Street Prostitution Strategy and Charter of Agreement for consideration.

Resolved:

1. That the Street Prostitution Strategy and the Charter of Agreement, set out at Appendices 1 and 2 to the submitted report, be approved.
2. That the work undertaken in the Strategy and through the Charter of Agreement be overseen by the Violence and Vulnerability Board.

Reasons for decision:

To adopt the Street Prostitution Strategy and Charter of Agreement to support this socially excluded and vulnerable group and to ensure that the Strategy has overall Senior Leadership support via the Violence and Vulnerability Board.

Other options:

Not to adopt the Street Prostitution Strategy and Charter of Agreement in its present form and work continues with the current outreach service and drop-in provision currently being provided by the Voluntary Sector partners to support this vulnerable group.

Note: This is an Executive Function

Eligible for call-in to: People Scrutiny Committee

Cabinet Member: Cllr Jones

613 Southend Adult Community College

The Cabinet considered a report of the Executive Director (Growth and Housing) presenting the annual performance report for Southend Adult Community College (“the College”) and an update on the progress made aligning the College with the Council’s governance, accountability and Southend 2050 Ambition outcome delivery.

Resolved:

That the annual performance report for Southend Adult Community College 2020/21, set out in Appendix A to the submitted report, be noted.

Reasons for decision:

To note the College’s annual performance report reflecting the changed governance arrangements now in place. It is important that the positive contributions of the College to the skills, employment and well-being of residents is presented as part of the Council’s economic recovery and community resilience activity.

Other options:

None.

Note: This is an Executive Function

Eligible for call-in to: Place Scrutiny Committee

Cabinet Member: Cllr Gilbert

614 School Admissions Arrangements for Community Schools

The Cabinet considered a report of the Executive Director (Children & Public Health) concerning the school admission arrangements for community schools in the Borough.

Resolved:

1. That the Cabinet determines (i.e formally agrees) the Admission Arrangements for Community Schools as set out in Appendix 1 to the submitted report.
2. That it be noted that the Determined Coordinated Admission Scheme for the academic year 2023/24 was published on 31 December 2021.

Reasons for decision:

The determination of admission arrangements for community schools and the provision of a coordinated scheme is a statutory requirement.

Other options:

None.

Note: this is an Executive Function
Eligible for call-in to: People Scrutiny Committee
Cabinet Member: Cllr Burton

615 Maintained School Term Dates 2022/23

The Cabinet considered a report of the Executive Director (Children and Public Health) presenting the proposed school term and holiday dates for the academic year 2022/23.

Resolved:

That the school term and holiday dates for 2023/2024, as set out in Appendix 1 to the submitted report, be approved for community schools and as a guide to all schools in the Borough.

Reason for Decision:

To approve the school term dates.

Other Options:

None

Note: This is an Executive Function
Eligible for call-in to: People Scrutiny Committee
Cabinet Member: Cllr Burton

616 Annual Fostering & Adoption Report

The Cabinet considered a report of the Executive Director (Children and Public Health) presenting the updated statements of purpose for the Fostering and Adoption Service.

Resolved:

That the Fostering Service statement of purpose and Adoption Service statement of purpose, set out at Appendices 1 and 2 of the submitted report, be approved.

Reasons for decision:

To approve the Fostering Service and Adoption Service statements of purpose.

Other options:

None. It is a statutory requirement to approve the statements of purpose.

Note: This is an Executive Function

Eligible for call-in to: People Scrutiny Committee

Cabinet Member: Cllr Burton

617 Debt Management Position to 30 November 2021

The Cabinet considered a report of the Deputy Chief Executive and Executive Director (Finance and Resources) providing an update on the current position of outstanding debt to the Council, as at 30th November 2021.

Resolved:

1. That the current outstanding debt position as at 30 November 2021 and the position of debts written off to 30 November 2021, as set out in Appendices A and B to the submitted report, be noted.

2. That the two write offs for debts that exceed £25,000, as set out in Appendix B to the report, be approved.

Reason for Decision:

All reasonable steps to recover the debt have been taken, and therefore where write off is recommended it is the only course of action that is left available.

Other Options:

None.

Note: This is an Executive Function

Eligible for call-in to: Policy and Resources Scrutiny Committee

Cabinet Member: Cllr Gilbert

618 SO46 Report

Resolved:

That the submitted report be noted.

Note: This is an Executive Function

Eligible for call-in to: Place Scrutiny Committee / Policy and Resources Scrutiny Committee as appropriate

Cabinet Member: As appropriate to the item

619 Minutes of the meeting of Environment, Culture, Tourism and Planning Working Party held 6 January 2022

The Cabinet considered the recommendations of the Environment, Culture, Tourism and Planning Working Party held on 6 January 2022 concerning the Notices of Motion referred to the Working Party by Council.

Resolved:

That the recommendations of the Environment, Culture, Tourism and Planning Working Party concerning the Notices of Motion set out below, be approved:

a) Climate and Ecological Emergency (CEE) Bill

1. That the Notice of Motion be noted and that the Climate and Ecological Emergency Bill be formally and publicly supported and that officers inform the local media of this decision, in conjunction with the decision to join UK100.

2. That officers liaise with Southend's key stakeholders requesting their public support for the CEE Bill.

3. That officers write to the CEE Bill Alliance to formally confirm that the Council fully supports the Bill.

b) Going Green

That the Notice of Motion be noted and the creation of a Southend Going Green Grant Scheme to enable the Council to work with local organisations on local green initiatives and the allocation of £85,000 to the scheme, be approved in principle, subject to a further report to be considered by the Working Party setting out the final scope, application criteria and resources.

c) Personal Water Craft / Jet Ski's

1. That the Notice of Motion, be noted.

2. That officers write to Hywel Williams MP for Arfon and the two local MPS (Southend West and Rochford and Southend East) setting out the Council's support for the proposed parliamentary bill calling for greater controls of Personal Water Craft.

3. That, in the event that the current Bill is not being pursued, the local MPs be requested to promote such legislation in consultation with other coastal MPs.

d) Use of Glyphosate in Parks and Open Spaces

1. That the Notice of Motion be noted.
2. That it be noted that alternative methods for the control of unwanted vegetation were being investigated by officers and that further recommendations will be presented once the proposals were fully developed. Any changes will need to be considered as part of future budget setting.

e) Net Zero and UK100

1. That the Notice of Motion be noted.
2. That the Council joins UK100 and reaffirms its pledge towards Net Zero emissions by 2030. The link to the UK100 website to be provided to all Councillors.

f) Bee Bus Stops and Green Roofs

1. That the Notice of Motion be noted.
2. That it be noted that a further report will be presented to the Working Party covering the wider aspects of the proposals set out in the Notice of Motion.

Reasons for decision:

To respond to the Notices of Motion.

Other options:

None.

Note: This is an Executive Function
Eligible for call-in to: Place Scrutiny Committee
Cabinet Member: Cllr Mulroney

620 Exclusion of the Public

Resolved:

That, under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the items of business set out below, on the grounds that they would involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

621 Southend Leisure Future - Confidential Appendix 1

Resolved:

That the confidential appendix, be noted.

Note: This is an Executive Function
Eligible for call-in to: Place Scrutiny Committee
Cabinet Member: Cllr Mulronev

Chair: _____

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Public Document Pack
SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of Cabinet

Date: Monday, 24th January, 2022
Place: Council Chamber - Civic Suite

Present: Councillor I Gilbert (Chair)
Councillors R Woodley (Vice-Chair), L Burton, P Collins, A Jones,
C Mulronev and M Terry

In Attendance: Councillors Cox, K Evans, Buck, Folkard and Jarvis
A Lewis, A Eastgate, J Williams, A Lewis, J Chesterton, R Harris,
J Burr, I Kazalbash, A Richards, P Rabbitts and L White.

Start/End Time: 4.15 pm - 5.00 pm

626 Apologies for Absence

Apologies for absence were received from Councillor Nevin.

627 Declarations of Interest

There were no declarations of interest at this meeting.

628 Selective Licensing

The Cabinet considered a report of the Executive Director (Growth and Housing) relating to the implementation of the Selective Licensing Scheme within neighbourhoods in the Milton, Kursaal, Victoria and Chalkwell Wards. The matter was referred back to Cabinet at full Council on 10 November 2021.

The Cabinet gave very serious consideration to the matter as it had been referred back.

Resolved:

1. That the resolutions made by Cabinet on 14 September 2021, as set out in Minute 333, be confirmed:

a) That the financial details of the Selective Licensing Scheme, as set out in the submitted report be noted.

b) That the proposed discounts for the Scheme including the early bird period of four months (December 2021 to March 2022) to promote early compliance as set out in the submitted report, be noted.

2. That for the avoidance of doubt, the designation date of 1 December 2021 be ratified.

3. That the Council complies with the obligations set out in section 3.13 of the submitted report, without delay.

Reasons for decision:

To provide a comprehensive financial assessment and clear recommendations on how the Selective Licensing Scheme can be delivered.

Other Options:

To seek to revoke the designation made on 18 March 2021.

Note: This is an Executive Function, but it is not eligible for call-in by virtue of Scrutiny Procedure Rule 15(e)(iii) as the matter has previously been the subject of call-in.

Cabinet Member: Cllr Gilbert

629 Waste Collection Contract

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) presenting two options for securing the future service provision of the Recycling, Waste and Cleansing Contract, with the express aim of supporting the Council's declared Climate Emergency, the Southend 2050 Ambition and meeting the changing requirements of environmental legislation and the growing environmental demands of the Borough's residents.

Resolved:

1. That a Recycling, Waste and Cleansing Contract be procured for up to 20 years (Option B).

2. That the aims and parameters of any new Contract be to:

- Recognise the Climate Emergency declared by the Council in 2019 and support the move to carbon neutrality by 2030;
- Comply with the Environment Act 2021 and the need to improve recycling rates to achieve the anticipated Government requirement of 65% by 2035;
- Follow the principles of the Waste Hierarchy and aim to reduce waste to landfill;
- Maximise the use of sustainable fuels in the operation of the services;
- Provide the best customer and digital experience for residents;
- Consider whether the waste disposal contract should be included as part of the same procurement process;
- Consider the inclusion of a commercial waste offering; and
- Recognise the popularity with residents of the current scheme, and explore the viability of maintaining it, or something similar via market engagement.

3. That an indicative annual budget envelope for the Contract be established and forms part of the invitation to tender.

4. That authority be delegated to the Executive Director (Neighbourhoods and Environment) and Executive Director (Finance & Resources), in consultation with the Cabinet Member for Environment, Culture, Tourism and Planning, to negotiate a short term extension to the Veolia Contract from October 2023 if

required to enable the Council to maintain a waste collection service until the procurement process for a new Contract has concluded and that this is contained within the financial sums identified in the submitted report.

5. That the outcome of the tender process and its associated financial implications be reported to a future Cabinet meeting with a recommendation as to the award of the Contract.

6. That up to £1.5m be allocated from the Waste Reserve to support the one-off costs of the procurement.

7. That it be noted that any additional financial costs for the extension of the current Waste Contract from October 2023 would be reflected in the budget setting for 2023/24.

8. To note that the current levels of recycling are significantly below the future targets set by the Government, and the significant environmental and economic benefits that reducing residual waste, and increasing recycling will bring to the Borough. Action is therefore required to secure a future service provision that is capable of meeting the Council's own targets and obligations.

9. That authority be delegated to the Executive Director (Neighbourhoods and Environment), the Executive Director (Finance and Resources) and the Executive Director (Legal and Democratic Services), in consultation with the Cabinet Member for Environment, Culture, Tourism and Planning to:

a) Procure a public relations company at a one-off cost of up to £250,000 to run a dedicated engagement, information and education programme to support the aims of Option B to be funded by the Waste Reserve; and

b) Employ a Contract Manager at a cost of £75,000 per annum to support the management and effective performance of the Contract by the Contractor to be funded by the Waste Reserve in 2022/23 and for consideration as part of the budget setting for 2023/24.

Subject to decisions taken under these delegated powers being reported to Cabinet.

10. That cross party Member oversight of the procurement process be provided through the Environment, Culture, Tourism and Planning Working Party.

Reasons for Decision:

1. To evidence that best value has been achieved by undertaking a thorough and transparent market exercise;
2. To explore collection models and innovative solutions for Southend not currently offered under Option A, which could better meet the needs of residents;
3. To enable a joint procurement option to be considered for the waste collection and disposal Contract which is due to be procured within a similar timescale;

4. To enable greater engagement with members and the residents and provide greater transparency in securing a future service which touches and concerns every household in the Borough;
5. To explore solutions that could limit the commercial risk to the Council.

Other Options:

Four different delivery solutions (Options A to D) have been considered on how best to achieve the objectives that this new service will need to deliver upon. Two are considered viable options (A and B) and two are not (C and D).

Note: This is an Executive Function
Referred direct to Special Place Scrutiny Committee
Cabinet Member: Cllr Mulroney

630 Exclusion of the Public

Resolved:

That, under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the item of business set out below, on the grounds that it would involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

631 Waste Collection Contract

The confidential report of the Executive Director (Neighbourhoods and Environment) concerning the Waste Collection Contract was considered in conjunction with Minute 629 above.

Resolved:

That the confidential report, be noted.

Note: This is an Executive Function
Referred direct to Place Scrutiny Committee
Cabinet Member: Cllr Mulroney

Chair: _____

Southend-on-Sea Borough Council

Agenda
Item No.

**Report of Chief Executive
To
Cabinet
on
22 February 2022**

Report prepared by:

Sylvia Hal-fead, Data & Insights Analyst &
Gareth Nicholas, Insights Manager

**Southend 2050 Outcomes Success Measures Report
Period 2, 2021/22**

**Cabinet Member: Councillor Gilbert
All Scrutiny Committees
A Part 1 Public Agenda Item**

1. Purpose of Report

- 1.1. To report on the second period of the Southend 2050 Outcome Success Measures for 2021/22, covering 1 July – 31 December 2021.

2. Recommendations

- 2.1. To note the Period 2 performance.

3. Background

- 3.1. In 2019 Cabinet agreed a new performance management framework to provide robust and transparent performance management to drive the delivery of the Southend 2050 outcomes. The performance management framework consists of three different functions, to enable the council to robustly monitor and measure the progression of the desired outcomes against the five themes, which are outlined in the 2050 Road Map. The three functions are:
- A monthly Corporate Performance Dashboard (Corporate Management Team and all Members)
 - Southend 2050 periodic Outcomes Success Measures report
 - an Annual Report.
- 3.2. The Southend 2050 Outcome Success Measures report is a high-level summary of the council's corporate performance and progression over the subsequent period on the high-level strategic priorities. Outcome Delivery Teams provide a strategic narrative bi-monthly on the progress made on delivery of the Southend 2050 outcomes and activity on the Roadmap. The report also contains a snapshot of key place data which will be updated as available throughout the year.
- 3.3. Cabinet received an update in July 2021 which presented progress to date on the review and refresh of the Southend 2050 outcomes and associated roadmap milestones. This included that four of the existing 26 outcomes stay the same and the remaining outcomes be reworded to give a greater focus on delivery:
- refining the total number of outcomes to 21 (not including the nine Future Ways of Working workstreams);
 - prioritising the outcomes within each theme (denoted with bold text);
 - repositioning the Green City outcome within Pride & Joy; and
 - formalising Future Ways of Working as the sixth Southend 2050 theme.
- 3.4. Within the 2050 framework, the outcomes have an associated roadmap with milestones highlighting key activity being undertaken to deliver and achieve the

outcomes on the journey to 2050. The roadmap milestones have been through the same review and refresh process to focus on the move to delivery.

- 3.5. It is also important to recognise that there are still ongoing 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 delivery roadmap will be closely monitored and updated to ensure the very best for the borough. It is recommended that Cabinet receive reports as appropriate which will present recommended changes as they arise in the future in order to remain responsive.

4. Southend 2050 Outcome Success Measures Report

- 4.1. 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 21 Southend 2050 Outcomes and nine Future Ways of Working workstreams. Outcome Delivery Teams provide a strategic narrative on the progress made against the delivery of the Southend 2050 outcomes and associated Roadmap Milestones (attached at **Appendix 1**).
- 4.2. The format of the report has been further developed as part of the review and refresh of Southend 2050. The report is now structured by theme, firstly containing a summary page, followed by the roadmap milestones associated to that theme, and then the outcome success measures and roadmap milestones. The Outcome Success Measures Report for period 2 can be found at **Appendix 2**.
- 4.3. The timetable for reporting the Outcome Success Measures Report is as follows:

		To be presented to Cabinet:
Period 1	April – June 2021	September 2021
Period 2	July – December 2021	February 2022
Period 3	January - March 2022	June 2022 (as part of the Annual Report)

5. Performance Insight from 1 July 2021 – December 2021

- 5.1. Southend Pier saw its second highest November admission figures in November 2021 – 10,931 visitors – a noteworthy figure considering the ongoing pandemic-related impacts. This year, we have also seen the highest August figure on record, likely arising from an increase in “staycations” during the Covid-19 pandemic and uncertainty surrounding travelling abroad.
- 5.2. Visitors to the Visit Southend website have increased compared with the same period last year, with pandemic restrictions eased and more events drawing people to the website. The website pages that attracted the most visitors this period were the return of the fireworks throughout autumn and the Halloween Parade at the end of October.
- 5.3. In quarter 3, we ended a homeless prevention duty to 111 households. Of these, 61 ended with an offer of existing or alternative housing being secured. This means that over half (55%) of prevention approaches this quarter ended with the applicant being housed in settled accommodation. Whilst this percentage is slightly down on the same quarter last year, where 58% of preventions ended with settled accommodation, the number of prevention cases housed this quarter is up, with 49 households accommodated in quarter 3 of 2020/21.
- 5.4. Additionally, we ended a homeless relief duty to 142 households this quarter. Of these, 61 (43%) ended with an offer of settled accommodation. This is a 4% decrease compared with the same period in 2020/21 where 47% of relief cases (92) ended with an offer of settled housing.
- 5.5. And at the end of quarter 3, 173 homeless households, including 234 children were residing in temporary accommodation provided by the council. This includes 5 households placed in private bed and breakfast, however none of these 5 households include children.

- 5.6. All 18 properties purchased to date from the Next Steps Accommodation Fund are now tenanted.
- 5.7. Quarter 3 saw an 8.6% decrease in the number of hate crimes reported in the borough, compared to last quarter, and a 9.4% decrease compared to quarter 1. However, there were increases in domestic abuse incidents and violence against the person offences. It should be noted, however, that the Covid-19 pandemic has impacted both community safety and crime figures.
- 5.8. The Community Safety Partnership has maintained hate crime as a priority for 2022/23.
- 5.9. For November, Southend's combined NEET and Not Known figure was 4.5%. This sees Southend move to the 2nd quintile for this measure. This month's figure is below the national average of 7.4% and below the statistical neighbour average of 7.6%. This low comparable figure is a reflection of sustained good work from Connexions and is an improvement on last year where our 2020 November figure was 6.1%.
- 5.10. The installation of a further publicly available electric vehicle charging point in the borough led to an increase in the rate of charging points available per 100,000 of the population.
- 5.11. MySouthend saw 2,988 new registrations in quarter 3, 7% less than the 3,218 new registrations in quarter 2, but 4% more than the 2,873 new registrations in quarter 1. A total of 81,210 users are currently registered on the platform and submitted a total of 36,385 service requests in quarter 3. There was a spike for Housing service requests, following the introduction of a new 'Housing Advice and Homeless Enquiry' form that was launched in November.
- 5.12. There was also a spike in 'Apply For It' service requests, stemming from Replacement Container Requests to Veolia increasing by 18% from September to October, and New Resident Waste Packs rising by 12% in the same time period.
- 5.13. The number of people registered to vote in the Borough decreased by 2.1% between 2019 and 2020. ONS statistics show that this decrease occurred in many areas in the UK, Wales and Northern Ireland, with the local and mayoral elections due in 2020 postponed because of the pandemic.

6. Residents Perception Survey 2021

- 6.1. Between August 2021 and October 2021, the 2021 Residents' Perception survey was carried out by M.E.L. Research Ltd. The survey was designed to gather insight on residents' perception of their local area, community interactions and crime, and the council's performance. It also sought to capture residents' experience of using council services during the Coronavirus pandemic and the impact the pandemic has had on their priorities and plans. The survey was constructed to align with the themes of Southend 2050. A high-level summary of the findings of the Residents' Perception Survey can be found at **Appendix 3**.

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 have had on the borough, its people and the council and the council's approach to recovery. The council has committed to undertake an annual review of the outcomes and milestones.

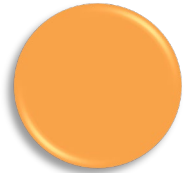
8. Reasons for Recommendations

- 8.1 To drive the delivery of the Southend 2050 ambition through robust and strategic performance management arrangements and to ensure the council is clear on prioritised milestones to achieve the desired outcomes, focusing on response to the pandemic, economic recovery, and sustainability – including financial, environmental and our transformation as an organisation.

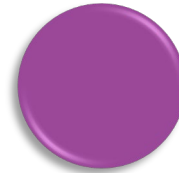
9. Corporate Implications

- 9.1. **Contribution to the Southend 2050 Roadmap**
The report presents the achievements and highlights performance against the Southend 2050 outcomes along with delivery towards the milestones on the Roadmap.
- 9.2. **Financial Implications**
Major projects delivered through the Capital Programme are highlighted on the refreshed Roadmap. External funding opportunities will be sought in order to support the delivery of milestones on the Roadmap, with consideration given to additional match-funding and revenue costs often required.
- 9.3. **Legal Implications** – No specific implications.
- 9.4. **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.
- 9.5. **Property Implications**
There are no property implications as part of this report.
- 9.6. **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.
- 9.7. **Equalities and Diversity Implications**
An Equality Impact Assessment has been undertaken to assess the impact Covid-19 has had on equality groups. This was updated in June 2021.
- 9.8. **Risk Assessment**
The Council has reviewed the Corporate Risk Register in the light of the impact and implications of the pandemic (see Background Papers at 8.3).
- 9.9. **Value for Money** – No specific implications.
- 9.10. **Community Safety Implications**
Safe & Well is one of the 6 2050 themes; Residents feel safe and secure in their homes, neighbourhoods and across the borough is one of the outcomes within Safe & Well.
- 9.11. **Environmental Impact**
Green City and climate change is one of the priority outcomes.
- 10. Background Papers**
 - 10.1. Southend 2050 Annual Report – June 2021
 - 10.2. Southend 2050 Annual Review and Refresh of the Outcomes and Roadmap Milestones – July 2021
 - 10.3. Corporate Risk Register – July 2021
- 11. Appendices:**
 - 11.1. Appendix 1: Southend 2050 Road Map
 - 11.2. Appendix 2: Outcome Success Measures Period 2 Report (1 July – 31 December 2021)
 - 11.3. Appendix 3: Southend Resident's Perception Survey 2021

Key:



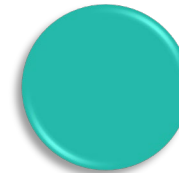
Pride & Joy



Opportunity & Prosperity



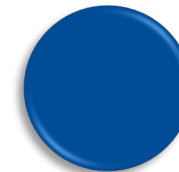
Safe & Well



Connected & Smart



Active & Involved



Future Ways of Working



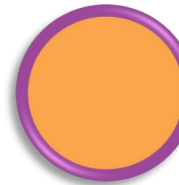
Partner milestone



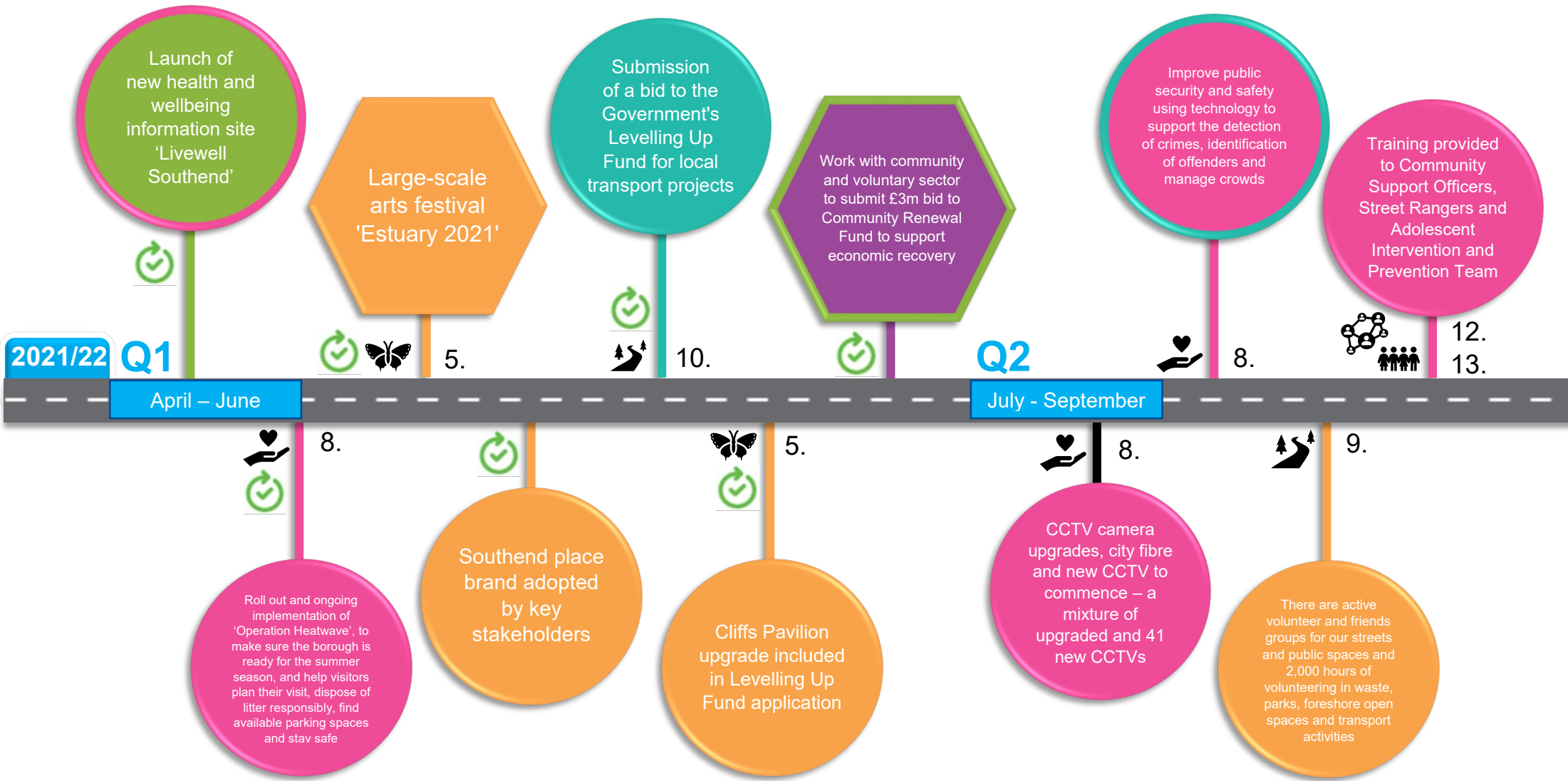
Milestone linked to a Major Project in the Capital Programme



Milestone completed



Milestone links to 2 themes, centre colour denotes the lead theme



2021/22

Q2

July - September

Targeted holiday programme delivered for specific young people most vulnerable to gang / county lines recruitment



12.
13.

A127 The Bell Junction Improvement is complete



10.

Successful completion of Next Steps/Rough Sleepers Accommodation Programmes, and appropriate interventions from Southends public sector, faith and charitable organisations, with at least 18 individuals housed in good quality affordable properties with wraparound support



3.
6.

The Victoria Centre offers space for a diversity of new and growing retail



2.

Increased targeted identification of perpetrators and locations of concern and increased disruption and prosecution using contextual safeguarding approaches where appropriate



12.
13.

The Victoria Centre offers opportunities for leisure, culture and arts businesses



2.

Disadvantaged pupils helped to get back on track as a result of the pandemic



14.

Commit to making an annual submission under the Carbon Disclosure Project that will report the borough's progress on climate action



4.

A blended approach to working has been agreed for council employees



15.

Pier Royal Pavilion open



5.

Application to achieve planning permission for Porter's Park the park and central play area of Better Queensway, 400 homes, and the ground floors of the buildings edging the park



1.

Feel Good Southend Festival



7.

2021/22 Q2

July - September

Public consultation on strategies Living Well, Caring Well and Aging Well commenced and completed



12.
13.

Safe to Play training embedded within Southend sports clubs



12.
13.

Local Plan consultation to refine plan options

Deliver a new training/awareness programme for council employees and members on climate and carbon literacy and include information in staff induction



4.

Launch the new collaborative Neuro developmental pathway between children's services and health



12.
13.

At least 20% of children eligible for benefits related free school meals will take part in a summer holiday activity with meal



7.

Trust Links REACH Wellbeing Hub & Recovery College providing support for adults with mental health issues



12.
13.

Reviewing the requirements and solution for the MySouthend resident and members portal

Retrofit energy efficiency measures to initial 12 South Essex Homes properties identified as being in fuel poverty

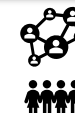


4.



2.

Launch 0% loans to bring empty retail/commercial units back into use across the borough (No Use Empty)



12.
13.

Weekend medical support for the summer safety offer for first aid and ambulance cover for accidents and injury and street triage

2021/22 Q3

October - December

Pop up illuminations festival of light events boost tourism and bring pride and joy to the town

Revised Children's Centre Offer launched



12.
13.

Living Well, Caring Well and Aging Well strategies to be approved by Cabinet



12.
13.

Introduction of automated bollards in the high street and seafront



8.

Planning applications submitted for the car park and café developments at East Beach



1.

Roll out of accreditation scheme for businesses that embrace circular economy principles in their practice



9.



8.

Southend Domestic Abuse Strategy adopted



7.

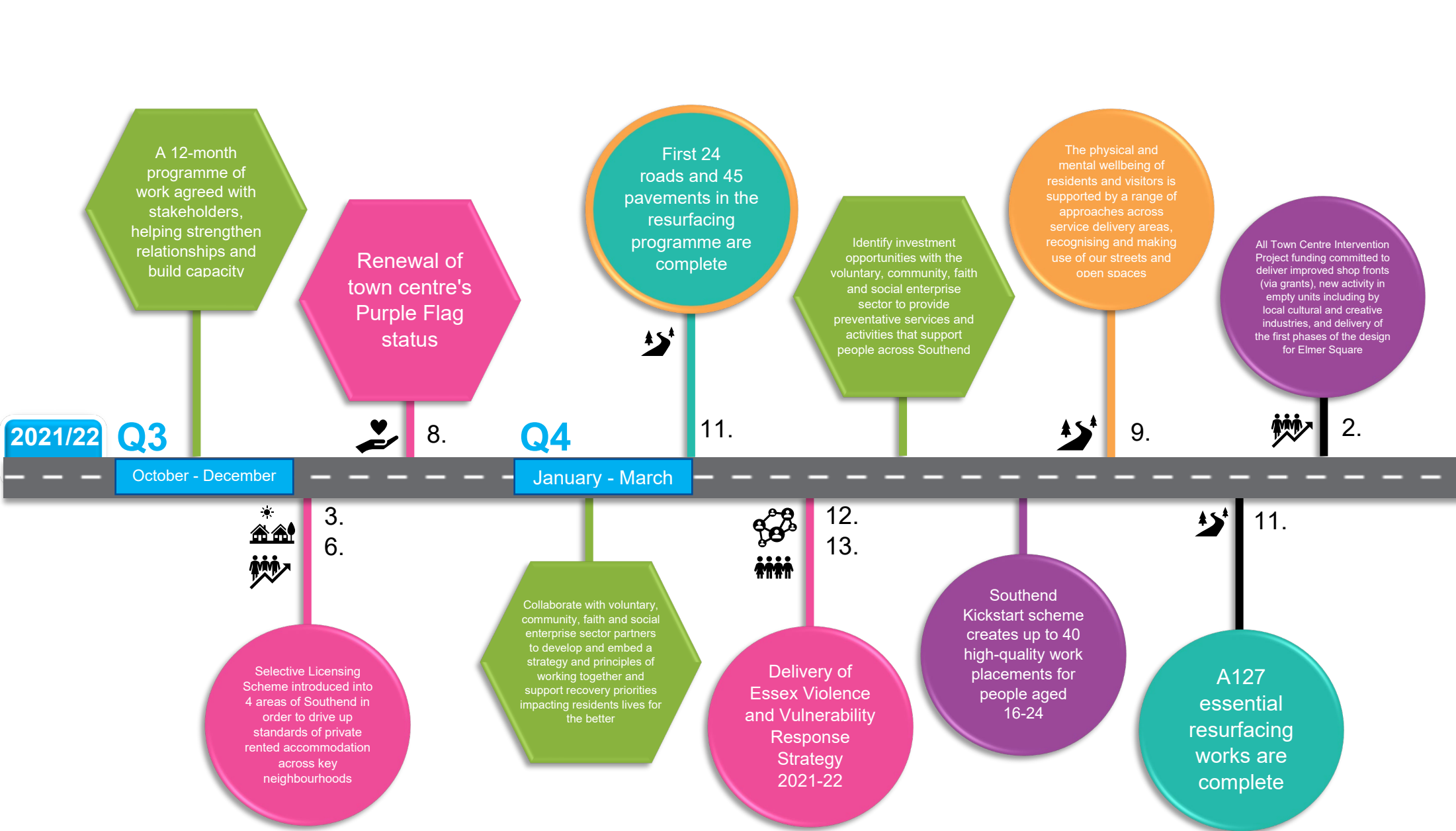
Lead appointed and Task and Finish group established to develop measures to tackle financial inequalities, including co-ordination of the Food Alliance

All relevant available grants provided to Southend businesses to address the impact of trading restrictions on businesses and meet the needs of the local economy



1.

Planning decisions on Roots Hall and Fossetts Farm



2021/22 Q4

January - March

Development of business networks and directories for the creative sector and wider business base to encourage/enable local spend and business growth

200 residents will move into work following sector-based training and support

Review undertaken and decision made on how supported housing will be funded and delivered in the town

15 properties, purchased across the borough in 2021/22, for use by homeless families

Inspections of coastal areas are carried out regularly and required remedial work is undertaken to keep coastal defences in good operational condition to mitigate the impact of coastal flooding and erosion

External grant funding opportunities sought to support delivery of Southend Shoreline Strategy actions



3.
6.



3.
6.



2.

Develop business case to apply for up to £20 million of Government funding to deliver culture-led regeneration in the town centre. If successful, this could include spaces for creative and cultural businesses, skills and activation of the Kursaal

Coming together as the Community Investment Board, up to 15 residents will decide how £1.5 million can be spent to support the local community



3.
6.

Building programme of private, locally affordable housing for rent and sale continues



3.
6.

Increase the amount of safe accommodation provision for victims of domestic abuse from previous Refuge provision of 7 units



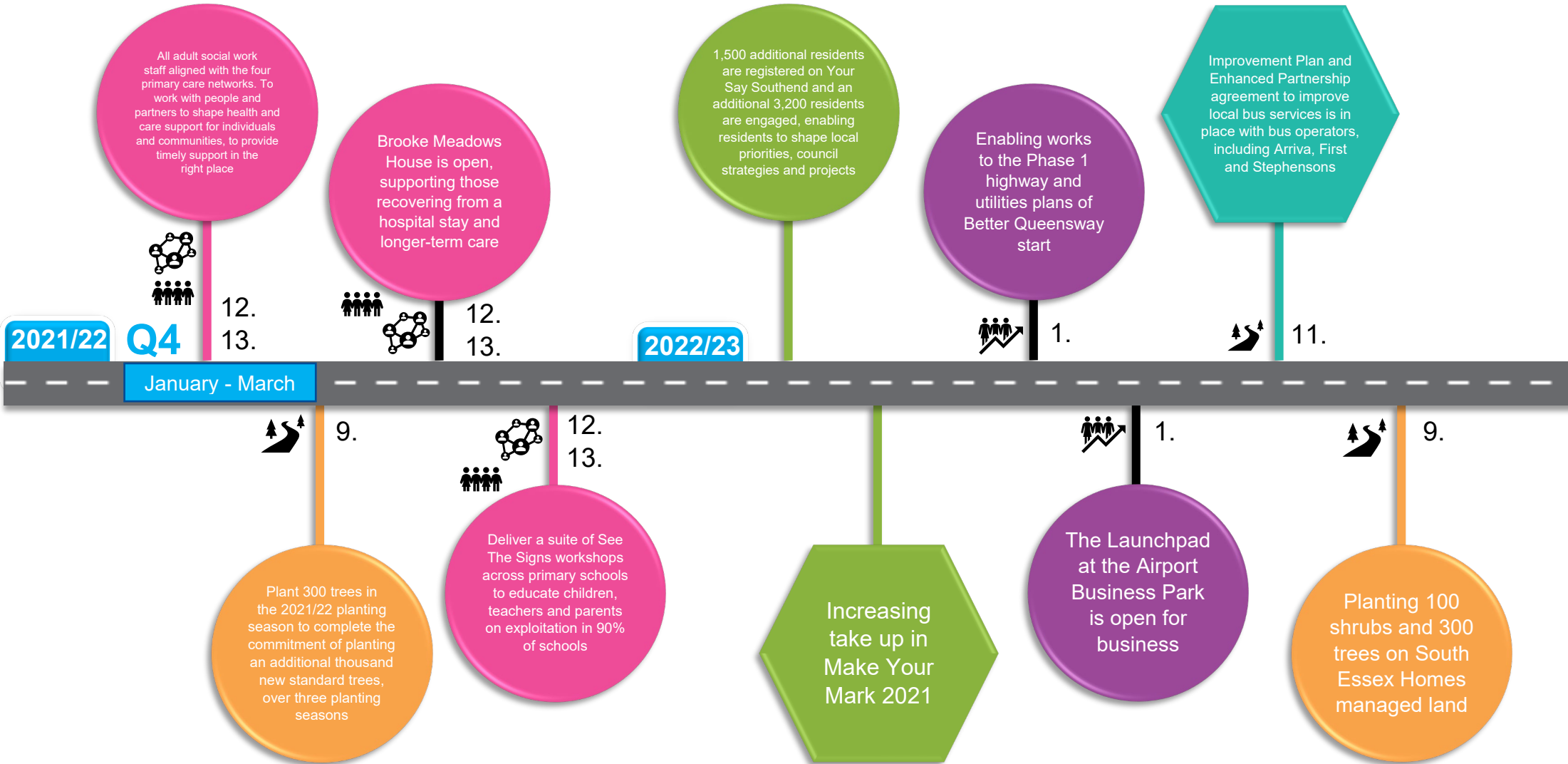
9.

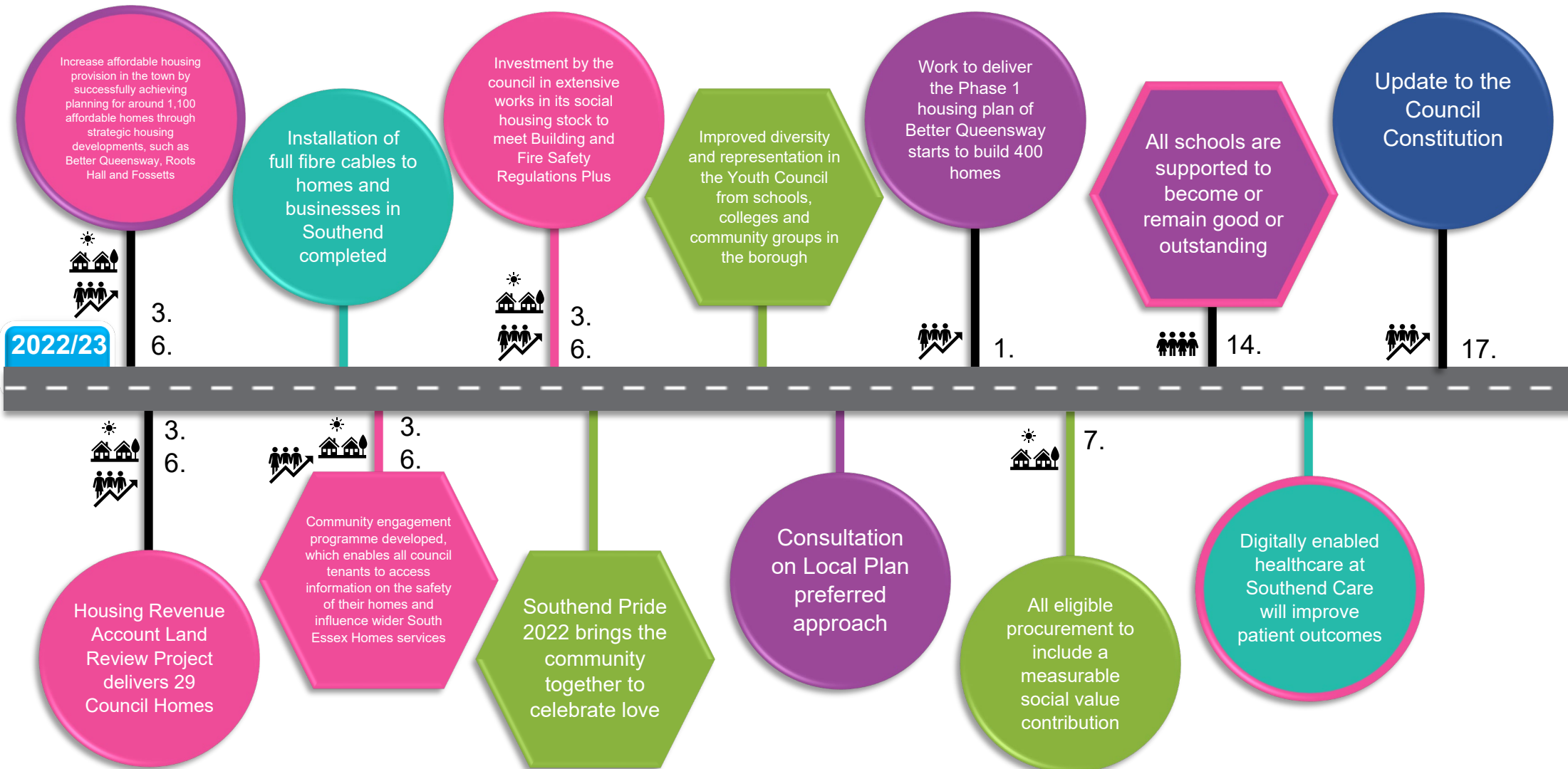
Deliver the Southend element of the England Coastal Path

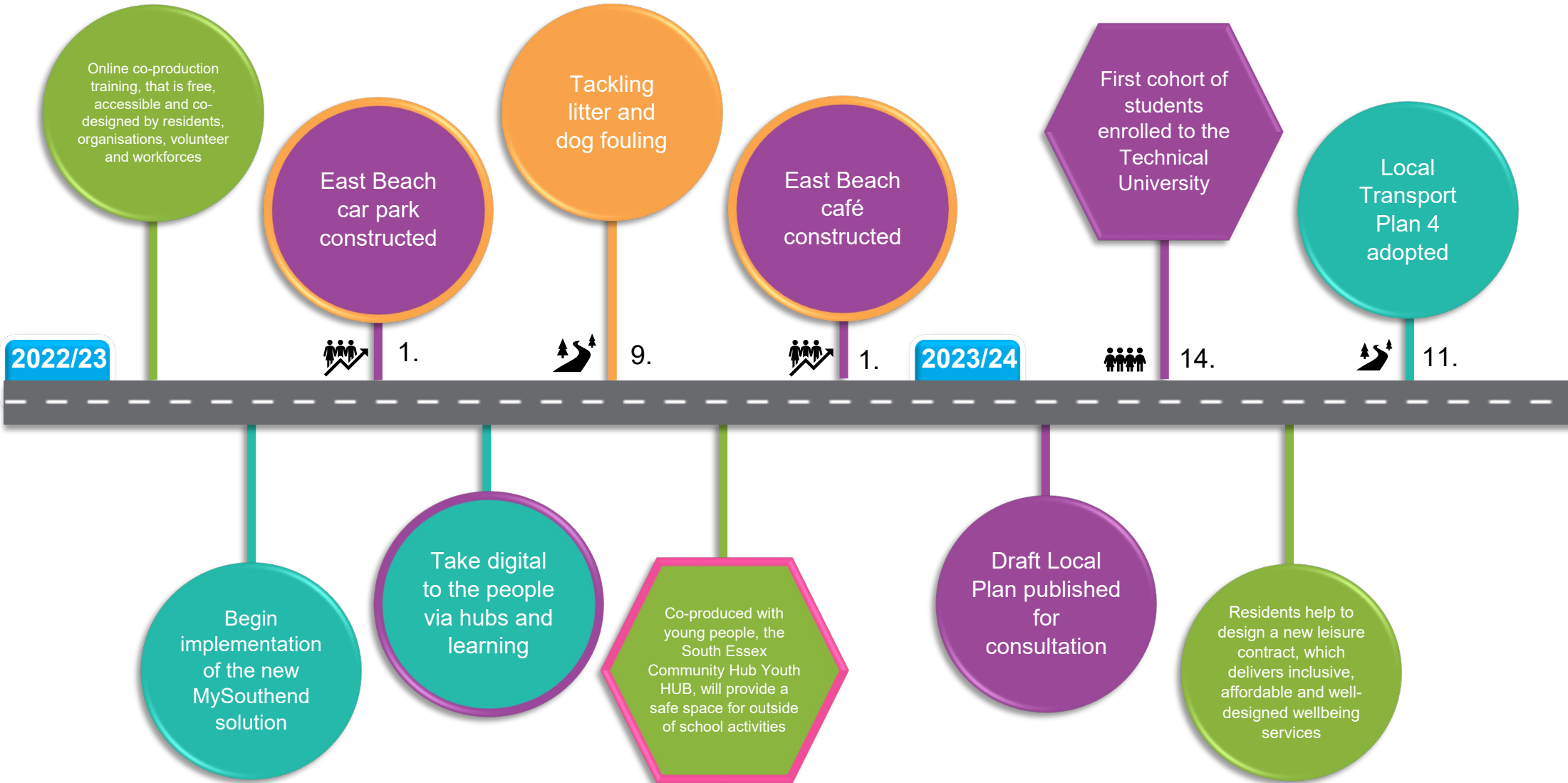


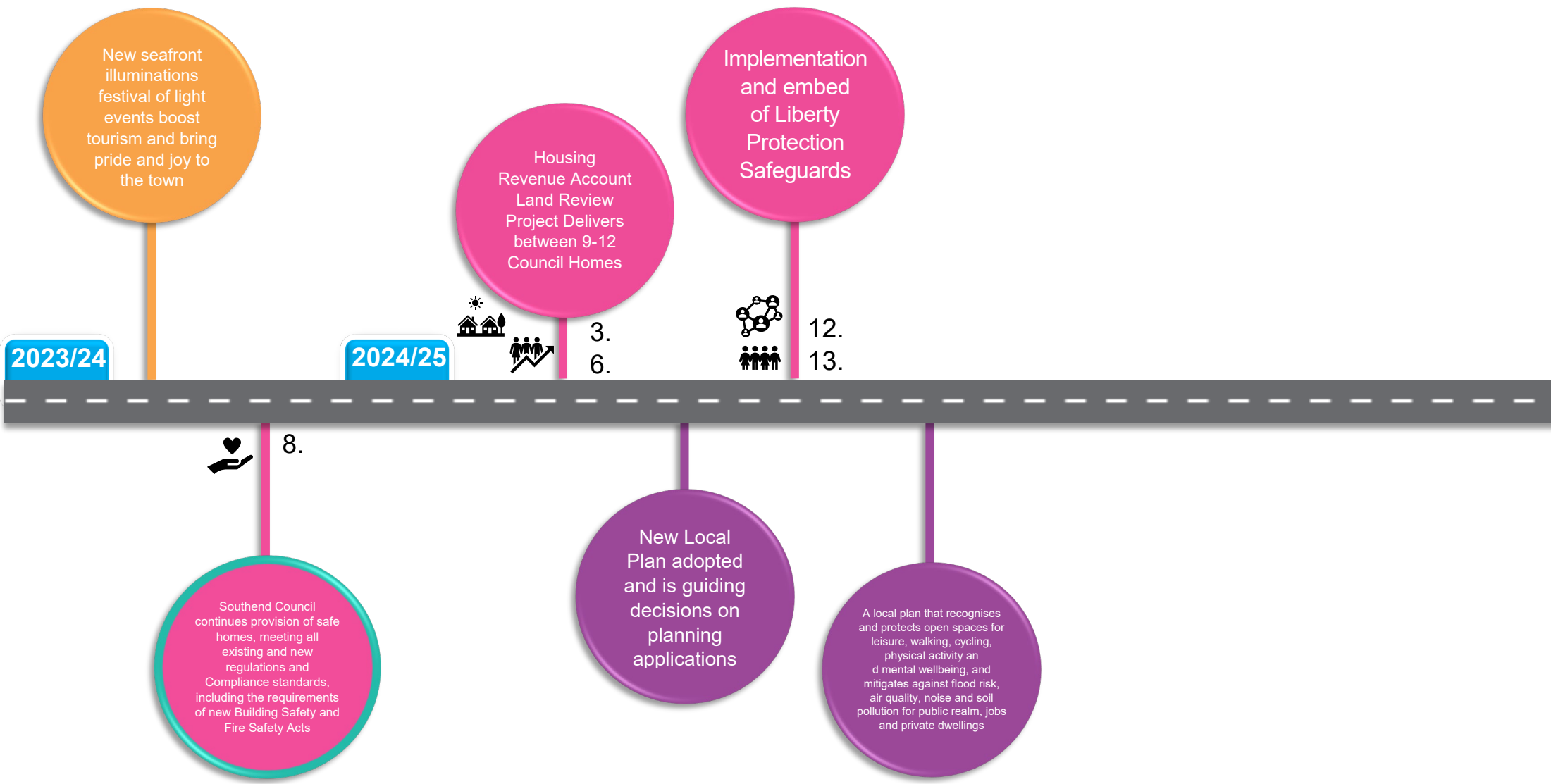
8.

All Southend Council housing stock achieves 100% of Decent Homes Standard









Working to make
lives better
www.southend.gov.uk



OUR
SHARED
AMBITION

SOUTHEND
2050
it all starts here

Outcomes Success Measures Report

Period 3 2021/22

1 July - 31 Dec 2021



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

- We act as a sustainable and green city embracing the challenges of the Climate Emergency Declaration made in 2019.
- Our streets and public spaces are valued and support the mental and physical wellbeing of residents and 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.
- We will assess how to best manage our coastline to protect people, residential and commercial properties, designated habitats, public open spaces and agricultural land from coastal flood and erosion risk.
- There is a sense of pride in the place with local people actively and knowledgeably talking up the borough.

We continue to strive as a council to become a green and sustainable city. We have been recognised for our ambition, awareness, transparency and leadership on climate action by being added onto the Carbon Disclosure Project's annual A List this year. The Carbon Disclosure Project is a not-for-profit charity that helps companies and cities to disclose and manage their environmental impacts. We have also become a recognised partner and supporter of Clean Air Day, the UK's largest air pollution campaign, providing a platform for us to build on air quality improvement initiatives and increase public understanding and action on air pollution.

The Council has been continuing with its commitment to extending tree canopy cover in Southend this period. 102 of the 300 new trees to be planted in the 2021/22 planting season, which runs from October to April, have been planted, as part of the commitment to plant 1,000 new trees across Southend over three planting seasons.

In this reporting period, the Council celebrated the completion of an energy efficiency project that saw 20 primary schools across the borough reduce their energy use. Construction is also well underway to deliver the Council's first zero carbon standard house builds in Saxon Gardens, Shoeburyness, using modern methods of construction (MMC). This is part of a wider project to review the council's underused land. Construction of the house builds is due to be completed by Spring 2022.

Volunteer groups and individuals, including Friends of Leigh Library Gardens, Friends of Leigh Cliffs, Friends of Southchurch Hall Gardens and Street Champions, continue to support our streets and public spaces. In 2021, volunteers spent over 2,000 hours supporting our streets and green spaces.

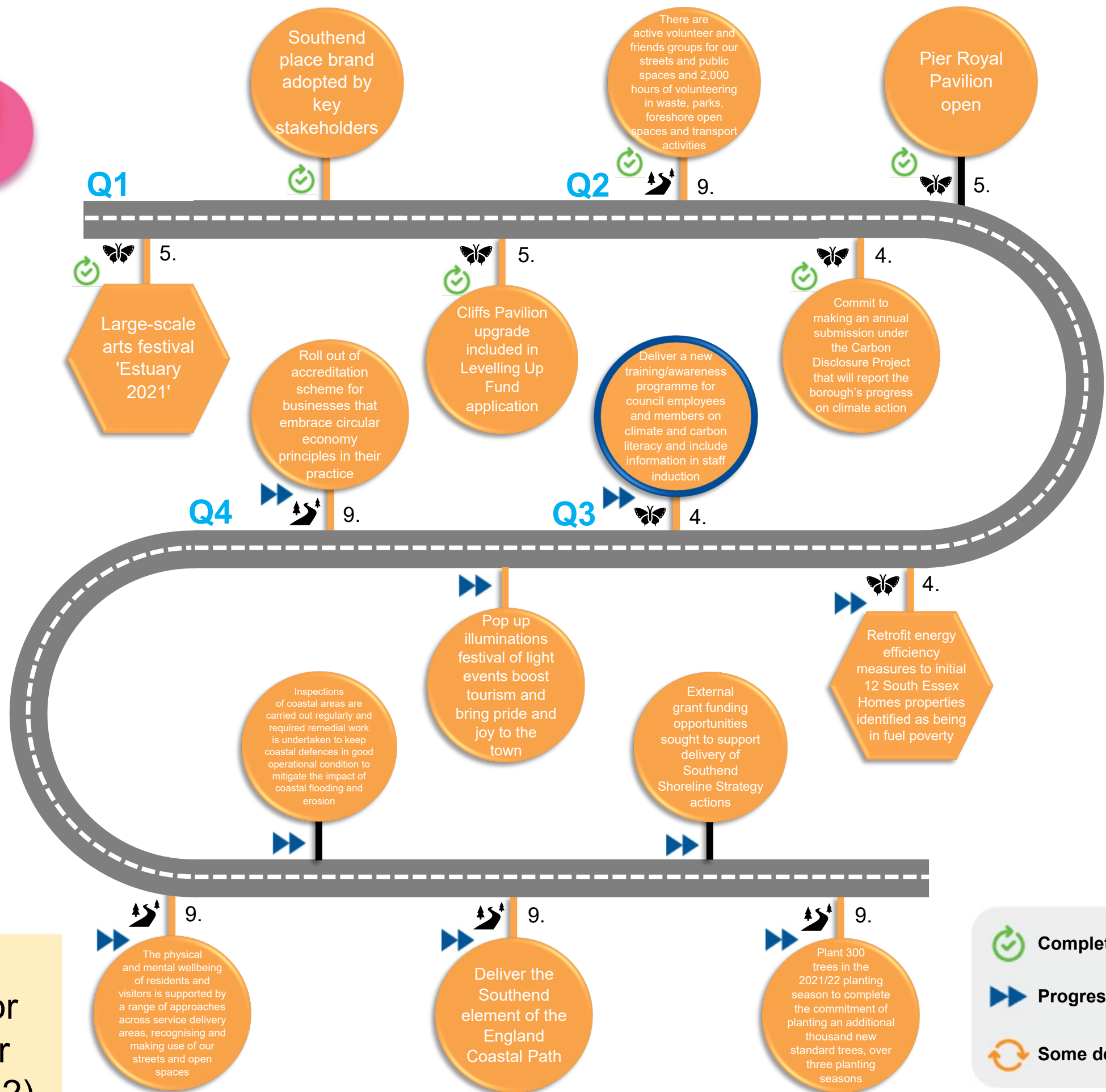
Initiatives to tackle litter and dog fouling running throughout 2021 included:

- The Big Autumn Tidy, a 12-week, targeted cleaning spree of the borough to improve the street scene, cleared over 50 tonnes of litter, leaves and detritus, delivered over 500 leaflets and engaged with over 160 residents and businesses via advice and formal warning letters.
- Anti-littering campaign "Your Waste Your Responsibility" used digital geo-targeting for the beach and seafront, with artwork tailored to location.
- The roll out of litter bin stickers using QR codes to report full bins, following a successful trial in the summer.

Pier visitor numbers continue to grow, with two record months during the summer and sold-out Santa on the pier events. In September, The Royal Pavilion restaurant and bar opened to the public. The Cliffs Pavilion and Palace Theatre also successfully reopened. Southend's first Halloween parade took place in October, with around 700 performers and a firework display.

The location of the Southend element of the England Coastal path, which will be the longest coastal path in the world, has been confirmed and work to install signage is now progressing, with a planned completion date of April 2022.

The parks and open spaces consultation to find out what residents want to see in our parks and open spaces ended in September. Feedback from the survey will be used to plan the future management and delivery of our park services.



Roadmap milestones for 2021/22 (Apr 2021-Mar 2022)

- Completed
- Progressing well
- Some delays



1,098 trees planted

246 trees felled

Since April 2020

45,476



visitors to Southend Pier this quarter

Includes the second highest November admission figure despite the ongoing pandemic impacts



140,360



Visit Southend website visitors

+369% on same period last year



16%



reduction in Southend's carbon emissions per km² between 2015 and 2019

Gov. Carbon Dioxide Emissions National Statistics, 2021

97%



of serious defects on our roads and pavements made safe within response times

-0.5% vs quarter 1



100%



of safety inspections of roads and pavements completed within timescale

No change vs quarter 1



743 inspections undertaken this quarter

72%



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

Residents' Perception Survey 2021

-2% vs 2019

England benchmark: 82%



73%



reduction in Council's carbon emissions from buildings between 2012/2013 and 2017/2018

Target: 35%

Spotlight on... Website and Social Media Metrics



Total users of the council's websites in 2021

239k

Reach and engagement on social media in 2021

5 million

Reach

358k

Engagement

99%
 ★★ ★ acceptable standard of cleanliness: litter
 Cumulative YTD
 -0.5% vs quarter 1

99%
 ★★ ★ acceptable standard of cleanliness: detritus
 Cumulative YTD
 -1.3% vs quarter 1



46%
 of household waste sent for reuse, recycling and composting
 June 2021 (latest data)
 +2.8% vs quarter 4 2020/21
 Target: 50%

99.9%
 of waste collections carried out on time
 Quarter average
 No change vs quarter 1



Blue Flags and Green Flags evidence our well-managed, safe and accessible parks, open spaces and beaches

The Big Autumn Tidy



- 6 additional dedicated cleansing teams out every day
- 134 streets deep cleaned



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

- Residents feel safe and secure in their homes, neighbourhoods and across the borough.
- Everyone has a good quality, sustainable home that meets their needs.
- We protect and improve the quality of life for everyone in our community with focused support for those most vulnerable

Operation Heatwave, which is about making sure that we are ready to welcome visitors and that visitors and residents enjoy a safe time in Southend-on-Sea, ran throughout the summer and autumn months and into the Christmas period. Medical contractors, Triple L, provided first aid and triage in the Borough between April and December, providing two crewed ambulances, enabling medical teams to attend seafront and borough-wide incidents.

The Council continues to strive to ensure that everyone in Southend-on-Sea has a good quality, sustainable home that suits their needs:

- Implementation of the Selective Licensing Scheme in designated areas within 4 wards in Southend is ongoing, with support given to landlords and increased compliance. The scheme will help us to improve housing conditions for those in the private sector, reduce anti-social behaviour, reduce levels of property-related crime, increase the number of good landlords and develop an improved offer providing higher quality rented housing, resulting in improved neighbourhoods.
- 18 properties have been successfully purchased for the Rough Sleepers Accommodation Programme, with all 18 let to former rough sleepers. A partnership project with the Hill Foundation and Salvation Army has successfully applied for a second round of funding and planning has now been received, which will see six Modern Methods of Construction (MMC) units developed by the end of this financial year.
- 14 properties for the use of homeless families in Southend-on-Sea have been purchased, totalling an investment of £2.83 million.
- Seven properties are in the process of being refurbished for use as safe temporary accommodation for survivors of domestic abuse.
- Work continues with the Better Queensway regeneration scheme, which is aiming to deliver over 600 affordable homes over the course of the project.
- The Council's new social housing allocations policy has been introduced, which gives greater priority to single people experiencing homelessness.
- A public consultation on Housing in Later Life is underway, asking residents what is important to them when thinking about future housing and support.

Following engagement with residents, the Council has approved the introduction of the new Leigh Public Space Protection Order (PSPO) to reduce anti-social behaviour in the area. People breaking rules can be fined £100, and failure to pay the penalty within 14 days could lead to prosecution. The Council is working closely with Essex Police to enable the effective enforcement of the PSPO.

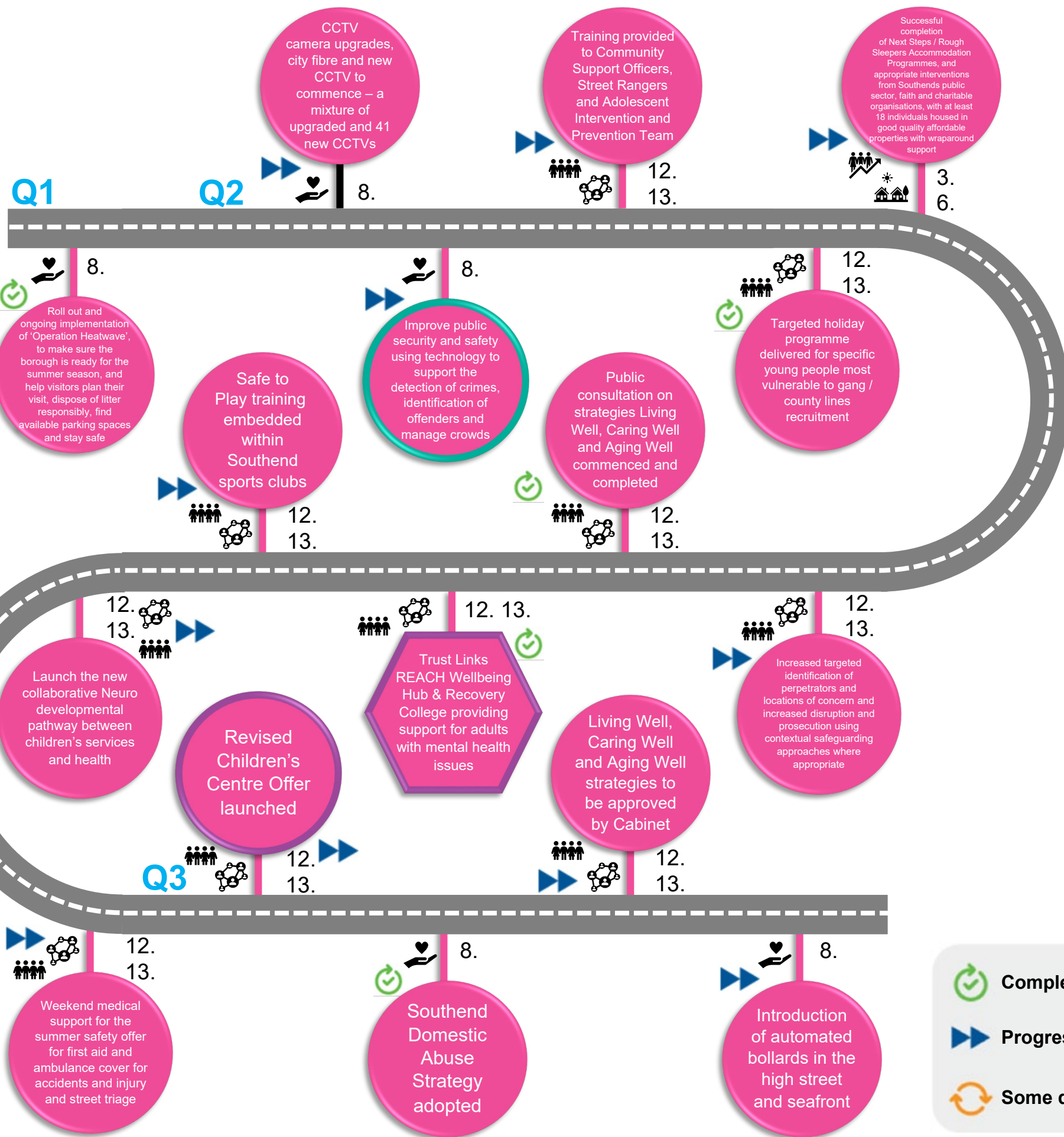
The Council's SeeTheSigns campaign continues to let young people and their families know that there is always a way out from drug gangs. The latest stage of the campaign has seen the creation of a video using real transcripts from former gang members who have managed to remove themselves from county line gangs. 14 gang injunctions have also been granted, helping to prevent gang-related violence in Southend-on-Sea and rehabilitate gang members.

Work has been completed on the installation of 48 multi-purpose blocks on the seafront, which have been painted by local artists. These blocks provide additional safety, as well as seating, colour, and greenery in the tourist hotspot. In the high street, a new upgraded bollard system is being installed, which will improve safety and increase security measures at all vehicle entrances.

In December, the collaborative Neuro developmental pathway between children's services and health was launched and will support Southend's children and young people with complex needs.

The Council has been co-producing three five-year Adult Social Care Strategies for 2022-2027 with residents. The final strategies will be considered by Cabinet in February 2022 and then adopted and published on the Council's website and Your Say Southend.

The Southend Community Safety Partnership has been co-producing their statutory Strategic Intelligence Assessment for 2022/23 with partners, identifying priorities. The partnership is also developing a Community Safety Partnership Strategy. The final assessment and strategy will be considered by the Community Safety Partnership Board in March 2022.



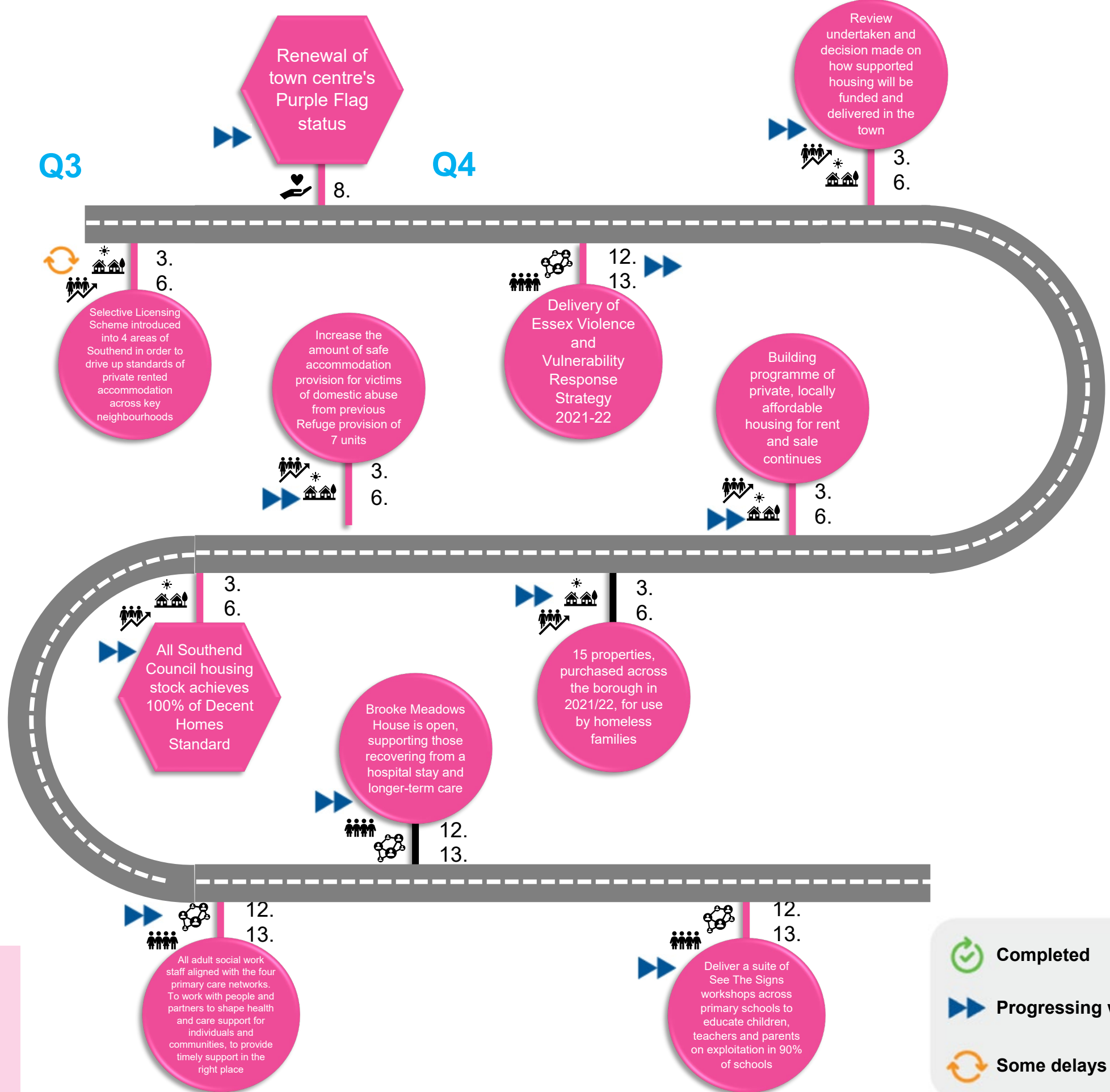
Roadmap milestones for 2021/22 (Apr 2021-Mar 2022)

- Completed
- Progressing well
- Some delays



Q3

Q4



Renewal of town centre's Purple Flag status

8.

Review undertaken and decision made on how supported housing will be funded and delivered in the town

3. 6.

3. 6.

Selective Licensing Scheme introduced into 4 areas of Southend in order to drive up standards of private rented accommodation across key neighbourhoods

Increase the amount of safe accommodation provision for victims of domestic abuse from previous Refuge provision of 7 units

3. 6.

12. 13.

Delivery of Essex Violence and Vulnerability Response Strategy 2021-22

Building programme of private, locally affordable housing for rent and sale continues

3. 6.

3. 6.

All Southend Council housing stock achieves 100% of Decent Homes Standard

3. 6.

15 properties, purchased across the borough in 2021/22, for use by homeless families

Brooke Meadows House is open, supporting those recovering from a hospital stay and longer-term care

12. 13.

12. 13.

All adult social work staff aligned with the four primary care networks. To work with people and partners to shape health and care support for individuals and communities, to provide timely support in the right place

12. 13.

Deliver a suite of See The Signs workshops across primary schools to educate children, teachers and parents on exploitation in 90% of schools

- Completed
- Progressing well
- Some delays

Roadmap milestones for 2021/22 (Apr 2021-Mar 2022)

92%



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

Cumulative YTD

-0.4% vs quarter 1
Target: 85%



272



Rate of permanent admissions into residential / nursing care (65+)

Cumulative YTD

Lower than same period last year
Target: 421.5 (aim to minimise)



71%



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

November 2021 (latest data)

Higher than same period last year
Target: 65%



55%



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

December 2021

+3.2% vs quarter 1
Target: 75.2%



81%



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

December 2021

+8.6% vs quarter 1
Target: 80%



88%



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

December 2021

-0.4% vs quarter 1
Target: 85.5%



405

per 100,000/pop



Under 75 Mortality rate from all causes (persons)

2020 (latest data)

Higher than CIPFA Nearest Neighbours average



0.95



victims of violent crime with injury per 1,000/pop

Quarter average



Higher than same period 2020/21

2.02



domestic abuse incidents per 1,000/pop

Quarter average



+8.2% on same period last year



9,390



violence against the person offences in the rolling year to 31 December 2021



Higher than same period last year

43%



of respondents felt safe in their local area after dark

Residents' Perception Survey 2021



+4% since 2019
England benchmark: 79%

55%



of those at risk of homelessness had existing or alternative accommodation secured for at least 6 months

Quarter average



+2% vs quarter 1

234



children in temporary accommodation

+7.8% on same period last year



2.54

per 100,000/pop



households in temporary accommodation (April-June 2021 – latest data)

Higher than East of England
Lower than quarter 1



0

cases



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



No change vs quarter 1

6



properties pending

£

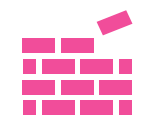
6

properties purchased

£2.22M

Total value:

31%



of houses needed built in 2020/21 (latest Housing Delivery Test result)



-5% vs 2019/20



Spotlight on... Community Safety Unit activity

Engagements:

Begging / vagrancy / rough sleeping
188 vs 212 (-11%) ↓

Street drinking:

109 vs 72 (+51%) ↑

Antisocial behaviour reports:

119 vs 240 (-50%) ↓

Other:

Crimes assisted:

66 vs 71 (-7%) ↓

Targeted patrols undertaken:

3,021 vs 1,845 (+64%) ↑

Q3 2021/22, all figures vs. Q3 2020/21

It should be noted that Covid-19 impacted both Community Safety and Crime Figures.



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

- Enable inclusive community projects which provide opportunities for people of all ages to participate, grow skills, confidence and social connection and make a positive contribution to tackling inequalities.
- More Southenders agree that people from different backgrounds are valued and get on well together.
- Residents know how to get involved to improve local services.
- Residents help to shape services which will provide more people with the opportunity to live an active lifestyle, including safe access to open spaces and local facilities.

Community relationship building projects in Southend-on-Sea continue to provide opportunities:

- The Faith and Belief Network is exploring the benefits of signing up to the Essex Faith Covenant to enable the Council and local groups to have access to regional collaboration and funding opportunities.
- The Southend EU network meet monthly to network with local groups and develop best practice and resources.
- A grant to the Southend Emergency Fund from the Vaccine Inequality Fund has enabled community groups to reach diverse communities.
- A review of the Armed Forces Covenant implementation in Southend has started.
- Relationship strengthening is continuing with the Council's OutReach LGBT staff forum, Southend Pride, Youth Pride and Youth Council.

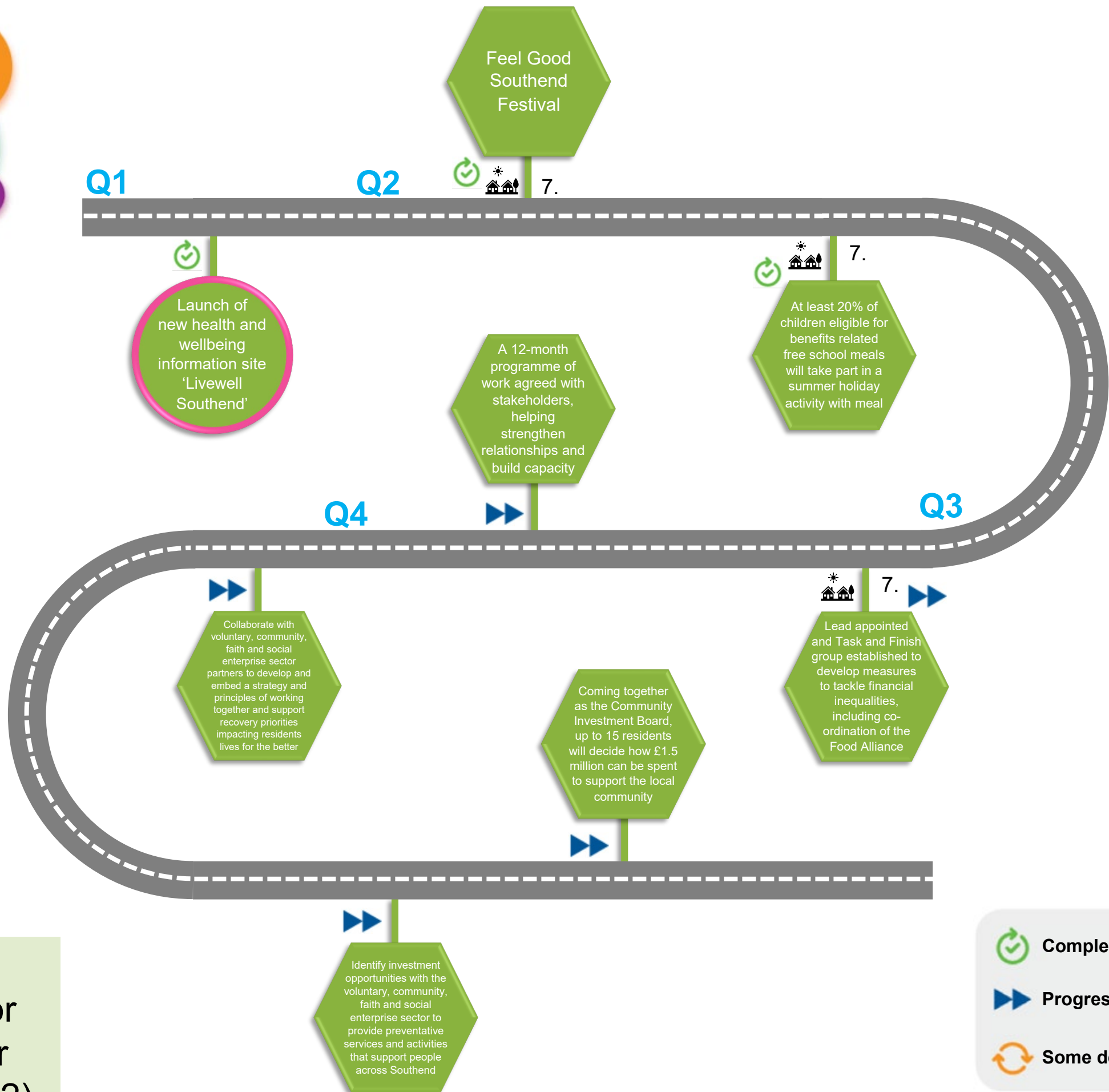
Activities this period to support our residents include:

- The Holiday Activity and Food Scheme reached 1,130 children in the summer, and continues this winter, offering activities such as crafts, sports and games, and music, as well as nutritious meals.
- The Feel Good Festival in the summer was a huge success, with 1,200 people in attendance and 50 organisations taking part, providing activities such as archery, yoga and cycling.
- Supported by the Southend Tourism Partnership, the Southend Arts Festival, partly funded by the Government's Welcome Back Fund, took place in September, showcasing Southend's cultural and artistic talent.
- The South Essex Community Hub Youth HUB provided a summer holiday club, with activities such as gymnastics and music production.
- Everyone Health, the Council's healthy lifestyle contractor, offering a range of physical activity opportunities, using our open spaces and built facilities.
- ActiveSouthend working with partners to help more people to live physically active lifestyles, as well as supporting emotional wellbeing. A range of sport and physical activity courses are provided at suitable locations, with a good proportion of participants remaining physically active after their course has ended.

A Tackling Poverty Manager has been appointed by the Council to lead on the development of Southend's anti-poverty plan and will start in post in early 2022.

To inform the development of the Council's new Social Value Strategy, workshops have been held in February, April and July, with businesses, community organisations and internal stakeholders. Our approach to social value looks to integrate economic, environmental and social sustainability into our procurement and commissioning process.

The Community Investment Board, hosted by the Southend Association of Voluntary Services, will be supporting organisations to improve young people's mental health in early 2022. Investments by the Board, totalling £10,000, include: enabling 1-1 mentoring at the Southend YMCA; music therapy courses for The Experience Project by Whittingham Mission; supporting Hamstel Junior School and Blenheim School to enhance young people's mental and emotional wellbeing; and supporting SOS Rape Crisis to deliver the activity of a girls' group.



Roadmap milestones for 2021/22 (Apr 2021-Mar 2022)

- Completed
- Progressing well
- Some delays

69%



of respondents agreed that people of different backgrounds get on well together

Residents' Perception Survey 2021

+11% vs 2019



60%



of required members recruited to the Community Investment Board



132,779



people in the borough are registered to vote

ONS 2020 (latest data)

-2.1% vs 2019



203



The number of reports of Hate Crime

-9.4% vs quarter 1



£208,710



used to provide free school meals to 6,957 young people over the Christmas holidays

202



physically inactive adults completed a physical activity course

Cumulative YTD

Annual target: 150



Spotlight on... Faith and Community Groups activity

There has been continued commitment to facilitate the work of the Faith and Belief Network, developing the Southend EU Nationals Network and beginning to review the Armed Forces Covenant in Southend.

SBC staff and the Southend Faith and Belief Network contributed to the Essex Faith Covenant Gathering showcasing examples of groups making local impact in areas of end-of-life care, homelessness and food poverty.

The Council has been reaching out to groups representing protected characteristic as part of the Southend Borough Council's Equalities Objectives review.



13,200 aware

7,400 informed

4,487 engaged

Number of users:



By 2050 Southend-on-Sea is a successful city and we share our prosperity amongst all of our people.

- We have a vibrant, thriving town centre, with an inviting mix of retail, homes, arts, culture and leisure opportunities.
- Major regeneration projects are under way and bringing prosperity and job opportunities to the borough.
- Our children are school-ready and young people are ready for further education, employment or training.
- Southend has a national profile for its thriving Cultural & Creative Industries (CCI) sector, where culture plays a central role in the social and economic success of our diverse communities.
- As part of our economic recovery, Southend businesses feel supported to respond to economic shocks and can thrive and grow, creating enough job roles to match the needs of the population and safeguarding fulfilling careers.
- The Local Plan is setting an exciting planning framework, meeting the development needs of the borough for the next 20 years.

The Council is working to support businesses in their recovery and resilience to future economic shocks.

The High Street is due to benefit from regeneration opportunities:

- Empty unit grants of up to £10,000 will be provided to help bring empty units in the high street back into use.
- Grants for shop front improvements are progressing, with over £15,000 having been successfully applied for so far, and a further nine grant applications in progress.

Development of The Victoria Centre continues. Indirock, a bouldering/climbing unit is currently being built and is due to open in March 2022, and will offer an enjoyable, but challenging opportunity for everyone in the community. Terms have also been agreed with a major health operator to take a lease on an empty unit on the first floor.

A local partnership has been appointed with Kiwi Productions, The Music Man, and Southend YMCA to develop a programme of public-facing creative and educational activities for all, at a high street property that has been vacant for five years, due to open later this year.

'We Made That' and 'PRD' Consultants, who are specialists in place making and economics, with a strong track record in the cultural and creative industries sector, have been appointed to work with residents and key stakeholders to devise the Southend Town/City centre Strategy & Investment plan. The plan is due to be completed by summer 2022 and will provide an ambitious proposition for the development of the town centre, taking an innovative culture-led regeneration approach, alongside a programme of actions for delivery.

Over £1 million in funding has been secured from the Government's UK Community Renewal Fund for two projects, which will help to support recovery and the community. The money will be used to fund careers guidance, training and job opportunities, as well as improving skills and productivity in the local economy. The projects focus on jobs in the health sector and key employment sectors with significant employment opportunities.

The Council has set up *It's Local Southend* – a Southend-based business directory and marketing platform, where any businesses in Southend can sign up free of charge. This is in response to a request for a local business directory from businesses, including the Southend Business Partnership. The platform allows businesses to be seen all in one place, encourages business to business spending and attracts inward investment. The Directory will also provide a business database so that Council officers can request quotes from local businesses for applicable contract opportunities.

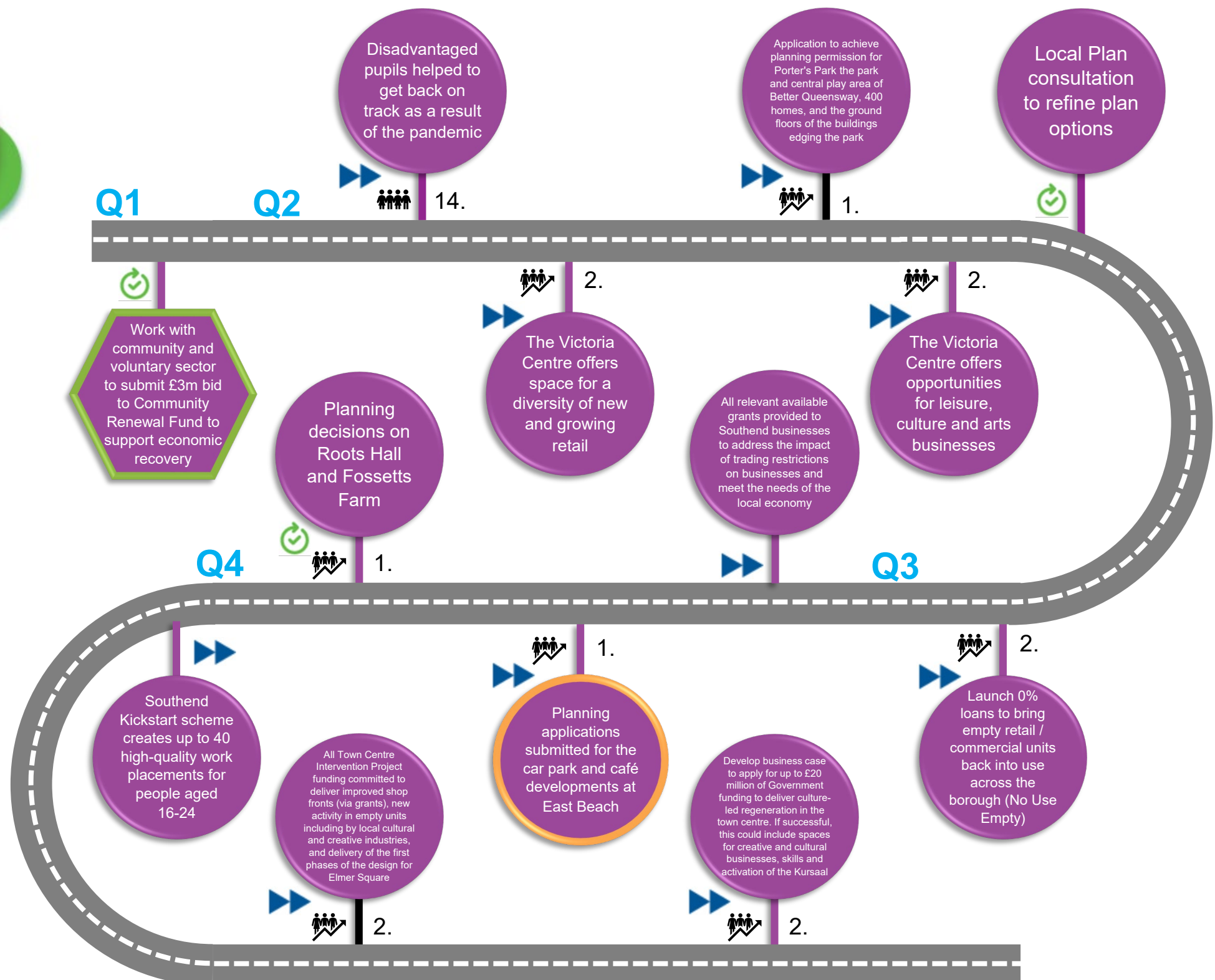
Ongoing major regeneration projects:

- The 'hybrid' planning application for the Queensway development, which is the overarching plan for the entire estate, has been approved. The first Reserved Matters Application (RMA) for the first phase of housing and public realm has been submitted and validated. This will include the removal of Quantock and development on the Essex Street car park.
- Planning applications for Fossetts Farm and Roots Hall were agreed at the Development Control Committee in October 2021 and are now awaiting completion of their legal (Section 106) agreements between the developer and the local planning authority, upon which decisions can be issued.
- Ground investigation works are to be undertaken to inform the design process for the sustainable drainage system elements of the East Beach car park, with an estimated opening date of August 2022.



Airport Business Park Southend's new innovation business hub 'The Launchpad' is set to be complete in June 2022, and will offer a mix of offices, workshops, research facilities and break out spaces. Procurement of the operator is now at contracting stage and subject to completion should be announced soon.

GCSE and A-level students were praised by the Council after official data from the Department of Education showed big improvements across the borough. The Council's school performance strategy has been revised to reflect the Covid pandemic landscape and approved by the Council's Education Board.

The second in a number of public consultations on the New Local Plan, which will guide future development decisions over the next 20 years, has been completed and received a large amount of feedback from residents. This feedback will be used by the Council to help prepare for the next stage of the New Local Plan's preparation, which will involve preparing a 'Preferred Approach' document.



Roadmap milestones for 2021/22 (Apr 2021-Mar 2022)

-  **Completed**
-  **Progressing well**
-  **Some delays**

Q1

Q2

Q4

Q3

Disadvantaged pupils helped to get back on track as a result of the pandemic

Application to achieve planning permission for Porter's Park the park and central play area of Better Queensway, 400 homes, and the ground floors of the buildings edging the park

Local Plan consultation to refine plan options

Work with community and voluntary sector to submit £3m bid to Community Renewal Fund to support economic recovery

Planning decisions on Roots Hall and Fossetts Farm

The Victoria Centre offers space for a diversity of new and growing retail

All relevant available grants provided to Southend businesses to address the impact of trading restrictions on businesses and meet the needs of the local economy

The Victoria Centre offers opportunities for leisure, culture and arts businesses

Southend Kickstart scheme creates up to 40 high-quality work placements for people aged 16-24

All Town Centre Intervention Project funding committed to deliver improved shop fronts (via grants), new activity in empty units including by local cultural and creative industries, and delivery of the first phases of the design for Elmer Square

Planning applications submitted for the car park and café developments at East Beach

Develop business case to apply for up to £20 million of Government funding to deliver culture-led regeneration in the town centre. If successful, this could include spaces for creative and cultural businesses, skills and activation of the Kursaal

Launch 0% loans to bring empty retail / commercial units back into use across the borough (No Use Empty)

Development of business networks and directories for the creative sector and wider business base to encourage/enable local spend and business growth

200 residents will move into work following sector-based training and support

14.

1.



2.

2.

1.

1.

2.

2.

2.

6,160



out-of-work benefits claimants

December 2021

-2.5% on previous month



71%



of eligible children benefitted from 2-year-old funding

Quarter average

Higher than same period last year



trainees enrolled in and got jobs through the SECTA3, HALO and PAVE sector skills projects



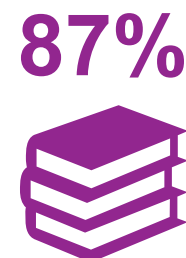
3–4-year-old children benefitted from universally funded early education in OFSTED-rated Good or Outstanding settings

Quarter average

-1.3% vs Q1



individuals got jobs through A Better Start Southend's Workskills Programme



of the borough's children are learning in OFSTED-rated Good or Outstanding schools

Quarter average

Target: 88%



356



students commenced the 60 Minute Mentor programme

(YTD)

Higher than same period last year



4.5%



of the borough's young people are not in employment, education or training (NEET) or their situation is not known (NK)

(November 2021, latest data)

Lower than national average



Minute Mentor

6,955



businesses in Southend
• 91.3% micro
• 7.3% small
• 1.1% medium
• 0.3% large

2021
In line with Eastern region

80%



of high street units are occupied (BID area only)

Quarter 2 (latest data)

Lower than national average

991,710



Individual visitors to the town centre during December 2021



28



successful applications to Arts Council England made from the borough

YTD

£1.07



of external investment committed to Southend Cultural Organisations by Arts Council England, including Visual Arts, Theatres, Music

YTD

183



individuals, organisations, and businesses registered for the Southend Creative and Culture Network (SCCN).



Spotlight on... Totally Locally Campaign

The number of businesses on Southend's Totally Locally page continues to grow, with 75 independent high street retailers now taking part.

Totally Locally allows residents to browse and buy online from different Southend-on-Sea businesses all in one place and supports business to grow and collaborate.

73%



of planning appeals either dismissed or receiving a split decision

Within target range



Planning applications determined in timescale

100% 99% 98%
of Major of Other of Minor

1,880



planning applications received (YTD)

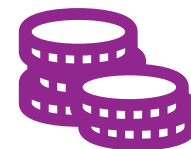
1,210



businesses benefitted from direct support (including SEBB, BEST and ED team)

Total of 3,018 businesses supported YTD 2021/22

32%



of council contract spend is spent with local suppliers

2020/21 (latest data, annual measure)

0.72



Ratio of total jobs to population aged 16-64

2019 (latest data)
Lower than 2018



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

- Facilitate a wide choice of transport that improves accessibility, connectivity and mobility to all residents. Including, working with public transport providers to deliver these long-term aspirations.
- We are leading the way in making public and private travel smart, clean and green.
- Southend is a leading smart city, using technology in smart ways to enable improved resident services, and ensure digital inclusion. Our connectivity, data and principles approach to digital enable us to facilitate better decision making, automated services and digital experiences for those across the borough.

Following on from the success of the School Streets scheme, which was launched by the Council last year, a CCTV camera project is being trialled outside a local primary school and nursery, to monitor the impact on dangerous and illegal parking outside of our schools. The aim of the trial is to provide additional safety measures for children entering and leaving school.

The main works for the essential highway maintenance on the A127 will be complete by the end of March 2022. The main highway works for The Bell junction improvement project have been completed, by Eurovia Contracting. The Bell £5 million improvement project, funded by the Government's Local Growth Fund and the Council's Capital programme, has made a number of changes to the junction, which have reduced congestion, improved pedestrian crossing facilities and will improve air quality in the area. With the main highways improvements now completed, further enhancements to the footways and carriageway are underway and the Council's parks department is carrying out landscaping works, due for completion by the end of March 2022.

A further £5 million has been invested into Southend's roads and pavements this period. The Council's highways contractor, Marlborough, has been carrying out resurfacing of roads and pavements as part of the Highways Investment Programme and has successfully completed 24 roads and 27 pavements so far, with a further 18 pavements on track to be resurfaced by the end of March 2022. Between July and November 2021, ten zebra crossings across the borough have been revamped and resurfaced as part of the Council's continued investment in Southend's roads and pavements.

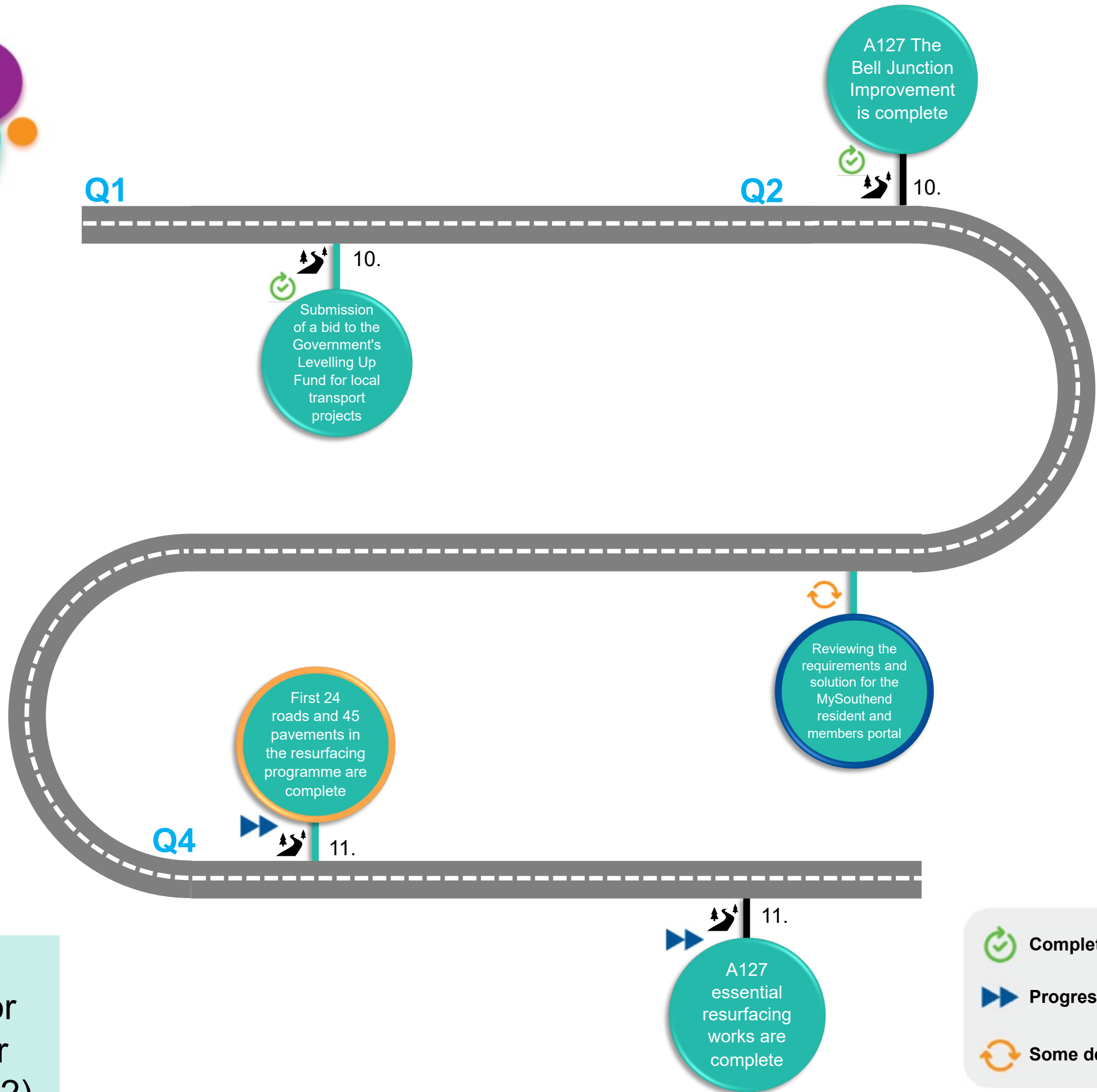
The Council is helping to support the take up of electric vehicles amongst residents, including those without access to off-street car parking. Following public consultation in November, the Council adopted the Electric Vehicle Charging Infrastructure for New Development Supplementary Planning Document, which provides the foundation to support a publicly accessible charging network.

In October, the Council invited the public to share their opinions on the first parking strategy to be implemented within the borough. The strategy will provide an over-arching plan for how existing and future parking schemes across the town are implemented, ensuring that parking in Southend is fair, safe, consistent and transparent, and that street parking is accessible for residents.

A number of initiatives are being run to bring about digital inclusion across Southend, providing skills, support, access, training, equipment, guidance and awareness. These initiatives are supported by organisations including our family centres and libraries, Job Links, Trust Centre Plus, South Essex Homes, Southend Adult Community College, Rough Sleeper Outreach, A Better Start Southend, the Community Renewal Fund and One Southend.

A replacement platform for MySouthend is being conceptualised in parallel with the councillor scrutiny group, as part of the Council's work to improve online services for Southend's residents.

Southend-on-Sea's £30 million full fibre upgrade, in partnership with CityFibre, is progressing quickly, with over 55% of Southend now having access to gigabit broadband. The completion of the upgrade will see Southend become one of the few places in the UK to have the fastest internet speeds possible.



Roadmap milestones for 2021/22 (Apr 2021-Mar 2022)

- Completed
- Progressing well
- Some delays



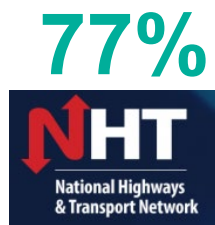
of people with a disability found it easy to get around the borough

NHT Survey 2021 vs. 61% 2020
England average: 65%



of people without a car found it easy to get around the borough

NHT Survey 2021 vs. 67% 2020
England average: 69%



of people found it easy to get around the borough

NHT Survey 2021 vs. 76% 2020
England average: 75%



5,910 subscriptions to date

241,176 parking sessions booked to date



Spotlight on... Public transport improvement

Residents are being asked to help shape a £68 million funding bid by giving their opinion on a draft 'Bus Service Improvement Plan' for Southend-on-Sea, which will set out how local bus services can be improved over the coming years.

The Council will be working with local bus companies through an 'Enhanced Partnership', to make bus travel a more attractive and workable option for residents and visitors.

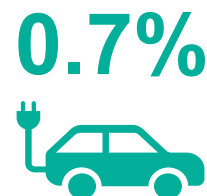
8.8 per 100,000/pop



publicly available electric vehicle charging devices in the borough

October 2021 (latest data)

Higher than same period last year
England benchmark: 38.8 per 100,000/pop



of all vehicle registrations were for ultra-low emissions vehicles such as battery electric, plug-n hybrid electric and fuel cell electric vehicles

+0.2% vs quarter 1
vs Eastern region -1%
vs UK -0.9%



34.5 µg/m³



Nitrogen dioxide annualised mean concentration for 2020 at the Prince Avenue Air Quality Management Area

-22.6% vs 2019



registered users on MySouthend

+6.7% vs quarter 1





Future Ways of Working is the framework for how we modernise our workforce in 2021/22 and beyond, to guide the prioritisation and delivery of Southend 2050 outcomes. This will help us to:

- recover from the pandemic and to embrace new approaches and opportunities for collaboration with our partners
- sustain and increase the pace of change
- develop a new way of operating that delivers improved outcomes for our residents and communities at the best value, including social value
- become a modern council and an organisation that is a great place to work.

The Council continues to build a work environment that supports staff and the prioritisation and delivery of improved outcomes for residents, through our Future Ways of Working Framework. The framework is based on knowledge and understanding of our region, the Council and the services we deliver, and is to make sure that we make decisions with the future in mind.

The Council's staff survey provided an opportunity for staff to reflect on what changes in working practices following the pandemic have worked best. The survey showed that people prefer a blended approach to working. In September, this was followed up with the Team Challenge, which gave teams the opportunity to consider what Future Ways of Working means for them and their teams. These events gave officers the opportunity to contribute towards what the future of work at the Council will look like, and to discuss how we can continue to best provide our services to all residents in Southend.

In this period, our Information and Communication Technology (ICT) team completed the rollout of replacement laptop devices, as well as repackaging over 200 applications, with officers benefitting from the latest technology. Development of the Council's new intranet is also well underway. The Council's desktop equipment replacement and upgrade is nearing completion, which will enable our staff to work more efficiently and safely. 100 workloads have now been moved to the cloud, meeting the internal target set by the project team. The softphone rollout has been completed this quarter. This will increase team collaboration and efficiency among staff, provide stronger levels of privacy and a more unified communications network.

The Council has been working on a key set of learning focus areas in 2021-2022, to ensure that all employees have the right skills, knowledge and competencies to deliver our 2050 vision:

- Alongside the rollout of new technology, self-guided and mentor-based training is being delivered, providing staff with uplifted skills and knowledge.
- Over the summer, our Transformational Leadership Development Programme was launched, offering senior leaders group training and individual coaching to support their moves into the future world of work.
- A Councillor training programme has been developed with a working group of Councillors and is due to commence early 2022.



39,973

Microsoft Teams meetings in quarter 3, with a quarter average of 371,733 messages per month



83%



of council employees are engaged in Me Learning or the Knowledge Hub learning platform to access self-directed learning

+9% vs quarter 1



2,984



hours of Microsoft Teams training delivered

55%



reduction in Southend's public sector carbon emissions between 2005 and 2019

2,205



active users on Microsoft Teams

Roadmap milestones for 2021/22 (Apr 2021-Mar 2022)

A blended approach to working has been agreed for council employees

Q2



11.



Completed



Progressing well




Some delays

2021 Residents' Perception Survey – Key Findings

- The results from Southend's 2021 Residents' Perception Survey are structured by Southend 2050 theme.
- Results have been compared with those from the 2019 Residents' Perception Survey, with directions of change indicated by red and green arrows.
- Neutral responses to questions ('Don't know'/'Neither') are shown in callout boxes.
- Local Government Association (LGA) resident satisfaction benchmarks from June 2021 polling have been included to benchmark results against national polling figures for local government.

Overall satisfaction with the council


33% agree that the council provides value for money  +6%

Neutral responses

Neither: 22%
Don't know: 9%

LGA benchmark

49%

54% of respondents satisfied with the way the council runs things  +6%

Neutral responses


Neither: 17%
Don't know: 2%

LGA benchmark

68%



Pride and Joy

72% of residents are satisfied with their local area  -2%

Neutral response

Neither: 8%

LGA benchmark

82%




Residents are dissatisfied with

- 68% pavement maintenance
- 61% road maintenance
- 49% support and services for rough sleepers

75% of residents willing to take action to help the council achieve net zero carbon

Neutral responses

Neither: 13%
Don't know: 7%

80% of residents are satisfied with our parks and open spaces  +3%

51% plan to use them more than they did before the pandemic



Residents are most satisfied with

- 80% parks and open spaces
- 77% refuse collection
- 73% recycling services



Increased priorities following Covid-19

- 69% parks and open spaces
- 68% addressing crime and antisocial behaviour
- 64% clean, safe streets for exercise



Active and Involved

11% feel it's more important to get involved in community events now

69% agree that people from different backgrounds get on well together ↑
+11%

Neutral response
Neither: 6%

28% feel that concerns are acted upon by the council ↓
-5%

Neutral response
Don't know: 23% **LGA benchmark**
62%

Barriers to community involvement



Safe and Well

81% feel safe during the day ↓
-4%

Neutral response
Neither: 6%

LGA benchmark
94%

43% feel safe after dark ↑
+3%

Neutral response
Neither: 7%

LGA benchmark
79%

71% feel a strong connection to the area they live in

37% feel satisfied with how the council has been supporting them during the pandemic

Neutral response
Neither: 46%



Living a good quality life

- 21% accessible/better services
- 19% safer/secure area
- 18% cleaner streets/outside areas/road maintenance

21% feel that their area has the resources to take care of local problems

Neutral responses
Neither: 18%
Don't know: 23%

48% agree that Southend is a good place to bring up young children

Neutral responses
Neither: 14%
Don't know: 15%



Opportunity and Prosperity

42% expect more remote working in their role when restrictions ease

64% agree that regeneration of Southend is providing more job opportunities

Neutral responses

Neither: 10%
Don't know: 12%

57% agree that regeneration will make Southend more attractive to businesses

Neutral responses

Neither: 11%
Don't know: 11%

63% regeneration makes them feel positive about the future of Southend

Neutral responses

Neither: 13%
Don't know: 4%

52% feel that regeneration will make people think differently about Southend

Neutral responses

Neither: 17%
Don't know: 8%

21% would be interested in accessing shared workspaces in Southend

Neutral response

Don't know: 14%



Connected and Smart

66% feel that the Council is managing to keep services running as normal during the pandemic

Neutral response

Don't know: 17%

34% feel that they are kept well informed about Council services

↓
-10%

Neutral response

Don't know: 8%



Preferred channels of communication with the council

- 37% MySouthend
- 17% social media
- 13% local radio/press
- 12% council website
- 2% public meetings

15% feel that their lack of digital skills made it difficult to access services during the pandemic

Neutral responses

Neither: 13%
Don't know: 4%



Travel methods following Covid-19

- 59% expect to walk more
- 30% expect to cycle more



Motivators to buy an electric car

- 44% affordability
- 34% improved charging infrastructure
- 9% better battery life
- 6% grants/financial incentive schemes

**Report of Executive Director
Neighbourhoods and Environment
to
Cabinet
On
22nd February 2022**

Report prepared by: Sharon Harrington,
Head of Traffic Management & Highways Network

**Result of public consultation on the draft Parking Strategy and
Adoption of the Parking Strategy and Parking Implementation Plan**

Relevant Scrutiny Committee(s): Place Scrutiny
Cabinet Member: Councillor Ron Woodley

1. Purpose of Report

- 1.1 Cabinet at its September 2021 meeting agreed a draft parking strategy and authorised public consultation on its content. This report sets out the results and analysis of the public consultation and informs the finalised parking strategy which is recommended to Cabinet for adoption and approval.
- 1.2 The Parking Implementation Plan (PIP) sets out the operational detail and timeframe for the delivery of the parking strategy over the next decade. Cabinet are recommended to approve and adopt the Parking Implementation Plan.
- 1.3 The report is also presented **for information only** to the Traffic Regulations Working Party in its role as strategic oversight of the Parking Service.

2. Recommendation

- 2.1 Cabinet are recommended to note the result and analysis of the recent public consultation on the draft parking strategy set out in Appendix 1, and:
- 2.2 Approve the adoption of the Vision for Parking and Parking Strategy set out in Appendix 3,
- 2.3 Approve the adoption of the Parking Implementation Plan for the operational delivery of the Parking Strategy over the next decade set out in Appendix 4.

Background

- 3.1 The operation and management of civil parking enforcement (CPE) is regulated by primary legislation, regulations and statutory guidance. In accordance with the Secretary of State's statutory guidance, local authorities that operate CPE are required to publish its strategies and policies and to undertake public consultation on their content.
- 3.2 Cabinet in September 2021 approved the Southend Vision for Parking and authorised public consultation on the draft Parking Strategy for Southend to take place during autumn 2021.
- 3.3 The adopted Vision for Parking promotes four principles the Council wants to instil across the borough. These are:-
- To provide parking where possible;
 - Control parking where necessary;
 - Enforce parking fairly and consistently; and
 - Operate parking efficiently and cost effectively.
- 3.4 The public consultation took place from 12th October to 2nd December 2021 via Your Say on the Southend website. The questionnaire asked a series of questions designed to inform the decision making process to finalise the Parking Strategy. There was also a comments section to enable other issues to be recorded. The analysis of the results of the public consultation is set out in **Appendix 1**.

4. Detailed analysis of the public consultation

4.1 Options for verges damaged by parked vehicles

Damage to footways and verges by overrunning vehicles is an unsightly problem in many parts of the Borough and can be a safety issue for other highway users. We wanted to assess the level of support for options to convert damaged verges to alternative uses such as parking bays as proposed. Of those responding:-

- 49% supported or strongly supported the option;
- 45% disagreed or strongly disagreed; and
- 6% had no opinion.

There response is indeterminate and accordingly, the option to consider alternative uses for damaged grass verges will not form part of the final Parking Strategy.

4.2 Limiting the number of resident permits per household

In high demand controlled parking zones the number of parking permits issued can have an affect on the ability for residents to be able to park near their home. This is particularly evident in terraced areas where multiple permits per household are issued but there is only the space for one vehicle to park outside each house. Of those responding:-

- 50% supported or strongly supported the option;
- 42% disagreed or strongly disagreed; and
- 8% had no opinion.

Accordingly, the option to limit the number of resident permits per household will form part of the final Parking Strategy and the Parking Implementation Plan sets out the operational process for its delivery.

4.3 Phasing out cash payments for parking

The use of cash for parking payment is becoming less popular year on year. The data in **Appendix 2** shows an overall reduction in the use of cash from 48% in 2019/20 to 25% in 2021/22.

The downward trend in cash payments is expected to continue going forward. There are costs to the Council for the collection, handling and banking of cash which remain the same irrespective of the reduced cash income collected from machines which is inefficient. Of those responding:-

51% supported or strongly supported the option;
41% disagreed or strongly disagreed; and
8% had no opinion.

Accordingly, the option to phase out cash payments will form part of the final Parking Strategy and the Parking Implementation Plan sets out the operational process for its delivery.

4.4 Extending parking controls where there is significant night-time activity

We wanted to gauge the level of support for potentially extending parking enforcement into the evening where there is significant night-time activity subject to local consultation. Of those responding:

52% supported or strongly supported, the option;
38% disagreed or strongly disagreed; and
10% had no opinion.

Accordingly, the option to introduce evening/night-time controls where there is evidence of need and subject to local consultation will form part of the final Parking Strategy and the Parking Implementation Plan sets out the operational process for its delivery.

4.5 Adoption of emissions-based parking charges

The Council has a commitment for the borough to be carbon neutral by 2030. To help achieve this there is a need to encourage car owners to switch to less polluting vehicles. We asked, “do you support the concept that the most polluting vehicles should pay more than less polluting vehicles?” Of those who responded:-

54% strongly supported or supported the principle;
36% disagreed or strongly disagreed; and
10% had no opinion.

Accordingly, the adoption of emissions based charges will form part of the final Parking Strategy and the Parking Implementation Plan sets out the operational process for its delivery.

4.6 The conversion of controlled parking zones (CPZ) to shared use bays

The use of shared use parking bays can optimise the efficiency of use of parking zones. Of those responding:-

57% supported or strongly supported the option;
30% disagreed or strongly disagreed; and
13% had no opinion.

Accordingly, options to convert bays in CPZs to shared use, where appropriate will form part of the final Parking Strategy and the Parking Implementation Plan sets out the operational process for its delivery.

- 4.7 A review of existing town centre loading bays to provide more parking bays**
Options to review the use of loading bays and consideration to convert some loading bays to general parking use. Of those responding:-
59% supported or strongly supported the option;
19% disagreed or strongly disagreed; and
22% had no opinion.
Accordingly, a review of the existing loading bay provision with options to convert bays to shared use or parking where appropriate will form part of the final Parking Strategy and the Parking Implementation Plan sets out the operational process for its delivery.
- 4.8 A review of the Seafront and consideration of partial pedestrianisation**
We wanted to gauge the level of support for the potential introduction of part-time pedestrianisation of the Seafront. Of those responding:-
61% supported or strongly supported the option;
29% disagreed or strongly disagreed; and
10% had no opinion.
Accordingly, options for part-time road closures/pedestrianisation of the Seafront will form part of the final Parking Strategy and the Parking Implementation Plan sets out the operational process for its delivery.
- 4.9 A borough-wide review of business parking and loading provision**
We recognise that with changes to retail and business operation and the increase in on-line purchase and goods collection/delivery there may be a need for additional loading bay/business parking provision. Of those responding:-
74% supported or strongly supported the option;
4% disagreed or strongly disagreed; and
22% had no opinion.
Accordingly, a borough-wide review of loading bay and business parking provision will be included in the final Parking Strategy and the Parking Implementation Plan sets out the operational process for its delivery.
- 4.10 A borough-wide review of all limited waiting bays**
It is good practice to review the use of parking bays to ensure they remain fit for purpose. Of those responding:-
78% supported or strongly supported the option;
7% disagreed or strongly disagreed; and
15% had no opinion.
Accordingly, the borough-wide review of all limited waiting bays will form part of the final Parking Strategy and the Parking Implementation Plan sets out the operational process for its delivery.
- 4.11 Stronger parking controls around schools**
Parking and vehicle movements around schools especially around times of the 'school run' can be problematic for residents and other highway users. Of those responding:-
82% supported or strongly supported the option;
11% disagreed or strongly disagreed; and
7% had no opinion.

Accordingly, the option to introduce additional measures around schools will form part of the final Parking Strategy and the Parking Implementation Plan sets out the operational process for its delivery.

4.12 Additional comments

In addition to the fixed questions there was an opportunity for participants to make comments and suggestions. A total of 135 individual responses were received covering a range of subjects. Of the comments made, the five main threads were:-

- Improve public transport;
- Increase electric charging points;
- Park & Ride;
- Parking Costs;
- Review of all double yellow lines.

4.13 Improving public transport sits outside the remit of the parking strategy except for the provision or enforcement of bus stops/bus stop clearways which is a parking enforcement function.

4.14 Park and Ride can seem to be an effective tool in the management of traffic in and around towns. Such schemes are effective where there is extensive demand from commuters working in a town centre who are travelling into the centre to park at the beginning of the day, parking all day and then leaving in the evening. This is not the pattern in Southend where the main employment for residents is outside the Borough. In these circumstances Park and Ride would not be beneficial.

4.15 The review of double yellow lines, parking costs and electric vehicle charging provision are covered in the Parking Strategy and the Parking Implementation Plan sets out the operation approach for delivery.

5. The Parking Implementation Plan (PIP)

5.1 The adoption of the Parking Strategy provides the over-arching principles for the development of the Parking Service for the next decade 2022-2032. The operational delivery of the Parking Strategy is set out in more detail in the Parking Implementation Plan which is attached at **Appendix 3**.

5.2 The PIP provides greater detail on the approach we will adopt for the delivery of the Parking Strategy and twenty-two specific statements setting out how the Parking Service will deliver the objectives. The PIP is a living document setting out the operational approach and indicative timeframes for achieving its objectives. It is recognised that these may vary or change over time. The PIP will be reviewed and updated annually. The progress on the delivery of the PIP and any updates of the PIP will be reported for information to the first quarter meeting of the Traffic Regulations Working Party in its new scrutiny role of the Service.

5.3 There is clearly a need through discussions with Members and the consultation that a review of all bays across the borough need to be reviewed to ensure the

right bays are in the right location for the right usage. This will include all public bays and those for Blue Badge use where there maybe a need to formalise them to ensure they are enforceable where not used correctly.

6. Corporate Implications

6.1 Contribution to the Southend 2050 Road Map

The adoption of the Parking Strategy and Parking Implementation Plan are seen as key contributors to the Road Map particularly in their ability to influence modal shift to other modes of transport and through the adoption of emissions based charging to the use of less polluting vehicles. The full reference of Parking Implementation Plan actions and the contribution to the Southend 2050 Road Map is set out in **Appendix 5**.

7. Financial Implications

- 7.1 The intention to continue to operate the Parking Account so it remains in surplus remains a Parking Strategy objective for the next decade. Aspects of the service delivery set out in the PIP that cannot be covered by surpluses within the Parking Account will be reported to Members for a decision.

8. Legal Implications

- 8.1 As observed in the main body of this report, elements of enforcement practice are subject to the need to be compliant with statutory guidance issued by the Secretary of State under section 87 of the Traffic Management Act 2004. 8.3. This does mean that the Parking Strategy document will need to be kept under review from time to time to ensure it is consistent with current guidance.

9. Consultation

- 9.1 External consultation was carried out via the Council's 'Your Say' Southend platform and ran from 6th October to 2nd December 2021 inclusive. In addition to the online survey, hard copies would also be made available to any requests received. A number of press releases and social media reminders were circulated and which encouraged public response.
- 9.2 A total of 2,600 people accessed the online consultation and 1,400 people visited the consultation page and viewed the survey and associated documents. 206 people took the time to respond online. The analysis of the results of the public consultation can be found in **Appendix 1**. The detailed review is set out in section 4 of this report.
- 9.3 The low numbers engaging and responding to the public consultation is disappointing particularly after the amount of effort put in to publicising the consultation through press and social media. The low response rate may have been influenced by the relatively high number of questions asked and a reluctance for people to spend time on a questionnaire. It may also be an indication that residents and business owners are relatively comfortable with how parking is operated and delivered by the Council in Southend. Low response rates to parking consultations is a national trend and can give rise to questions

about the reliability of the results as a means to inform the decision making process.

- 9.4 The London Borough of Wandsworth commissioned Mori to undertake research on the viability of low parking response rates. The research involved 'door knocking' residents to assess if a greater number of responses changed the overall response rates between the ratio of the yes/no/don't know response rates. The result of the research showed the response rate ratio remained within 1-2 percentage points irrespective of a low or higher overall response rate.
- 9.5 It is reasonable to assume that similar results to what Mori found in Wandsworth would be applicable to other parking consultations in other boroughs. It is therefore reasonable that the Wandsworth research would also apply to the ratio of response rates of the recent parking consultation in Southend. On this basis the analysis of the results of the consultation are considered to be valid and can be used to influence the decision making process in this report.

10. Equality analysis

- 10.1 The equality analysis is set out in **Appendix 6** to the report.

Background Papers

Parking Strategy 2021-2031
Cabinet Report 14th September 2021
[\(Public Pack\)Agenda Document for Cabinet, 14/09/2021 14:00 \(southend.gov.uk\)](#)

Appendices

Appendix 1

Analysis of the results of the parking consultation

Appendix 2

Analysis of the paid for method of payment for parking charges

Appendix 3

Southend Parking Strategy 2022 – 2032

Appendix 4

Southend Parking Implementation Plan 2022 -2032

Appendix 5

Parking Implementation Action Plan

Appendix 6

Equality Analysis

Parking Strategy Questionnaire

Results.

Questions 1 – 2 were address based questions and are not shown here

3. Do you support the concept that the most polluting vehicles should pay more than less polluting vehicles?

	Number of Responses	Percentage
Strongly agree	44	22.8%
Agree	59	31.2%
Neither agree nor disagree	19	10.1%
Disagree	35	18.5%
Strongly disagree	33	17.5%

Optional question (189 response(s), 3 skipped)

4. Do you support the concept of extended parking controls in areas with a large evening/night-time activity, subject to local consultation?

	Number of Responses	Percentage
Strongly agree	49	25.9%
Agree	49	25.9%
Neither agree nor disagree	19	10.1%
Disagree	45	23.8%
Strongly disagree	27	14.3

Optional question (189 response(s), 3 skipped)

5. Do you support the concept of limiting the number of permits per household as a means of increasing parking capacity?

	Number of Responses	Percentage
Strongly agree	41	21.7%
Agree	54	28.6%
Neither agree nor disagree	14	7.4%
Disagree	45	23.8%
Strongly disagree	35	18.5%

Optional question (189 response(s), 3 skipped)

6. We propose to review all schools and the surrounding streets with the vision of installing stronger parking controls in the area? Is this something you would support in principle?

	Number of Responses	Percentage
Strongly agree	101	53.4%
Agree	54	28.6%
Neither agree nor disagree	14	7.4%
Disagree	10	5.3%
Strongly disagree	10	5.3%

Optional question (189 response(s), 3 skipped)

7. We propose phasing out all cash payments within the lifetime of this Strategy for paid parking and rely on card only and mobile enabled technologies. Is this something you would support in principle?

	Number of Responses	Percentage
Strongly agree	49	26%
Agree	47	25%
Neither agree nor disagree	15	8%
Disagree	30	16%
Strongly disagree	47	25%

Optional question (188 response(s), 4 skipped)

8. Do you support the principle that where there is evidence of ongoing damage and safety conflicts for pedestrians that grass verge areas are considered for other use, eg: formalised parking bays (hardstanding); increasing the footpath width even if ...

	Number of Responses	Percentage
Strongly agree	44	23.2%
Agree	49	25.8%
Neither agree nor disagree	11	5.8%
Disagree	43	22.6%
Strongly disagree	43	22.6%

Optional question (190 response(s), 2 skipped)

9. Do you support the principle that the Council undertake a review of all limited waiting bays with the vision to change the restrictions to something better suited to the location?

	Number of Responses	Percentage
Strongly agree	55	29.1%
Agree	93	49.2%
Neither agree nor disagree	28	14.8%
Disagree	7	3.7%
Strongly disagree	6	3.2%

Optional question (189 response(s), 3 skipped)

10. Do you support the principle that the Council undertake a review of the seafront to look at times when certain areas may be pedestrianised at specific times of the day (with deliveries unaffected)?

	Number of Responses	Percentage
Strongly agree	64	34%
Agree	52	27%
Neither agree nor disagree	19	10.1%
Disagree	27	14.4%
Strongly disagree	26	13.8%

Optional question (188 response(s), 4 skipped)

11. Do you support the principle of shared use bays within controlled parking zones; this would permit visitors to pay to park when there are free bays within the zone?

	Number of Responses	Percentage
Strongly agree	42	22.2%
Agree	65	34.4%
Neither agree nor disagree	25	13.2%
Disagree	34	18%
Strongly disagree	23	12.2%

Optional question (189 response(s), 3 skipped)

12. Do you support the principle a review be undertaken to look at the implementation of more parking bays in the town centre and restricting times for deliveries?

	Number of Responses	Percentage
Strongly agree	47	24.9%
Agree	65	34.4%
Neither agree nor disagree	42	22.2%
Disagree	28	14.8%
Strongly disagree	7	3.7%

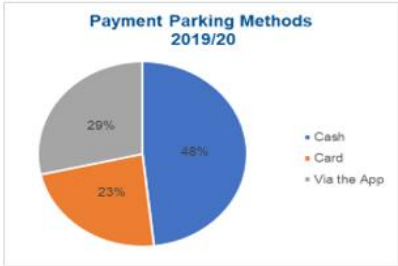
Optional question (189 response(s), 3 skipped)

13. Do you support in principle a review of all business and loading bays to ensure they are in the right place and service the right groups?

	Number of Responses	Percentage
Strongly agree	44	23.8%
Agree	93	50.3%
Neither agree nor disagree	40	21.6%
Disagree	6	3.2%
Strongly disagree	2	1.1%

Optional question (185 response(s), 7 skipped)

PAID-FOR PARKING



Appendix 3
Southend Parking Strategy 2022 – 2032

Appendix 4
Southend Parking Implementation Plan 2022 -2032

 [Draft Parking Implementation Plan v1.0.docx](#)

Appendix 5
Parking Implementation Action Plan

 [Parking Implementation Action Plan.docx](#)

Appendix 6
Equality Analysis

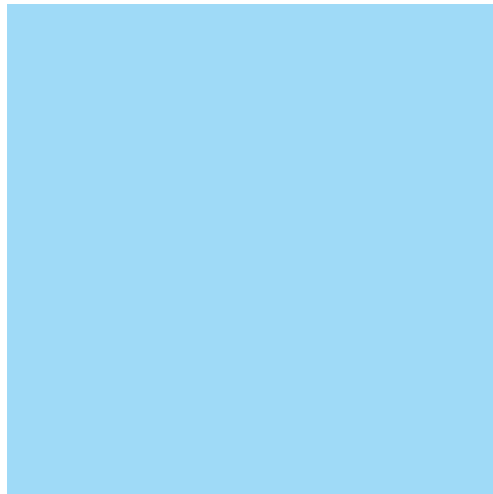


EA Parking Strategy
22Feb22.docx



Parking Strategy 2021 - 2031

Traffic & Highways



August 2021

Parking Strategy 2021-2031

Version	Date	Author	Rationale
1	July 2021	Alistair Turk	First draft
2	Aug 2021	Sharon Harrington	Internal review
3	Aug 2021	Lorraine Delahunty, Adetayo Kehinde, Sharon Harrington	Internal review
4	Aug 2021	Sharon Harrington	Internal review
5	September	Sharon Harrington	Internal review

Authorised by:			
Name	Title	Signature	Date

Next review	Date
1	2023/24

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1. Introduction

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

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

1.2 This strategy supports the more specific desired outcomes for each theme, including: -

- Our streets and public spaces are valued and support the mental and physical wellbeing of residents/businesses and visitors. People in all parts of the borough feel safe and secure at all times.
- A range of initiatives help increase the capacity for communities to come together to enhance their neighbourhood and environment.
- We are leading the way in making public and private travel smart, clean and green.

1.3 To help achieve these goals, our approach requires effective joined-up regulation and compliance. We will use the results of the public consultation on the draft parking strategy to develop the parking policy and implementation plans for the next decade.

1.4 This strategy is intentionally at a high level as it cannot cover every eventuality, especially where there are specific local or national standards which have to be met.

1.5 In doing so we will follow the principles of:

- The Regulators Code www.gov.uk/government/publications/regulators-code;

- The Enforcement Concordant (Central and Local Government Enforcement Concordat, March 1998);
- Enforcement contained in the Legislative and Regulatory Reform Act 2006 (enforcement is proportionate, targeted, transparent consistent and accountable)

2. Background

- 2.1 Covid-19, the climate emergency, and the ban on the sale of new petrol and diesel vehicles in the UK from 2030 will see rapid change to the types and vehicle usage on the road network in the next decade. This in turn will impact on the demand for parking both on-street and in off-street car parks.
- 2.2 In order to be fully prepared for these challenges in Southend we believe it is time to formulate a new parking strategy for the borough covering the next decade.
- 2.3 The themes outlined in the draft strategy and the community engagement that accompanies its publication will be used to develop the policy framework and implementation plans to deliver the strategy in the coming years.

3. Vision for Parking

3.1 The Southend vision for parking is: -

- **To provide parking where possible;**
 - Minimise the use of vehicles in the busiest and congested areas at what experience and research shows to be the most appropriate times.
 - At the same time provide sufficient short-stay parking facilities to support shops/commercial organisations and leisure activities, thereby underpinning social and economic life.
 - Reduce the risk of accidents.
 - Safeguard the needs and requirements of residents, visitors, businesses and other organisations.
 - Improve traffic conditions.
 - Preserve and improve the infrastructure and the general environment.
 - Increase and improve pedestrian and cyclist mobility.
 - Regulate and control parking both on and off street.

- **Control parking where necessary;**
 - We will aim to get penalty charge notices right first time using accurate "hand-held" technology.
 - We will take every opportunity to develop online services to improve customer access to information.
 - We will develop the on-street parking service to include: Blue Badge enforcement, school patrols, advice and information and assistance at special events.
- **Enforce parking fairly and consistently;**
 - We will take consistent enforcement action to deter inconsiderate parking.
 - We will pursue people who try and evade penalty charges to recover debt owed to the Council.
 - We will work with the police to prevent crime and anti-social behaviour and to protect our civil enforcement officers from abuse and violence.

Civil enforcement officers will adopt a helpful attitude and a consistent approach to enforcement in order to encourage lawful and considerate parking. Our customer promise is that we will always:

- Be professional, fair and courteous.
 - Be polite, calm and understanding.
 - Be open and honest.
 - Offer advice on the appeals procedure if requested.
- **Operate parking efficiently and cost effectively.**
 - We will reply as quickly as possible to representations against penalty charge notices, whilst properly investigating motorists' comments.
 - We will aim to get penalty charge notices right first time using accurate "hand-held" technology.
 - We will take every opportunity to develop online services to improve customer access to information.

4. Strategies

4.1. Climate change

- 4.1.1. According to scientists, the UK is already undergoing disruptive climate change with increased rainfall, sunshine and temperatures. 2020 was the third warmest, fifth wettest and eighth sunniest on record according to the 'UK State of the Climate' report. No other year is in the top 10 on all three criteria.
- 4.1.2. Climate change includes global warming through the emission of greenhouse gasses such as carbon dioxide (CO₂) and Methane (CH₄) resulting in the large-

scale shift in weather patterns. A typical passenger vehicle emits about 4.6 metric tons of CO₂ per year along with nitrogen dioxide (NO₂).

- 4.1.3. Southend published its Low Emission Strategy in 2018 and currently has two Air Quality Management Areas (The Bell Junction and Victoria Avenue close to the junctions with Priory Crescent, East Street and West Street) where NO₂ levels exceed the national air quality goal.
- 4.1.4. Roughly 72 percent of CO₂ emissions in Southend is from road transport which equated to 156 kt (3kt per person) in 2018. This is why the Council has declared a climate emergency and set the challenge to achieve net zero carbon by 2030.
- 4.1.5. 2030 is the date when the sale of new petrol and diesel vehicles is due to be banned in the UK. Hybrid vehicles are set to be banned from 2035. In order to stand a chance of achieving net zero carbon emissions by 2030 it will be necessary to influence motorists to change to less polluting means of transport beforehand.
- 4.1.6. An increasing number of local authorities in the UK have introduced an emissions-based pricing structure for parking permits and paid parking, and evidence shows that it is an influencer in encouraging a switch to less-polluting means of transportation.
- 4.1.7. We are considering introducing emissions-based parking charges aimed at addressing our poor air quality and lowering vehicle emissions. The aim is to encourage motorists to switch to less-polluting vehicles and/or to make more local trips by alternative sustainable modes of transport.

4.2. Electric vehicles and charging

- 4.2.1. The Government's 'Road to Zero' strategy has set the target of no new conventional petrol or diesel cars being sold by 2030 and no hybrid vehicles by 2035. Meeting this ambition is going to require a step change in the availability of electric vehicle (EV) charging infrastructure. EV charge points will need to be as commonplace as petrol stations are now.
- 4.2.2. The lack of a national strategic plan for the provision of a network of EV charge points is going to be a significant challenge to meet the Government's 2030 ambition. While the bulk of charging will take place at homes and workplaces where vehicles are parked for longer and it is generally cheaper and more

convenient to do so, not everyone has the ability to access these facilities.

While it does not fall to local councils to become the long-term default provider of EV charge points, they can have a role to play as a catalyst to the market.

- 4.2.3. Planning policies should facilitate the transition towards a low emission future.
- 4.2.4. To this end the Council has adopted an Interim Planning Statement regarding the provision of EV charge points in new developments and is moving towards adopting Supplementary Planning Guidance to embed this policy into the Local Development Framework for Planning moving forward through the emerging Local Plan process.
- 4.2.5. The Council's new Local Transport Plan 4 and Implementation Plan are currently being developed and it is anticipated this will set out the Council's EV and EV charge point policy.

4.3. Covid-19 recovery

- 4.3.1. The global pandemic has seen a significant change in the patterns of working, shopping, and travel. The enforced lockdown meant most people were not going out. Working from home and online shopping became the norm for most households. This in turn saw a sudden change to long-established parking patterns. On-street commuter parking largely abated. Residential parking spaces became harder to find when the majority of residents were working from home and residential vehicles did not move from day to day.
- 4.3.2. In mid-July 2021, the last of the Covid-19 lockdown measures were removed in England. While the population gets used to the freedom to move about, it is unclear if this will result in travel and parking patterns returning to pre-pandemic levels. It is predicted that the UK economy will grow significantly and at a rate not seen since 1948 which could indicate more vehicle movements, but it is also predicted that working from home is here to stay and will remain a preferred option for at least part of the week going forward. Similarly, the convenience of on-line shopping and household delivery of purchases is here to stay in some form or another. It is too soon to gauge if parking patterns will return to pre-Covid-19 numbers or normalised parking demand will be at a reduced capacity.
- 4.3.3. Providing a flexible approach to parking provision and control will be essential going forward as we cannot assume that post-pandemic parking patterns and growth will replicate those pre-2020. We propose that any parking schemes that

were previously approved but not implemented will be put on hold for 12 months to enable a review of the parking stress/demand to take place over the period; this will include all pending schemes and changes to existing unless there are high safety issues or formal consultation has already begun. If there is evidence of ongoing parking stress after the 12 month review the scheme will be implemented, if not, the scheme will not be implemented until such time that parking stress/demand returns to pre-Covid levels.

- 4.3.4. Existing commuter parking schemes may also need revision if commuters do not return to previous numbers. Resident parking areas may suffer from greater stress from residents themselves and measures to limit the number of permits per household may be an option. We propose to review all parking zones over the next six years to establish if they remain fit for purpose.

4.4 Business recovery

- 4.4.1. Even before the pandemic, there were widespread reports of the crisis facing the retail sector. A significant number of household retail names have disappeared forever from the high street during the pandemic. The shift towards online shopping was accelerated during lockdown and the lack of income for retailers during this period will put further pressure on their long-term viability and presence on the high street/secondary town centres.
- 4.4.2. Local authorities will need to support the high street businesses in their recovery and one of the potential ways of doing so is by making parking and loading easier for customers and businesses whilst also ensuring this does not adversely impact on measures designed to encourage modal shift to less polluting means of transportation. Options could include relaxing some parking controls either completely or at off-peak times, extending parking time or reduced charging. It may also be necessary to introduce measures to achieve a greater turnover of parking spaces if parking is in high demand.
- 4.4.3. We are also mindful that pre-Covid there were parts of the town where a strong night-time economy is present, and the Council were receiving requests/complaints about parking issues. These included issues about dangerous parking/accessibility issues and the difficulty of parking in the evenings and increased parking demand in some residential locations. If/when we see these issues developing, we may need to consider the need to extend

enforcement controls for safety reasons and to ensure a turnover of parking spaces.

4.5. Finance

- 4.5.1. When parking enforcement was originally decriminalised under the Road Traffic Act 1991 local authorities were required to operate their parking accounts so that they were 'at least self-financing'. The Statutory Guidance published at the time (March 2008) Part 6 of the Traffic Management Act 2004 made revisions so that local authorities were no longer required to operate parking accounts in surplus although it should still be the aspiration to do so where necessary so as to be reinvested.
- 4.5.2. Section 55 of the Road Traffic Regulation Act 1984 places conditions on how local authorities operate their parking account which is ring-fenced from the council's general account. The parking account is used for the operation of the parking service. Any surpluses left once the costs have been accounted for are firstly used for maintenance and safety enhancements after which it can only be spent on parking and traffic-related schemes.
- 4.5.3. In Southend, we aim to operate the parking account so there is a surplus. We believe that motorists who benefit from using parking bays and car parks or who park in contravention should pay for the parking enforcement service rather than non-motoring residents having to pay for a service they do not use through the council tax general account.
- 4.5.4. We will use surpluses to cover the full cost of parking enforcement and to maintain our car parks so they are safe and maintained where possible to the national 'ParkMark' standard. We are anticipating significant expenditure will be required for the repair and upgrade of some car park facilities to extend their life-expectancy well into the next decade. We will also use surpluses to pay for any new on-street parking schemes.

4.6. Efficiencies

- 4.6.1. We are committed to running the parking service as efficiently as possible and to make best use of new technologies to make the user experience easier and more cost effective. We out-source parking enforcement to a specialist parking enforcement contractor as we believe this is the most efficient and cost-effective process. The existing parking enforcement contract is coming to an end, and we

will be retendering the contract during 2021/22. This will be a new contract and it is anticipated that it will be for an initial 10 years with the potential for extensions if quality and key performance indicators are met.

- 4.6.2. We introduced virtual permits for resident permits during 2020/21. These replace the need to display paper-based permits in vehicles. They have cost and environmental savings as the process does not require the printing of permits on plasticised paper nor the need for fulfilment and posting. They also benefit the resident as the on-line process is largely automated and quicker to administer resulting in a permit approval and activation in a far shorter period than before. The success of the virtual permit means we propose to extend its use during 2021/22 for all permits and vouchers issued by the parking service. We will also be considering other technological options currently available to make the application and verification process easier and more efficient for the applicant. This could include, for example, dispensing with the need to resubmit 'proofs' each year for up to 3 years where the application details remain unchanged.
- 4.6.3. The Southend Pass Pilot was developed and introduced in 2021 which aims to enable an efficient and cashless process for customers to regularly move about the borough to be able to park at a discounted rate in car parks or paid on-street parking bays. The concept of the Southend Pass began before the pandemic when it was anticipated it would prove a popular choice for residents only. The timing of its introduction during a further UK lockdown was not auspicious and although extended to apply to anyone it has initially resulted in less uptake of the pass than what was originally predicted. The Council will need to extend the original monitoring / trial period and review annually until travel and parking patterns have normalised to establish the long-term viability of the scheme.
- 4.6.4. We offer an alternative to paying with cash at on-street paid parking bays and in our car parks. This has been in operation for a number of years and has proved popular with motorists. It reflects the growing trend in the UK population not to carry cash and particularly loose change. Cashless paid parking time can be purchased by debit/credit card, or by phone using the MOBON app. The latter also has the advantage of being able to top up parking time (up to the maximum length of stay) remotely via the app.

4.6.5. Since introducing the cashless payment methods, we have seen a significant increase in their use over cash payments. We anticipate this trend will continue as has been borne out by the experience of other local authorities. There is a considerable cost involved in facilitating cash payments for parking from the cost of the machines. This includes the technical operation and servicing, the printing and provision and replacement of parking tickets, cash collection, sorting, reconciliation, and banking of cash. We propose phasing out the cash payment option initially by reducing the number of existing pay and display machines except where card/contactless payment options are planned to be retained. We anticipate this transformation will be completed by 2023/24.

5. Public engagement

- 5.1. The Secretary of State for Transport's statutory guidance on enforcing parking restrictions recommends that local enforcement authorities should consult locally on their parking policies/strategies. We intend to follow this recommendation with an on-line consultation on the draft parking strategy. The results of the public engagement will be used to inform the finalisation of the parking strategy and the development of the Parking Implementation Plan which will set out the policies for the implementation of the parking strategy.
- 5.2. The public engagement period will commence at the beginning of October (pending agreement from Cabinet) for a period of 6 weeks and can be accessed here (www.yoursay.southend.gov.uk/parking-strategy-consultation-2021). A copy of the questionnaire is also contained in the Appendix.

6. Parking Implementation Plan

- 6.1 Once the parking strategy 2021-2031 is finalised the policies for implementing the strategy will be developed and published in our Parking Implementation Plan (PIP). We anticipate the PIP will be published in Q4/2021/22. This PIP will be a living document and will be reviewed and updated if/when statute or national standards or best practice requires it and annually for the life of the Parking Strategy.

Note: This is a working document that will be reviewed annually throughout its lifecycle

Appendices

Appendix 1 - Questionnaire

Climate change is a big challenge for Southend. 72 percent of CO₂ emissions is from road transport which equated to 156 kt (3kt per person) in 2018. This is why the Council has declared a climate emergency and set the challenge to achieve net zero carbon by 2030.

Please confirm what Ward you are currently living in _____

We are considering introducing emissions-based parking charges aimed at addressing our poor air quality and lowering vehicle emissions. The aim is to encourage motorists to switch to less-polluting vehicles and/or to make more local trips by sustainable modes of transport.

1. Do you support the concept that the most polluting vehicles should pay more than less polluting vehicles?

	Tick one box
Strongly agree	
Agree	
Neither agree nor disagree	
Disagree	
Strongly disagree	

We know some areas have parking issues where there is an active evening economy. Residents and Businesses have asked for extended parking controls where this occurs.

2. Do you support the concept of extended parking controls in areas with a large evening/night-time activity, subject to local consultation?

	Tick one box
Strongly agree	
Agree	
Neither agree nor disagree	
Disagree	
Strongly disagree	

We know that with more people working from home as a result of the Covid-19 pandemic, some zones have a minimum number of free parking spaces available during the day.

3. Do you support the concept of limiting the number of permits per household as a means of increasing parking capacity?

	Tick one box
Strongly agree	
Agree	
Neither agree nor disagree	
Disagree	
Strongly disagree	

We receive a lot of complaints from residents near schools whereby there are poor driving behaviours. We propose to review all schools and the surrounding streets with the vision of installing stronger parking controls in the area?

4. Is this something you would support in principle?

	Tick one box
Strongly agree	
Agree	
Neither agree nor disagree	
Disagree	
Strongly disagree	

The use of cashless payments for parking (mobile phone and card) has proved popular with motorists as increasingly the population are carrying less loose change or cash around. The pay by phone option also has the benefit of allowing motorists to top up paid parking (up to the maximum length of stay) remotely if they are going to be later back to their vehicle than originally anticipated. We propose phasing out all cash payments within the lifetime of this Strategy for paid parking and rely on card only and mobile enabled technologies.

5. Is this something you would support in principle?

	Tick one box
Strongly agree	
Agree	
Neither agree nor disagree	
Disagree	
Strongly disagree	

We believe we need to help local shops and businesses during the post-Covid recovery. This could include changes to encourage greater use of town/local centre parking places to support people to use local shops and businesses.

6. Is this something you would support in principle?

	Tick one box
Strongly agree	
Agree	
neither agree nor disagree	
Disagree	
Strongly disagree	

We understand that grass verges are an important part of our environment; however, in many areas of the borough they are unsightly due to ongoing damage and in some areas even becoming a safety issue.

7. Do you support the principle that where there is evidence of ongoing damage and safety conflicts for pedestrians that grass verge areas are considered for other use, eg: formalised parking bays (hardstanding); increasing the footpath width even if this may be at the detriment of the Council's vision for a green street scene

	Tick one box
Strongly agree	
Agree	
Neither agree nor disagree	
Disagree	
Strongly disagree	

We receive multiple complaints about the lack of turnover of vehicles on various limited waiting bays where there is a 1, 2 or 4 hour no return restriction.

8. Do you support the principle that the Council undertake a review of all limited waiting bays with the vision to change the restrictions to something better suited to the location?

	Tick one box
Strongly agree	
Agree	
neither agree nor disagree	
Disagree	
Strongly disagree	

We receive multiple complaints about inconsiderate parking and bad driver behaviours along parts of the seafront.

9. Do you support the principle that the Council undertake a review of the seafront to look at times when certain areas may be pedestrianised at specific times of the day (with deliveries unaffected)?

	Tick one box
Strongly agree	
Agree	
Neither agree nor disagree	
Disagree	
Strongly disagree	

We regularly receive enquiries about Controlled Parking Zones and the use of the bays.

10. Do you support the principle of shared use bays within controlled parking zones; this would permit visitors to pay to park when there are free bays within the zone?

	Tick one box
Strongly agree	
Agree	
Neither agree nor disagree	
Disagree	
Strongly disagree	

We regularly receive enquiries about additional parking bays to be implemented in the Town Centre.

11. Do you support the principle a review be undertaken to look at the implementation of more parking bays in the town centre and restricting times for deliveries?

	Tick one box
Strongly agree	
Agree	
Neither agree nor disagree	
Disagree	
Strongly disagree	

We regularly receive enquiries that there are not enough loading and business parking bays to be implemented in the Borough.

12. Do you support in principle a review of all business and loading bays to ensure they are in the right place and service the right groups

	Tick one box
Strongly agree	<input type="checkbox"/>
Agree	<input type="checkbox"/>
Neither agree nor disagree	<input type="checkbox"/>
Disagree	<input type="checkbox"/>
Strongly disagree	<input type="checkbox"/>

13. If you feel there are any issue you feel we should consider as part of the strategy, please state here in no more than 100 words:

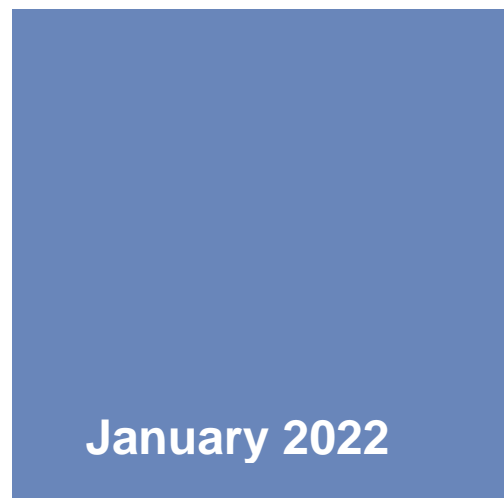
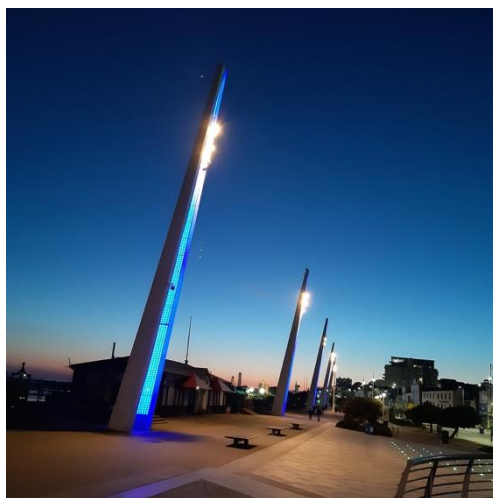
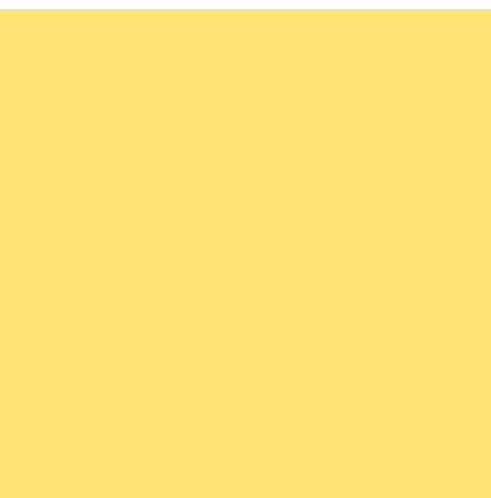
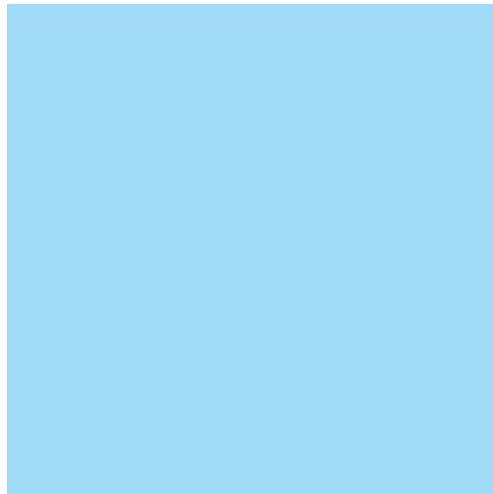
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Parking Implementation Plan

Traffic & Highways



Parking Implementation Plan (PIP)

Version	Date	Author	Rationale
1	7July21	Ali	Master document
2	January 22	Ali	Minor amendments for Cabinet Report

Authorised by:			
Name	Title	Signature	Date

Next review	Date
1	2022/23

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1. Introduction

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

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

This Parking Implementation Plan (PIP) supports the more specific desired outcomes for each theme, including: -

- Our streets and public spaces are valued and support the mental and physical wellbeing of residents and visitors. People in all parts of the borough feel safe and secure at all times.
- A range of initiatives help increase the capacity for communities to come together to enhance their neighbourhood and environment.
- We are leading the way in making public and private travel smart, clean and green.

To help achieve these goals, our approach requires effective joined-up regulation and compliance.

This PIP is intentionally at a high level as it cannot cover every eventuality, especially where there are specific local or national standards which have to be met but the approach is consistent with national and local policy.

In doing so we will follow the principles of: -

- The Regulators Code www.gov.uk/government/publications/regulators-code;
- The Enforcement Concordant (Central and Local Government Enforcement Concordat, March 1998);
- Enforcement contained in the Legislative and Regulatory Reform Act 2006 (enforcement is proportionate, targeted, transparent consistent and accountable).

2. Executive summary

The PIP is designed to help shape, manage and deliver Southend-on-Sea Borough Council's Vision for Parking. The PIP sets out our approach for the delivery of Civil Parking Enforcement of on-street parking, waiting and loading and the provision and enforcement of off-street car parks and acknowledges and shapes the future following the responses of the Parking Strategy Consultation concluded in December 2021.

3. Background

The Council recently consulted on their draft parking strategy (October to December 2021). The Southend Parking Implementation Plan (PIP) sets out our vision for parking in Southend, and underpins the strategies, policies and action plans for its implementation over the next 10 years.

The PIP is a living document and will be regularly reviewed and updated (it is anticipated that the next major review will be in 2025). It will consider innovation and new practices, changes in legislation, and will also monitor and compare policies of neighbouring authorities.

4. Vision for parking

Southend's Vision for Parking is:-

- 1) To provide parking where possible;**
- 2) Control parking where necessary;**
- 3) Enforce parking fairly and consistently;**
- 4) Operate parking efficiently and cost effectively.**

5. About Southend

Southend-on-Sea is a large coastal town and unitary authority in southeast Essex on the north side of the Thames Estuary and 40 miles east of central London. Taking account the primary urban area (PUA), Southend-on-Sea is defined as one of 63 cities in the UK¹.

¹ Centre for Cities 2016

Southend-on-Sea developed as a seaside resort in the 19th century and is home to the world's longest pleasure pier. Good rail links and its proximity to London have meant that as tourism has declined it has become a dormitory town for London city workers with good rail links via two mainlines into London Liverpool Street and London Fenchurch Street Stations.

Southend-on-Sea covers approximately 41.7 hectares (16 square miles) and has a population of 183,125² living in 74,678³ households. Southend-on-Sea is the 7th most densely populated area in the UK outside the London boroughs with around 38.8 people per hectare compared to a national average of 3.77.

Unlike most cities in the UK, wages for residents of Southend-on-Sea are greater than the UK average and greater than for its workers which were the second lowest among UK cities in 2015. Around 20% of the working population commute to London each day. Southend-on-Sea also has the 4th highest proportion of people aged over 65 among the UK cities. Southend-on-Sea's attractiveness as a place to live for London commuters and older people makes it the 11th most expensive place to live in Britain⁴.

6. Vehicle ownership

Vehicle ownership per household in Southend-on-Sea is 109%⁵. This is below the average for Essex (136%) and the east region average of 126%. The urban makeup of Southend-on-Sea does mean a greater concentration of cars and parking stress on the road network. There are 27.3% of households without access to a vehicle, 44.5% with one vehicle, 28.2% with 2-3 vehicles and 14% with 4 or more vehicles in the household.

7. Parking Strategy

In 2021 the Council published a draft ten-year parking strategy and undertook public consultation in the autumn with residents, businesses and external stakeholders to help define the future aspirations for the delivery of parking services in the next decade. The analysis of the public consultation was reported to the February 2022 Cabinet meeting along with the recommendation to approve the finalised Parking Strategy 2022 – 2032 and the Parking Implementation Plan 2022 – 2032. The link to the Cabinet Report and decisions can be viewed here: [\(insert link to democracy pages\)](#)

² Office for National Statistics 2019

³ 2011 census

⁴ Cities Outlook report 2015 – City Monitor – Paul Swinney 2016

⁵ 2011 census

8. The need for a Parking Implementation Plan

Managing parking is one of the most effective means of tackling congestion and its more serious consequences; increased air pollution, delay, and unreliability of public transport services. Parking on the public highway leads to conflict and tension. On the one hand, motorists want to park conveniently close to their homes and destinations; on the other hand, they do not want delayed journeys, or the roads obstructed by parked vehicles. Balancing these conflicting demands whilst recognising that access by car and convenient parking can have a major influence on a location's overall success and in particular its economic vitality and viability is not always easy.

The Vision for Parking aims to achieve this by providing parking where possible and controlling parking where necessary.

9. Legal background

The Road Traffic Regulation Act 1984 (as amended) (RTRA) makes it the duty of the local traffic authority (Southend-on-Sea Borough Council) to “secure the expeditious, convenient and safe movement of traffic and the provision of suitable and adequate parking facilities so far as this is practicable⁶”. The Act empowers the Council to control waiting and loading and to provide parking places.

The Traffic Orders (Procedure) (England and Wales) Regulations 1996 sets out the legal process for making traffic regulation orders to implement measures under the RTRA.

The Road Traffic Act 1991 (RTA) decriminalised parking offences and introduced civil penalties in London taking the role of enforcement of waiting, loading and parking away from the police and traffic warden service and transferring the responsibility of enforcement to the traffic authority.

The Civil Enforcement of Parking Contraventions (England) General Regulations 1997 extended the civil penalties regime outside of London.

Part 6 of the Traffic Management Act 2004 (enacted March 2008) (TMA) replaced the RTA for England and Wales and is the current legislation under which civil parking enforcement (CPE) is regulated.

The Secretary of State's Statutory Guidance to Local Authorities on Civil Enforcement of Parking Contraventions (June 2020) and;

⁶ S.12 Road Traffic Regulation Act 1984

Right to challenge parking policies (March 2015) is the statutory instrument requiring local authorities to adopt specific policies for the acceptance and management of parking petitions over and above the local authority's general petition policy.

The Local Government Transparency Code 2015 sets out information local authorities are required to publish including the requirement to publish an annual parking account and the number of marked out parking spaces both on- and off-street.

The Traffic Signs Regulations and General Directions 2016 (TSRGD) prescribes the traffic and parking signs to be used on the highway.

Parking Places Variation of Charges Act 2017 is amending legislation that requires local authorities to carry out consultation on any proposed changes to parking tariffs.

10. Management of public parking

The decriminalisation of parking enforcement (DPE) under the provisions of the RTA enabled traffic authorities to have, for the first time, control over parking and traffic policy and its enforcement. At the same time, it made the process a civil matter and put in place measures to enable a motorist to challenge enforcement that was free to use and avoided having to go to Law.

In March 2008, the legislation changed when Part 6 of the Traffic Management Act 2004 was enacted and DPE became civil parking enforcement (CPE) and parking attendants became civil enforcement officers (CEO).

The adoption of CPE reinforced the links between parking enforcement reinforcing wider transport objectives. It also required a greater clarity and transparency about how local authorities administered CPE and introduced the requirement to publish information. Some additional powers to enforce parking across dropped kerbs and double parking were introduced along with the ability to serve a PCN by an approved device (camera enforcement), where a CEO feels threatened or where they are prevented from issuing a PCN by a 'vehicle drive away'.

11. The economics of CPE

Parking Implementation Plan 1

PIP.1 – We believe civil enforcement should be at least self-financing. The Council’s parking account delivers a modest operational surplus which is reinvested in the service.

One of the tenets of decriminalisation under the RTA was that parking regimes should be at least self-financing. Part 6 of the TMA replaced the RTA in England and Wales and changed DPE to civil parking enforcement (CPE). Under the Secretary of State’s Statutory Guidance published under s.87 of the TMA, the requirement that parking regimes should be at least self-financing also changed with the advice that CPE enforcement authorities should run their civil parking enforcement (CPE) operations “efficiently, effectively and economically”⁷. It goes on to say that it is still a sensible aim to make the operation self-financing as soon as possible, and that traffic authorities “will need to bear in mind that if their scheme is not self-financing, then they need to be certain that they can afford to pay for it from within existing funding. The Secretary of State will not expect either national or local taxpayers to meet any deficit”⁸.

12. CPE operational model

Parking Implementation Plan 2

PIP. 2a – Review all existing contracts to ensure they remain fit for purpose, achieve best value and are future proofed.

PIP. 2b – Work with stakeholders and suppliers to ensure innovation and enhanced service offerings are at the core of all new contracts.

Legislation allows local authorities to operate as a totally in-house operation or to outsource a number of the enforcement processes. Outsourcing can include on-street and car park enforcement, the consideration of informal representations and debt collection either as a single contract or a number of contracts. The only part that must remain the direct responsibility of the local authority is the consideration of formal representations (also known as appeals). This is to ensure that decisions are impartial. In totally in-house operations there should be a clear separation between staff that decide on representations and those that decide on appeals.

⁷ s.2.6 of the Secretary of State’s Statutory Guidance to Local Authorities on the Civil Enforcement of Parking Contraventions

⁸ s.2.9 of the Secretary of State’s Statutory Guidance to Local Authorities on the Civil Enforcement of Parking Contraventions

The Council have outsourced parking enforcement services for many years as it believes this is the most efficient operating model and currently outsource all parking services to APCOA parking Ltd. This contract is due to expire in March 2023.

The Council will be re-tendering its parking and parking enforcement operations during 2022 based on a 10-year contract period which will enable and provide a more fluid and fit for purpose contract.

13. Paid for Parking & Fees & Charges

Parking Implementation Plan 3

PIP.3 – Parking fees and charges will be reviewed, benchmarked and amended annually. As a minimum it will be a reflection and indicative of the changes to the Retail Price Index (RPI) or Consumer Price Index (CPI)

As a rule, motorists don't like paying to park, yet want to be able to park close to their homes or other destinations at the start or end of a journey. In reality, there is no such thing as free parking, particularly in areas of high density and/or where there are popular or high demand visitor attractions.

The costs of developing and maintaining parking spaces and then enforcing proper use have to be borne by somebody. In the case of local authority operated parking any costs that are not covered by parking revenue falls to local council tax payers.⁹ The RAC Foundation stated... "Proper parking management demands that the authorities impose parking charges, in order to cover the cost of administering the schemes and impose penalty charges to deter those who disobey the rules."¹⁰

There will be claims that to do so will damage businesses, force people to shop elsewhere and damage the local community. In the very short term, there may be some change but Mary Portas in her review into the future of high streets said "I understand that to offer free parking all day is not the solution. I recognise that this would be potentially open to abuse by local workers."¹¹

Shopkeepers consistently overestimate the share of their customers coming by car. Walking is generally the most important mode for accessing local town centres. Walkers and bus users spend more over a week or a month; car drivers spend more on a single trip.¹²

⁹ The Relevance of Parking in the Success of Urban Centres (London Councils 2012)

¹⁰ The control of parking by local authorities – RAC Foundation August 2010

¹¹ The Portas Review – An independent review into the future of our high streets – Mary Portas December 2011

¹² The Relevance of Parking in the Success of Urban Centres – London Councils 2012

Evidence shows that average personal expenditure by the [individual] motorist on parking is very low. The primary aim of any charging should be to avoid capacity problems; the secondary aim of charging is as part of travel demand management.¹³

A good mix of shops and services and a quality environment are some of the most important factors in attracting visitors to town centres. If these are poor, then free parking or changes to accessibility are very unlikely to make a town centre more attractive. Our aim should be for parking spaces to be readily available to support the vitality, vibrancy and resilience of town centres with high turnover of spaces to allow more users to be accommodated per space. We should also encourage shoppers and visitors to travel during inter-peak periods when there is usually spare capacity on the road network.

We will consistently review and adopt parking charges, at least annually to encourage shoppers and visitors to travel and park during inter-peak periods in Southend on Sea wherever it is considered to be appropriate.

We currently review parking fees and charges annually. This involves research, reports and internal consultation and is a process that takes months from start to finish. An alternative and more efficient process involves agreeing a pre-determined pricing strategy either linked to national measures such as the Retail Price Index (RPI) or Consumer Price Index (CPI) or to agree a pre-determined percentage increase applied each year. Adopting this approach where parking charges will rise (or fall) in line with the RPI is fairer, easier to administer and avoids time spent on producing reports and recommendations by officers and debating by elected members. This approach will be used in conjunction with the internal dialogue with stakeholders so as to agree and contribute to shaping a balanced budget.

14. Existing controls & charges

Parking Implementation Plan 4

PIP.4 - Extended operational and charging hours – will only be considered where there is compelling evidence of its need particularly around locations with evening/late night activity

The Council carried out a comprehensive and thorough review of parking charges and designated the borough into zones and modelled parking charges around the locality, placement and demand. Since its inception in April 2021, it is evident that this has simplified the charging structure and has the right foundations in place so as to further review the needs with a zonal approach.

¹³ Spaced Out – perspectives on parking policy – RAC Foundation July 2012

15. The Seafront

Parking Implementation Plan 5

PIP.5 – A comprehensive review of the central seafront to assess and consider whether the existing parking controls and infrastructure are fit for purpose

The central seafront is a fundamental part of Southend on Sea and attracts a high number of visitors to the borough. Whilst parking pressure increases significantly in the summer months, visitors continue throughout the year and particularly when seasonal events and or attractions are open. To ensure the seafront remains attractive, safe and viable, it is recommended and the intention that a comprehensive review is undertaken of existing parking facilities, parking controls and traffic management and aspire to maximise the number of spaces available and to ensure they continue to meet the ever-evolving demands and be effective.

16. Town Centres

Parking Implementation Plan 6

PIP.6 – We will carry out a review of town centre parking provisions, business and loading bay facilities to ensure the right placement and service the right groups.

Town centres and shopping parades remain vital and an integral part of the borough and what it has to offer and shopping behaviours may have changed due to the impacts of Covid19.

Customer engagement enables any parking and traffic myths be alleviated and to ensure businesses understand what their customers can do in terms of loading, unloading, parking restrictions and there meanings and also how important turn over in parking bays are for them.

We remain committed to the review of limited waiting bays with the vision to change the restriction to something better suited dependent on location and need and to also encourage the turnover of spaces.

17. Emissions based permit charges

Parking Implementation Plan 7

PIP.7 – To consider adopting a vehicle emissions-based permit tariff and/or diesel surcharge. If adopted, it is anticipated that such measures could form part of the review of parking fees & charges on an annual basis

Tackling air quality is increasingly important for our health and wider environmental reasons. The Government has tasked local authorities to work to reduce nitrogen dioxide (NO₂) levels to assist in meeting its air quality targets. Vehicle emissions are one of the main sources of NO₂ and are exacerbated when combined with traffic congestion. A recent report from scientists at Kings College London has revealed that London's Oxford Street has the highest levels of NO₂ in the world which is produced by diesel fumes and can trigger asthma and heart attacks. Noticeable symptoms include wheezing, coughing, colds, flu, and bronchitis.¹⁴

Local authorities are increasingly adopting differential charging for permits based on car emissions whereby cars with low or zero emissions pay a very low rate compared to vehicles with high emissions and some are going further by imposing a surcharge for diesel fuelled vehicles. The adoption of emissions-based permit charges is most common in the urban enforcement authorities where NO₂ levels are highest but increasingly, other authorities are adopting this approach as part of its wider commitments to tackle air quality. While it is recognised that such measures on their own are unlikely to have a significant effect on reducing air pollution, it is a measure that raises the awareness of air pollution to motorists and encourages the switch to less polluting vehicles.

The Council is embarking upon its Air Quality action plan and so it is right that we consider adopting an emissions-based permit pricing structure, terms and conditions to encourage less polluting vehicles in Southend.

18. Virtual permits

Parking Implementation Plan 8

PIP.8 – We will replace all paper-based parking permits/vouchers with virtual permits during 2022/23. All new applications/renewals will receive a virtual permit upon renewal of the permit or upon expiry

In 2020/2021, we changed from a paper-based permit to virtual permits for residents. This has several benefits; it saves on paper, printing and postage costs and enables the resident to obtain a permit

¹⁴ David Carslow, Kings College London

quicker than before. We intend to phase out all paper-based parking permits and vouchers (except in exceptional circumstances) with virtual permits. Any existing paper visitor voucher will still be able to be used up to the end of March 2023 and or upon its expiration date.

19. Cashless payment options

Parking Implementation Plan 9

PIP.9 – An options paper and business case will be produced during 2022 for the phased removal of pay and display machines in Southend and outline the benefits and efficiencies

We already have a cashless payment facility which has proved popular with customers and shows increased uptake over time, more so within the recent year following Covid and its associated impact. The public are less reliant on cash generally and do not carry around loose change as they did in the recent past. Motorists prefer the convenience of cashless payment and the ability for the topping up of parking time if the motorist is delayed returning.

Benchmarking with other local authorities who have operated cashless parking for a longer period has shown that pay and display machine usage decreased significantly to a point where they are no longer financially viable to operate. This has resulted in their removal from on-street locations and a reduction in number within car parks.

If Southend were to follow this trend it could deliver efficiencies by eliminating capital costs for pay and display machines and revenue costs for the maintenance of machines, the cost of tickets and cash collection. We will produce a business case in 2022 to consider the phased removal of pay and display machines in Southend.

20. Southend Pass

Parking Implementation Plan 10

PIP.10 – A report on the performance of the Southend Pass will be produced in late 2022 following a 12-month period of operation in a post-Covid-19 environment.

In response to requests from motorists and residents to be able to move more freely around the Borough and to be able to park in multiple parking locations during a day we worked on the introduction of the Southend Pass. In essence it is an all-zone permit that allows a motorist to park in any on-street paid parking bay or car park for up to 3 hours a day, in any zone for a monthly charge of £8.50. The Southend Pass was launched in April 2021. The service will continue to monitor the operation and

uptake of the Southend Pass and provide a report of its operation once a full 12-month period of post-launch or post-covid recovery has passed.

21. Objectives of on-street parking control

Parking Implementation Plan 11

PIP.11 – Undertake a review of enforcement and existing controls to ensure enforcement priorities reflect the local need.

A request to “do something about parking” is one of the most frequent issues for local authorities across the Country and has the potential to be one of the most contentious. Not everybody will have the same viewpoint and petitions or group held views, however strongly expressed, may not represent the collective view of the silent majority. The need for community engagement and statutory consultation before any proposals are introduced is essential.

The most common types of parking issue can be broken down into four categories: –

- **Dangerous and inconsiderate parking: –**
 - Parking around junctions;
 - Parking on bends;
 - Blocking driveways and accesses;
 - Affecting free flow of traffic.

- **School parking: –**
 - Inconsiderate/dangerous parking during the school-run;
 - School access controls;
 - Student parking.

- **Commuter and tourism parking on local roads: –**
 - Clogging up local streets;
 - Restricting residential parking.

- **Parking priority schemes: –**
 - Where residents have limited/no off-street parking and want priority over other motorists to park on-street;
 - A turnover of parking spaces to serve local businesses and stop all-day parking.

Taking things one step at a time, we need to assess:-

- **Who is raising the issue?**
- **What is the evidence of a problem?**
- **Who or where is the source of the evidence?**
- **What actual safety risks are there?**
- **What is the potential impact on the wider area?**
- **How is the request to be funded?**

22. Safety around our primary schools

Parking Implementation Plan 12

PIP.12 – We will review primary schools and the surrounding streets with the vision of installing stronger parking controls or schemes in the area

The Council are regularly contacted by residents, schools and parents asking for additional support to tackle illegal, inconsiderate and dangerous parking in and around the school gates at dropping off and pick up times. Despite our best efforts it is challenging and the enforcement resource is simply unable to meet the demand or be omni-present.

Proactive solutions like the school streets scheme and attended or unattended CCTV enforcement improves the levels of compliance and keeps our children safe whilst travelling to and from school. It is our utmost priority and these recent innovations have proven to be incredibly popular with schools, pupils, parents, staff and residents. We know that not every school is in a location suitable for School Streets, so trials should be undertaken for alternative approaches including that of CCTV enforcement.

23. Tackling parking congestion

Parking Implementation Plan 13

PIP.13– A Parking Zone (PZ) will only be added to the waiting list where there is evidence of parking stress and indicative public support for some form of parking controls and the required budget

Parking congestion occurs where parking stress (the number of vehicles parking) is close to or outweighs parking capacity (the amount of available kerbside space). Where the parking stress is caused by a variety of users; resident, shopper, commuter, it is relatively straightforward to develop

proposals that make the best use of the kerbside space and improve traffic flow.

Parking can be a very effective form of passive traffic calming. Removing parking entirely (except on roads that form part of the strategic highway network) generally is not a good idea as it can result in increased traffic speed and increasing hazards for other road users. It also tends to displace parking to other, adjacent streets resulting in further demands for parking controls. This in itself does not represent value for money.

Parking schemes must make the best use of kerbside space. We will not consider implementing a parking scheme unless there is evidence that at least 85% of available kerbside parking is occupied for most of the working day. All schemes will be designed and implemented on the basis that parking will be allowed where it is safe for vehicles to park. Schemes will not be progressed if the primary aim is to remove all non-resident parking from a street unless there is overwhelming evidence that there is insufficient parking space for residents on that street, irrespective if residents support that approach.

Where residents primarily cause the parking problem themselves by having too many cars for the available parking, the only way to resolve the matter is to introduce a parking scheme which also restricts the number of resident vehicles through price and eligibility. This may not be popular and it may be better to do nothing in terms of parking restrictions.

24. Parking zones (PZs)

A Parking Zone (PZ) is an area where all kerbside space is controlled by either yellow lines or parking places which generally have the same operational hours and days of control. There are four types of zones currently used in in the UK.

1. A controlled parking zone (CPZ) is where zone entry plates indicate the operational hours of the single yellow lines within the zone.
2. A PZ is where there are no entry signs and all single yellow lines within parking zones are accompanied by signs or where there are only double yellow lines surrounding the parking bays.
3. Restricted parking zones (RPZs) are where there are no lines at all; instead the restrictions are individually plated and any bays are shown by road studs or other markings. RPZs are only used where there are special circumstances such as narrow streets or special carriageway materials (such as cobbles) that make lining inappropriate.
4. Permit parking area (PPA) is a more recent type of zone where 'permit holders only past this point' signs are used to indicate a whole area which is used by permit holders only. Generally no white or yellow road markings are allowed in a PPA. The only exceptions are for disabled bays or double yellow lines.

25. Identifying the need for a PZ

The most common indicators of the need for a parking zone in an area are:

1. **Parking stress.** An initial indicative assessment will be undertaken to determine if an uncontrolled area is deemed to be suffering from high parking stress, which is deemed to be at or above 85% of available kerbside space.
2. **Public support.** The level of public support will be determined by requests received from residents and businesses in a particular area. This includes petitions from two or more streets within the area with at least 20 signatories, email requests, complaints and feedback provided through Ward Members.

Officers will use the level of public support and parking stress to determine whether an area should be included on the PZ waiting list. Work on PZs will be progressed in order and subject to there being sufficient funds in the parking account to allow for the development.

26. Controlled parking zones (CPZs)

PIP.15 – A valid parking petition will be set at a minimum of 20 signatures.

A parking petition review can take 12 months before the report is finalised and considered by Members.

Parking petitions will not be considered:-

- within 3 years of the adoption of the Area Parking Plan;
- less than 1 year after the adoption of a new traffic regulation order;
- less than 1 year after the implementation of an on-street parking scheme and
- within 2 years of consultation of a previously requested scheme

A CPZ is probably the most common form of parking restriction but also the most misunderstood. Technically a CPZ is an environmental measure to reduce the need of repeater sign plates along the highway where a common single yellow line waiting restriction is present. In its purest form, a CPZ does not contain parking places. The reality is that almost always parking bays are included in a CPZ but are in fact an 'exemption' from the common waiting restriction and therefore require having a sign with operational details for each parking bay. If a parking scheme is made up of mainly double yellow lines (which do not need to be plated) and parking bays it does not need to be introduced as a CPZ.

If a CPZ is deemed to be the best parking solution and is supported, consideration needs to be given to the operational hours and days of control. During the operational hours, residents who wish to park will need to buy a permit for their vehicle and potentially pay for a voucher for their visitors to park. Extensive

operational hours may seem initially attractive but will not, in most circumstances, provide a greater level of protection. It will mean that residents who use their car to drive to and from work will have to buy a permit even though they do not normally park in the zone during the day.

Traditionally, CPZs have been implemented with working hour controls that replicate the ones typically used for single yellow lines where maintaining traffic flow is the priority, i.e. 8:30am-6:30pm. While these hours are necessary for maintaining vehicular access the hours do not have to be as long to remove all day non-residents parking from a permit area.

Shorter operational hours for permit holder bays have advantages insofar as they allow visitors to come and go at the start and end of the day without having to pay for a permit or voucher. For the resident who uses their own car to commute to and from work, the shorter operational hours could mean they do not need to buy a permit. A number of enforcement authorities have adopted shorter operational hours for CPZs of 9:30am-4:30pm and have reported that they work well and are generally popular with residents. It is recommended that a similar approach is adopted in Southend-on-Sea for new schemes

Extended operational hours will only be considered where there is compelling evidence that extensive non-resident parking pressures are present and would make it difficult for a resident to find a parking space without longer controls.

27. Parking petitions

The Department for Communities and Local Government (DCLG – now Ministry of Housing, Communities and Local Government) produced statutory guidance in 2015 to local authorities under section 18 of the **Traffic Management Act 2004** requiring them to set policies for petitions challenging parking policies. The statutory guidance recognises that local authorities should already have policies for petitioning about council run services but requires specific and additional policies and procedures to be published with respect to parking policies. The DCLG have provided guidance and best practice advice on what policies should be adopted and provided illustrative examples for a rural district and/or county council that covers:-

- The minimum number of signatures for a valid petition;
- Information that needs to be provided by and about the petitioners;
- How the petition will be managed on receipt;
- The timeframe for a review;
- The circumstances when a petition will not be considered;
- Definition of vexatious petitions.

We have set a minimum number of 20 signatures for valid parking petitions. The DCLG guidance does require the use of discretion rather than imposing a minimum threshold as an immovable hurdle.¹⁵ “Some parking issues may most directly affect a particularly small number of people – such as residents on a street. In these cases, local authorities should take this into account when considering the appropriate thresholds for specific petitions.” The guidance suggests an achievable threshold would be around 10% - 20% and it is our intention to apply this in appropriate circumstances.

How a parking petition will be managed

- 1) A valid parking policy petition will be managed in the following way. An acknowledgement will be sent to the petition organiser within 10 working days of receiving it and confirming that it is a petition. In most cases this will involve:-
 - **undertaking a review;**
 - **possibly public consultation;**
 - **analysis of results;**
 - **Delegated Authority report on the outcome of the review with recommendations;**
 - **The petitioner will be notified of the outcome.**

The timeframe for a review

The timeframe for a review of a petition is recommended to be set at 12 months from the date of acknowledgement of the petition.

When a parking petition is inappropriate

The circumstances when a parking petition will be inappropriate are generally linked to where public consultation has already taken place in the formulation of a policy, traffic regulation order or prior to the introduction of a parking scheme. In these circumstances the public have had an opportunity to influence the decision prior to it being adopted. It would not be a good use of council resources to carry out further reviews until a reasonable time has lapsed from the adoption or implementation of a scheme. The proposed time restraint on accepting petitions on parking policies are set at:-

3 years following the adoption or review of policies within the Parking Implementation Plan;

1 year following the adoption of new traffic regulation orders;

6 months after the implementation of an on-street parking scheme.

¹⁵ Right to challenge parking policies – DCLG (March 2015) page 6

In setting a time limit where a petition would not be considered the Councils will not use this as an immovable hurdle if local circumstances have changed and will use its discretion to ascertain if there is merit in accepting a petition and commencing a review of the issues raised in the petition.

28. Disabled parking bays

The disabled badge scheme was originally introduced as the Orange Badge scheme in 1971 but was replaced by the current European Blue Badge scheme. The scheme was introduced to help those with severe mobility problems and who rely on a car for transportation to be able to park close to where they need to go. Apart from the concession to be able to park for up to 3 hours on yellow lines where it is safe to park and where there is no loading restriction in force, it also allowed traffic authorities to mark disabled parking bays on the highway.

The Traffic Signs Regulations and General Directions (TSRGD) sets out the national requirements for signs and lines to be used on the highway network. Disabled parking bays backed by a traffic order (and therefore enforceable) need to be marked out in accordance with TSRGD diagram 661A (sign) and diagram 1028.3 (line). In urban town centre settings there is a need to provide general enforceable Blue Badge bays and the DfT traffic Advisory Leaflet 5/95 provides guidance. Blue Badge bays should be provided within 50-100m of likely destinations such as Banks, Post Offices or shops and advises that these bays are regularly enforced to prevent misuse.

29. Disabled parking bays in residential areas

Parking Implementation Plan 16

PIP.16 – We will continue the current policy of providing advisory Blue Badge bays for residents meeting the eligibility criteria. The carriageway markings will comply with the TSRGD

In residential areas our current procedure is to only consider installing a disabled bay if there is a Blue Badge holder in receipt of the higher level of attendance allowance living at the property and the car that the Blue Badge holder uses has to be registered at the address. We will not install a bay if there is suitable off-street parking or within 10m of a junction, or if the road is not wide enough to accommodate the bay and still allow the free flow of traffic (including larger vehicles).

The disabled bays are installed as advisory disabled bays. This means they do not have a traffic sign or traffic order and have no legal standing but in the main they are generally well respected by other drivers and left for the use of those that need them. The main advantage of using advisory bays is the speed of installation. The existing procedure of using advisory disabled bays will continue.

30. Blue Badge enforcement

Parking Implementation Plan 17

PIP.17 – We will continue to enforce and take action against any Blue Badge misuse and in accordance with the powers given to the local authority and work in collaboration with colleagues and partners in tackling and mitigating the risks of abuse

Civil enforcement officers are given the power to inspect and retain Blue Badges if there are reasonable grounds to believe that the badge is stolen, a fake or is being misused. Genuine Blue Badge holders are widely supportive of action to tackle the misuse of the Blue Badge scheme and recognise that lack of action has the potential to bring the whole scheme into disrepute.

The Council have the powers to and do inspect blue badges regularly. During 2021 CEO's have engaged and worked in collaboration with colleagues within the Counter Fraud & Investigation team so as to demonstrate that the Council will not tolerate such abuse and take a robust approach to any fraudulent activity.

31. Dangerous and obstructive parking

Parking Implementation Plan 18

PIP.18 – To be more efficient and effective in the delivery of safety schemes

Highway safety will always be our main priority. We are proposing revisions to the current process for tackling these problems to make the development and implementation quicker and cheaper. The Highway Code rules for waiting and parking sets out rules for motorists in the UK.

Highway Code Rule 242 states: - “You must not leave your vehicle or trailer in a dangerous position or where it causes any unnecessary obstruction of the road.”

Highway Code Rule 243 states: - “do not stop or park:-

- near a school entrance;
- anywhere you would prevent access for Emergency Services;
- at or near a bus or tram stop or taxi rank;
- on the approach to a level crossing/tramway crossing;
- opposite or within 10 metres (32 feet) of a junction, except in an authorised parking space;
- near the brow of a hill or hump bridge;

- opposite a traffic island or (if this would cause an obstruction) another parked vehicle;
- where you would force other traffic to enter a tram lane;
- where the kerb has been lowered to help wheelchair users and powered mobility vehicles;
- in front of an entrance to a property;
- on a bend;
- where you would obstruct cyclists' use of cycle facilities except when forced to do so by stationary traffic.

Inconsiderate parking in these circumstances needs control and it should not have to go through the extensive informal consultation stages that are necessary for other parking schemes before they are implemented. We propose a new procedure for schemes that pass the 'Highway Code test' (where the primary objective is to reinforce rules 242 and 243) will be:-

1. Agree proposed measures with Portfolio Holder and Ward Councillor(s);
2. Draft report to seek approval to advertise draft traffic Orders; and,
3. Carry out Statutory public consultation as part of the TRO process;
4. Draft report seeking approval to overrule objections (in consultation with Portfolio Holder and Ward Councillor(s).
5. Make traffic Order; and,
6. Implement measures.

32. Footway and verge parking

Parking Implementation Plan 19

PIP.19 – Footway parking measures will only be implemented where damage to the footway construction and underground services are unlikely to be compromised and only with agreement from local councillors. When permitted enforcement of footway parking will be appropriately considered and implemented.

Footway and verge parking is an issue at many locations across the country. Motorists often do so in the belief that they are assisting other motorists by keeping the carriageway free for passing vehicles. What motorists fail to take into account is the problem it causes for pedestrians and wheelchair users trying to walk on the footway or the potential damage to the footway itself and assets under the footway.

Under current legislation, taking action against vehicles parking on the footway or verge is not straightforward. Where a yellow line restriction is in place it also covers the footway and/or verge and we can enforce. Where no restrictions are in place, CEOs cannot enforce unless there is a specific footway parking restriction in place (unless it is a lorry).

It is envisaged that this approach may change in 2022 as the DfT (Department for Transport) are considering options to extend the blanket-wide footway parking bans that apply in London and some other cities. Should these powers be given then it will be the Council's intention to introduce them as and where necessary in conjunction with the necessary engagement and implementation processes.

The 2016 edition of the TSRGD has allowed the option to create an area-wide footway/ verge parking ban which is signed in a similar fashion to a CPZ. This is a potentially attractive option to consider but before adopting we will need to define some standardised protocols to be used in the consideration of future schemes. An options paper with recommendations will be prepared for consideration in 2Q/2022.

There are certain locations where vehicles have traditionally parked, partly or fully on the footway in order to maintain a wide enough thoroughfare on the carriageway or where the footway is sufficiently wide that footway parking would not be a problem. Certain tests need to be applied before allowing footway parking. It is proposed that a 'double buggy' rule will be applied whereby a double buggy or wheelchair can easily pass a parked vehicle – in essence the unobstructed footway width would be around 1200mm.

In some locations where the footway and carriageway is particularly narrow, consideration will be given to allow footway parking on one side of the road provided the other footway is unobstructed. Where footway parking is allowed, traffic signs complying with the TSRGD will be placed to indicate the extents where footway parking is allowed. Verge parking will not be allowed.

33. Moving traffic enforcement

Parking Implementation Plan 20

PIP.20 – We will work towards the introduction of moving traffic enforcement starting in 2022 with the objective of undertaking enforcement from Q3/2022 subject to the required permissions being granted under TMA powers being agreed and adopted

The government is due to allow all local traffic authorities outside of London to apply for the necessary powers to enforce moving traffic offences from December 2021. The Council have expressed their interest in adopting these powers with an intention to enforce when able. We will review existing restrictions and compliance during 2022 and produce a strategy and implementation plan for undertaking moving traffic enforcement across the borough.

The entire operation of moving traffic needs to be reviewed in order to reduce accidents and improve non-compliance across the borough. Existing CCTV enforcement is outdated with the use of CCTV vehicles and so an aspiration is to introduce attended or unattended cameras at key priority sites

34. Objectives of off-street parking

Parking Implementation Plan 21

PIP. 21 – To retain and attain Park Mark accreditations for Council car parking facilities

The Council operated off-street car parks primarily provide capacity for longer term parking needs, but also cover the shortage of available on-street parking capacity for short stay parking. The balance changes over time and in some cases is not fit for purpose. The seasonal nature of Southend as a tourist destination means that during the summer and periods of good weather, car parks operate close to or over capacity while at other times they are relatively underused. The central car parks (particularly the surface level car parks) are also potential development sites so their long-term contribution to parking capacity is not certain.

Multi--storey car parks (MSCPs) provide significant capacity in a smaller ground footprint but require significant additional investment to maintain them properly.

During 2022 we will carry out a review of existing car parks and make an assessment of their condition, suitability, and produce a 5-year maintenance programme to ensure they secure and retain the industry standard 'ParkMark' accreditation for safe and secure car parks.

35. Electric vehicle (EV) charging points

Parking Implementation Plan 22

PIP.22 – We will engage with the Councils corporate EV strategy for Southend-on-Sea during 2022 with the objective of installing the required EV charging infrastructure within or at Council parking provisions

The Government has confirmed its intention to ban the sale of new petrol and diesel vehicles in the UK from 2030. The London Mayor is expanding the Ultra-Low Emission Zone (ULEZ) from October 2021 to cover an area up to (but not including) the A406 North and A205 South Circular Roads. This will encourage more Londoner's to switch to EV and with Southend being in reasonable driving distance from central London the potential for additional tourism exists if there are fast EV charging points within Southend. Both measures will see an increase in electric vehicle sales and with it a demand for electric vehicle charging points.

We have begun the installation of EV infrastructure and charging points in town centre car parks during 2021 but more EV charging points will need to be provided as demand increases. At present there is no co-ordinated national strategy for the provision of EV charging points, nor is there a requirement for local

authorities to provide EV charging points (although they do have a role to play). Few local authorities have published an EV strategy partly because it is a complex and rapidly changing environment. The Council intend to produce an EV strategy for Southend during 2022 of which parking services will engage with.

Appendices

None.

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Parking Implementation Plan (PIP)

Actions 2022 - 2032

Actions	Priorities	What we will do	Benefit and links to Southend 2050	Timescales (commence)
PIP.1	We believe Civil enforcement should be at least self-financing	The Council's parking account delivers a modest operational surplus which is reinvested in the service. This will continue to be reported and published on an annual basis	Opportunity & Prosperity	Annual review
PIP.2	<p>a) Review all existing contracts to ensure they remain fit for purpose, achieve best value and are future proofed.</p> <p>b) Work with stakeholders and suppliers to ensure innovation and enhanced service offerings are at the core of all new contracts.</p>	The Council will be re-tendering its parking and parking enforcement operations during 2022 based on a 10-year period which will enable and provide a more fluid and fit for purpose contract	Opportunity & Prosperity	February 2022
PIP.3	Parking fees and charges will be reviewed, benchmarked and reflected annually. As a minimum it will be a reflection and indicative of the changes to the Retail Price Index (RPI) or Consumer Price Index (CPI)	Benchmarking and early engagement with finance colleagues, members in advance of budget reviews	Opportunity & Prosperity	Annual review

Actions	Priorities	What we will do	Benefit and links to Southend 2050	Timescales (commence)
PIP.4	Extended operational and charging hours – will only be considered where there is compelling evidence of its need particularly around locations with evening/late night activity	A comprehensive and thorough review of parking charges and a zonal approach to the borough was introduced from April 2021. Post implementation review required and for changes to be made where necessary	Opportunity & Prosperity Safe & Well	Annual review
PIP.5	A comprehensive review of the central seafront to assess and consider whether the existing parking controls and infrastructure are fit for purpose	To undertake a review of parking facilities, number of spaces, parking controls and traffic management to ensure they continue meet the ever-evolving demands and remains to be effective.	Pride & Joy Safe & Well	2023/24 or later
PIP.6	We will carry out a review of town centre parking provisions, business and loading bay facilities to ensure the right placement and service the right groups	Consultation & engagement of town centre provisions and ensure engagement with businesses Publicise the parking facilities and options available	Pride & Joy Safe & Well	2022/2032
PIP.7	To consider adopting a vehicle emissions-based permit tariff and/or diesel surcharge. If adopted, it is anticipated that such measures could form part of the review of parking fees & charges on an annual basis	Seek best policy and benchmark with other Local Authorities in respect of their charging methodology.	Pride & Joy Safe & Well	2022/23
PIP.8	We will replace the remaining paper-based parking permits/vouchers with virtual permits during 2022/23. All new applications/renewals will receive a virtual permit upon renewal of the permit or upon expiry	In conjunction with the tendering of parking operations; to procure and implement a virtual permit solution encompassing visitors.	Opportunity & Prosperity Active & Involved	2022/23

Actions	Priorities	What we will do	Benefit and links to Southend 2050	Timescales (commence)
PIP.9	An options paper and business case will be produced during 2022 for the phased removal of pay and display machines in Southend and outline the benefits and efficiencies	To establish and consider any efficiencies which can be identified and consider future options	Opportunity & Prosperity	2022/23
PIP.10	A report on the performance of the Southend Pass will be produced in late 2022 following a 12-month period of operation in a post-Covid-19 environment	Analysis and evaluation of the pass with a report to Cabinet which will provide a summary of the Southend Pass customer base and its usage	Pride & Joy	2022/23
PIP.11	Undertake a review of enforcement and existing controls to ensure enforcement priorities reflect the local need	Work with our parking contractor to review existing enforcement beats and the demand of enforcement requests	Pride & Joy Opportunity & Prosperity Active & Involved	2023/24
PIP.12	We will review primary schools and the surrounding streets with the vision of installing stronger parking controls or schemes in the area	Consider ways in which to mitigate poor parking behaviours and to improve compliance. Including but not limited to the introduction of school streets/automated enforcement	Safe & Well Active & Involved	2023/24
PIP.13	A Parking Zone (PZ) will only be added to the waiting list where there is evidence of parking stress and indicative public support for some form of parking controls and the required budget	Consider, design and consult upon any new or existing parking zones	Pride & Joy	Annual review

Actions	Priorities	What we will do	Benefit and links to Southend 2050	Timescales (commence)
PIP.14	A Parking Zone (PZ) will be developed in order from the PZ waiting list and only if there is sufficient budget within the parking account	Monitor and manage the parking budget and seek additional funding where there is opportunity. Refuse requests if there is no budget to enable	Opportunity & Prosperity	Annual
PIP.15	A parking petition review for new controls can take 12 months before the report is finalised. To agree an approach to how requests are managed	Parking petitions will not be considered if they do not meet the requirements as per the process noted within the Parking Strategy	Opportunity & Prosperity	Annual review
PIP.16	We will continue the current policy of providing advisory Blue Badge bays for residents meeting the eligibility criteria. The carriageway markings will comply with Traffic Signs Regulations General Directions	Review of disabled bays policy and ensure compliance with the Policy set by the Council. To ensure the installation of disabled bays is completed in a timely manner and review their continuing need.	Safe & Well	Annual
PIP.17	We will continue to enforce and take action against any Blue Badge misuse and in accordance with the powers given to the local authority and work in collaboration with colleagues and partners in tackling and mitigating the risks of abuse	Actively enforce and take action against those misusing or abusing blue badges. Ensure training of officers is always updated where and when necessary. Mitigate and ensure the blue badge scheme is not compromised by lack of action or activity	Safe & Well Pride & Joy	Annual

Actions	Priorities	What we will do	Benefit and links to Southend 2050	Timescales (commence)
PIP.18	To be more efficient and effective in the delivery of safety schemes	We will propose a new procedure for schemes that pass the 'Highway Code test' (where the primary objective is to reinforce rules of obstruction or parked or left dangerously	Safe & Well	Annual
PIP.19	Footway parking measures will only be implemented where damage to the footway construction and underground services are unlikely to be compromised and only with agreement from local councillors. When permitted enforcement of footway parking will be appropriately considered and implemented.	To engage with any changes introduced and permitted by Department for Transport for authorities outside of London to enforce inconsiderate parking on the footway.	Safe & Well Pride & Joy	2022/23
PIP.20	We will work towards the introduction of moving traffic enforcement starting in 2022 with the objective of undertaking enforcement from Q3/2022 subject to the required permissions being granted under TMA powers being agreed and adopted	Express an interest, engage with DfT and complete a review of where moving traffic enforcement will be advantageous and improve safety on our roads.	Safe & Well	2022/23
PIP.21	To retain and attain Park Mark accreditations for Council car parking facilities	Continually review all car parking facilities in a structured way so as to ensure compliance with the Park mark accreditation standards and to seek accreditation on those not yet attained	Safe & Well Pride & Joy	Annual
PIP.22	We will engage with the Councils corporate EV strategy for Southend-on-Sea during 2022 with the objective of installing the required EV charging infrastructure within or at Council parking provisions	To ensure EV infrastructure is installed as and when resurfacing of parking facilities is undertaken and to meet the EV objectives of the Council	Pride & Joy	Annual

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Appendix 6

Equality Analysis

1. Background Information

1.1 Southend Parking Strategy 2022 – 2032, Southend Parking Implementation Plan 2022 - 2032

1.2 Department:- Traffic and Highways

1.3 Service Area: Parking

1.4 Date Equality Analysis undertaken: 24 January 2022

1.5 Names and roles of staff carrying out the Equality Analysis:

Name	Role	Service Area
Alistair Turk	Senior Policy Manager	Traffic and Highways

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

Establishing the Parking Strategy and Parking Implementation Plan for Southend for the next decade 2022-2032.

1.7 What are the main activities relating to the policy, service function or restructure?

The strategic delivery of parking services on- and off-street for the next decade.

The Parking Implementation Plan establishes the process and timeline for the delivery of the Parking Strategy.

2. Evidence Base

2.1 Please list sources of information, data, results of consultation exercises that could or will inform the EA.

Source of information	Reason for using (e.g. likely impact on a particular group).
Statutory Guidance – Guidance for local authorities on enforcing parking restrictions (updated June 2020).	Statutory Guidance – Pt 6 enforcement authorities should monitor their parking policies/strategies and consult locally when they appraise them.
Peer review of other local authorities parking strategies.	Establish best practice.
Local public consultation via 'Your Say' on the Southend website.	The Council's public consultation platform.

Please Note: reports/data/evidence can be added as appendices to the EA.

- 2.2 Identify any gaps in the information and understanding of the impact of your policy, service function or restructure. Indicate in your action plan (section 5) whether you have identified ways of filling these gaps.

The response rate was not particularly high but there were sufficient numbers that took part to make the analysis of responses meaningful for the decision making and finalisation of the Parking Strategy.

3. Analysis

- 3.1 An analysis and interpretation of the impact of the policy, service function or restructure should be undertaken, with the impact for each of the groups with '*protected characteristics*' and the source of that evidence also set out against those findings.
- 3.2 In addition, the Council has identified the need to assess the impact of a policy, service function or restructure on carers, looked after children (as part of the age characteristic) as well as the socioeconomic impact of different groups, such as employment classifications.

Initial assessment of a perceived impact of the policy, service function or restructure. The impact can be positive or negative (or in some circumstances both), none or unclear:

	Impact - Please tick				
	Yes			No	Unclear
	Positive	Negative	Neutral		
Age (including looked after children)				X	
Disability	X				
Gender reassignment				X	
Marriage and civil partnership				X	
Pregnancy and maternity	X				
Race				X	
Religion or belief				X	
Sex				X	
Sexual orientation				X	
Carers	X				
Socio-economic					X

Descriptions of the protected characteristics are available in the guidance or from: [EHRC - protected characteristics](#)

3.3 Where an impact has been identified above, outline what the impact of the policy, service function or restructure on members of the groups with protected characteristics below:

	Potential Impact
Age	None
Disability	Prioritised parking for Blue Badge holders – provision of dedicated bays and as exemption to waiting restrictions
Gender reassignment	None
Marriage and civil partnership	None
Pregnancy and maternity	Controlled parking zones prioritise parking for residents making it easier to find a space close to a resident's home
Race	None
Religion or belief	None
Sex	None
Sexual orientation	None
Carers	Controlled parking zones prioritise parking for residents making it easier to find a space close to a resident's home or for visitors to the home
Socio-economic	Increases in parking charges have traditionally been carried out at somewhat erratic intervals of multiple years. Any increase is viewed by the public as significant. The alternative is to review parking

	charges annually and any change (up or down) is linked to changes in the retail price index (RPI) or consumer price index (CPI). This will ensure changes are small and easier for households on tight budgets to accommodate.
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4. Community Impact

- 4.1 The proposed introduction of any area wide measures will be subject to informal and formal consultation and the results used to inform the decision making process

5. Equality Analysis Action Plan

Planned action	Objective	Who	When	How will this be monitored (e.g. via team/service plans)
Implementation of the Parking Strategy	Annual scrutiny	Traffic Regulations Working Party	Q1 meeting	Parking Implementation Plan

Signed (lead officer):

Sharon Harington (Head of Traffic and Highways)

Signed (Director):

Anna Eastgate (Executive Director, Neighbourhoods and Environment)

Once signed, please send a copy of the completed EA (and, if applicable, CCIA)

to Sarah Brown Sarahbrown@southend.gov.uk.

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Southend-on-Sea Borough Council

Report of Chief Executive and Town Clerk
To
Cabinet
On
22 February 2022

Agenda

Item No.

6

Report prepared by: Andrew Barnes – Head of Internal
Audit

Corporate Risk Register – January 2022 update

Relevant Scrutiny Committee(s): Policy & Resources, People and Place Scrutiny Committees

Cabinet Member – Cllr Collins
A Part 1 Public Agenda Item

1 Purpose of Report

- 1.1 To consider the updated summary Corporate Risk Register.

2 Recommendations

That Cabinet considers the updated summary Corporate Risk Register and the position at January 2022 outlined in Appendix 1.

3 Summary Corporate Risk Register

- 3.1 The Council's Corporate Risk Register sets out the key risks to the successful delivery of the Council's corporate Southend 2050 Ambition and Outcomes and outlines the key management arrangements in place to mitigate and reduce risks, or maximise opportunities.
- 3.2 Updates on the Corporate Risk Register are discussed with and reported to Corporate Management Team (CMT) and the summary position is reported to Cabinet twice a year in June / July and January / February. The updated position on each risk or opportunity and management arrangements to mitigate these are included in Appendix 1.
- 3.3 The presentation of the risks reflects the alignment to the Southend 2050 Themes and reports the management actions being taken to mitigate the risks, or maximise the opportunity and includes the lead officer and relevant Cabinet Member for each risk. The differing roles of Members, in determining priorities and policies, and Officers in managing delivery of those priorities and implementing those policies should be remembered.
- 3.4 Work is being undertaken on updating the policy statement and strategy through the updated Future Ways of Working programme as part of the Decision-Making element of the programme, with the aim of ensuring that risk awareness and horizon scanning is business as usual for all teams.
- 3.5 The re-introduction of a Corporate Plan from 2022/23 provides the opportunity for a review of the Council's governance framework that underpins the delivery of the expectations of the Corporate Plan, and therefore a team has been convened to review the current arrangements and make recommendations to deliver improvements that will seek to implement the Council's aim of simple and effective governance. Effective risk management is regarded as a key element of the governance framework and will therefore provide a key element of the updated governance framework.

3.6 In the period since the last report to Cabinet there have been further changes to the context that the Council is operating within as a result of the ongoing Covid-19 pandemic. The pandemic continues to have far reaching consequences and impacts across the whole of the Council's activities, the ways that services and officers are required to operate and the support that it has needed to provide to the Borough, as was covered in separate reports to Cabinet on 9 June and 15 September 2020 and 15 June 2021.

3.7 As a result the focus for this period, as agreed by Members, has been on

- the prioritised roadmap milestones for delivery
- response to the Covid-19 pandemic
- economic recovery
- sustainability – financial, environmental and our transformation as an organisation.

3.8 Within this context CMT and other Directors have identified the following risks to be managed, monitored and reviewed as part of the Corporate Risk Register (with the relevant Scrutiny Committee for each risk in brackets):

1. Covid-19 pandemic (Policy & Resources / People)
2. Financial sustainability (Policy & Resources)
3. Public services landscape (Policy & Resources)
4. Workforce (Policy & Resources)
- 5a. Cyber security event (Policy & Resources)
- 5b. Data protection (Policy & Resources)
6. Capital investment delivery programme (Policy & Resources)
7. Safeguarding responsibilities and child welfare – this has now combined the previously separate Safeguarding and Child Welfare risks to form one risk (People)
8. Mitigating for and adapting to climate change (People / Place)
9. Health inequalities (People)
10. LGA peer review of Special Educational Needs and Disability (SEND) and Children With Disabilities (CWD) (People) – risk escalated to the Corporate Risk Register
11. Housing (Place)
12. Adult social care (People)
13. Social cohesion (People)
14. Waste management service (Policy & Resources)
15. House building programme (Place)
16. Regeneration and major projects (Place)
17. Southend as a visitor destination (Place)
18. Economic recovery and income inequalities (Policy & Resources / People)
19. Local plan (Place).

- 3.9 The risk register heat map on page 4 of appendix 1 plots the current risk score for each risk using the Council's scale, as shown on page 2 of appendix 1. This shows that the risks that have been escalated to the Corporate Risk Register are those with the potential to be the most detrimental to achieving the Ambition for the Borough, which is why the risk scores are all relatively high and consequently the risks appear on the Corporate Risk Register.
- 3.10 Incidents have occurred at other Councils where examples of the risks that we are facing and working to manage have crystallised resulting in significant detrimental effects on the operations and provision of services at those Councils. These incidents demonstrate the importance of the management arrangements in respect of, and the governance arrangements overseeing that management of, the risks that are being faced by the Council and the need to remain vigilant to the potential for things to go wrong.
- 3.11 As a reminder it is worth noting that the underlying risk management arrangements currently follows a 3-stage process:
- 1st stage:** An 'inherent risk' with the risk assessed with no controls, assurance or actions in place, resulting in an inherent risk score.
- 2nd stage:** The 'current risk' where the risk is assessed with controls, assurances and identified management actions and arrangements. It is this position that is being reported within the summary corporate risk register at Appendix 1.
- 3rd stage:** The 'target risk' which is the risk with the controls, assurances and actions, as if they have been completed, resulting in a target risk score.
- 3.12 Appendix 1 provides a summary of the risks and opportunities currently on the corporate risk register and the arrangements in place to manage those, along with the 'current score' position for each risk as assessed by management, based on the risk or opportunity itself and the management of the issue that is in place to ensure that it progresses as the Council would want.
- 3.13 The risks as documented are effectively the worst-case scenario of what could happen if the Council is not appropriately managing the issue that it is facing. This does not mean that it will happen, as the purpose of the arrangements being put in place to manage the risk, or deliver the opportunity, is to ensure that the issue works out in the way that the Council wants it to.
- 3.14 Executive and other Directors ensure service specific risks are managed within their departments, within service management and in accordance with the risk management strategy and processes. 'Red' rated risks with corporate implications can be escalated to CMT via those Directors. Actions for managing these risks are updated and reviewed by Departmental Management Teams.
- 3.15 Operational risks, managed within departments, are also assessed as part of reviews undertaken by Internal Audit and project risks are monitored by CMT where applicable.

4 Corporate Implications:

- 4.1 Contribution to the Southend 2050 Road Map
The Corporate Risk Framework underpins the operational effectiveness of the Council's Corporate Governance arrangements and specifically monitors progress of managing key risks associated with the successful delivery of the 2050 Ambition and Outcomes.
- 4.2 Financial Implications:
Any financial implications arising from identifying and managing risk will be considered through the normal financial management processes. Proactively managing risk can result in reduced costs to the Council by reducing exposure to potential loss.

- 4.3 Legal Implications:
The Accounts and Audit Regulations 2015 require that:
- A relevant authority must ensure it has a sound system of internal control which facilitates the effective exercise of its function and the achievement of its aims and objectives, ensures that the financial and operational management of the authority is effective and includes effective arrangements for the management of risk.*
- 4.4 People Implications:
Any people and property implications arising from identifying and managing risk will be considered through the Council's normal business management processes.
- 4.5 Property Implications:
None specific.
- 4.6 Consultation:
Consultation has taken place with key stakeholders of the corporate risk register.
- 4.7 Equalities and Diversity Implications:
Corporate equalities considerations have been considered in the drafting of the register and any specific equality related risks have been identified for the Council.
- 4.8 Risk Assessment:
Failure to implement a robust assurance framework which includes fit for purpose risk management arrangements increases the risk that Council ambition and outcomes will not be delivered.
- 4.9 Value for Money:
Effective forecasting and timely management of risk is a key factor in preventing waste, inefficiency and unnecessary or unplanned use of resource.
- 4.10 Community Safety Implications:
None specific.
- 4.11 Environmental Impact:
None specific.

5 Related reports
Southend 2050: Annual review and refresh of the Outcomes & Roadmap Milestones

6 Appendices:

Appendix 1 – Summary Corporate Risk Register as at January 2022

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OUR
SHARED
AMBITION

SOUTHEND
2050
it all starts here

Corporate Risk Register
January 2022

Southend BC Risk Matrix

Risk tolerance level – Risks above this level will need particular resources and focus

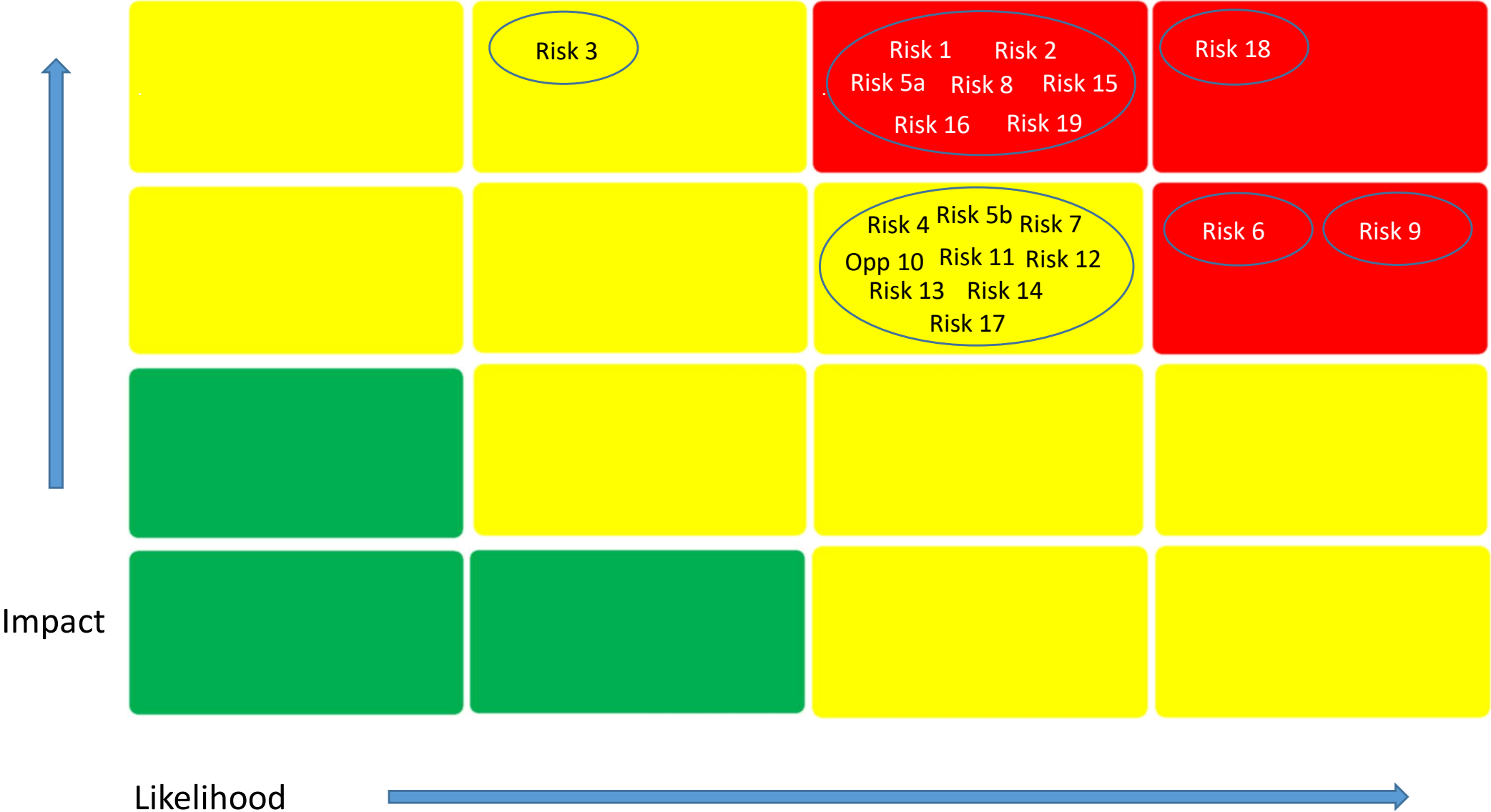
Catastrophic / exceptional opportunity	4	8	12	16
Severe / significant opportunity	3	6	9	12
Material	2	4	6	8
Negligible	1	2	3	4
	Unlikely <25%	Likely 25-50%	Very Likely 50-75%	Almost Certain >75%

Risk acceptance level (activity below which attracts minimum effort and resources)

Risk Register Heat Map: Risk numbers

Risk	
1 – Covid-19 pandemic	11 – Housing
2 – Financial sustainability	12 – Adult social care
3 – Public services landscape	13 – Social cohesion
4 – Workforce	14 – Waste Management
5 - a) Cyber security b) Data protection	15 – House building programme
6 – Capital investment programme delivery	16 – Regeneration and major projects
7 - Safeguarding responsibilities and child welfare	17 – Visitor destination
8 – Mitigating for and adapting to climate change	18 – Economic recovery and income inequalities
9 – Health inequalities	19 – Local Plan
10 – LGA peer review of SEND & CWD	

Risk Register Heat Map: Current risk score





**CROSS
CUTTING**



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
1	<p>Covid-19 pandemic</p> <p>Risk that the Covid-19 pandemic causes an outbreak of ill-health in the Borough resulting in health and care services being unable to cope with the volume of cases, and significant disruption to the operational activities of the Council and other public service organisations in the Borough.</p>	<p>1. This risk continues to evolve as the pandemic situation changes and the management of the risk is being adjusted as the situation changes, with a focus on covid-19 through the three critical Council priorities for the short term, with 'recovery' cells in place to deliver the required response.</p> <p>2. Civil contingency arrangements utilised, including the Local Outbreak Management Plan, Outbreak Control Oversight and Engagement Board and the Health Protection Board, with representation from UK Health Security Agency (UKHCA) and links into the Essex Resilience Forum and central government.</p> <p>3. Testing capacity in place via 2 PCR sites, plus LFD Community Collect scheme in all Pharmacies and our Libraries as well as secondary schools supplying LFDs.</p> <p>4. Local contact tracing (CT) service operating under the guidance of the Director of Public Health. Under the guidance of UKHCA regional team and supported by UKHCA's local health protection team, the Council addresses complex cases utilising the Local Outbreak Management Plan.</p> <p>5. Collaborative working to deliver a vaccination programme targeted at the most vulnerable, including care home residents and staff, front line NHS and social care workers, with numerous sites operating across the borough and the Civic Centre operating as a hub.</p> <p>6. Additional Consultant in Communicable Disease (CCDC) capacity brought in to support the Director of Public Health, using data reviews and analysis to identify trends, variations and the need to respond.</p> <p>7. Increased communication of risks and requirements of the population to ensure increased understanding and compliance, including the Covid helpline providing advice and support on a range of issues.</p> <p>8. Redeployment of some Council staff to support the ongoing public health response.</p>	3	4	12	Andy Lewis / Leader



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
2	<p>Financial sustainability</p> <p>Risk that failure to address the financial challenge by effectively managing the growing demand for services, managing the costs of the covid-19 response and enhancing local income streams as part of recovery will threaten the medium to long term financial sustainability of the Council, leading to a significant adverse impact on Council services and the ability to deliver the outcomes desired by the Council, to address the financial position.</p>	<ol style="list-style-type: none"> Budget setting process has identified required investment and efficiencies for delivery of a robust budget for 2022/23 and agreement to a robust programme of ongoing activity to deliver budget sustainability into the medium term. Budget monitoring of revenue, capital and medium term programme of reviews to ensure the overall budget is effectively managed through the year, delivered and progress made towards future years budget setting. Management oversight of budget setting process for 2022/23 through challenge provided by Cabinet, CMT and Director to Director challenge to each other and services on proposed savings and resultant proposed budgets. Regular reports and monitoring to CMT and Cabinet. Medium Term Financial Strategy (MTFS), including budget pressures to regularly consider financial impact of Government policy reported to CMT, Cabinet and Council to provide assurance, with reports to and minutes of meetings. This includes close attention to the Comprehensive Spending Review and Local Government Settlement along with a watch alert on the Government's finance reform plans for 2023/24. Increased focus on the budget and transformation through the refreshed roadmap for the short to medium term with early start on 2023/24 budget process planned. Know your business workstream developed as part of FWOV to ensure that appropriate focus on achieving value for money and the optimum approach to the delivery of the Southend 2050 outcomes is being made by all services. 	3	4	12	Joe Chesterton / CM for CS & PD



credit: ActiveSouthend

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
3	<p>Public services landscape</p> <p>Risk that failure to address and engage with the different models and public service governance arrangements being discussed will result in the organisation and the borough being left behind and ultimately unable to deliver the Council's ambition and outcomes.</p>	<p>1. Actively engaged in the Association of South Essex Local Authorities (ASELA) and have agreed to become a member of the Joint Committee that will manage the outcomes desired for the economic corridor and engage with the Government's devolution agenda to secure investment for infrastructure led growth, with the 'Growth and Recovery Prospectus 2020' focussed on delivery of 5 'anchor programmes'.</p> <p>2. Mid and South Essex Integrated Care System, spanning more fully both health and local government, application now agreed. Accountable Officer and the 4 Alliance Directors across mid and south Essex appointed. The Council has a seat on the Board and will continue to champion population health and community-based approaches to health and wellbeing through this partnership.</p> <p>3. The South East Essex Alliance has relationships across the SEE system, with shared immediate priorities and long term themes. The Council played an active role in the development of the agreed plan of current priorities and longer term themes for the Alliance to deliver.</p> <p>4. ASELA / Local Government Reform working party constituted and a programme with 10 workstreams being delivered.</p> <p>5. Partners have been engaged in the development and refresh of Southend 2050, including through a series of stakeholder events to develop a partners' timeline and roadmap. Partners have also taken Outcome lead roles for future delivery.</p>	2	4	8	Andy Lewis / Leader



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
4	<p>Workforce</p> <p>Risk that the Council will not have the appropriate staffing resources, with the right skills, doing the right things, working in the right places through collaborative teams.</p> <p>Cross-council specific pressures relating to attracting talent in a competitive market, or straining existing resources, due to significant staffing changes and operational pressures are impacted by the significant changes to ways of working implemented in response to covid-19, leading to reduced workforce capacity causing a failure to effectively address the challenges posed by covid-19 in the short term and achieve the Council's desired outcomes in the longer term.</p> <p>Further risk caused by the number of changes to CMT, that may impact on the capacity to progress with delivery of desired outcomes.</p>	<ol style="list-style-type: none"> The council has agreed a new corporate planning model, that will focus the priorities of the council over the next 4 years, starting June/July 2022. Part of a new corporate planning approach includes a new approach to transformation, and this too will change to be in line with our new 4-year Corporate Plan. The updated transformation programme is being established, and drivers for it will centre around future proofing our ways of working to deliver quality services, within a financially sustainable context. Workforce is managed as a key strategic issue, from attraction, pay, reward and retention, to the way the workforce works in a modern, flexible and agile way. Workforce outcomes for the Corporate Plan will be part of the Corporate Plan, delivered through a new programme of governance and transformation. As part of this approach, the management of risk will be monitored and mitigated where appropriate. Appropriate governance and oversight on all recruitment, redeployment, learning & development and redundancies to ensure that the Council is making the best use of it's human resource and enabling all employees to reach their full potential in line with the Southend 2050 ambition Managing the capacity of CMT by backfilling for those acting up as they lead the organisation through this transitional period and 'double teaming' so that they are able to cover for each other. 	3	3	9	Stephen Meah-Sims / Leader and CM for CS & PD



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
5a	<p>Cyber security event</p> <p>Risk of a cyber security event causing significant operational, financial and reputational damage to the Council, caused by:</p> <p>a) failure to ensure the Council has a coherent and comprehensive approach to cyber security and data protection, including strategy, tools and processes</p> <p>b) a data breach</p> <p>c) remote working creating a wider footprint for attack.</p> <p>Opportunity to build resilience by ensuring that staff have the necessary digital skills.</p>	<ol style="list-style-type: none"> 1. New ICT operating model being embedded with a specific Head of Security focussed on enhancing the Council’s cyber security arrangements and enhanced structure to deliver improved digital arrangements. 2. Cyber security strategy in place and being embedded, including rollout of new hardware that is in progress, including for Councillors. 3. Cyber Incident Planning and Response with key members of ICT team having attended CESG accredited training and role based training in place. 4. Implementation of security tools including: Multi-Factor Authentication, Conditional Access, Modern Authentication, Microsoft Level E5 security and a Ransomware protection tool. 5. Membership and use of threat intelligence networks to enable quicker response to emerging threats. 6. Compulsory Me-learning training sets for all staff, Phishing simulation test exercises and vulnerability testing taking place. Specific cyber-security briefing for Councillors 7. Monitoring and response processes in place, with regular reporting to the Good Governance Group. 8. Resilience and Business Continuity plans in place. 	3	4	12	Stephen Meah-Sims / CM for CS & PD



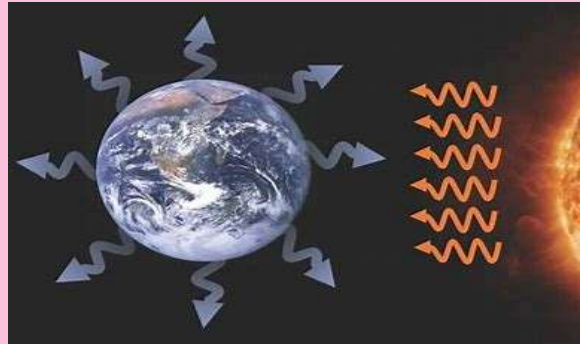
CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (Lxl)	Leads
			Likelihood	Impact		
5b	<p>Data Protection</p> <p>Risk that a failure to comply with responsibilities as a Data Controller (under DPA 2018 / UK GDPR) leads to personal data being compromised, resulting in harm to individuals, loss of trust from residents, businesses and others, regulatory action, financial penalty and reputational damage.</p>	<ol style="list-style-type: none"> 1. Changes to processing of personal data and new processing, including COVID-19 related matters, risk assured in line with the Data Protection by Design and Default Policy and Procedure. 2. Annual Information Governance Toolkit assessment undertaken with a report prepared from the independent assessment and actions to improve. 3. Senior Information Risk Owner in place, monitoring issues and progress, and produces an Annual SIRO report on data protection to Cabinet. 4. Regular reporting to Good Governance Group and Corporate Management Team with reports to and minutes of meetings. 	3	3	9	Stephen Meah-Sims / CM for CS & PD



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
6	<p>Capital Investment Programme Delivery</p> <p>Risk that a failure to deliver the agreed Capital Investment Programme leads to a lack of progress on the intended improvements to infrastructure and facilities for the borough anticipated to support Southend 2050 and the recovery priorities, resulting in reduced inward investment from businesses, missed employment opportunities for residents and reputational damage for the Council.</p>	<ol style="list-style-type: none"> 1. Member input to budget and programme creation to ensure focus on the key priorities and deliverables. 2. Committed resources, both human and financial to deliver the programme. 3. Project plans and managers in place for all projects upon entry to the programme, as presented to and approved by Investment Board, for onward presentation to and approval by Cabinet. 4. Capital Programme Delivery Board (CPDB) overseeing and monitoring progress to ensure that plans are delivered with updated Terms of Reference on the roles of the Investment Board and the CPDB in place. 5. Capital Challenge sessions (x2) chaired by Cabinet member for CS and PD to support the final proposed capital investment programme budget for 2022/23 to 2026/27. 6. Reprioritisation review undertaken by the CPDB to assess the resources in place to deliver the programme and ensure focus of resources on the right priorities. 7. Reporting to CMT / Cabinet to provide overall oversight and scrutiny. 	4	3	12	Joe Chesterton / CMT / CM for CS & PD



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
7	<p>Safeguarding responsibilities and child welfare</p> <p>Risk that the Council will not be able to effectively deliver it's statutory safeguarding responsibilities as a result of a lack of understanding, resources and the additional challenges posed by covid-19 restrictions, and that this causes a failure to deliver the outcomes anticipated for vulnerable people that are in need of support.</p> <p>Risk of failure to ensure that there are consistently good or better outcomes for children and families accessing children services, particularly the vulnerable that face the greatest exposure to those threats, resulting in worsening outcomes for those in need of that support.</p>	<ol style="list-style-type: none"> 1. Local Safeguarding Partnerships in place to complement and oversee the work of the Children's and Adult's services. 2. Principal Social Worker – lead role in assuring quality of policy and practice and ensuring adherence to key frameworks e.g. safeguarding. 3. Review mechanisms in response to serious incidents – ensuring learning from Serious Case Reviews / Safeguarding Adults Reviews is embedded to minimise future risk. 4. Care Quality Arrangements – working alongside key partners e.g. NHS/CQC to ensure safe, good quality care provision. 5. Delivering the actions and desired outcomes from the External review of Children's Safeguarding undertaken. This has been completed. 6. Embedding the new quality assurance model for Children's Services following the pilot and results from the Improvement Board. We are looking to embed this model as BAU from April 2022 7. Annual Safeguarding Report taken to Cabinet in November. 	3	3	9	Michael Marks & Tandra Forster / CM for C & L and CM for AS & HI



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
8	<p>Adapting to climate change</p> <p>Risk that failing to implement changes needed to reduce the Borough's carbon footprint will cause an inadequate contribution to the reduction in carbon emissions required. This will result in significant adverse impact on the Borough, and if the climate adaptation measures being implemented are also inadequate, there will be further implications for the Council in needing to respond to climate events in the Borough.</p>	<ol style="list-style-type: none"> 1. Council declaration of a climate emergency in October 2019, providing initiatives to be pursued. 2. Green City Action Plan approved by Cabinet January 2021 detailing the actions to be taken to become a Green City. 3. Management restructure to create a new Head of Service for Climate Change with a team to deliver a new Climate Change Strategy that will be developed by that team. 4. Updated governance structure to manage the delivery of Climate Change response, to ensure full consideration of all issues. 5. Oversight of Green City Southend 2050 outcome that includes carbon reduction activity through: reports to Theme leads, CMT and Cabinet with challenge at and minutes of meetings. 6. Member Environmental Working Party with reports to and minutes of meetings. 	3	4	12	Anna Eastgate / CM for E, C, T & P



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
9	<p>Health inequalities</p> <p>Risk that the health inequalities, particularly the physical and emotional health and wellbeing of residents, will increase due to the impact of Covid-19 and the response to the pandemic.</p> <p>In the longer term the changes resulting from the Health and Care Bill may result in an Integrated Care system for Southend and Thurrock, impacting on the implementation of the Localities Model, that does not result in effective health and social care outcomes for residents, resulting in increased health inequalities, worsening health outcomes and significant cost increases.</p>	<ol style="list-style-type: none"> 1. Effective use of the Local Outbreak Management Plan mechanisms and the cell structure reporting into Health Protection Board and the Local Outbreak Control Oversight & Engagement Board. 2. Mid and South Essex Integrated Care Partnership, spanning more fully both health and local government, in place. The draft 5 Year Strategy and Delivery Plan aims to identify any health inequalities emerging (including as a result of the pandemic), and to identify strategies to prevent needs escalating. 3. South East Essex Alliance who alongside the Council provide a leadership role in understanding need and providing oversight and challenge of arrangements and delivery. 4. Health and Wellbeing Board that receive the Joint Strategic Needs Assessment (JSNA) that provides the intelligence needed to determine targeted action required, with reports to and minutes of meetings. 5. Annual Public Health Report helps to focus our efforts on tackling health inequalities. 	4	3	12	Michael Marks & Tandra Forster / CM for AS & HI



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
10	<p>LGA peer review of SEND and CWD</p> <p>Provides an opportunity for the Council to deliver further improvements in its SEND and CWD service offer with a focus on:</p> <ul style="list-style-type: none"> • Clarifying and communicating better the 'graduated offer' available to CYP and their families • Better communication with parents / carers, including simplifying language • Reviewing the pathway into the CWD service via the MASH and Early Help Front Door. • Reducing the number (%) of EHC assessment requests that are rejected • Broaden the training offer to staff and Councillors on SEND. 	<ol style="list-style-type: none"> 1. Implementation Plan of actions, timescales, responsible officers and success measures in place to deliver the recommendations of the LGA peer review team. 2. Monitoring of progress against the implementation plan to be undertaken by the Children's Services Improvement Board. 3. Engage and work with the SEND Strategic Partnership Board to ensure that the LGA peer review findings and recommendations are captured within the new Area SEND strategy. 	3	3	9	Michael Marks / CM for C & L



CGI from Better Queensway transformation consultation

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
11	<p>Housing</p> <p>Risk that a failure to implement plans to address rising homelessness and failure to implement the Housing, Homelessness and Rough Sleeping strategy will lead to further street and other homelessness, increased use of temporary accommodation & an inability to meet rising housing demand over the next 20 years, leading to worse outcomes for residents and an inability to deliver the outcomes for the Borough desired by the Council.</p> <p>Risk is increased by the impact of Covid-19 on those previously just about managing no longer being able to manage, causing an increase in homelessness.</p>	<p>1. Housing, Homelessness and Rough Sleeping strategy approved and being delivered. Progress reported to Cabinet, with reports to and minutes of meetings.</p> <p>2. Core Strategy and Local Development Plan in place with reports to and minutes of meetings.</p> <p>3. Cabinet and Scrutiny Panels review and challenge, with reports to and minutes of meetings.</p> <p>4. Member Housing Working Party with reports to and minutes of meetings.</p> <p>5. Operational delivery is being managed as caseloads are high, challenging capacity.</p>	3	3	9	Andy Lewis / Leader and CM for C & H



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
12	<p>Adult social care</p> <p>Risk that difficulties being experienced in the adult social care market will cause provider failure and further difficulty in meeting increasing demand for support, resulting in worsening outcomes for those in need of that support. The impact of and response to covid-19 has heightened these risks in the short term, increasing the pressure on capacity in the market.</p> <p>Opportunity has been identified to reduce the number of people in residential care, using reablement and the community to support people to stay at home for longer.</p>	<p>1. The Council influences the market for care by signalling the future expectation of requirements through:</p> <ul style="list-style-type: none"> • Market Position Statement • Commissioning Strategies. <p>2. The Care Governance Process provides quality assurance arrangements, oversight and support for the local market, including external assessment of services through the Care Quality Commission.</p> <p>3. Provider Failure Policy in place to direct action in the event of provider difficulty.</p> <p>4. Independent diagnostic undertaken resulting in a Recovery Plan to address the financial challenge and transformation work being undertaken on service delivery, overseen by the Recovery Programme Board.</p> <p>5. Short term options to provide additional short term capacity being explored.</p>	3	3	9	Tandra Forster / CM for ASC & HI



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
13	<p>Social cohesion</p> <p>Risk that the impact of covid-19 restrictions on both young people and those living in challenging circumstances, cause them to be particularly worried about the future and experience mental health issues, isolation and fears, resulting in a reduction in social cohesion and an increase in undesirable behaviour as restrictions are lifted.</p> <p>Increased footfall to beach and public spaces with increased unmanaged drinking leading to anti-social behaviour and an increased need to manage the public spaces.</p> <p>These impact on the ability of the Borough to deliver the outcomes desired by Southend 2050 and damage the reputation of the Borough.</p> <p>Opportunity for the celebration of City status to re-set and re-focus direction galvanising the community.</p>	<ol style="list-style-type: none"> 1. Support for young people including promotion of apprenticeship opportunities and Kickstart schemes. 2. LGA peer remote peer project on support for younger people aged 18 -25 with funding secured to build on the recommendations. 3. New and innovative routes to access mental health support, including ChatHealth. 4. Multi-agency Southend Community Safety Partnership (CSP) work together to tackle crime, disorder and anti-social behaviour. 2. Community Safety Unit (CSU) in place with CCTV and officers providing a visual presence and enforcement activity. 3. OpUnion tactical coordination group to ensure a partnership Police / Council response to increased demand in key areas. 4. Public Spaces Protection Orders being put in place to help manage problematic areas. 5. Daily Partner briefings to share information and intelligence across the Borough. 6. Enforcement Review of the Council's functions involving enforcement activity to optimise the effectiveness of that resource at addressing the various enforcement roles required by the Council. 	3	3	9	Andy Lewis / CM for C & H, CM for ASC & HI and CM for PP



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
14	<p>Waste management</p> <p>Risk of contractor failing to meet contractual requirements to effectively manage waste arrangements results in a loss of service quality and additional financial liability for the Council.</p> <p>Additional risk that the council will not have suitable arrangements in place for October 2023 when the current contract ends.</p> <p>Further risk that the enhanced service being sought from the revised future arrangements will not provide a solution that will deliver the outcomes in respect of adaptation to climate change and recycling that is being sought by the Council.</p>	<ol style="list-style-type: none"> 1. Regular contract performance undertaken, formal contract management meetings in place with reports and minutes as appropriate. 2. Data set monitored by DMT / performance board and senior managers with reports to and minutes of meetings. 3. Cabinet and Scrutiny overview with reports to and minutes of meetings, including an in depth scrutiny project on barriers to recycling that is complete with Environment Working Group having considered options and report completed. 4. Cabinet has agreed (in principle) the procurement of services via a market competition and not to extend with the current provider 5. Environment Working Party to review approach in Feb 22, specifically to endorse market engagement to understand if service redesign is required to deliver against climate change requirements and horizon scan to assess competition in the market to avoid a failed procurement 6. Market engagement to commence in Mar 22 to feedback broad concepts of service delivery against council aims and objectives 7. Existing service with current provider to be extended beyond Oct 23 (subject to negotiation) to allow a competitive dialogue process to take place and mitigate for delays 8. Formal procurement to commence in April 22 subject to Cabinet approval. 	3	3	9	Anna Eastgate / CM for E, C, T & P and CM for PP



Proposed Roots Hall development

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
15	<p>House building programme</p> <p>Risk that not achieving the development and delivery of the house building pipeline through effective engagement and arrangements with the market and developers that have been impacted by Covid-19, will result in an inability to deliver the anticipated housing supply, causing additional pressure on the housing market and an impact on the delivery of the desired outcomes of the Council, with an impact on Local Plan housing targets (see also CRR20).</p>	<p>1. House building pipeline in place and being managed with Cabinet agreement to specifically focus on five key workstreams, including:</p> <ul style="list-style-type: none"> a) Council acquisitions programme b) HRA infill development programme c) Next Steps accommodation programme (all delivering additional housing numbers) <p>2. Methodology for working with developers in place, to ensure that the right considerations are made about potential developers.</p> <p>3. Updated partnership arrangements with developers to address the changed market circumstances as a result of Covid-19.</p> <p>4. Regular reporting to Corporate Management Team and Cabinet, with reports to and minutes of meetings.</p>	3	4	12	Alan Richards / Leader



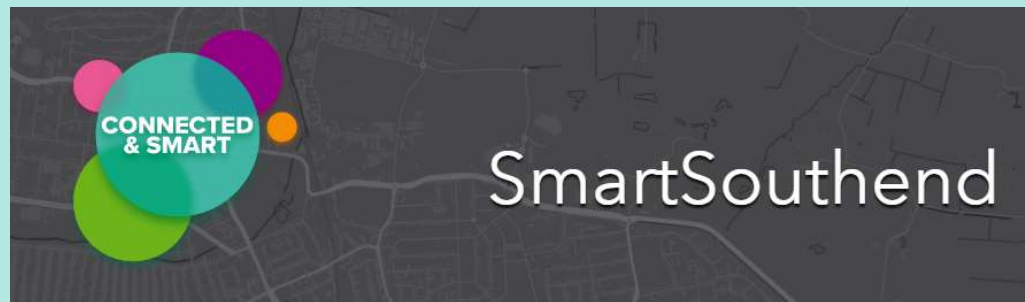
CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
16	<p>Regeneration and major projects</p> <p>Risk that failure of partners to progress major infrastructure developments (e.g. Queensway, Seaways, Fossett Farm and Airport Business Park) will result in not achieving delivery of the plans and necessary sequencing of developments, resulting in the dependencies for the chain of regeneration not being delivered and the opportunities for improvement of the borough and delivery of anticipated outcomes not being achieved, as well as significant financial and reputational damage to the Council.</p>	<ol style="list-style-type: none"> 1. Strategic planning for Borough in place and being managed. 2. Methodology for working with developers in place, to ensure that the right considerations are made about potential developers. 3. Project Board arrangements in place to govern progress with delivery, with reports to and minutes of meetings. 4. Regular and formal monitoring / reporting arrangements in place with key funders, such as the Local Enterprise Partnership (SELEP) and Homes England (HE). 5. Regular reporting to Corporate Management Team and Cabinet, with reports to and minutes of meetings. 6. Progress on delivery of key projects including: planning approval for Better Queensway met first HIF funding delivery milestone, exchange of the lease on Roots Hall and SELEP funding for the APB innovation centre that is due to be completed in May 2022. 	3	4	12	Alan Richards / Leader & Deputy Leader & CM for E, C, T & P



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
17	<p>Visitor destination</p> <p>Risk that the competing demands and needs of residents and visitors will impact on the Borough's ability to meet the needs of its residents or provide a suitable destination for visitors, and that covid-19 impacts on the ability of the borough to provide an attractive proposition for visitors, with a resultant impact on the economic strength of the borough and employment opportunities for school leavers.</p> <p>Opportunities arising from City Status and people holidaying in the UK, but with potential increase in visitor numbers needing to be enabled to be done safely and ensure the offer made by businesses is sustainable.</p>	<ol style="list-style-type: none"> 1. Refreshed tourism strategy 'Destination Southend' developed in partnership with key stakeholders on the Southend Tourism Partnership built on feedback from stakeholders including residents and visitors. 2. Cultural Vision refreshed built on feedback from key stakeholders including residents and visitors that will inform investment decisions and actions to be progressed. 3. Culture led regeneration of High Street working with stakeholders and partners towards a new Masterplan to shape the offer of the City Centre, supported by Levelling Up Funding awarded. 4. Effective investment in and management of local attractions including engagement with key stakeholders. 5. 'Visit Southend' website to promote events and attractions available to visitors. 6. Visit Southend Safely campaign to manage public expectations and behaviour to help ensure a safe, enjoyable visit given the circumstances of the pandemic. 	3	3	9	Tandra Forster / CM for E, C, T & P



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (Lxl)	Leads
			Likelihood	Impact		
18	<p>Economic recovery and income inequalities</p> <p>Risk that the impact of covid-19 reducing economic activity will cause a reduction in employment opportunities for 18-25 year olds and an increase in unemployment across the borough. The impact is likely to be experienced unevenly across sectors with the retail, hospitality, leisure and tourism sector adversely affected causing further risk to traditional shopping centres and the town centre, as well as a further increase in income inequalities and disparity between different parts of the Borough.</p> <p>However, the reduction in restrictions and the move to City status provides the opportunity to attract new businesses and employers into the borough, providing new and additional employment that can contribute to the delivery of the ambition and outcomes for the borough.</p>	<ol style="list-style-type: none"> 1. Increased focus on economic recovery through the three critical Council priorities for the short term, with gold and silver cells established including representatives from businesses and the job centre, focussed on a programme of workstreams. 2. LGA peer support provided to explore how the Council and partners can more effectively support younger people, aged 18 – 25, with a particular focus on their employment, skills, education and training. An action plan is in place and a dedicated workstream operating within the O&P theme. 3. Engagement with businesses, including but not limited to the Southend Business Partnership, and other wider partners to understand the impacts of the pandemic and is providing specific interventions which will support recovery 4. Engagement with funders of employment and skills projects to refocus delivery on job and business retention with associated changes to how projects are delivered to suit a virtual environment (eg. SEBB, SECTA, A Better Start Southend WorkSkills, 60 Minute Mentor) 5. Development of 3 Levelling Up Funding bids with colleagues across the organisation and partners, focussed on Visitor Economy and Town Centres (awarded £19.9m), Culture Led Regeneration and Highways (yet to be confirmed) available to support recovery. 6. Development of ASELA proposition for inward investment offer for South Essex which initially focuses on retention and support for businesses. 	4	4	16	Andy Lewis / Leader



credit: Forward Motion

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
19	<p>Local plan</p> <p>Risk that failure to meet Government requirements and deadlines and make sufficient progress in producing a Local Plan will lead to Secretary of State intervention, resulting in reputational damage to the Council and the potential imposition of unwanted development and the loss of plan making powers, causing an inability to deliver upon the Council's outcome priorities that are dependent on the Local Plan shaping and influencing the proposals for developments that are brought forward in the future.</p>	<ol style="list-style-type: none"> 1. Local Plan delivery project arrangements in place with appropriate milestones and timelines to deliver the Local Plan. Consultation on issues and options stage completed. Next milestone will be consulting on a Preferred Approach. 2. Local Plan being prepared in the context of a South Essex Joint Strategic Framework and other key Council strategies (including Corporate Plan, Southend 2050, Housing Strategy, Climate Change Emergency Declaration). 3. Member Environment, Culture, Tourism and Planning Working Party with reports to and minutes of meetings. 4. Joint working with partners being managed to address the current duty to cooperate, including on infrastructure. 5. Regular reports to Corporate Management Team and Cabinet with reports to and minutes of meetings. 	3	4	12	Andy Lewis / CM for E, C, T & P

Southend-on-Sea Borough Council

Agenda
Item No.

Report of Executive Director (Transformation)

To

Cabinet

On

22nd February 2022

Report prepared by: Angela Dress Policy & Research Officer

Equality Statement, Objectives and Commitments - 2022-2026 Equality, Diversity & Inclusion in the Everyday

Policy & Resources Scrutiny Committee
Cabinet Member: Councillor Gilbert
Part 1 (Public Agenda Item)

1. Purpose of Report

- 1.1. This report recommends a new statement-led set of Equality Objectives based on the findings from consultation and recommends that these objectives are reported in the planned Corporate Plan document. This process fulfils our compliance with the Public Sector Equality Duty as set out in the Equality Act of 2010 which requires public sector organisations to abide by a set of Equality Objectives that are to be renewed every 4 years.

2. Recommendations

Cabinet are asked to agree:

- 2.1 That the new Equality Objectives be sharper, smarter, and conducive to demonstrable progress in equalities policies and practice across the Council
- 2.2 To endorse the new Equality, Diversity and Inclusion (EDI) Statement and Equality Objectives that have been informed and shaped by responses to a Your Say Southend Survey and meetings with multiple community organisations to gain their views. To recognise that the impact of the Covid-19 pandemic has brought inequalities across communities into sharp relief.
- 2.3 That in addition to the required 4-yearly refresh, the Equality Objectives are reviewed on an annual basis by the Corporate Equality Steering Group (CESG) as per the Terms of Reference for that group (**Appendix 1**) in order to keep the Objectives at the forefront of Council equalities policy making and practices, thereby evidencing the Council's fulfilment of the Public Sector Equality Duty.
- 2.4 That Commitments be set against each Objective to demonstrate progress made on an annual basis, with the Commitments to be reviewed/reset by CESG at their annual review.

- 2.5 That the Equality Objectives be referenced in the Corporate Plan with the intention that the Council will be reporting on its performance against the new Equality Objectives.
- 2.6 This process is seen as foundational and iterative to demonstrate the scale of our ambition across the 4-year period prior to the renewal of the Objectives in 2026.

3. Background

3.1 The Equality Duty requires that the organisation must have due regard for the need to eliminate unlawful discrimination, harassment, and victimisation for those who have a protected characteristic. The 9 protected characteristics are:

- age
- disability (including those associated with disabled people, i.e. carers)
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race (including ethnic or national origins, colour, or nationality)
- religion or belief (including no religion or belief)
- sex
- sexual orientation

An additional three characteristics have been added by SBC:

- Looked after Children
- Socio-Economic status
- Intersectionality

3.2 The Equality Objectives at Southend Borough Council were last renewed in 2017, and currently say:

- Our workforce feels valued, respected and is reflective of the diverse communities it serves.
- We continue to improve outcomes for all (including vulnerable people and marginalised) communities by ensuring services are fully accessible and responsive to differing needs of service users.
- Partnership working helps to support our aims and vision along with the objectives of Southend Partnerships to improve the quality of life, prosperity and life chances for people in the Borough.
- The diversity of Southend is celebrated, and the Borough is an increasingly cohesive place where people from all communities get on well

3.3 In November 2021, a survey was launched to ask residents and staff what they considered were the priority equality issues. In addition, various conversations took place with protected characteristic groups to understand more about their equality, diversity, and inclusion issues. This information is summarised below and has informed the new EDI Statement and recommended Equality Objectives.

4. The Survey

4.1 A survey was run on the Your Say Southend (YSS) platform, going live on November 19th, 2021, and closing on January 3rd 2022. This can be found at **Appendix 2**.

4.2 The survey was promoted to staff via internal comms (Intranet, Snapshot comms emails) and Views on Sea pieces from the Chief Executive and the Policy team. In addition, specific communications reached out to staff forums and Councillors.

4.3 Externally the survey was promoted via social media and advertised in local libraries. It was included in the SAVS newsletter and A Better Start Southend comms.

4.4 There were 117 respondents, 55.2% of these were Southend Borough Council Employees. Full respondent demography can be seen in **Appendix 3**. Key points are summarised below.

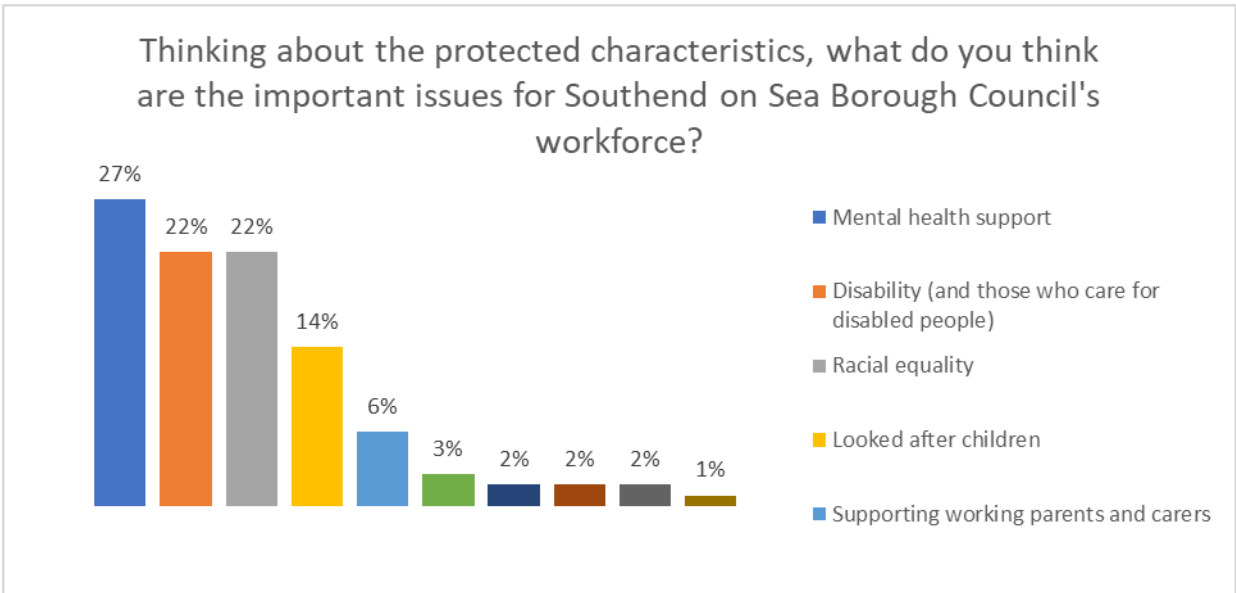
4.5 The survey asked respondents to rank the importance of a range of equalities issues across the following areas:

- Workforce
- Access to Services
- Cohesive Community

4.6 Survey Results:

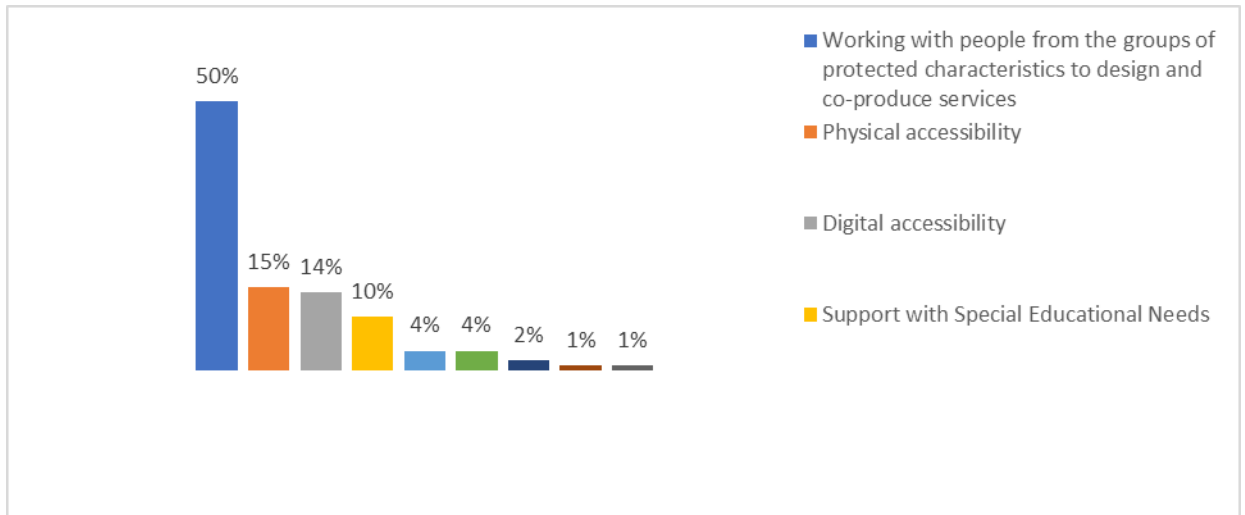
Workforce: Top 3 priorities are:

- Mental Health Support- 26.61%
- Racial Equality – 22.02%
- Disability – 22.%



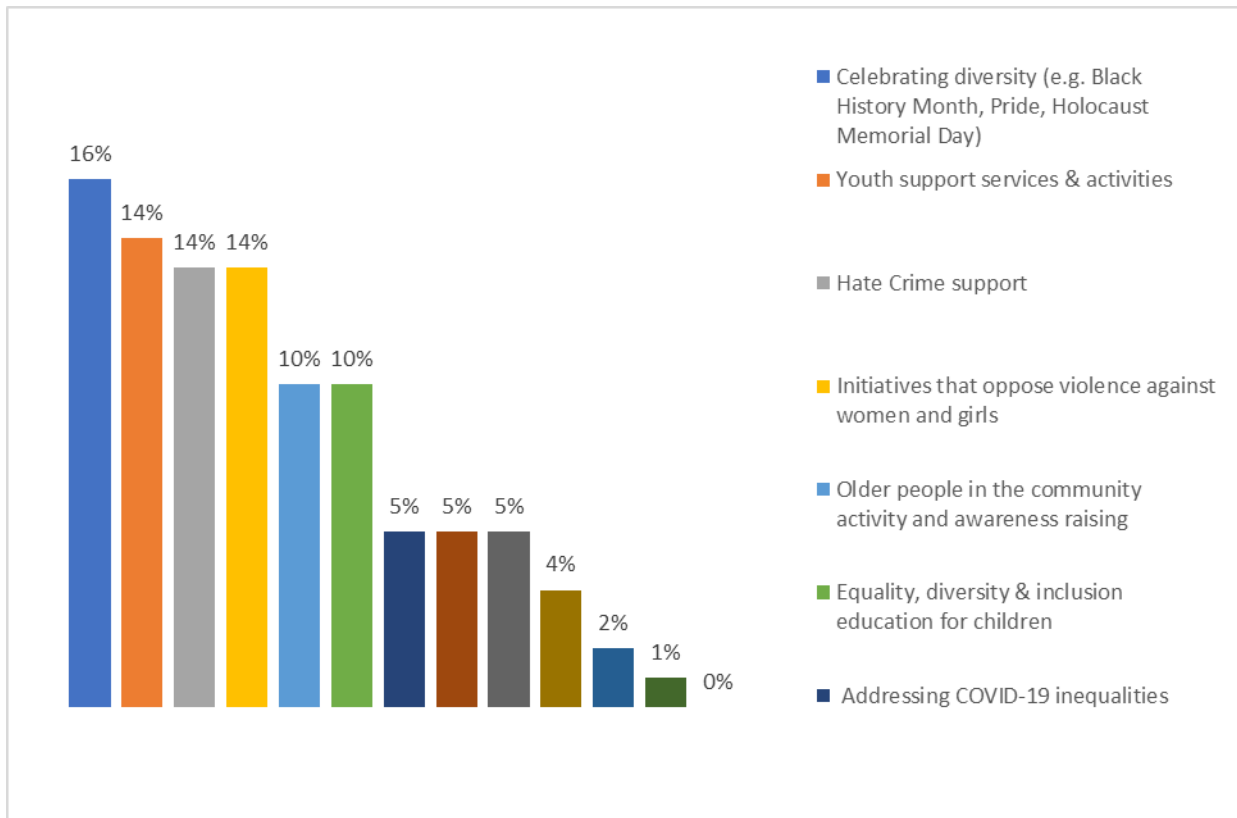
4.7 Access to Services: Top 3 priorities are:

- Working with people from the groups of protected characteristics to design and co-produce services – 49.5%
- Physical Accessibility – 15.3%
- Digital Accessibility – 14.4%



4.8 Cohesive Community: The top 4 priorities are:

- Celebrating Diversity (e.g. Black History Month, Pride, Holocaust Memorial Day) -16.2%
- Youth Support Services & Activities – 14.4%
- Hate Crime Support – 13.5%
- Initiatives that Oppose Violence against Women and Girls – 13.5%



5. Local Community Organisations

5.1 In addition to the survey, several local community organisations were contacted to hold discussions to capture their views, including:

- A Better Start Southend
- Pride
- Youth Pride
- Transpire
- Age Concern
- Southend Care
- Southend Carers
- Southend YMCA
- Southend Citizen’s Advice Bureau
- South Essex Homes

A full list of all organisations contacted can be found in **Appendix 4**.

5.2 The meetings provided an opportunity to listen to the views of local community grass roots organisations around the equalities agenda. A number of key themes emerged as listed below: (Full meeting notes can be found in **Appendix 5**).

- Concerns across the board that this was a “tick-box” exercise for the Councils and that nothing would come of it.
- Accessibility of Services

- Digital Literacy
- Need for universal and targeted services
- Services should be person-centred and flexible
- Value of Diversity should be recognised
- LA to recognise its leadership role in EDI
- Importance of lived experience in co-production
- Where to go in Southend for help with EDI issues - Need to Lead and publicise/signpost
- Importance of partnership working and the need for more holistic/systemic approaches
- Around age – sense that both the young and the elderly are “invisible”

6. SBC EDI Statement and new Objectives

6.1 A statement has been written alongside the Equality Objectives in order to capture the range of views expressed by both the survey and the meetings with stakeholders. This approach enables the objectives themselves to be smarter and the opportunity to detail tangible and specific activity which will take place to meet them: our commitments.

6.2 EDI Statement:

Southend on Sea Borough/City Council is committed to ensuring the principles of Equality, Diversity, and Inclusion (EDI) are embedded into the everyday lives of its workforce and residents, bringing policies to life and bringing EDI into sharper focus. The Council strives for accessible services to be delivered in a systemic way with compassion, dignity, and respect, in line with our Values and Behaviours.

The Council actively celebrates the value that a diversity of perspectives brings, and we proactively seek common goals that connect and unify us all – together we are stronger.

As an inclusive Local Authority, we welcome the opportunity to work with residents from all groups of protected characteristics to design, co-produce and deliver services that work for all. Collaborative, partnership working is the way to achieve this.

We are Working to Make Lives Better.

7. Objectives:

Workforce – To support and enhance resilience in a workforce that is representative of our communities

Commitment 2022-23

- Example: Role of Mental Health First Aiders to be highlighted and promoted.
- Example: Staff training around Equality, Diversity and Inclusion will be strengthened to raise awareness and enhance service delivery.

Access to Services – To provide support in accessing services for all, accommodating diverse needs, and promoting inclusion at all levels, including a developed digital literacy offer.

Commitment: 2022-23

- Example: Refreshed Equality Analysis programme to aid the embedding of Equality, Diversity and Inclusion issues into Council Policy making

Cohesive Community – To raise awareness of the richness in diversity, by celebrating our communities' differences and what unites us.

Commitment: 2022-23

- Example: Promote the Community Investment Fund and Community Grants, Community Builders and Asset-based Community Development

Partnership Working – To seek opportunities to co-produce, co-design and to bring lived experience into policy making, strategy development and implementation/service delivery

Commitment: 2022-23

- Example: Implementation of Street Prostitution Strategy for women

8. Accountability

8.1 The embedding of Equality, Diversity and Inclusion (EDI) into all Council processes, will be strengthened in the following ways:

- A quarterly EDI Newsletter to be circulated, updating staff on all EDI-related projects across the Council
- Spotlight on Equality, Diversity and Inclusion to be incorporated into quarterly Health Check
- Included as a standing item update on agendas for Departmental Management and Corporate Management Teams meetings on a quarterly basis

- Included as a standing item update on Cabinet Agendas
- Commitments for each Objective to be renewed on an annual basis by CESG, creating a dynamic and agile process whereby progress against each Objective can be measured. Annual reset of Commitments to be approved by Cabinet.

10. Corporate Implications

10.1 Contribution to the Southend 2050 Road Map

Links with:

Active and Involved – Community Cohesion

Opportunity and Prosperity – equality of opportunity for all

Connected and Smart – importance of Digital Literacy

10.2 Financial Implications

None at this time.

10.3 Legal Implications –

Demonstrates compliance with Public Sector Equality Duty Act of 2010

10.4 People Implications

None at this time.

10.5 Property Implications -

None.

10.6 Consultation

As described above.

10.7 Equalities and Diversity Implications-

Equality Analysis to follow.

10.8 Risk Assessment

None at this time.

10.9 Value for Money

10.10 Community Safety Implications

10.11 Environmental Impact

11. Background Papers

There are no background papers to this report.

12. Appendices

- 12.1 Appendix 1: CESG Terms of reference**
- 12.2 Appendix 2: Equality Objectives Survey**
- 12.3 Appendix 3: Survey Demographic Data**
- 12.4 Appendix 4: Stakeholders Contacted**
- 12.5 Appendix 5: Stakeholder Meetings**

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SBC Corporate Equalities Steering Group

Terms of Reference

Date: September 2020

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Purpose

The Corporate Equalities Steering Group provides a forum to promote and help embed the Council's values and behaviours. This includes equality, diversity and inclusion related policies, processes, and approaches, for across the authority, and with partners and wider communities.

It helps develop the Council's overall approach to equality, diversity and inclusion and, where necessary, it will highlight issues and make recommendations for action to senior leaders, including, Corporate and Departmental Management Teams.

Responsibilities

- To help develop and oversee the Council's overall approach to equality, diversity and inclusion.
- To provide a forum for the exchange of ideas and good practice.
- To provide support and guidance to staff equality forums, and enable the forums to raise issues as appropriate.
- Help develop and support the council's approach to equality related learning and development.
- Have an oversight of the Council's equality, diversity and inclusion related statutory obligations, particularly in relation to the Public Sector Equality Duty, the publication of equality objectives and information to ensure compliance.
- To oversee the Council's approach to Equality Impact Assessments, in terms of additional support, learning and development and promoting best practice.
- To review and help alert the organisation to forthcoming equality, diversity and inclusion related national or local policy changes.
- To maintain strong links with issues of community cohesion, including with the Inter-Faith Working Group, to ensure linkages between related policy agendas.

Membership

- Executive Director, with lead responsibility for Equalities (currently ED - Transformation)
- Policy Manager
- Policy & Research Officer
- Champion from each department
- Representative from HR & Payroll
- Representative from Workforce Development
- Representative from Equality Staff Forums Representatives (Currently: BAME; Disability and Carers; Outreach (LGBT) and Multi Faith & Belief)

Also invited:

- Trade Union representation (optional)

Timing

Quarterly – or more frequently, if required.

Accountability

CESG will, when appropriate, make recommendations to and provide progress reports to CMT.

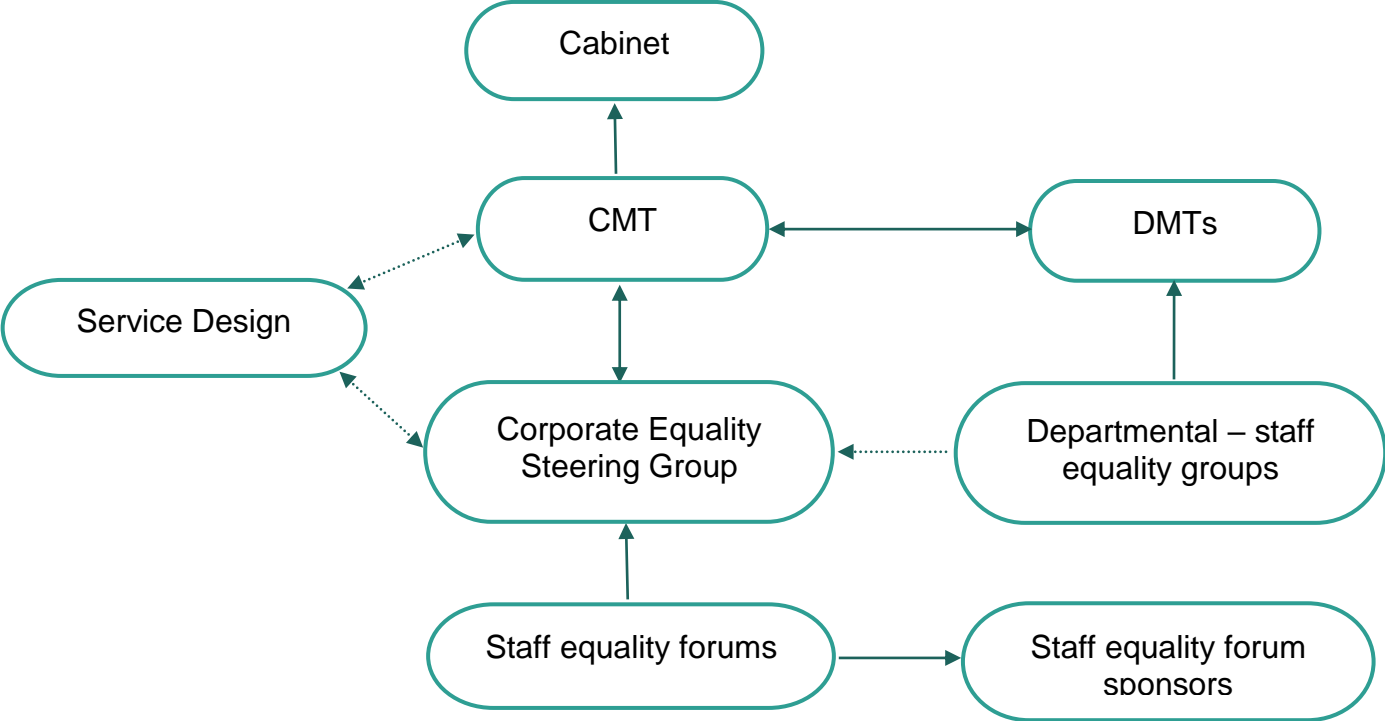
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Departmental Equality Groups

Purpose:

- To provide a departmental forum for staff to discuss equality, diversity and inclusion issues relating to their service areas or beyond.
- To link to Departmental Management Team meetings on a regular basis (suggested every 6 weeks) to help highlight equality related issues and provide constructive challenge to departmental or Council-wide practice.
- To regularly review and provide support to departmental Equality Impact Assessment programme, highlighting good practice.
- To highlight any ideas, good practice or issues of concern, relating to equality, diversity and inclusion across the council, via the Corporate Equality Steering Group, the Council's equality lead officers or Human Resources, depending on the nature of the issue.

SBC Equalities landscape



SBC Corporate Equalities Steering Group

Terms of Reference

Date: August 2020

.....

Purpose

The Corporate Equalities Steering Group will provide a cross Council forum for the consideration of the Council's approach to promoting equality, diversity & inclusion issues across the authority, and with partners and wider communities.

Where necessary, it will highlight issues and make recommendations for action to the Corporate Management Team and other bodies and forums to help embed the Council's approach, highlighting implications, including those relating to the Public Sector Equality duty and other related statutory requirements.

Responsibilities

- To develop and oversee an equality & diversity work plan for the year.
- To provide input and consideration to
- To provide support and guidance to the staff equality forums, and enable the forums to raise issues as appropriate.
- To help develop and support the council's approach to equality related learning and development.
- Have an oversight of the Council's E&D related statutory obligations, particularly in relation to the Public Sector Equality Duty, the publication of equality objectives and publication of information to show compliance.
- To oversee the Council's approach to Equality Impact Assessments, in terms of additional support, learning and development and promoting best practice.
- To provide a forum for the exchange of ideas and good practice
- To review and help alert the organisation to forthcoming E&D related national or local policy changes.
- To maintain strong links with issues of community cohesion, including with the Inter-Faith Working Group, to ensure linkages between related policy agendas.
- To utilise the Equality Framework for Local Government.
- To share and promote good practice between Departments and services.
- To analyse national guidance, legislative changes, consider their impact on policy development, service delivery and employment and make recommendations to the Corporate Management Team.

Membership

Head of Service with lead responsibility for Equalities – Chair

- Policy & Governance Manager
- One Head of Service nominated from each Department (Corporate Services, People, Place and Public Health)
- Nominated representative from the People and Organisational Development Team (Training)
- Diversity Staff Forums Representatives:
 - BAME,
 - Disability and Carers
 - LGB&T)

Also invited:

- Trade Union representation (optional)

Attendees will be expected to contribute to, and give feedback to/from their Department and to arrange representative substitutions of equal seniority when unable to attend and send apologies when unable to attend or provide written reports/updates.

Timing

Quarterly – or more frequently, if required.

Accountability

CESG will receive corporate reports from Departments and updates from Staff Diversity Forums. CESG will (when appropriate) make recommendations to and produce an annual progress report to CMT.

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Southend on Sea Borough Council's Equality Objectives

Your say Southend

Southend on Sea Borough Council's Equality Objectives

Thinking about the protected characteristics, what do you think are the important issues for Southend on Sea Borough Council's workforce? Please list the below issues in order of priority (number 1 being the most important issue)

(Rank each option)

- Disability (and those who care for disabled people)
- Racial equality
- Sex (gender)
- Mental health support
- Social Mobility
- Supporting working parents and carers
- Empowering staff forums
- Sexual orientation
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Religion or belief
- Looked after children

What have we missed from the list above?

Thinking about the protected characteristics, what do you think are the important issues for accessing services in Southend? Please list the below issues in order of priority (number 1 being the most important issue)

(Rank each option)

- Working with people from the groups of protected characteristics to design and co-produce services
- Digital accessibility
- Physical accessibility
- Translated services
- Support with Special Educational Needs
- Reasonable adjustments for pregnancy and maternity
- Reasonable adjustments for religion or belief
- Reasonable adjustments for gender reassignment
- Reasonable adjustments for race
- Reasonable adjustments for sexual orientation
- Reasonable adjustments for looked after children
- Reasonable adjustments for age

What have we missed from the list above?

Southend on Sea Borough Council's Equality Objectives

Your say Southend

Thinking about the protected characteristics, what do you think are the important issues for a cohesive community in Southend? Please list the below issues in order of priority (number 1 being the most important issue)

(Rank each option)

- Celebrating diversity (e.g. Black History Month, Pride, Holocaust Memorial Day)
- Hate Crime support
- Youth support services & activities
- Older people in the community activity and awareness raising
- Addressing COVID-19 inequalities
- Faith and religion cohesion activity and awareness raising
- LGBTIQ+ support activity and awareness raising
- Initiatives that oppose violence against women and girls
- Racial equality community activities and awareness raising
- Equality, diversity & inclusion education for children
- Disability and carers support activity and awareness raising
- Pregnancy and maternity activity and awareness raising
- Looked after children activity and awareness raising

What have we missed from the list above?

The Council works with many partners to deliver services and improve outcomes for residents, business and visitors. How can the Council generate better equality, diversity and inclusion outcomes, through its work with partners?

What else would you like to tell us?

Are you a Southend on Sea Borough Council employee?

Southend on Sea Borough Council's Equality Objectives

Your say Southend

(Choose any one option) (Required)

- Yes
 No

About You?

These questions will help us check we have reached a representative section of society and help us identify inequalities. The information you provide is kept anonymous and will not be used to identify any individual.

Year of Birth

Gender

(Choose any one option)

- Male
 Female
 Prefer to self describe
 Prefer not to say

Answer this question only if you have chosen Prefer to self describe for Gender

Please describe

What is your sexual orientation?

(Choose any one option)

- Bisexual
 Gay/Lesbian
 Heterosexual/Straight
 Other
 Prefer not to say

What is your ethnic group?

(Choose any one option)

- White: English / Welsh / Scottish / Northern Irish / British
 White: Irish
 White: Eastern European
 Gypsy or Irish Traveller
 White: any other background
 Mixed / multiple ethnic background: White and Black Caribbean
 Mixed / multiple ethnic background: White and Black African
 Mixed / multiple ethnic background: White and Asian
 Any other mixed / multiple ethnic background
 Asian / Asian British: Indian
 Asian/Asian British: Pakistani
 Asian/Asian British: Bangladeshi
 Asian/Asian British: Chinese
 Any other Asian background
 Black British
 Black: African
 Black: Caribbean
 Any other Black / African / Caribbean background

Southend on Sea Borough Council's Equality Objectives

Your say Southend

- Arab
- Any other ethnic group
- Prefer not to say

Do you consider yourself disabled or have a long-standing illness? Long-standing means anything that has troubled you over a period of time or that is likely to affect you over a period of time

(Choose any one option)

- No
- Yes, affecting mobility
- Yes, affecting hearing
- Yes, affecting vision
- Yes, a learning disability
- Yes, mental ill-health
- Yes, another form of disability
- Yes, affecting multiple areas
- Prefer not to say

Do you have caring responsibilities? A carer is anyone who cares, paid or unpaid, for a friend or family member who due to illness, disability, a mental health problem or an addiction cannot cope without their support.

(Choose any one option)

- Yes
- No

What is your religion or belief?

(Choose any one option)

- Atheist
- Baha'i
- Buddhist
- Christian (including Church of England, Protestant, Catholic and other Christian denominations)
- Hindu
- Humanist
- Jewish
- Muslim
- Pagan
- Sikh
- No religion or belief
- Other/self describe

Are you currently pregnant or have you been pregnant in the last year?

(Choose any one option)

- Yes
- No
- Prefer not to say

What is your legal marital status or same-sex civil partnership status?

(Choose any one option)

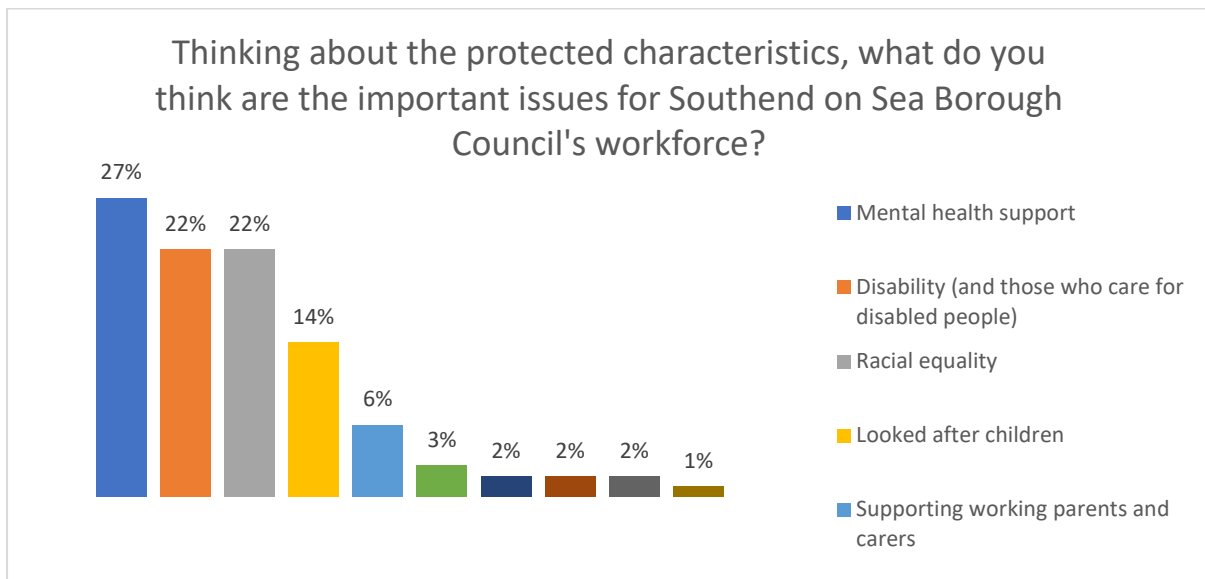
- Single
- Divorced/Dissolved/Separated
- Married/Civil Partnership
- Widowed
- Prefer Not to Say

Appendix 1

Survey Data

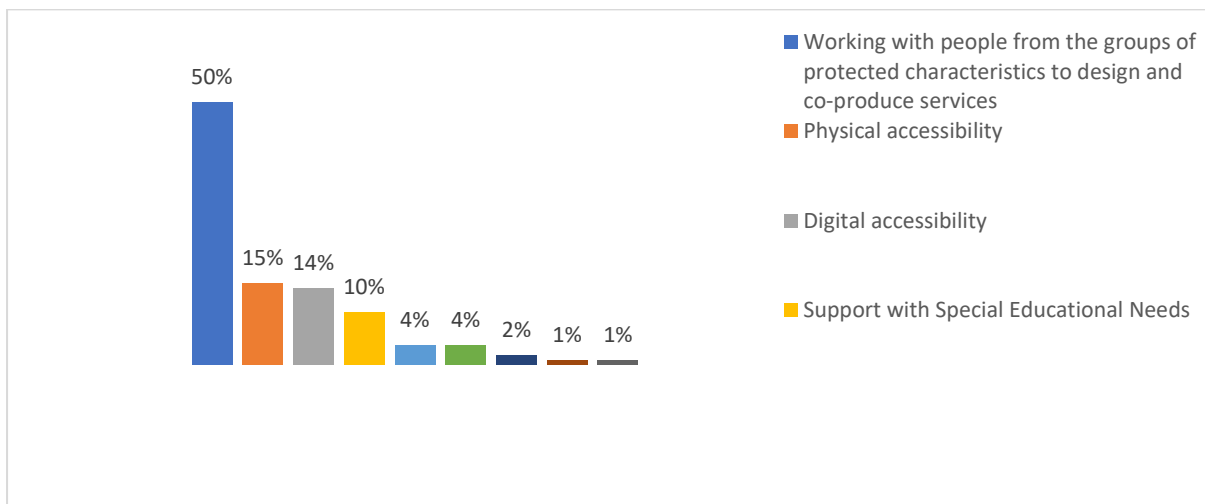
Question 1:

Thinking about the protected characteristics, what do you think are the important issues for Southend on Sea Borough Council's workforce?



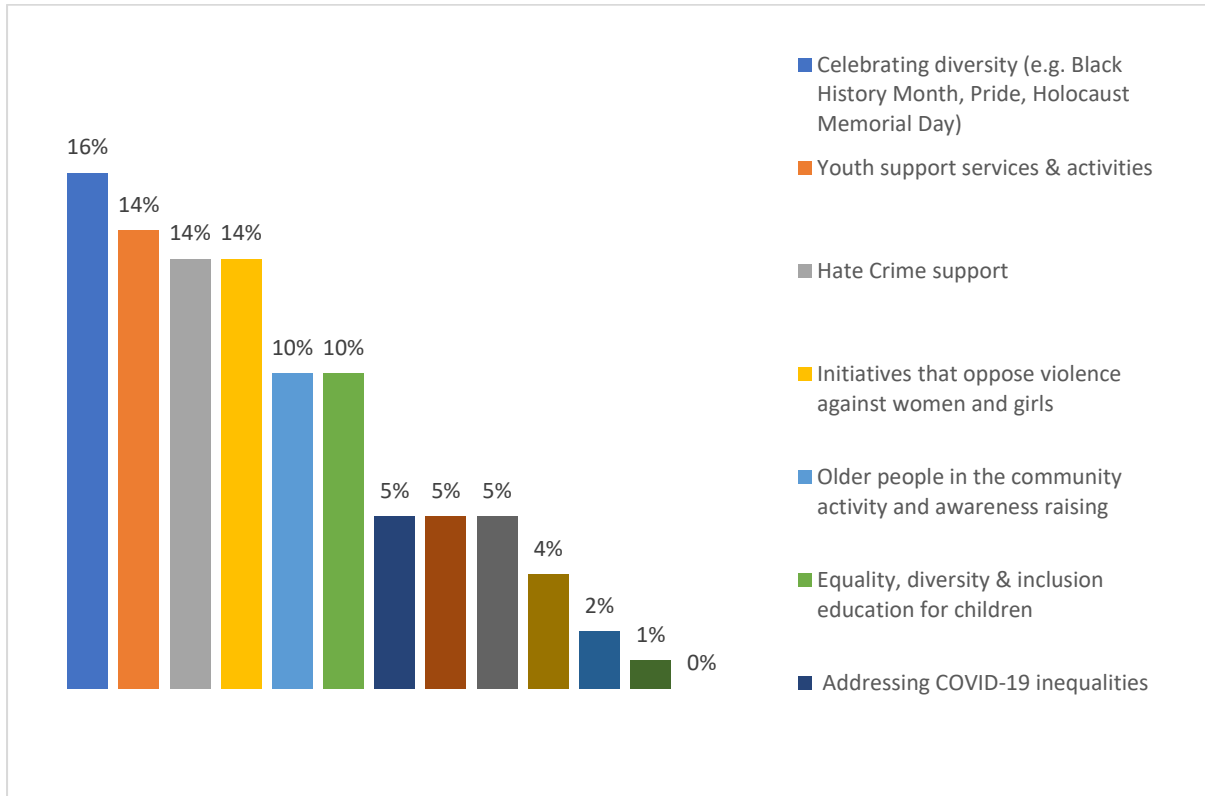
Question 2

Thinking about the protected characteristics, what do you think are the important issues for accessing services in Southend?



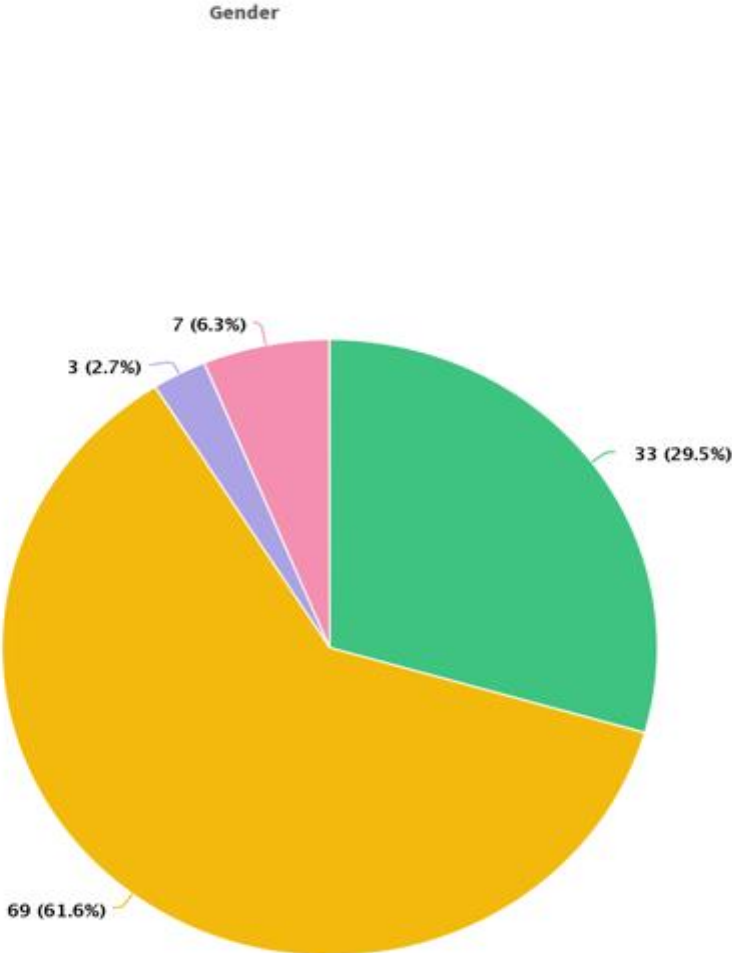
Question 3

Thinking about the protected characteristics, what do you think are the important issues for a cohesive community in Southend?



Survey Data – Respondent Statistics

1. Gender of Respondents

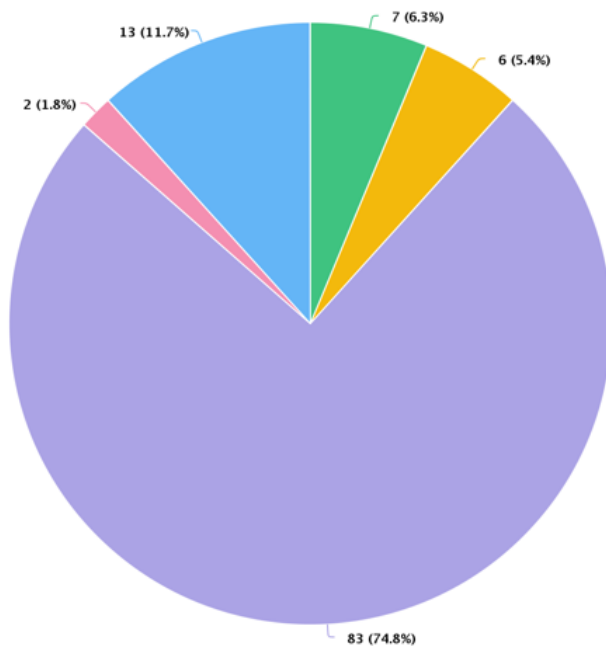


Question options

(Click items to hide)

- Male
- Female
- Prefer to self describe
- Prefer not to say

2. Sexual Orientation of Respondents

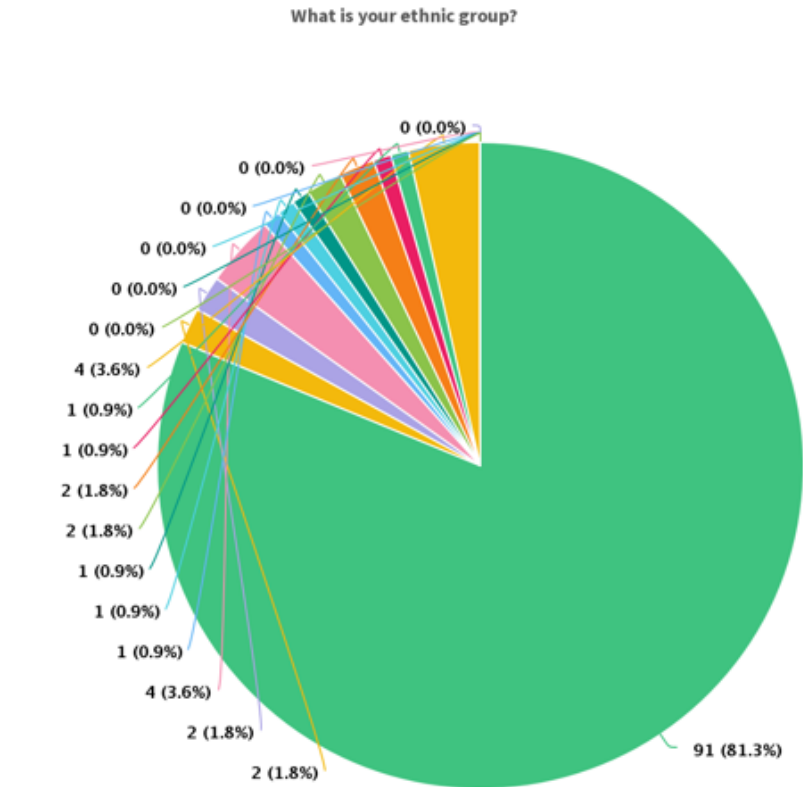


Question options

(Click items to hide)

● Bisexual ● Gay/Lesbian ● Heterosexual/Straight ● Other ● Prefer not to say

3.Ethnic group of respondents



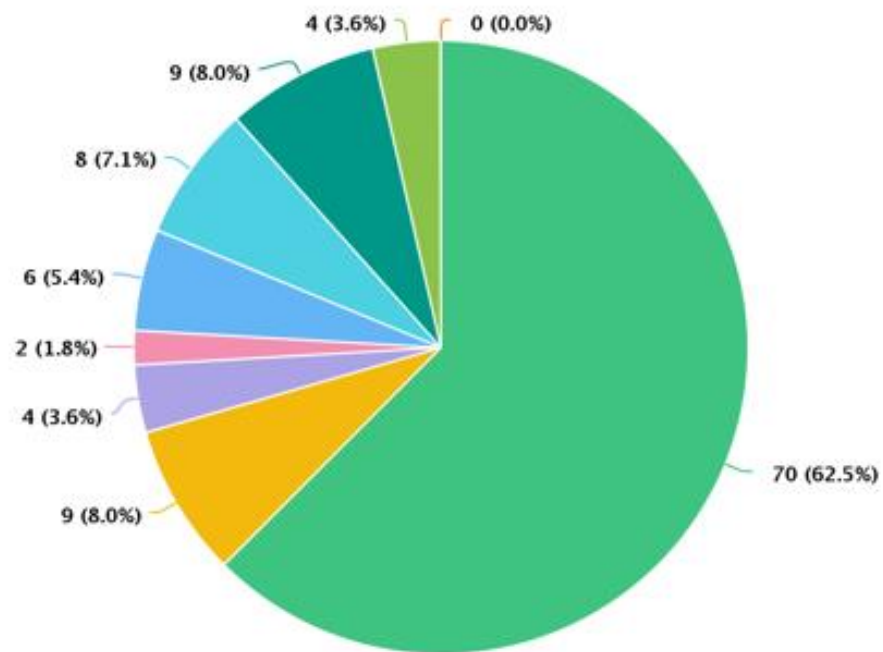
Question options

(Click items to hide)

- White: English / Welsh / Scottish / Northern Irish / British
 ● White: Irish
- White: Eastern European
 ● White: any other background
- Mixed / multiple ethnic background: White and Black Caribbean
 ● Mixed / multiple ethnic background: White and Asian
- Any other mixed / multiple ethnic background
 ● Asian / Asian British: Indian
- Asian/Asian British: Bangladeshi
 ● Any other Asian background
 ● Any other ethnic group
- Prefer not to say
 ● Gypsy or Irish Traveller
- Mixed / multiple ethnic background: White and Black African
 ● Asian/Asian British: Pakistani
- Asian/Asian British: Chinese
 ● Black British
 ● Black: African
 ● Black: Caribbean
- Any other Black / African / Caribbean background
 ● Arab

4.Disability Status of Respondents

Do you consider yourself disabled or have a long-standing illness? Long-standing means anything tha...



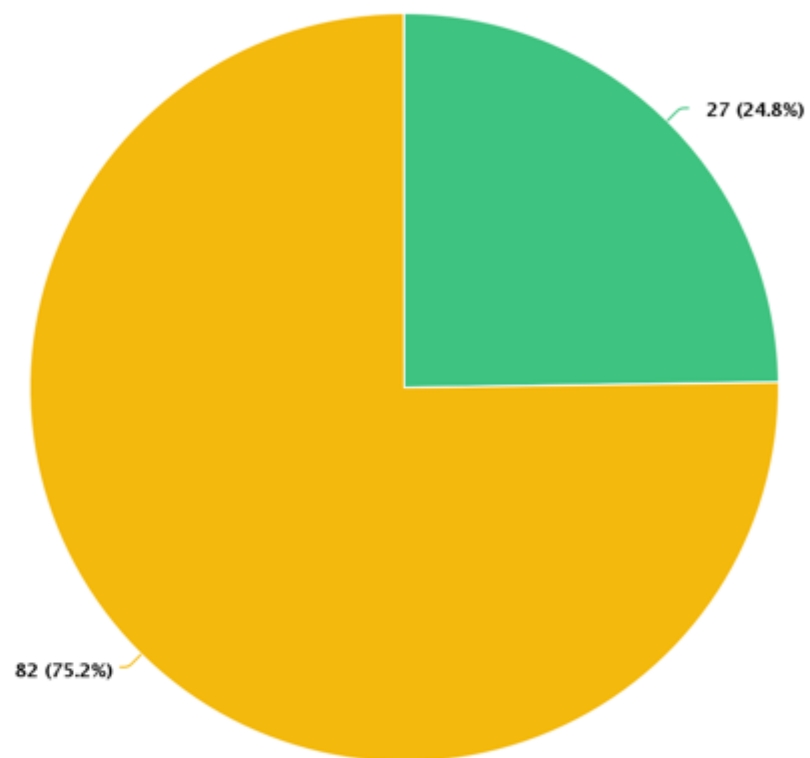
Question options

(Click items to hide)

- No
- Yes, affecting mobility
- Yes, affecting hearing
- Yes, affecting vision
- Yes, mental ill-health
- Yes, another form of disability
- Yes, affecting multiple areas
- Prefer not to say
- Yes, a learning disability

5.Caring Status of Respondents

Do you have caring responsibilities? A carer is anyone who cares, paid or unpaid, for a friend or f...



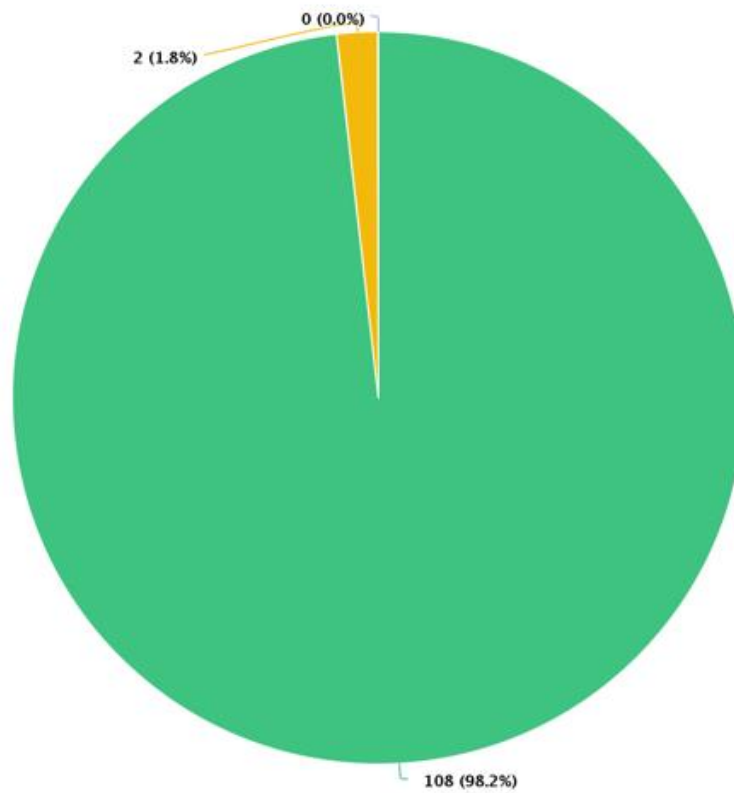
Question options

(Click items to hide)

● Yes ● No

6. Pregnancy Status of Respondents

Are you currently pregnant or have you been pregnant in the last year?



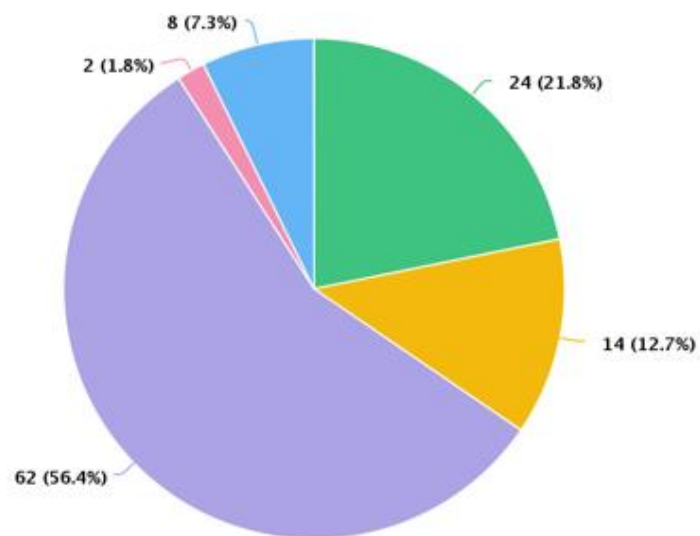
Question options

(Click items to hide)

No Prefer not to say Yes

7.Marital/Civil Partnership status of respondents

What is your legal marital status or same-sex civil partnership status?



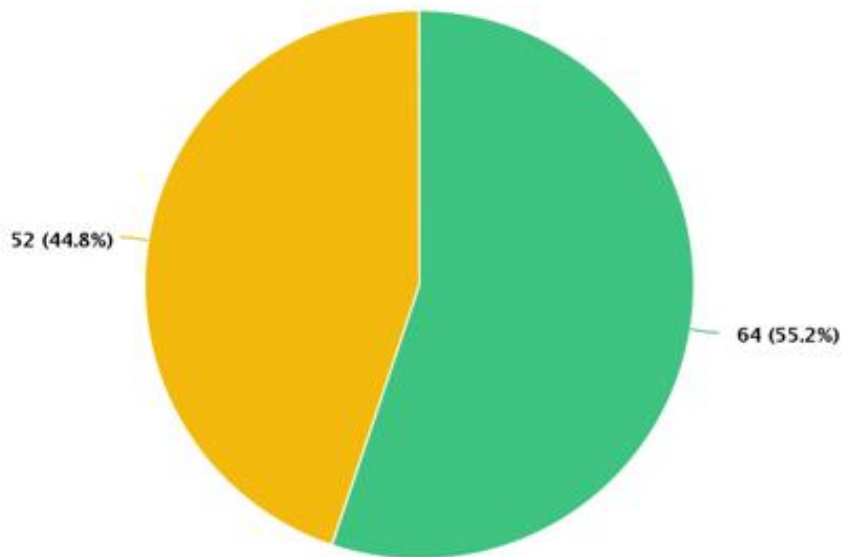
Question options

(Click items to hide)

- Single
- Divorced/Dissolved/Separated
- Married/Civil Partnership
- Widowed
- Prefer Not to Say

8. Employment with the Council status

Are you a Southend on Sea Borough Council employee?



Question options

(Click items to hide)

- Yes
- No

Southend Carers

Scope:

Mencap:

Trustlinks:

Southend Care

YMCA

South Essex College

Youth Council

Welcome to the UK:

Early Help/ St Luke' Community Hub

CAST

EU Communities Network : Polish, Romanian, Hungarian, Spanish, Portuguese, Bulgarian, Slovakian community link

South Essex African Caribbean Association

Southend Faith and Belief Network

Transpire:

Southend Pride:

Safe Steps:

Storehouse:

Aspirations

Brook Sexual Health Service

ABSS:

Children Centres:

Age Concern:

Folk Like Us (SAVS) :

Sheltered Housing (SHE):

SSAFA:

South Essex Advocacy Service:

Woodgrange Estate:

Citizen Advice Southend:

South Essex Community Hub:

Peabody:

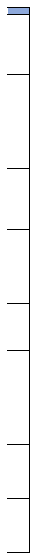
South Essex Homes:

Project Southchurch

Homeless community:

Drugs and Alcohol addiction:

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Southend-on-Sea Borough Council

Report of Executive Director,
to

Cabinet

on

22nd February 2022

Report prepared by: Nicola Spencer, Policy Advisor

Agenda
Item No

Social Value Policy (2021)

Relevant Scrutiny Committee(s): Policy & Resources

Cabinet Member: Cllr A Jones

Part 1 (Public Agenda Item)

1. Purpose of Report

For Cabinet to consider the refresh of the Council's Social Value Policy, which has applied across all Council commissioning and procurement activities since June 2018.

2. Recommendations

It is recommended that Cabinet:

1. agree to adopt the refreshed Social Value Policy
2. agree to the aims, objectives and principles stated in the refreshed Policy
3. support enhanced performance monitoring of social value
4. agree that the Commissioning Board act as the collective corporate sponsor for social value.

3. Background

- 3.1.** The Public Services (Social Value) Act 2012, implemented in January 2013, placed a responsibility on relevant public sector organisations to consider social value in service contracts, or where there is a service element in goods or works contracts.
- 3.2.** The Council's 2018 policy implemented a social value approach to commissioning and procurement and aimed to secure long-term benefits and address wider economic, environmental, and social issues in the Borough.
- 3.3.** The 2018 policy was developed through extensive consultation with Council colleagues and peer organisations alongside a review of best practice across the local authority landscape. The aims and principles of the policy were tested in April 2018 with key stakeholders, businesses, social entrepreneurs, and voluntary sector organisations.

- 3.4.** The Government's Procurement Policy Note 06/20, issued in September 2020, sets out how to take account of social value in the award of central government contracts, outlining social value as distinct from core deliverables within procurement processes. This PPN adds momentum to the already accelerating uptake of social value activities within local government, leading to a far wider and quicker uptake within the private sector, signs of which are already emerging.
- 3.5.** The Social Value Portal suggests that on average, organisations could see a social and local economic added value return of around 24% on contract spend. A number of factors including sector of contract, contract value, geographic location, number of contracts and maturity of market contribute to the wide range of eventual returns.

4. Reasons for Recommendations

4.1. Recommendation 1: agree to adopt the refreshed Social Value Policy and Recommendation 2: agree to the aims, objectives and principles stated in the refreshed Policy

- 4.1.1. The overarching vision of this refreshed Policy has not changed from 2018 – its intention is to continue to deliver wider social, economic, and environmental benefits whilst delivering optimal value for money. However, it is recognised that the 2018 Policy has not been embedded. Not all opportunities to elicit social value are being exploited and it is not possible to demonstrate the added social value our suppliers are contributing to Southend 2050. This paper presents the first stage of a refresh to embed social value, starting with a refreshed Policy.
- 4.1.2. The consideration of social value in commissioning and procurement was introduced by the Social Value Act almost a decade ago. In the years since, the principle of social value has become increasingly embedded across local government.
- 4.1.3. Officers have worked alongside the Social Value Portal to plan for ways to better embed social value practice. The first step in this process is to refresh the Policy. Following steps include enhanced performance monitoring and reporting, and enhanced contract management skills regarding monitoring social value in contracts.
- 4.1.4. This refreshed Policy recognises both the wider context and operational issues previously experienced and has been written to boost the capture of social value across the whole organisation, by realigning the Council's social value objectives to the Southend 2050 programme and making clear the steps that will be taken to further embed a clear and accessible social value approach.

4.2. Recommendation 3: Support enhanced performance monitoring of social value

4.2.1. To drive a culture of continuous improvement and to share best practice and how Social Value has impacted Southend's residents and communities, it will be important to regularly communicate and benchmark the Council's Social Value data via enhanced performance monitoring.

4.2.2. This will be in the form of an annual report for 2022/23 and an internal insight report at the end of the next financial year. These reports will aim to summarise the progress that is being made, the challenges and gaps that remain and to analyse the performance of projects and progress within different sectors.

4.2.3. Enhancing performance monitoring and further developing and implementing a mature Social Value approach will require additional, dedicated resources, to:

- effectively ensure that Social Value is embedded within the Council
- lead the Social Value agenda
- create a main point of contact with external key stakeholders in relation to Social Value and actively try to extend Southend partnerships to maximise Social Value
- deliver enhanced performance reporting and monitoring.

4.3. Recommendation 4: agree that the Commissioning Board acts as the collective corporate sponsor for Social Value creation and delivery

4.3.1. For commissioning and procurement to be successfully used as a tool to achieve the 2050 outcomes, there needs to be greater understanding of the importance of social value and contract management at all levels of the Council. Discussions on, and coordination of, procurement strategy and practice and the setting of social value priorities should not take place in isolation but by collaborating with communities and other relevant stakeholders early.

4.3.2. Agreement that the Commissioning Board acts as the corporate sponsor for Social Value as part of their Terms of Reference to ensure that social value performance is a key part of decision making and to provide oversight of the development and implementation of Social Value.

4.3.3. "...the strategic power of public procurement can only be facilitated by broadening the scope beyond the activity of procurement teams alone. This involves a greater understanding at all levels of local government of the importance of pre-procurement and contract management." (Localis, "True Value: Towards Ethical Public Service Commissioning", 2021)

5. Corporate Implications

5.1. Contribution to the Southend 2050 Road Map

Social value outcomes that can be included in contract specifications will contribute towards achieving the Southend 2050 ambitions and outcomes.

5.2. Financial Implications

The policy will secure wider social, economic, and environmental benefits from the Council's commissioning activity.

5.3. Legal Implications

Social value will be incorporated into the Council's existing procurement contracting procedures.

5.4. People Implications

None.

5.5. Property Implications

None.

5.6. Consultation

Ongoing workshops and discussion with key stakeholders on policy implementation and commissioning and procurement practice will take place.

5.7. Equalities and Diversity Implications

An Equality Analysis has been carried out – see Appendix 2.

5.8. Risk Assessment

Risks will be identified and monitored alongside the development of the Social Value Toolkits.

5.9. Value for Money

The Council benchmarks its performance and spend against comparators to ensure that it is providing value for money. The delivery of social value through the Council's contracts will in of itself maximise value for money by ensuring additional benefits and outcomes are delivered in line with Southend 2050.

5.10. Community Safety Implications

Any community safety social value outcomes included in contract specifications may contribute towards achieving Safe & Well Outcomes 1 ("Residents feel safe and secure in their homes, neighbourhoods and across the borough" and 3 ("We protect and improve the quality of life for everyone in our community, including the vulnerable").

5.11. Environmental Impact

Any environmental social value outcomes included in contract specifications may contribute towards achieving Pride & Joy Outcome 1 (“We act as a sustainable and green city embracing the challenges of the Climate Emergency Declaration made in 2019” and Connected & Smart Outcome 2 (“We are leading the way in making public and private travel smart, clean and green”).

6. Background Papers

Social Value Policy 2018

7. Appendices

Appendix 1: Social Value Policy (2021)

Appendix 2: Social Value Policy Equality Analysis (2022)

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Social Value Policy

December 2021

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1. Introduction

Following nearly a decade of public sector austerity, and then the coronavirus pandemic, it is more vital than ever that the Council, its suppliers, and Southend's communities work together to collectively recover and overcome the challenges we face. This will include looking for opportunities, both big and small, to support the people of Southend to be healthy, lead fulfilling lives in work and play and to look after the outside spaces we have grown to rely upon.

Maximising social value through the commissioning and procurement of contracts in Southend will help to secure these positive outcomes and influence suppliers in line with the City's Southend 2050 ambitions.

This policy sets out the Council's approach to implementing the Public Services (Social Value) Act 2012 ("the Act") and associated legislation. It further recognises the potential that social value has in supporting the Southend 2050 programme, and commitment to continuing to strive to make Southend a better place whilst delivering best value for money.

2. What is social value?

Social value is about the difference that we can make in our communities through our contracting of services and goods.

Social value asks the question:

'If £1 is spent on the delivery of services, can that same £1 be used to also produce a wider benefit to the community?'

(Social Enterprise UK)

A social value approach involves looking beyond the price of each individual contract and considering the collective benefit to local communities, the economy and or the environment.

3. Strategic context: Southend 2050

Southend 2050 is the borough's ambition for the future. It is the foundation for this policy and sets the outcomes we want to achieve.

For more information on Southend 2050, visit the Council's website: [Southend 2050](#)



4. National context: Social Value and the Act

4.1. The Act requires all public bodies in England and Wales to consider how the services they commission and procure might improve the “economic, social, and environmental wellbeing” of their respective areas. It asks that public bodies consider the ways that they could most benefit society as part of each decision made.

4.2. The Act gives local authorities the freedom to determine what kind of additional social value would best serve the needs of local communities provided that the social value obtained is relevant to the contract and its request is proportionate.

5. The benefits of a social value approach

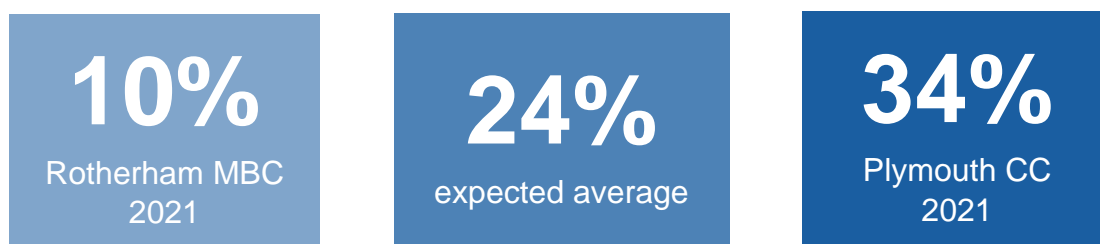
5.1. A social value approach involves looking beyond the price of each individual contract and considering the collective benefit to local communities when the Council chooses to award a contract. Procurement and commissioning officers might, for example, consider requesting additional social value that tackles a key local issue, addresses a gap in service delivery or strengthens local communities in other ways such as contributing to the local economy.

5.2. The Council spent c. £120M on contracts in 2021/22, many of which by default will deliver positive economic, environmental, and social outcomes that align to the ambitions of Southend 2050.

5.3. The Social Value Portal¹ suggests that on average, organisations could see a social and local economic² added value return of around 23.7% on contract spend. A number of factors including sector of contract, contract value, geographic location, number of contracts and maturity of market contribute to the wide range of eventual returns.

	Social Value Added	Local Economic Value Added	Social and Local Economic Value Added
Average	4%	22.3%	23.7%
Median	0.6%	8.4%	15.7%
25th percentile	0.1%	0.5%	3.8%
75th percentile	2.1%	28.6%	36.6%

5.4. As an example, in 2021 Plymouth City Council (one of Southend’s CIPFA Nearest Neighbours) reported 34% of total contract value achieved as additional social value over the last two years, whilst Rotherham Metropolitan Borough Council reported a return of 10%.



6. Our Commitments

6.1. Social Value in commissioning and procurement

6.1.1. We will seek to secure additional social value in the contracts we award through collaborative working, and we will direct those benefits to communities where they are most needed.

6.1.2. There is no ‘one size fits all’ model for achieving social value; it is an area where providers and commissioners nationally are learning about how best to achieve and evidence it. The aspirations of this Policy and the guidance within the Toolkits will continue to be informed by national developments and our local learning.

¹ [About us - Social Value Portal](#)

² Measures classed as “local economic value” include local employment and local supply chain spend; “social value” measures are those where the proxy value measures the benefit to society in general.

6.2. Social Value in everything that we do

6.2.1. We recognise that commissioning and procurement has a key part to play in achieving the Southend 2050 ambitions. But our ability to improve outcomes for local people goes beyond how we buy goods and services - we want to challenge ourselves and others to uncover the hidden value in everything that we do.

6.2.2. We want to find additional social value in all our activity, including planning, grants, human resource management and day to day running of services. We also want to be an ambassador for good practice and highlight the many examples of good practice going on in our town's businesses, schools, voluntary and community groups.

6.3. Social Value and Equality

6.3.1. Where Social Value is considered as part of a commissioning exercise, the public sector Equality Duty will continue to apply. This means that equality issues will continue to be considered at every stage of the commissioning cycle, including consultation and pre-procurement.

6.3.2. Our social value asks will contribute to our Equality Objectives.

6.3.3. We will promote social inclusion by ensuring our procurement procedures are transparent, accessible, and easy to understand and by providing Social Value Toolkits that offer practical, accessible guidance on developing a partnership with the Council.

6.3.4. We will take account of the need for positive action in respect of organisations led by, or for, equalities or community groups, and for the development of local small organisations and businesses. We will seek to nurture positive relationships and promote the engagement of these organisations in tendering. This will include actions to ensure that engagement with the marketplace and communities at pre-procurement stage is accessible to these target organisations.




7. Aims and Objectives



7.1. In delivering this policy our aim is to realise meaningful social value from the contracts we set in place, and to ensure that our commissioning and procurement activity maximises our potential to deliver the outcomes of Southend 2050.

7.2. It is not possible or appropriate to have one set of social value outcomes that will apply to all contracts, due to the value, nature, and diversity of the wide range of goods and services commissioned. We will, therefore, apply a proportionate approach, tailored to reflect the specific commissioning and procurement needs.

7.3. Service commissioners and procurement leads will consider, on a case-by-case basis, the potential social outcomes that could be delivered including the most appropriate strategy to achieve them.

7.4. Our social value objectives for each of the Southend 2050 themes are listed below:

Southend 2050 Theme	Social Value objectives
 <p>By 2050 Southenders are fiercely proud of, and go out of their way to champion, what our City has to offer.</p>	<p>Embed a sustainable commissioning and procurement procedure, protecting the borough's ecological interests, enhancing the environment, and supporting Southend to embrace the challenges of the Climate Emergency declaration made in 2019.</p> <p>Commit to protecting the environment and built environment, minimise waste and energy consumption and maximise the use of resources efficiently.</p> <p>Increase residents' satisfaction of the place, and Council services.</p> <p>Encourage people to take pride in their communities.</p>
 <p>By 2050 people in Southend-on-Sea feel safe in all aspects of their lives and are well enough to live fulfilling lives.</p>	<p>Contribute to improving the health and wellbeing of local people, with a focus on reducing inequalities.</p> <p>Improve the life chances of Southend's residents by working to reduce inequalities and social deprivation across our communities.</p>
 <p>By 2050 we have a thriving, active and involved community that feel invested in our City.</p>	<p>Engage with local communities to understand where social value can make an impact and listen to and strengthen our communities and partners to achieve better outcomes for all.</p> <p>Involve local people and organisations in determining social value outcomes that can meet the needs of communities via the commissioning cycle.</p> <p>Engage with local communities in the commissioning and evaluation of services, via community projects and partnerships with the VCS.</p> <p>Promote community cohesion and celebrate diversity.</p>

Southend 2050 Theme	Social Value objectives
 <p data-bbox="220 622 544 801">By 2050 Southend-on-Sea is a successful City and we share our prosperity amongst all of our people.</p>	<p data-bbox="587 320 943 349">Promote social inclusion.</p> <p data-bbox="587 371 1350 477">Promote our local economy and ensure that new, developing, and existing enterprises are nurtured and supported.</p> <p data-bbox="587 499 1430 566">Create employment and skills and training opportunities for local people, especially in target areas.</p>
 <p data-bbox="220 1144 520 1350">By 2050 people can easily get in, out and around our borough and we have a world class digital infrastructure.</p>	<p data-bbox="587 842 1050 875">Drive smart, green technologies.</p> <p data-bbox="587 898 1334 931">Support green, sustainable transport in the borough.</p> <p data-bbox="587 954 1337 1014">Improve accessibility, connectivity, and mobility to all residents.</p> <p data-bbox="587 1037 1353 1142">Support a healthy environment that enables and encourages active, sustainable travel choices that are accessible to everyone.</p> <p data-bbox="587 1164 1414 1225">Increase digital inclusion, improve digital skills and reduce inequality.</p>

8. Guiding principles

8.1. The following principles describe our approach, including the values and behaviours which are needed to achieve our commitments, aims and objectives.

Leadership

- Discussions on the strategy and practice of procurement do not take place in isolation, and there is a greater understanding at all levels of the importance of pre-procurement and contract management
- Progress is monitored with strong leadership, guidance, and co-ordination
- The Council delivers an effective social value Policy that is straightforward and simple to understand
- Contract management in the Council is strengthened

Creativity

- Social value is a platform that encourages innovation, both within and external to the Council
- Anybody, or any organisation, has the potential to add social value - no matter their size or make up

Flexibility

- Flexibility and a 'can do' approach to social value secures the best possible outcomes by opening up the commissioning and procurement process to a broader range of organisations and businesses

Collaboration

- Collaboration within the Council is promoted so that commissioning processes impact on the shared corporate priorities and to develop a shared vision for social value between the Council, local communities, stakeholders and other organisations and businesses
- commissioning processes are developed to open up opportunities for more co-designed services and sustainable local delivery models

Evaluation / Monitoring

- Outcomes are monitored to ensure that social value benefits are realised

Sustainability

- Longer term social value outcomes are prioritised over quick wins

9. Scope

9.1. The Act requires public bodies to consider social value in service contracts – alongside contracts for goods and works with a service element – above a prescribed financial threshold. Our implementation of the duties in the Act will be as wide as practicable so that we can achieve maximum impact.

9.2. Weighting and Threshold

9.2.1. Proportionate and relevant social value requirements will always be included in contracts which cross the following thresholds³:

Supplies & Services	£177,897 plus VAT
Light Touch Regime for Services	£552,950 plus VAT
Works	£1M and where contract length is 24 months or more

9.2.2. We will take a proportionate approach to each tender, which means that the threshold and weighting will be applicable to that tender, with a minimum weighting of 10% of the total award criteria for all tenders above Public Contract Regulation 'Find a Tender' thresholds.

9.3. Support for SMEs

9.3.1. 99.7% of Southend's businesses are Micro, Small or Medium-sized enterprises⁴. As a result, we have an existing tried and tested approach to supporting our local economy, delivered by partnerships and projects such as the BEST Growth Hub, Southend Business Partnership, Southend Business Directory, and by offering subsidised membership to the Federation of Small Businesses. We will use these existing services and networks to identify and resolve barriers to delivering social value, engage with the market effectively and provide good visibility of opportunities.

9.3.2. We will ensure that contract opportunities are accessible to voluntary and community groups and social enterprises and continue our work with local businesses on how to source and bid for public sector contracts.

10. How we will embed Social Value into commissioning and procurement

10.1. Implementation

We will:

- take account of the social and economic benefits of buying locally, particularly through local supply chains (such as reducing unemployment and raising the skill level of the local workforce)
- agree proportionate and relevant social value outcomes with the marketplace at pre-procurement stage and ensure that they are linked to the Southend 2050 ambitions

³Aligned to [Procurement Policy Note 09/21 – Thresholds and Inclusion of VAT](#)

⁴ Source: [NOMIS UK Business Counts 2021](#)

- encourage corporate social responsibility amongst the supply chain and contractors
- ensure our equality principles are clearly stated in the Toolkits and encourage providers to develop a proactive approach to diversity
- where possible (and appropriate and compliant with the Public contracts Regulations 2015) present opportunities to local businesses and invite them to tender for the requirements in question
- where desired, work with suppliers to develop their approach to paying a Living Wage.

10.2. Communication

We will:

- communicate this policy to all internal staff, providers, and partners to improve understanding of our social value approach and practice
- raise awareness of the principles of social value by working with internal staff, the marketplace, and communities to improve understanding of social value, this Policy and evaluation methods
- send a clear message about our intention to secure social value through our commissioning and procurement every time we communicate with the marketplace
- make social value information available on our website to make it easier for all potential providers to develop a coherent and relevant social value strategy.

10.3. Social Value Toolkits

We will:

- create accompanying Social Value Toolkits to support commissioners, contract managers, procurement officers and providers to deliver good social value
- provide detailed guidance in the Toolkits on the processes required to embed social value in how we achieve outcomes for local people
- align the Toolkits to the ambitions set out in Southend 2050.

10.4. Monitoring and Reporting

We will:

- use the Social Value Portal to capture and measure the nature and amount of social value achieved through our contracts, using a bespoke set of National Themes, Outcomes and Measures⁵ (known as “the TOMs”) to allow us to

⁵ The National Social Value Measurement Framework is a method of reporting and measuring social value to a consistent standard. More information available at <http://socialvalueportal.com/national-toms/>

attribute a recognised monetary value towards specific areas of social value and then link these back to the aspects of this Policy and Southend 2050

- produce and publish an annual statement which will publicise our Social Value priorities, detail our achievements through commissioning and procurement, and highlight wider examples achieved both within and outside of the Council
- monitor our contracts to ensure that social value promises are fulfilled
- work with the community to set annual targets based on local needs and achievements towards Southend 2050
- regularly report our Local Spend performance indicator in internal and external performance and outcome monitoring reports (such as the 2050 Outcomes Success Measures Report).

10.5. Governance

We will:

- ensure internal controls and processes are in place to ensure fair and transparent decisions are taken about this policy, its application and evaluation
- make the Council's Commissioning Board the collective corporate sponsor for Social Value and define this role in the Board's Terms of Reference.

10.6. Training and development

We will:

- develop guidance and training for internal staff
- offer training to local businesses in how to bid for Public Sector contracts
- seek to build social value commissioning expertise within evaluation panels to develop evaluation criteria and best practice.

11. Evaluating our Approach

11.1. We will evaluate the impact of this Policy to show how we are delivering on our aims and objectives. As part of this, we will conduct a periodic review of the Policy and how it is applied.

11.2. We will further develop our understanding and use different evaluation techniques to show which interventions are successful in providing positive social, economic, and environmental outcomes in Southend.

11.3. We will report periodically on this Policy's objectives and implementation to a cross-sector group, to include senior Council officers, commissioners, contract managers and staff from Procurement and Performance, alongside representatives from business sector and equality groups. This will provide us with an opportunity to adjust our approach as we learn from current practice, using evidence from providers

and recipients of services, to better understand how the policy directly achieves social value outcomes.

Social Value Policy 2021, v-2.0

Published by Southend-on-Sea Borough Council, January 2022

Southend on Sea Borough Council -

Equality Analysis

1. Background Information

1.1 Name of policy, service function or restructure requiring an Equality Analysis:

Social Value Policy

1.2 Department:

Transformation, Finance & Resources

1.3 Service Area:

This is being developed by Policy and Procurement but will be for corporate use.

1.4 Date Equality Analysis undertaken:

Started 05/01/2022

1.5 Names and roles of staff carrying out the Equality Analysis:

Name	Role	Service Area
Lee White	Head of Corporate Procurement	Finance and Resources
Nicola Spencer	Policy Advisor	Transformation
Cheryl Oksuz	Policy Advisor	Transformation

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

The Policy's aim is to secure additional social value in the contracts we award through collaborative working, to direct those benefits to communities where they are most needed and ensure that our commissioning and procurement activity maximises our potential to deliver the outcomes of Southend 2050.

The Policy also commits to producing Social Value Toolkits that will go into the details of the Social Value application and what to expect of the ask and the process as a bidder, a community group, or an employee. The Policy will also set out what the expectations are of contract managers across the Council in terms of monitoring and evidencing social value outcomes- this aligns with the Council's Commissioning Framework.

1.7 What are the main activities relating to the policy, service function or restructure?

- Extraction of additional social value from the council's contracts, which will include making social value a core part of commissioning and procurement processes
- The production of Social Value Toolkits for council officers and suppliers
- Training and development sessions for council officers on Social Value
- Collaboration with the Social Value Portal to measure and report on Social Value achieved
- The production of an Annual Social Value Statement
- The inclusion of Social Value in a Cabinet Member's portfolio

2. Evidence Base

2.1 Please list sources of information, data, results of consultation exercises that could or will inform the EA.

Source of information	Reason for using (e.g., likely impact on a particular group).
Population data	Impact on all groups
Deprivation data	Impact on all groups

LG Inform	Impact on all groups
Data from NOMIS on businesses	Impact on business owners
Residents' Perception Survey 2021	Impact on all groups
2020/2021 Director of Public Health Report	Impact on all groups

Please Note: reports/data/evidence can be added as appendices to the EA.

2.2 Identify any gaps in the information and understanding of the impact of your policy, service function or restructure. Indicate in your action plan (section 5) whether you have identified ways of filling these gaps.

- There are gaps in demographic data regarding some demographic groups in the borough – e.g., LGBTQ residents, disabilities and residents that are “off the grid”.
- There are gaps in data about the demographics of local business owners, such as gender and disability.
- There are inherent gaps in understanding the impact of the Policy, as its impact will come from the application of a social value approach to each within-scope commissioning and procurement exercise the Council undertakes. It will be important to use the Council's social value outcome measures (i.e., the National TOMs) to clearly define the added social value required from each contract at tender stage and then use robust contract management to ensure that the value is a) delivered as it was contractualised, and b) had the intended social, economic, or environmental impact that was sought.

3. Analysis

3.1 An analysis and interpretation of the impact of the policy, service function or restructure should be undertaken, with the impact for each of the groups with *protected characteristics* and the source of that evidence also set out against those findings.

In addition, the Council has identified the need to assess the impact of a policy, service function or restructure on carers, looked after children (as part of the age characteristic) as well as the socioeconomic impact of different groups, such as employment classifications.

Initial assessment of a perceived impact of the policy, service function or restructure. The impact can be positive or negative (or in some circumstances both), none or unclear:

	Impact - Please tick				
	Yes			No	Unclear
	Positive	Negative	Neutral		
Age (including looked after children)	X				
Disability	X	X			
Gender reassignment	X				
Marriage and civil partnership	X				
Pregnancy and maternity	X				
Race	X	X			
Religion or belief	X				
Sex	X				
Sexual orientation	X				
Carers	X				
Socio-economic	X	X			

Descriptions of the protected characteristics are available in the guidance or from: [EHRC - protected characteristics](#)

- 3.2 Where an impact has been identified above, outline what the impact of the policy, service function or restructure on members of the groups with protected characteristics below:

Overarching Policy impact – Positive for all protected characteristics

The Policy aims to have an overall positive social impact on Southend and its residents, by ensuring that our commissioning and procurement activity maximises our potential to deliver the outcomes of Southend 2050. It does not have specific issues pertaining to any of the protected characteristics.

Therefore, there is a very wide range of people who could be affected in some way by the Policy and by the consequent effect it has on the council’s commissioning and procurement processes and activity.

	Potential Impact
Age	<p>Intended positive impact.</p> <p>We acknowledge that needs vary greatly across this protected characteristic, and differing benefits will be felt by each age group. The National Social Value Themes, Outcomes and Measures include themes to create Healthier, Safer and more Resilient Communities and Promote Local Skills and Employment, both of which apply to this protected characteristic. We acknowledge that children, young people, and some older people - particularly retirees and those with disabilities that limit their activity and ability to work - may not experience the same social value benefits as a result of promoting local skills and employment as younger, working age groups might.</p> <p>See section 6.3 of the Social Value Policy, which confirms that where Social Value is considered as part of a commissioning exercise, the public sector Equality Duty will continue to apply. This means that equality issues will continue to be considered at every stage of the commissioning cycle, including consultation and pre-procurement.</p> <ul style="list-style-type: none"> • 182,773 total population of Southend <ul style="list-style-type: none"> ○ 107.3k adults aged 18-64

	<ul style="list-style-type: none"> ○ 10.8k children aged 0-4 ○ 28.9k children aged 5-7 ○ 35.7k adults aged 65+ ● Over 40% of children under 16 years of age live in the most disadvantaged 30% of our wards. In a number of areas, we are performing below the national average for childhood wellbeing indicators (JSNA 2019).
<p>Disability</p>	<p>Intended positive impact on this group, with a potential for negative impact.</p> <p>We acknowledge that needs vary greatly across this protected characteristic; barriers to experiencing social value benefits will differ according to the type of disability experienced. The National Social Value Themes, Outcomes and Measures include themes to create Healthier, Safer and more Resilient Communities and Promote Local Skills and Employment, both of which apply to this protected characteristic. 13 of the Measures directly relate to promoting local skills and employment for disabled people, or enhancing their community networks (specifically NT6, NT6a, NT9a, NT10a, NT27, RE7, RE31, FM8, FM8a, FM17a, FM18a, FM19, FM54).</p> <p>See section 6.3 of the Social Value Policy, which confirms that where Social Value is considered as part of a commissioning exercise, the public sector Equality Duty will continue to apply. This means that equality issues will continue to be considered at every stage of the commissioning cycle, including consultation and pre-procurement.</p> <p>A particular consideration throughout the process will be accessibility – in terms of different formats of documents and consultations, tailored to individual need, as well as physical accessibility of buildings and venues where appropriate. Also to</p>

	<p>understand that some specialist equipment or support measures may need to be implemented to fully engage with this group effectively.</p> <ul style="list-style-type: none"> • 18.5% of Southenders have a long-term disability or illness (Census 2011) (20% of the working age population nationally).
Gender reassignment	<p>Intended positive impact.</p> <p>See section 6.3 of the Social Value Policy, which confirms that where Social Value is considered as part of a commissioning exercise, the public sector Equality Duty will continue to apply. This means that equality issues will continue to be considered at every stage of the commissioning cycle, including consultation and pre-procurement.</p> <ul style="list-style-type: none"> • Local data gap, although we will have data from the 2021 Census on this later in 2022.
Marriage and civil partnership	<p>Intended positive impact.</p> <p>See section 6.3 of the Social Value Policy, which confirms that where Social Value is considered as part of a commissioning exercise, the public sector Equality Duty will continue to apply. This means that equality issues will continue to be considered at every stage of the commissioning cycle, including consultation and pre-procurement.</p> <ul style="list-style-type: none"> • There were 516 marriages in Southend in 2018. • It is acknowledged that there is now a data gap for this protected characteristic; however, data on marriage and civil partnership will be available from the 2021 Census later in 2022.

<p>Pregnancy and maternity</p>	<p>Intended positive impact.</p> <p>See section 6.3 of the Social Value Policy, which confirms that where Social Value is considered as part of a commissioning exercise, the public sector Equality Duty will continue to apply.</p> <p>This means that equality issues will continue to be considered at every stage of the commissioning cycle, including consultation and pre-procurement.</p> <ul style="list-style-type: none"> • Southend’s general fertility rate for 2015-2019 (live births per 1000 women aged 15-44) was 64.8, higher than England (60.6). • As of 2019, Southend’s under 18 conception rate of 20.9/1000 is significantly above the England (15.7/1000) and East of England (13.9/1000) rates.
<p>Race</p>	<p>Intended positive impact on this group, with a potential for negative impact.</p> <p>We acknowledge that Social Value requirements could be included into application or bid processes in a way that unintentionally excludes people whose first language isn’t English, for instance by using unnecessarily complicated language or only having limited formats of documents available.</p> <p>See section 6.3 of the Social Value Policy, which confirms that where Social Value is considered as part of a commissioning exercise, the public sector Equality Duty will continue to apply.</p> <p>This means that equality issues will continue to be considered at every stage of the commissioning cycle, including consultation and pre-procurement.</p> <p>Section 6.3 also confirms that we will promote social inclusion by ensuring our procurement procedures are transparent, accessible, and easy to understand and by providing Social Value</p>

	<p>Toolkits that offer practical, accessible guidance on developing a partnership with the Council.</p> <p>Southend borough ethnicity data:</p> <ul style="list-style-type: none"> • 90.7% White British • 3.9% Asian • 2.7% Mixed • 2.3% Black • 0.5% Other • The great majority of Southenders (87%) self-reported their ethnicity as White British in the 2011 Census compared to 85% nationally. • There were 87 different ethnicity categories self-reported; categories for which there were more than 100 responders in Southend-on-Sea were: <ul style="list-style-type: none"> ○ Irish, Gypsy/Irish Traveller, Other Asian, Other Black, Arab, Albanian, Australian/New Zealander, Baltic States, Black British, Commonwealth of (Russian) Independent States, Greek, Iranian, Italian, Latin American, Multi-ethnic Islands, North American, Sri Lankan, Thai, and Turkish.
<p>Religion or belief</p>	<p>Intended positive impact.</p> <p>See section 6.3 of the Social Value Policy, which confirms that where Social Value is considered as part of a commissioning exercise, the public sector Equality Duty will continue to apply.</p> <p>This means that equality issues will continue to be considered at every stage of the commissioning cycle, including consultation and pre-procurement. Consideration will need to be given for consultation events and physical meetings in accordance with the faith calendar.</p>

	<ul style="list-style-type: none"> • Within Southend, 56% are Christian, 32% did not identify with any religion, 2% are Muslim. Across England and Wales in 2011, the profile of religious affiliation was skewed. The religion that the largest proportion of the populations in both England and Wales identified with was Christianity (59% and 58% respectively). • Almost a quarter of the population of England (25%) did not identify with any religion. • Those who identified as Muslim were the largest religious minority group in both England and Wales. • A third of the population in England who identified as Muslim were under 16 years of age.
<p>Sex</p>	<p>Intended positive impact.</p> <p>See section 6.3 of the Social Value Policy, which confirms that where Social Value is considered as part of a commissioning exercise, the public sector Equality Duty will continue to apply. This means that equality issues will continue to be considered at every stage of the commissioning cycle, including consultation and pre-procurement.</p> <p>Southend borough data:</p> <ul style="list-style-type: none"> • 89.6k male (49%) • 93.1k female (51%) • Gender inequalities in healthy life expectancy persist with men falling behind. With a fast-ageing population, the need to delay ill health and minimise disability is paramount, as is the need to reduce isolation. (JSNA 2019) • Data from Duport in 2015 showed that 25% of Directors of businesses in Southend were female. The Rose Review of Female Entrepreneurship by HM Treasury

	<p>in 2019 found that only 1 in 3 UK entrepreneurs is female, a gender gap equivalent to 1.1 million missing businesses; and that in 2017, only 5.6% of UK women ran their own businesses. Local, contemporary data on gender in local businesses is a known data gap and will be filled when possible.</p>
<p>Sexual orientation</p>	<p>Intended positive impact.</p> <p>See section 6.3 of the Social Value Policy, which confirms that where Social Value is considered as part of a commissioning exercise, the public sector Equality Duty will continue to apply. This means that equality issues will continue to be considered at every stage of the commissioning cycle, including consultation and pre-procurement.</p> <ul style="list-style-type: none"> • Local data gap on this protected characteristic, although we do have national data (see below) and we will soon have data from the 2021 Census. • An estimated 1.4 million people aged 16 and over in the UK identified as lesbian, gay or bisexual in 2019 - a statistically significant increase from 1.2 million in 2018 - continuing the trend seen over recent years. • “People aged 16 to 24 continue to be the most likely to identify as lesbian, gay or bisexual, however the proportion of older adults identifying as lesbian, gay or bisexual, while much smaller, is also increasing.” <i>Penelope McClure, Population Statistics Division, Office for National Statistics.</i>
<p>Carers</p>	<p>Intended positive impact.</p> <p>See section 6.3 of the Social Value Policy, which confirms that where Social Value is considered as part of a commissioning exercise, the public sector Equality Duty will continue to apply. This means that equality issues will continue to be considered at</p>

	<p>every stage of the commissioning cycle, including consultation and pre-procurement. Particular consideration will be given to carers with caring responsibilities and their access to face-to-face consultations and meetings.</p> <ul style="list-style-type: none"> • 1, 470 carers were either supported or assessed by Southend Borough Council during 2020/21. • 3,402 residents were entitled to Carer's Allowance in Southend in 2021/22, with 2.2% of these people being over the age of 65 themselves. • 13% of respondents to the Residents' Perception Survey 2021 indicated that they had caring responsibilities (in the survey a carer was defined as anyone who cares, unpaid, for a friend or family member who due to illness, disability, a mental health problem or an addiction cannot cope without their support), with almost half (45%) indicating that they find it difficult to meet those responsibilities, including 16% who find it very difficult.
<p>Socio-economic</p>	<p>Intended positive impact, with potential negative impact.</p> <p>The Social Value Policy specifically aims to have a positive impact on socio-economic equality for all residents of the city, by seeking to work towards achieving the Southend 2050 outcomes as well as the National Social Value Themes of:</p> <ul style="list-style-type: none"> • Promoting Local Skills and Employment • Supporting Growth of Responsible Regional Business • Making Communities Healthier, Safer and more Resilient • Decarbonising and Safeguarding the City • Promoting Social Innovation. <p>We acknowledge that social value requirements may be included into an application or bid process in a way that disproportionately puts off (or otherwise disfavours) an applicant who would</p>

	<p>otherwise deliver the best service for service users. This could result in another applicant winning, resulting in a worse service being delivered to protected characteristic groups or communities of interest. In particular, unwieldy or time-consuming processes may deter micro-businesses, SMEs and VCSEs.</p> <p>See section 6.3 of the Social Value Policy, which confirms that we will promote social inclusion by ensuring our procurement procedures are transparent, accessible, and easy to understand and by providing Social Value Toolkits that offer practical, accessible guidance on developing a partnership with the Council.</p> <p>Section 6.3 also confirms that we will take account of the need for positive action in respect of organisations led by, or for, equalities or community groups, and for the development of local small organisations and businesses. It confirms that we will seek to nurture positive relationships and promote the engagement of these organisations in tendering; this will include actions to ensure that engagement with the marketplace and communities at pre-procurement stage is accessible to these target organisations.</p>
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4. Community Impact

- 4.1 You may also need to undertake an analysis of the potential direct or indirect impact on the wider community when introducing a new/revised policy, service function or restructure.
- 4.2 You can use the [Community Cohesion Impact Assessment](#) as a guide, outlining a summary of your findings below:

5. Equality Analysis Action Plan

- 5.1 Use the below table to set out what action will be taken to:

- Ensure a full analysis of the impact of the policy, service function or restructure is undertaken.
- Mitigate/address identified negative impacts or unlawful prohibited conduct.
- To promoted improved equality of opportunity and to foster good relations.
- How the action plan will be monitored and at what intervals.

Planned action	Objective	Who	When	How will this be monitored (e.g. via team/service plans)
<p>Equality</p> <p>Analyses to be carried out at the initiation stage of every commissioning and tender exercise for every contract that is within the scope of the Social Value Policy.</p>	<p>To ensure that equality is considered on a contract-by-contract basis at the same time as setting the social value priorities for the contract.</p>	<p>Commissioners and contract managers</p>	<p>At the start of each commissioning and tender exercise.</p>	<p>Via team plans and Exec DMTs</p> <p>Challenge also via Commissioning Board in some cases</p>

Planned action	Objective	Who	When	How will this be monitored (e.g. via team/service plans)
Ensure review of accessibility and design is carried out at the initiation stage in every commissioning and tender exercise undertaken.	To ensure that accessibility is considered on a contract-by-contract basis at the same time as setting the social value priorities for the contract.	Commissioners Contract managers	At the start of each commissioning and tender exercise.	Via team plans and Exec DMTs Challenge also via Commissioning Board in some cases
Equality Duty and Objectives to be considered at every stage of the commissioning cycle, including consultation and pre-procurement.	To ensure that equality is considered throughout the life of the procurement, not just the commissioning and pre-procurement stages.	Commissioners Contract Managers	Throughout the life of each contract.	Via team plans and Exec DMTs Challenge also via Commissioning Board in some cases

Planned action	Objective	Who	When	How will this be monitored (e.g. via team/service plans)
Data recorded on protected groups engaged with to monitor accessibility and any gaps	To ensure that good quality data is available to be used when considering equality throughout the life of the procurement, not just the commissioning and pre-procurement stages.	Commissioners Contract Managers	Throughout the life of each contract.	Via team plans and Exec DMTs Challenge also via Commissioning Board in some cases

Signed (lead officer):

Signed (Director):

Once signed, please send a copy of the completed EA (and, if applicable, CCIA) to Sarah Brown Sarahbrown@southend.gov.uk.

Southend-on-Sea Borough Council

Report of Executive Director (Adults and Communities)
to
Cabinet

On
22nd February 2022

Report prepared by: Taslima Qureshi, Head of Strategic
commissioning

Agenda
Item No.

Relevant Scrutiny Committee – People Scrutiny
Cabinet Member – Cllr Nevin

ASC strategies: Ageing Well 2022-2027, Living Well 2022-27, Caring Well 2022-27

1. Purpose of Report

- 1.1 To endorse three Adult Social Care (ASC) five-year 2022-2027 strategies for Ageing Well, Living Well and Caring Well, which set ASC priorities over the next five years, recognising the alignment to the overarching commitment and delivery of Southend 2050 roadmap outcomes.

2. Background and Context

Milestone recovery and aligned plans

- 2.1 As part of the recovery from the COVID pandemic, commissioners worked with adult social care and NHS staff in 2020 to draw up priorities for action in the next 18 months (over the period 2020-2022). Three milestone plans were agreed and published in late 2020, one focused on Older People, another on Adults of Working Age and a third on unpaid Carers of all ages. A shared priority of each of these plans were to develop longer term, five-year strategies for action over the period 2022-2027.
- 2.2 The strategies are aimed at the needs of people as they get older, individuals of working age who are eligible for care and support, and unpaid carers of all ages. They are co-designed to reflect and address the increasing complexity of need and demand on services with reduced resources in the public sector. The strategies embrace the principles of personalisation, strengths-based practice and progression.
- 2.3 The Caring Well strategy for all ages, is a joint strategy with the CCG, recognising the joint commitment and priorities for unpaid carers in the SEE Alliance Plan.
- 2.4 Southend has built upon its relationships with people who use and provide services and have developed these strategies through a series of co-produced

events. These conversations have produced a unique opportunity to bring all people and stakeholders together in identifying strategic priorities and they are committed to driving this forward.

- 2.5 The strategies outline what people have told us are important to them and how we will deliver to those priorities. In short, the strategies aim to ensure all people accessing care and support have a better quality of life through living locally and feeling valued, where they feel safe and well, and where they have access to effective personal support which promotes independence, choice, and control.

Delivery action plans

- 2.6 The strategies will have annual co-produced SMART delivery action plans developed through two steering groups, one for Adults and one for Carers, ensuring Health, Social Care, Providers and people who use service are represented.
- 2.7 The co-produced action plans will be developed against the priorities that have been identified in the strategies, which are tied to 2050 ambitions. Progress of the delivery of the action plans will be monitored through these steering groups and the ASC recovery board, with further oversight being provided by the Health and Wellbeing Board.

Governance timeline for publication

Timeline	Living well, Ageing well, Caring well 2022-2027 strategies
Aug and Sept 21	Public consultation 02/08/21 – 26/09/21
Oct 21	Amend drafts based on consultation
November 21	Feedback loop to participants that took part in co-production.
December	Final drafts to publishers for design DMT: 23rd December 21
January and Feb 21	Approval governance CMT: 26th Jan 22 EB: 8TH Feb 22 Cabinet: 22nd February 22 Publication

3. Next Step

- 3.1 Develop a standardised process for ongoing engagement and co-production and build on these open discussions
- 3.2 Work to establish a baseline of where we are now to allow us to monitor progress on where we want to get to by 2027.

- 3.3 Establish an Adults and Carers steering group to develop and manage the delivery of annual action plans, ensuring Health, Social Care, Providers and people who use service are represented.
- 3.4 The annual co-produced delivery action plans will be developed against the priorities that have been identified in the strategies, which are tied to 2050 ambitions. The SMART action plans will be developed by the two steering groups in a co-produced way, and they will monitor progress of the delivery of plans. Each action or area identified will have a prospective lead, whether it be a LA officer, a provider or health colleagues.
- 3.5
- 3.6 Overall progress of the delivery action plans will be monitored by the ASC recovery board, Pentana (2050 outcomes tool) and will have further oversight by the Health and Wellbeing Board.

4. Corporate Implications

- 4.1 *Contribution to Southend 2050*
ASC Strategies contribute towards the following themes:

Safe and Well

- SW01 People in all parts of the borough feel safe and secure at all times.
- SW02 Southenders are remaining well enough to enjoy fulfilling lives through their lives.
- SW03 We are well on our way to ensuring that everyone has a home that meets their needs.
- SW04 We are all effective at protecting and improving the quality of life for the most vulnerable in our community.

Active and Involved.

- AI01 Even more Southenders agree that people from different backgrounds are valued and get on well together.
- AI02 The benefits of community connection are evident as more people come together to help, support, and spend time with each other.
- AI03 Public services are routinely designed and sometimes delivered, with their users to best meet their needs.
- AI04 A range of initiatives help communities come together to enhance their neighbourhood and environment.

Connected and Smart

- CS1 It is easier for residents and people who work here to get in and around the Borough.
- CS2 People have a wide range of transport options.
- CS3 We are leading the way in making public and private travel smart, clean and green.

- CS4 Southend is a leading digital city with world class infrastructure, that enables the whole population.

4.2 **Consultation and codesign/coproduction**

4.3 From January 2021 work began on coproducing three adult social care strategies. The drafts were produced after conversations with residents of Southend and contained three elements:

- Caring Well
- Living Well
- Ageing Well

We met Cabinet members on the 19th of July 2021 to give a briefing on the draft five-year Adult Social Care Strategies.

4.4 Southend on Sea Borough Council carried out a public consultation on the Strategies between 2nd August 2021 to 26th September 2021. The website **‘Your Say Southend’** was the main online consultation space. It included information about the strategies, surveys and room for ideas for anyone wishing to engage.

	Total Visits	Max Visitors Per Day	Visited Multiple Project Pages	Downloads of Strategies	Completed surveys
Caring Well	314	46	61	36	9
Ageing Well	382	56	79	40	25
Living Well	488	80	81	32	29

4.5 We originally planned to hold face to face engagement sessions but due to Covid restrictions these were moved online and took place via Teams and Zoom. We know that not everyone has online access and so we included the options of holding telephone consultations and using paper surveys.

4.6 We implemented an extensive comms plan which included targeted ads via social media as well as more traditional methods such as radio and mainstream news media. We undertook engagement with various partners and other stakeholders from across Southend. The consultation allowed for positive and collaborative work with partner organisations such as South Essex Homes, Project 49, HARP, Age Concern and Mind, CCG.

4.7 We held seven online events in September after the main holiday period had ended. At the request of the people involved we changed the format of the Learning Disability event as they preferred to draw something rather than participate in conversations and we produced an easy read version of the living well strategy.

4.8 **Financial Implications**

There are no financial implications arising from a formal commitment to the three ACS strategies.

4.9 Legal Implications

There are no legal implications arising from a formal commitment to the three ACS strategies.

4.10 People Implications

There are no staffing implications of a commitment to the three ACS strategies.

4.11 Property Implications

There are no immediate property implications to the three ACS strategies.

4.12 Equalities and Diversity Implications

The development of the three ACS strategies has not had any adverse impact on any protected characteristic. The priorities in the Strategies have been co-produced and are specifically designed to promote equality, tolerance and understanding between people of all ages and to break down barriers to participation of underrepresented groups in the community.

4.13 Risk Assessment

Delivery of the three ASC strategies priorities will be set out in annual action plans and risks will be assessed as part of the action plan development process.

4.14 Value for Money

The three ASC strategies reflects ambitions to shift resources towards preventing the increasing demand of more people presenting with complex care and support needs, by delivering service in the community through strength-based approaches and utilising community assets.

4.15 Community Safety Implications

None

4.16 Environmental Impact

None

5. Background Papers

None

6. Appendices

1. Ageing Well Strategy 2022-2027
2. Living Well Strategy 2022-2027
3. Joint Caring Well Strategy 2022- 2027

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Working to make
lives better
www.southend.gov.uk

A photograph of three elderly women in white t-shirts participating in a fitness or dance class. They are standing in a line, with their arms extended forward. The woman in the foreground is wearing glasses and has her arms outstretched. The background is slightly blurred, showing other participants and a room with large windows.

Ageing Well Strategy

for Southend-on-Sea
Borough Council

2022–2027

Foreword from the Director



Tandra Forster

Executive Director Adults and Communities,
Southend-on-Sea Borough Council

“

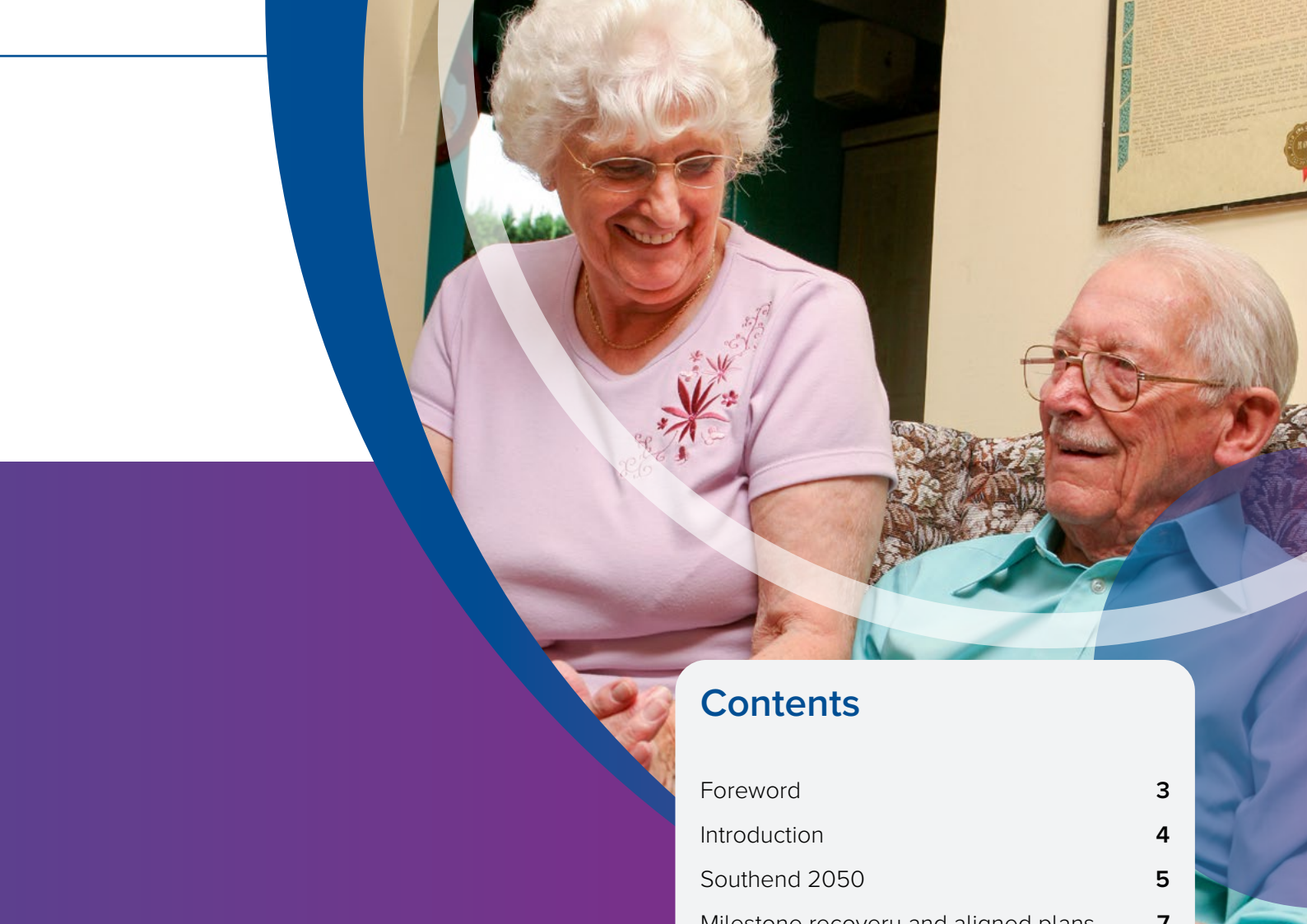
“We want to live in the place we call home with the people and things that we love, in communities that look out for one another, doing the things that matter to us.”

I am delighted to write this foreword for our Ageing Well Strategy which focuses on people who are 65 years of age and older, although as you will read below this strategy is much broader in ambition than focusing on a particular age or number.

I recently came across what I think is a very appropriate quote in a social care future blog, which for me absolutely sums up the social care future we seek together in Southend.

‘We want to live in the place we call home with the people and things that we love communities that look out for one another doing the things that matter to us’.

I appreciate that for some people this has been a really challenging time because of Covid and the restrictions and you may question whether this is the right time to think about a five-year strategy. However, I would say this is the perfect time for us to build on the fantastic work that happened across the community during the pandemic, and it offers us the opportunity to rethink social care in Southend. People who are 65 and over have told us that one of their main priorities is to be able to



remain as independent as possible for as long as possible. They value socialisation and want to stay connected to their community whilst also being able to participate in activities, with support to do so if they need it. People also told us they want to be able to access and use technology as they fear being ‘left behind’ but we also recognise that using technology isn’t for everyone.

I would like to take the opportunity to thank those residents who worked with us to produce this five-year strategy which sets out how we can all work together to ensure that older adults are able to live and thrive in Southend. The messages you have given us are clear, and I recognise how important it is that we continue to listen and work with you to ensure we are able to deliver the aims set out in this strategy.

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Introduction

This Ageing Well strategy takes into account the needs of people as they get older. Whilst similar strategies are typically aimed at people who are 65 and over, which has traditionally been when people have retired, many people may not regard themselves as ‘old’ at this age. It is for this reason that our Ageing Well Strategy will not limit its ambition to an arbitrary age but instead aim to create an environment and a community that embraces ageing and allows people of all ages to live well together in Southend.

The age range covered by this strategy includes a wide variety of needs from the active and well to those who will have significant care needs. This strategy also comes at a time of significant change and of recovery from the COVID 19 pandemic. We can and will learn lessons from the way in which people have often been innovative and adapted to the difficulties they have faced. We should also take encouragement and build on the enormous effort and power of the community to help themselves through the last twelve months and look at ways of maintaining and strengthening this community spirit. This strategy builds on the priorities set out in the **Adult Social Care Milestone Recovery Plans 2020-2022**. Projects taken forward under these plans have already begun to address these long-standing inequalities.

In producing this strategy initially, a small group of older people codesigned the priorities. These priorities were then taken for a wider conversation with groups of older people across Southend and online via the Councils engagement platform **Your Say Southend**. It is important to recognise that this strategy is just the starting point in an ongoing conversation with people and we will continue to review this strategy based on those conversations.

This strategy includes a delivery plan which will be updated annually and co-produced through engagement with support groups across Southend.

Southend 2050

Southend 2050 is the community vision for the future of Southend. This ambition was developed following extensive conversations with those that live, work, visit, do business and study in Southend-on-Sea. These conversations asked people what they thought Southend-on-Sea should be like in 2050 and what steps are needed now, and in the coming years, to help achieve this.

We received thousands of responses which provided a rich source of information from which the ambition has been developed. The ambition is grounded in the values of Southenders. It is bold and challenging and will need all elements of our community to work together to make it a reality.

This strategy will help to deliver on several of the outcomes for Southend 2050 namely:



Safe and Well

- Public services, voluntary groups, strong community networks and smart technology combine to help people live long and healthy lives.
- Carefully planned homes and new developments have been designed to support mixed communities and personal independence, whilst access to the great outdoors keeps Southenders physically and mentally well.
- Effective, joined up enforcement ensures that people feel safe when they're out and high-quality care is there for people when they need it.



Active and Involved

- Southend-on-Sea has grown, but our sense of togetherness has grown with it. That means there's a culture of serving the community, getting involved and making a difference, whether you're a native or a newcomer, young or old.
- This is a place where people know and support their neighbours, and where we all share responsibility for where we live.
- Southend in 2050 is a place that we're all building together – and that's what makes it work for everyone.



Connected and Smart

- Southend is a leading digital city and an accessible place.
- It is easy to get to and easy to get around and easy for residents, visitors and businesses to park.
- Everyone can get out to enjoy the Borough's thriving city centre, its neighbourhoods and its open spaces.
- Older people can be independent for longer.
- Local people also find it easy to get further afield with quick journey times into the capital and elsewhere, and an airport that has continued to open up business and leisure travel overseas – but in balance with the local environment.

Milestone recovery and aligned plans

As part of the recovery from the COVID pandemic, commissioners in Southend worked with adult social care and NHS staff in 2020 to draw up priorities for action in the next 18 months (over the period 2020-2022).

Three **milestone plans** were agreed and published in late 2020 (one focused on Older People, another on Adults of Working Age and a third on unpaid Carers of all ages). A shared priority of each of these plans was to develop longer term, five-year strategies with more detailed priorities for action over the period 2022–2027.

This five-year strategy for Ageing Well sits alongside two additional strategies entitled Caring Well and Living Well which are currently being developed.

Commissioning plans 2021–2024

Southend commissioners have been working on the coproduction of a suite of documents that will support the delivery of the priorities in this strategy and the other two five-year strategies, Caring Well and Aging Well. These will be published in 2022/2023 on the council's website and will include:

- Market Position Statement
- Workforce Development Plan
- Quality Strategy



Our vision for Adult Social Care in Southend

Our overarching vision for Adult Social Care in Southend is:



“

“To work collaboratively with people to enable them to live safe, well and independently in the community, connected to the people and things they love.”



We will achieve this by:

- Listening to people and focusing on their strengths.
- Transforming care and support to ensure that there are flexible options that enable independence.
- Getting the best value from the Southend pound for the people we support.

Delivering this will mean people in Southend:

- Can easily access information and advice that connects them to support that helps prevent, reduce, delay the need for care and support
- Can lead the discussion where they might need more formal assessment
- Are supported to live well and longer in their community with choice and control
- Have a good experience of the care and support they receive
- Have a smooth transition into adult services with a focus on their potential and living independently

An Age Friendly Community for Southend

This strategy provides a clear vision which helps people to remain healthier for longer. When help is needed, wherever the health and care system is accessed, the process will be seamless and as stress free as possible.

The strategy will help organisations that look after the health and wellbeing of older people to focus scarce resources on the things that matter most to people locally. This includes GPs and other health service providers and organisations providing housing, leisure facilities, transport and those who help make sure the community is a safe one.

To support the principle that this strategy should be about more than just the provision of effective health and social care services for older people and giving people a “life not a service” the five-year strategic priorities for older people in Southend are set within the **UK Age Friendly Communities** domains of:

- Outdoor spaces and buildings
- Transport
- Housing
- Social Participation
- Respect and social inclusion
- Civic participation and employment
- Communication and information
- Community support & health and social care services

It is the ambition that within the five-year strategy period, Southend will become a member of the Age Friendly Communities network and make significant progress in delivery against these eight domains.

The first priority in year one of this strategy will be to carry out a baseline assessment of how well Southend is performing against each of these areas.

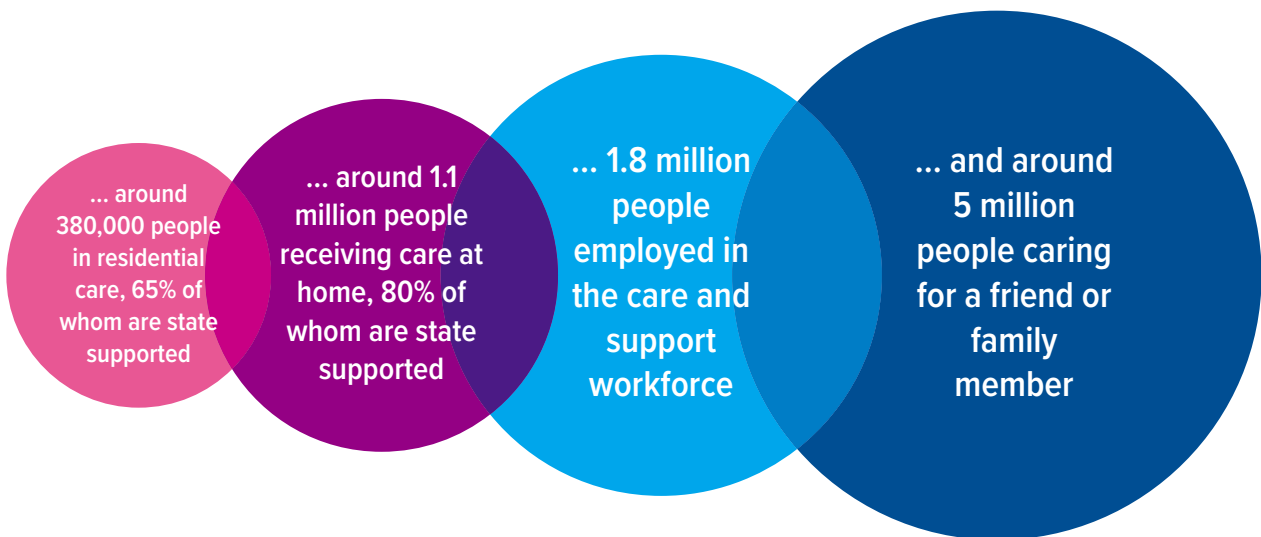


Where are we now?

Population trends

Care and support affects a large number of people. The need to encourage and engage people in the community is therefore significant.

In England there are...



In 2019/20, there were 1.9 million requests for adult social care support from people new to social care, an increase of 6% since 2015/16.

Across the United Kingdom the number of older people is increasing significantly, placing ever greater demands on local authority resources. Over the next 20 years the population in England is expected to grow by almost 10%. The number of people aged 75+ is expected to grow by almost 60% - an additional 2.7 million people.

The population of Southend is estimated at 182,463 (Feb 2020) and this is projected to grow to 203,000 by 2031. Older people in Southend are living longer and the number aged over 65 is projected to increase from 35,000 to 36,500

by 2031. This is something to celebrate. We value and appreciate the immense contribution older people in Southend make to their communities. There is a noticeable variation in age distribution across the Borough's electoral wards with the lowest number of older people in Kursaal and the highest in Belfairs ward.

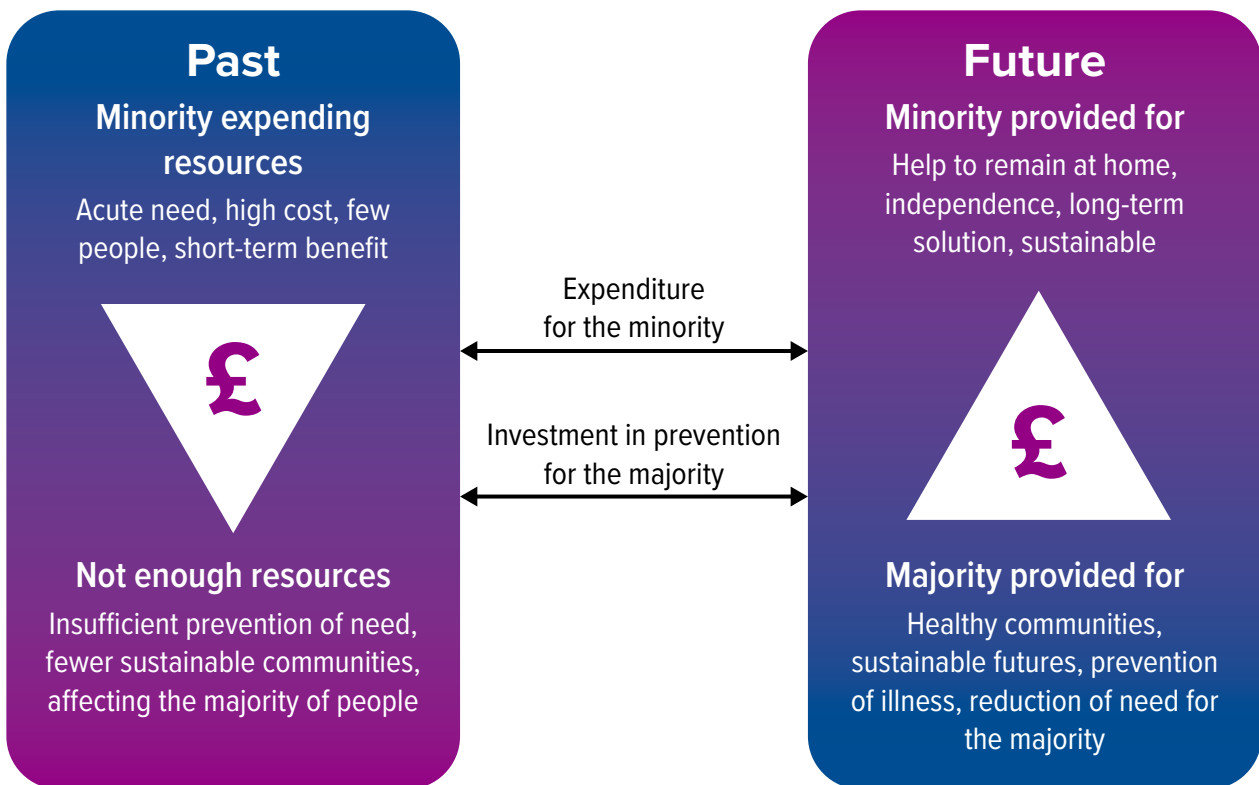
In the coming years there will be a significant increase in the number of people approaching retirement. This group will form an important resource of active retired people in Southend.

The changing landscape of provision for older people also comes in the context of economic challenges. These challenges affect everyone, from central government, through local authorities to individuals.

Economic situation

Local strategies take account of local needs. Research, government policy, and economic and social developments have an influence on the welfare of people living in each different area in the United Kingdom.

In Southend the needs of people are prioritised in order to act with the greatest fairness possible. Put simply this means that resources must be allocated for the long-term benefit of the Southend community and for the majority of the citizens living in the Borough.



Health status

Healthy life expectancy at birth is 60.3 years in Southend for males compared to 63.3 in England average. For females it is 78.6 compared to 79.5 years.

However, there is a significant variation in life expectancy in different parts of the Borough. Those in the wealthiest wards live on average 10-11 years more than those living in the poorest areas. There is also evidence of poorer health outcomes for some groups of Black, Asian and Minority Ethnic (BAME) older people living in Southend. The priorities in this strategy will begin to address these long-standing inequalities.

These inequalities are likely to have worsened due to the COVID pandemic as research has shown that those most deprived have borne the biggest burden from COVID. In addition, we know that as a result of national and local lockdowns during the past 12 months (March 2020-21), many older people may have lost significant physical strength and mobility and will therefore be at an increased risk of frailty and future falls.

Their mental health may have suffered too due to increased social isolation and the restrictions on their movement and daily activities. There is increasing evidence of growing need for community mental health support and this will be an important priority to address.

Southend already has a higher rate of physical inactivity across all adults (24%) and a higher prevalence of overweight and obesity (68%) than the national and regional average. The proportion of people of excess weight is higher in Southend: (66.8% against 64.6%), while levels of physical activity (52.1% against 57%) are lower than the England average.

The incidence of diabetes, obesity, and dementia are all on the rise both nationally and in Southend. Southend has a higher proportion of people with 3 or more long term health conditions (LTCs) than the England average. The prevalence of people over 65 diagnosed with dementia in Southend is 4.7%, slightly higher than the England average of 4.3%.

For women, over 60% of the deaths which account for the difference in life expectancy between most and least deprived wards in Southend are lifestyle related deaths caused by cancers, circulatory and chronic diseases. For men, over 70% of the deaths which account for the difference in life expectancy between most and least deprived wards in Southend are also lifestyle related deaths caused by cancers, and circulatory and respiratory diseases.

Care and Support for Ageing Well in Southend

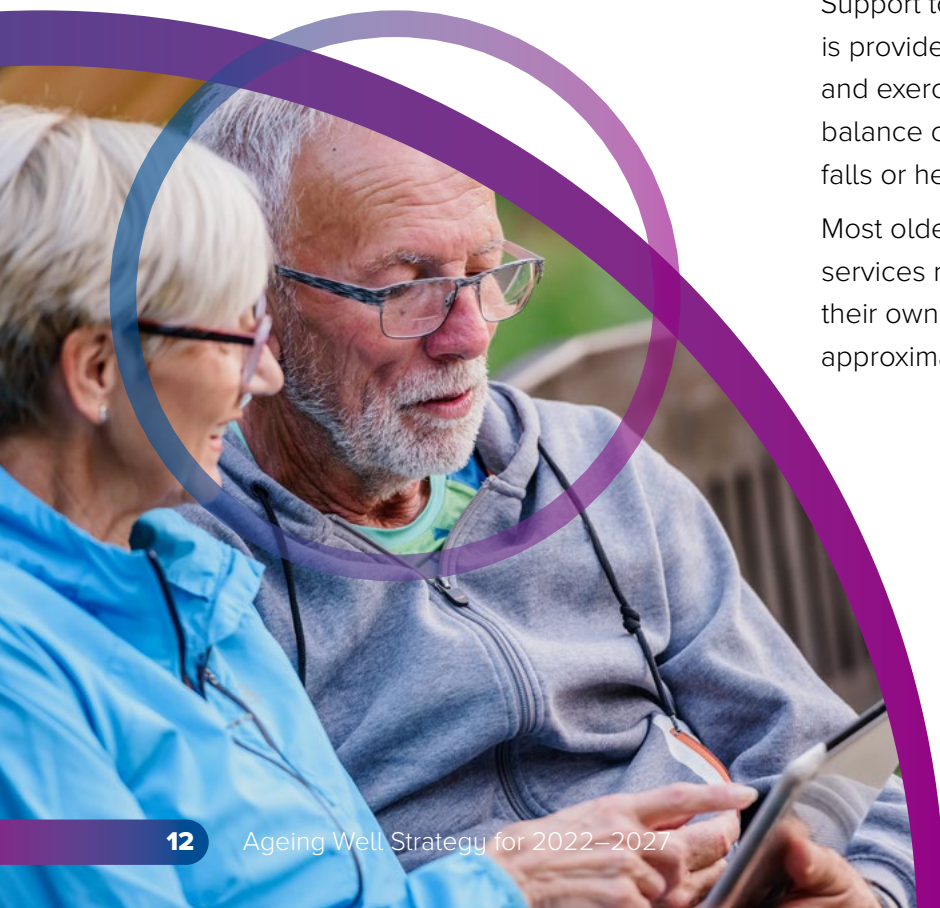
Community support from the Voluntary Community and Social Enterprise sector (VCSE) for older people in Southend is positive and thriving.

The future strategic approach to supporting to age well will focus on interventions which enable people to maintain their own wellbeing, and which prevent ill health. Preventative interventions are sustainable and desirable compared to specialist interventions which are needed to address acute health and wellbeing problems. By focusing on positive early interventions in order that older people remain well we will minimise the numbers needing specialist intervention and health and social care services.

There is an extensive Information Advice and Guidance (IAG) offer across multiple agencies in Southend with **Livewell Southend** acting as the main IAG online service for the Borough. IAG for older people is sought from community groups such as Age Concern Southend, Folk Like Us or via a residents Housing provider such as South Essex homes.

Support to help people to stay fit and healthy is provided via NHS Health Checks, sport and exercise programmes and strength and balance classes to try to prevent the risk of falls or help someone recover after a fall.

Most older people who need adult social care services receive homecare or care provided in their own home. Homecare currently supports approximately 1,200 people living in Southend.



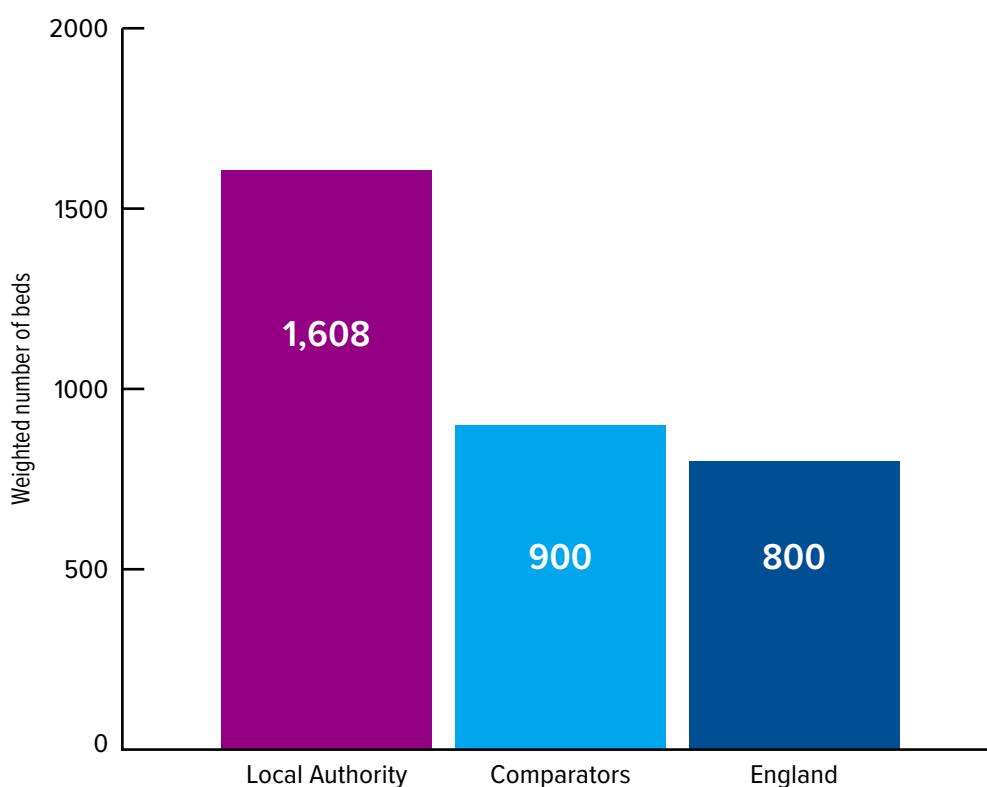
Services provided at home or in a short-term care bed can also include 'reablement' which means that a person is supported to recover and relearn to carry out their daily activities themselves, in some cases with the help of equipment or assistive technology devices. This type of support is called 'intermediate care' and is often needed following a stay in hospital or to avoid a hospital admission.

Some people receive help to remain in their own home through aids and adaptations such as accessibility ramps, grab rails, level access wet rooms. This is currently provided by a housing adaptations team in the Council who operate separately from the community equipment service who provide a wide range of smaller items of equipment for use in the home, which may include items like walking frames and raised toilet seats.

More older people (approx. 1,600 people) are living in Residential and Nursing care homes than would be expected when you compare Southend with similar areas. A typical Borough with our size of population would typically only have about 500 care home beds. This is due to a number of different reasons which include, the historic availability of lower cost accommodation often provided via the conversion of former guest houses, the lack of alternative accommodation such as Housing with Care sometimes known as 'Extra Care Housing' and the attractiveness of Southend as a seaside retirement destination of choice.

There is a need to strengthen the care and support available to people in their communities to help them remain in their own homes for as long as possible.

Residential care beds per LA population (age 65+)



What have people told us?

Co-design with older people, a strategic review of the state of the care market in Southend and research into the local evidence base have together identified our key priorities for action.

In Summer 2020, to develop these priorities, we first spoke with groups in Southend that represent older people (Folk Like Us, Age Concern Southend). This is what was important to them:

- Keeping well
- Dementia support for those caring for and living with dementia
- Being healthy
- Socialising
- Keeping active
- Support from family/partners
- Mental stimulation and having some interests
- Connecting with people (not being isolated)
- Remaining as independent as possible
- Staying informed of what is going on
- Knowing how to volunteer
- Making homecare more personalised and person centred

We then held five online sessions during February and March 2021 with a small group of older people and used case studies to provoke debate and discussion on what our priorities should be over the next five years (2022-2027). They thought that we should focus on the following priorities:

- **Effective prevention in supportive communities** which promote good health, wellbeing, involvement and combat isolation in personally managed ways
- **Activity and exercise** – we need to keep older people moving and active to prevent ill health and maintain/regain their strength and mobility
- **Carers /family support** – there is a need to look at the ‘whole family’ support and consider the needs of carers and plan ahead for the future
- **Transport** – there is a need to ensure people can remain independent and mobile when they can no longer drive
- **Community mental health and care services working together** to aid recovery and provide joined up and ongoing support to reduce the need for acute mental health care

- **Development of a range of different types of housing** which allows people to remain at home as long as they wish with support to move home if they want and a service to help them adapt their home if they want to stay put.
- **Good quality information and advice** and straightforward access to housing, health, care and support and advice services including a directory of support both online and in paper format.
- **Access to the internet** and support with the development of skills to use it
- **Better recognition and support for carers**, particularly older carers and planning for the future for both the parents and the adult child
- **Improve community awareness of the needs of older people** and promote volunteering and befriending services
- **Real choice and control over services** which are priced and affordable and promote self-management
- **Services which are effective, efficient, accessible** and of good quality when and where needed
- **Intergenerational understanding and respect** – positive messages about the value of older people in Southend and their contribution to the community together with increased opportunities for older and younger people to work together in the Borough.

They supported the idea of placing these priorities within the Age Friendly Communities framework.



What are we going to do? – Our priorities for action

One of the first priorities is to complete a baseline assessment against each of the eight domains of the Age Friendly Communities framework. However, some priorities have already been agreed through co production and the development of the milestone recovery plans in 2020 are suggested as initial areas to take forward in 2021-22.

1. Outdoor spaces and buildings

The outside environment and public buildings have a major impact on the mobility, independence and quality of life of older people.

Accessible public buildings, walkable spaces including parks, seating and public toilets all contribute to being age-friendly and can make all the difference to people of all ages and abilities.

As part of the baseline assessment, we will carry out an audit of public buildings with a view to recommending improvements. We will also work to incorporate good design for older people into the Southend Local Plan.

2. Transport

We want to reduce the number of hospital and residential care admissions as we realise these are not always the best places for people to be in. We know our current offer of support for people in their own homes is too traditional and is also inconsistent in coverage across the Borough. We recognise that people often do not know where to go to access advice information and advice about the support that is available to them in Southend. People have also told us they would rather access services in their own community

The most frequent reasons for not using public transport among those 65 and over are that it's not convenient and doesn't go where they want. Add on to that the fact that driving rates decrease with older age, and the need for better transport in age-friendly communities starts to become clear.

We will carry out a review of transport availability and options for older people and look to creating community focused solutions to promote local employment and economic opportunities.



3. Housing

National surveys show that more than 80% of homeowners aged 65 and over want to stay where they are. While wanting to make the choice about where you live doesn't change in later life, the practicalities around it can. 20% of homes occupied by older people in England failed the Decent Homes Standard in 2014.

Southend currently has almost 1,600 Residential and Nursing home beds for older people. Similar sized local authorities (with approximately 200,000 people) would typically have no more than 500 beds. This leads to an over reliance on traditional care settings. Many of the buildings used for care homes are no longer fit for purpose to look after those with dementia and complex needs.

A 2017 review of sheltered housing in Southend has yet to lead to significant change to the model of support and the range of housing available to older people. We need to revisit the recommendations from this review and consider how and if existing sheltered housing can be remodelled and if not work in close partnership with strategic housing on a shared business case.

There is currently only very limited Extra Care Housing provision in Southend with only 30 flats across two schemes in the Borough. Extra Care Housing or housing with care on site has several advantages over Residential or Nursing care homes. Older people living in Extra Care Housing have a tenancy or can buy their flat

outright in the scheme and with either option can maintain their rights, greater independence and have a choice over the care that is provided to them in their own property. In addition, there is a strong financial case for developing this type of accommodation as Southend-on-Sea Borough Council would only be responsible for funding the care costs and not the housing costs.

Evidence produced by the Housing Local Improvement Network (Housing LIN) suggests that we should have 400 homes of this type to provide for the needs of older people in Southend based on the percentage of those over 75 living in the Borough.

Not all the housing for older people living in Southend is up to modern standards and some of it needs significant adaptation to meet their current and future needs. We need to work in partnership with South Essex Homes and other Registered Social Landlords to identify the improvements that are required to bring all housing up to modern standards including the consideration of how digitally enabled the current and future provision can become.

Our priorities for housing are to:

- Move away from an over reliance on Residential and Nursing care homes for older people. This will mean a significant reduction in care home beds being commissioned by Southend-on-Sea Borough Council (and a resulting reduction in placements into these homes) and a shift to Extra Care Housing and care at home. It is anticipated that this shift will be realised in several ways; by an increased investment



in reablement and short-term care, a significant increase in care at home and a programme of cultural and practice changes to being embedded in Adult Social Care operations (Strengths Based Approaches).

- Commission a needs analysis and develop a plan to increase choice of housing for later life in Southend
- Develop and agree a business case for a capital investment programme of additional homes for older people with care and support on site (Extra Care Housing). The resulting programme is anticipated to lead to three or four ECH scheme in the Borough being operational in the next 5-10 years.
- Learn from the 2017 review and carry out a further review of the existing sheltered housing services in Southend to ensure they are fit for purpose now and into the future.
- Expand the Home Share service to recruit more carers to support more older people to continue to live at home. Home Share is for the older person to give a room free of charge to a younger person in exchange for some support around the home and companionship. A feasibility study will be undertaken to assess the potential for this service to benefit more older people living in the Borough.
- Ensure that housing for older people is fit for purpose, is warm, energy efficient and adaptable to meet changing needs
- Plan for the future housing needs of older people in Southend by making sure that Local Development Plans and Policies prioritise an increase in the supply of accessible and adaptable homes for older people. This might be achieved by the remodelling/adaptation of existing housing stock but more likely from an Affordable Homes programme where a guaranteed percentage is mandated to reach the Lifetime Homes standard for accessibility.

4. Social Participation

People over 50 who volunteer or otherwise actively participate in their community tend to be happier as a result and tend to report both more and deeper relationships with others. Interacting with people around us is essential in helping prevent loneliness.

There are approximately 10,000 older people living at home on their own in Southend. Older people in need of long-term care and support at home also tend to become increasingly isolated. These people will be supported to connect with social networks already well established in Southend through referrals from their GP or other contacts to 'Community Connectors'. Community Connectors are people living in the Borough who volunteer to be the 'glue' that holds communities together through their local knowledge and networking skills.

5. Respect and social inclusion

While people in their 70s are more satisfied with their lives than any other age group, 60% of people over 50 don't think that older people get enough respect in society. Older people report experiencing conflicting types of behaviour towards them. Many feel they're respected while others experience lack of consideration.

One of our priorities will be to promote intergenerational understanding and respect through positive messages about the value of older people in Southend and their contribution to the community and by increasing the opportunity for older and younger people to work together in the Borough.

6. Civic participation and employment

Good quality volunteering in later life has a measurable positive impact on mental health and paid work can have a positive impact on wellbeing as well as finances. However, the opportunities for this diminishes with age: 72.3% of people aged 50-64 are in work, compared to 85% of people aged 25-49.

Here we will work with the existing VCSE sector in Southend, such as Southend Association of Voluntary Services (SAVS), Volunteering Matters, to coordinate a volunteering bureau and support to expand the range of opportunities for older people to get involved in volunteering.

7. Communication and information

While most information is now shared online, 47% of people aged 75 and over have never used the internet. The information may be out there, but it isn't always accessible for older people. We need to work closely with groups in the community that support older people to be confident in getting online and making the most of its potential.

There is a diverse range of Information, Advice and Guidance (IAG) services targeting older people in Southend and evidence of duplication of effort. A streamlined service offer will target these services to those most at need. We have already begun a project to review all of the IAG provided across Southend and the current digital platform (Livewell Southend). This project will result in a refreshed and improved IAG offer by April 2022.

8. Community support & health and social care services

By the time people reach their 80s, 54% of adults need help with one or more daily activities like bathing, cooking, or using the toilet unaided. As the older population grows, the need for health services and support in the community grows too.

Increased investment in prevention and early intervention will lead to longer-term savings for the Council and partners and promote better outcomes for older people.

We need a renewed focus on keeping older people physically active to maintain their strength and mobility and promote positive mental health. Existing physical activity programmes should be better targeted at those areas that are more deprived in Southend and at communities that evidence poorer health outcomes.

As people age, their bone density and mobility tend to deteriorate. This deterioration can often be slowed by ensuring that someone maintains their strength and agility and has frequent health checks to monitor any increased frailty. Further development of the existing frailty pathway to include falls prevention and a stronger assessment and early identification of those people likely to fall is already being planned by our Public Health team in partnership with the service provider. This will involve reviewing the current offer and the outcomes achieved and placing a stronger emphasis on preventing falls rather than just recovery from a fall.

When we spoke to groups of older people in the summer of 2020, one of the things they told us they wanted was more personalised and person-centred homecare for themselves or their relative.

The current homecare service in Southend is commissioned by 'time and task' and is rigid with set care plans – we need to change this to commission to promote the overall outcomes for the person and not in blocks of time. The current model is inflexible, and providers are not empowered to adjust someone's care and support in partnership with them and their families/carers. For that to become a reality, we will need to work with our care providers in a different way and trust and empower them to deliver and evidence positive outcomes with flexibility of how and when they provide care and support to older people living in their communities.

We will also need to work to shift the culture and expectation of some people and their families/carers that because they are sometimes in part funding the care that they receive that this care must always be provided at fixed times of the day every day. The homecare service is not holistic – it needs to be broadened to include a wider conversation with the person about their home environment, equipment needs and their existing community connections.



The aim of this piece of work is to:

- Align the model of long-term homecare support to the four Locality based Networks in Southend and the five Primary Care Networks (PCN) of GPs
- Shift the commissioning and contracting of homecare from a transactional time and task-based model to a 'community wellbeing team' model. A pilot project will test this model in one locality and following a review of the most effective model this will be rolled out Southend wide. Homecare workers will then act as community connectors for older people and providers will be trusted to manage each person's outcomes. Everyone assessed for



homecare and support will include ongoing conversations about their equipment and housing needs as well as social care support.

The pathways into and out of hospital for older people need greater therapeutic input to enable people to achieve the best outcomes and to deliver the support that is needed without unnecessary delay.

Recent evidence from the **Care Quality Commission** (CQC – the health and social care regulator) reveals that too many older people are being admitted to Accident and Emergency departments unnecessarily. Southend is underperforming on access to reablement from hospital and too many people remain for too long in ‘short stay’ beds following discharge from a hospital.

- A redesign of the short-term assessment and reablement pathways and support models to get people back on their feet and reduce delays in accessing this support when an Older Person is discharged from hospital.
- Increased support for Admissions Avoidance to hospital including the efficient use of short-term beds for assessment of need from a community setting i.e., the persons’ own home.
- Development of the Southend community equipment service to include the wider use of Assistive Technology devices to prevent or delay long term care and reduce the risk of social isolation. There are a number of pilots in different settings across Southend that can be brought together, and the evidence shared with a view to including these within the mainstream service offer. This could include devices that are widely available on the market, such as Amazon Alexa or Google Play.

How will we know we have been successful?

Southend Council will continue to invest in provision for those whose needs are greatest.

- A formal commitment will be made for Southend to become a UK Age Friendly Community by 2027.
 - Public buildings, walkable spaces including parks, seating and public toilets will have been reviewed with recommendations to becoming 'Age Friendly'.
 - Age Friendly Transport and options with community focused solutions.
 - Partnership working in place to identify improvements required to bring housing up to modern standards including the consideration of being digitally enabled.
 - People supported to connect with social networks through their GP and through Community Connectors.
 - Intergenerational respect by increasing the opportunity for older and younger people to work together.
 - A range of opportunities for older people to get involved in volunteering.
 - A streamlined Information advice and guidance service fully accessible.
 - A local community wellbeing social care offer with options that take into account people's networks, strengths and current situation.
- A steering group with lead for each priority area in this strategy will work to establish a baseline of where we are now, to allow us to monitor progress on where we want to get to by 2027.

Delivery and action plan

An annual co-produced delivery plan for this strategy will set targets for improved outcomes older people. This plan will clearly identify leads for each of the priorities and it will be reviewed by the Adult Social Care Recovery Board with further oversight being provided by the Health and Wellbeing Board.





First version published - January 2022

This document is published by Southend-on-Sea Borough Council. A summary can be provided in alternative formats such as Braille, audio-tape or in large print.

Translations of this document in alternative languages are also available upon request.

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Caring Well Strategy

for Southend-on-Sea Borough Council

2022–2027



Foreword from the Directors



Tandra Forster

Executive Director Adults and Communities,
Southend-on-Sea Borough Council



Tricia D'Orsi

NHS Alliance Director, Castle Point & Rochford
CCG and Southend CCG

We are delighted to write this foreword for our Caring Well Strategy which focuses on people who provide unpaid care and support to their friends and loved ones and we wanted to take the time to recognise what a valuable role they play.

In a social care blog recently, there was something that we feel absolutely sums up the future for health and care that we seek together in Southend.

“We want to live in the place we call home with the people and things that we love, in communities that look out for one another, doing the things that matter to us.”

We appreciate that for some people this has been a really challenging time because of Covid and the restrictions and you may question whether this is the right time to think about a five-year strategy. But we think this is the perfect time for us to build on the fantastic work that happened across the community during the pandemic, and it offers us the opportunity to rethink social and health care whilst considering how we can maximise the health and wellbeing of the people of Southend.

When we spoke to carers in Southend, many of them told us that looking after an ill, older or disabled loved one, is just something they do without a second thought. They told us about



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“We want to live in the place we call home with the people and things that we love, in communities that look out for one another, doing the things that matter to us.”

some of the challenges they face which can include becoming isolated from their friends, struggling to find the right information and advice for both themselves and the person they care for as well as not always being involved in decisions about care and support. This strategy provides us with an opportunity to address some of those challenges.

We would like to take the opportunity to thank those carers and the people they care for who have worked with us to produce this five-year strategy which sets out how we can ensure that they are recognised for the vital part they play and how we can support them to continue in that role. The messages you have given us are clear, and we recognise how important it is that we continue to listen and work with you to ensure we are able to deliver the aims set out in this strategy.

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Introduction

Carers, of all ages, play a significant role in preventing the need for more formal care and support for the people they look after. The health and social care system continues to rely heavily on unpaid care, it has a central role in our health economy and there would be a huge cost involved should we need to replace this care.

We recognise in Southend-on-Sea that supporting carers is the responsibility of everyone. This includes organisations working directly with carers and the cared for, across the statutory and voluntary sector, and with the community, and families. We have a shared responsibility to provide an effective, efficient, and co-ordinated service to support carers health and wellbeing.

This strategy has been co-produced with Southend-on-Sea carers and they have helped develop eight priorities for the next five years. The strategy sets out the commitment from both the Council and the NHS Clinical Commissioning Group to carers and describes how we intend to meet the key priorities that carers and the people they care for have told us are most important to them together.

It is important to recognise that this joint strategy is just the starting point in an ongoing conversation with carers and relevant stakeholders. It includes a delivery plan which will be co-produced through continued engagement with carers and their support groups. We will continue to review this strategy based on those conversations and the delivery plan will be updated yearly.

Southend 2050

Southend 2050 is the community vision for the future of Southend. This ambition was developed following extensive conversations with those that live, work, visit, do business and study in Southend-on-Sea.

These conversations asked people what they thought Southend-on-Sea should be like in 2050 and what steps are needed now, and in the coming years, to help achieve this. We received thousands of responses which provided a rich source of information from which the ambition has been developed. The ambition is grounded in the values of Southenders. It is bold and challenging and will need all elements of our community to work together to make it a reality.

This strategy will help to deliver on several of the outcomes for Southend 2050 namely:



Safe and Well

- People in all parts of the Borough feel safe and secure at all times
- Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives
- We are all effective at protecting and improving the quality of life for the most vulnerable in our community
- Residents feel safe and secure in their homes



Active and Involved

- 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
- More people have physically active lifestyles, including through the use of open spaces

South East Essex Place Plan

The priorities for the NHS in Southend Essex are set out and described in a plan that has been developed in partnership with a wide range of organisations across south east Essex that come together as the South East Essex Alliance.

Our vision is that empowered citizens that are well informed to make a choice and have control over their health and wellbeing. The NHS's role in this is to help enable smooth and easy access to integrated health and care provision. We will do this by working alongside citizens, stakeholders and partner organisations, including Southend-on-Sea Borough Council, in an equal partnership to create an environment and culture that unites us all, that organises services and activities around people, and that has active citizen engagement.

One important way for NHS Southend CCG to facilitate this will be to work with people to prevent problems escalating and to intervene earlier, or to ensure that they have the right support when they reach crisis point. This Carers' Strategy, and the detailed implementation plans that will flow from it, are important parts of our approach to achieving this.



Milestone recovery and aligned plans

As part of the recovery from the COVID pandemic, commissioners in Southend-on-Sea Borough Council worked with adult social care and NHS partners in 2020 to draw up priorities for action in the next 18 months (over the period 2020–2022).

Three **milestone plans** agreed and published in late 2020 (one focused on Older People, another on Adults of Working Age and a third on unpaid Carers of all ages). A shared priority of each of these plans was to develop longer term, five-year strategies with more detailed priorities for action over the period 2022–2027.

This joint Council and CCG five-year strategy for Caring Well sits alongside two additional Council strategies entitled Living Well and Ageing Well.

Commissioning plans 2021–2024

Southend commissioners have been working on the coproduction of a suite of documents that will support the delivery of the priorities in this strategy and the other two five-year strategies, Caring Well and Aging Well. These will be published in 2022/2023 on the council's website and will include:

- Market Position Statement
- Workforce Development Plan
- Quality Strategy



Our vision for Adult Social Care in Southend

Our overarching vision for Adult Social Care in Southend is:



“

“To work collaboratively with people to enable them to live safe, well and independently in the community, connected to the people and things they love.”



We will achieve this by:

- Listening to people and focusing on their strengths.
 - Transforming care and support to ensure that there are flexible options that enable independence.
 - Getting the best value from the Southend pound for the people we support.
- Delivering this will mean people in Southend:**
- Can easily access information and advice that connects them to support that helps prevent, reduce, delay the need for care and support
 - Can lead the discussion where they might need more formal assessment
 - Are supported to live well and longer in their community with choice and control
 - Have a good experience of the care and support they receive
 - Have a smooth transition into adult services with a focus on their potential and living independently

The Mid & South Essex Health and Care Partnership Vision

The Mid and South Essex Health and Care partnership brings together NHS organisations and local authority adult social care and children’s services under a single umbrella partnership focused on understanding and meeting the health and care needs of the population of Mid and South Essex, including Southend. This includes understanding and supporting carers as a fundamental part of the local health and care system. This includes:

- Helping every child to have the best start in life – including supporting carers.
- Find ways to support carers to better manage their own health and wellbeing.
- Move to a model of care for older people that supports the move from a reactive, hospital-centric, health and care offer to one of prevention, empowerment and community and personal resilience. This will include ensuring that there is sufficient support for carers, on whom the system relies so much on.
- Adopt an integrated approach to primary care and community-based services, to ensure all community treatment and support services are aligned to best meet the needs of patients and carers.



Where are we now?

The number of carers in Southend

There are many different sources of information about carers in Southend-on-Sea, including Carers registered with their GP; those known to the Council's commissioned carers service; those known to CCG commissioned services, such as local services for people with dementia; adult social care and young carers service, as well national statistics on the numbers of people claiming Carers Allowance. However, all of those sources have limitations in providing us with a complete picture when

considering the total number of carers in Southend, for example not every carer will claim Carers Allowance or be registered as a carer with their GP or with carers support services.

Perhaps the most accurate record of the number of carers in Southend is provided by the Census in 2011. Whilst recognising this information is now a decade old, it does at least provide us with the most complete picture of the number of carers in Southend.

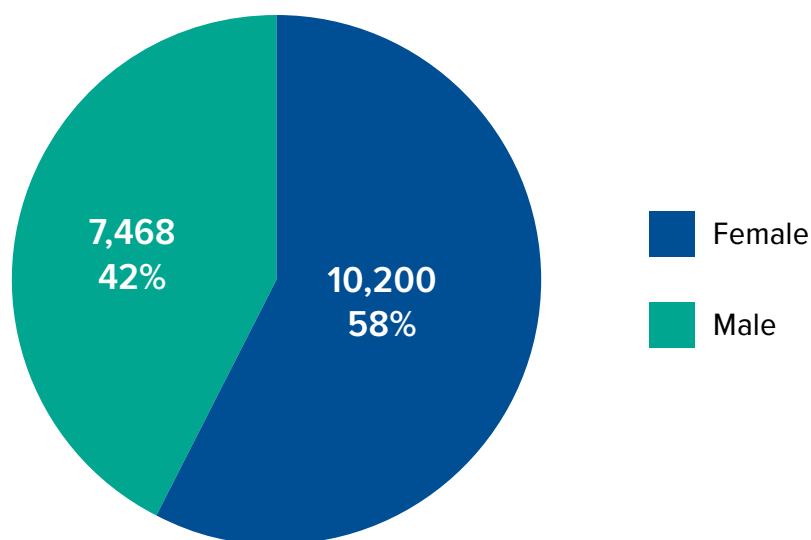
Table 1: Number of Carers in Southend

Southend-on-Sea Census 2011	Age 0–15	Age 16–24	Age 25–34	Age 35–49	Age 50–64	Age 65+	Total
Provides 1 to 19 hours unpaid care a week	310	617	939	2,924	4,604	2018	11,412
Provides 20 to 49 hours unpaid care a week	45	110	197	545	729	505	2,131
Provides 50 or more hours unpaid care a week	39	103	315	1,027	1,067	1,588	4,139
Provides unpaid care Total	394	830	1,451	4,496	6,400	4,111	17,682
Total population of Southend (2011)	33,037	17,884	22,905	38,061	30,973	30,798	173,658

Table 2: Number of Carers in Southend by ethnicity

Ethnic Group	% Southend population	% Southend population who provide unpaid care
White	91.48	94.58
Gypsy / Traveller / Irish Traveller	0.09	0.07
Mixed / Multiple ethnic group	2.10	0.87
Asian / Asian British: Indian	1.04	1.00
Asian / Asian British: Pakistani	0.61	0.38
Asian / Asian British: Bangladeshi	0.54	0.36
Asian / Asian British: Chinese	0.62	0.39
Asian / Asian British: Other Asian	0.89	0.61
Black / African / Caribbean / Black British	2.10	1.53
Other ethnic group	0.52	0.21

Figure 1: Gender of carers in Southend, Census 2011



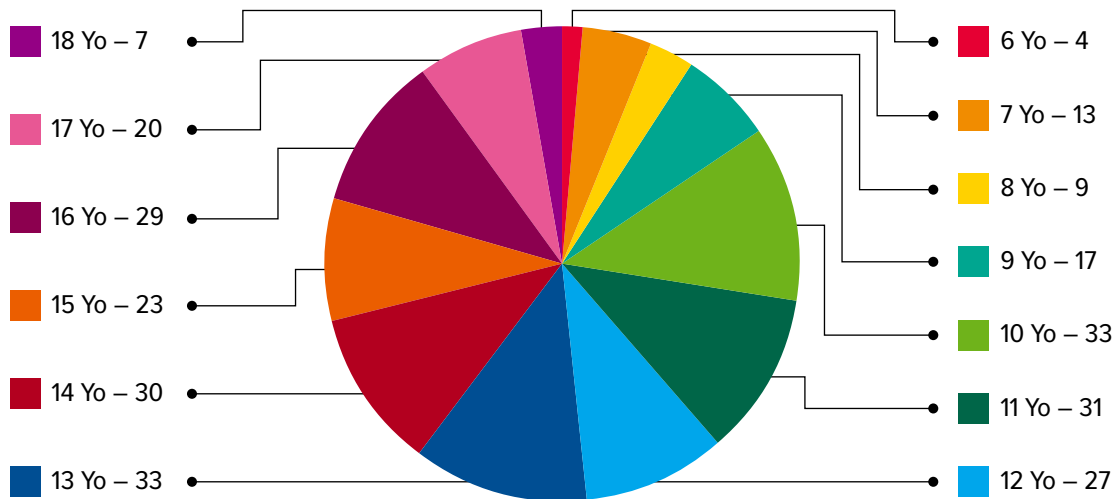
Young carers

Given the age of the data, the Census 2011 won't necessarily provide us with the most accurate data on young carers but the diagrams below illustrate the numbers of young carers currently registered with the Southend-on-Sea Borough Council's Young Carers Service.

Table 3: Total number of Young Carers in Southend

Carer	Number	Percentage %
Primary Young Carers	24	8.60
Secondary Young Carers	255	91.40
Total Young Carers	279	

Figure 2: Number of Young Carers in Southend by age



Demand Predictions

If the population projections for each age group are applied to the carers population from the Census 2011, it is estimated that there will be 20,878 carers in Southend by 2030, which is an increase of 3196.ⁱ

However, this is a very simple calculation that does not consider various specific local factors that are likely to have an impact on the number of carers in Southend-on-Sea. For example, the demand predictions do not consider that there is expected to be a 19% increase in the over 65 population in Southend-on-Sea by 2030,ⁱⁱ who may need additional support from family and friends.

Furthermore, it also does not consider research carried out as part of Carers Week 2020, that estimates 26% of the UK adult population is providing unpaid care since the coronavirus pandemic began.ⁱⁱⁱ This is more than double the number of unpaid carers recorded in the 2011 census which found there were 6.5 million carers in the UK.

This suggests there could be around 37,000 adults currently providing some form of unpaid care in Southend-on-Sea, and this number is likely to increase over the next five years.

ⁱ Office for National Statistics, 2018. [Population projections for local authorities: Table 2 - Office for National Statistics](#)

ⁱⁱ [Projecting Older People Population Information System](#), Accessed, July 2021

ⁱⁱⁱ Carers Week, 2020. [The rise in number of unpaid carers during the coronavirus outbreak](#)

What have people told us?

In early 2021, two carer community panels were formed: an adult carer community panel and a young carer community panel.

Over six weeks, we discussed the challenges and positives of being a carer in Southend-on-Sea. From these discussions, we developed eight priorities for the next five years.

These priorities have also been reviewed against the Southend-on-Sea Family Carers Survey 2020, 204 people responded to this survey between February-June 2020, and the National Institute for Health and Care Excellent (NICE) Guidelines and Quality Standards for supporting adult carers (there is yet to be similar guidance for young carers developed). This was to ensure that the priorities reflected the wider views and experiences of carers in Southend-on-Sea, as well as aligning with wider evidence and research.

The eight priority themes are:

- Identifying, respecting and valuing carers
- Information and support
- Carer's voice, knowledge and understanding
- Assessing carers needs
- Maintaining balance
- Helping carers stay in, enter or return to work, education or training
- Prepared for changes
- Integration and partnership



What are we going to do? – Our priorities for action

1. Identifying, respect and valuing carers

Identifying carers and encouraging them to come forward and to self-identify as a carer is an important step in preventing them from developing needs of their own and enabling them to remain safe and well. Many carers take years to recognise their role, which means they can miss out on crucial financial, practical, and emotional support in the meantime.

It is important to recognise that not everyone wants to be labelled or identify as a carer. Many of the people we spoke to told us that their caring role was just something they did as a mother, father, son, daughter, partner or friend of the person they cared for – it did not need to be defined. Some of the young carers we spoke to do not necessarily want people at school or college to know about their caring responsibilities.

However, in areas where carers felt valued and understood by their community, they were more likely to be able to maintain a healthy lifestyle, maintain relationships with close friends and family, and are able to get to essential shops and services, compared to carers who did not feel valued by their community.^{iv} Respecting and valuing the role carers play in our community will encourage more carers to identify themselves. This is

especially important for groups of carers who are currently under-represented in Southend-on-Sea, such as carers who do not identify from white ethnic group, male carers, and working age carers (18-64).

To address this, we will:

- Develop a range of information and training for frontline health and care professionals to enable them to increase their knowledge of this area. The aim will be to use every opportunity we can to identify carers, including through GP patient surveys, flu jab appointments, home visits, outpatient appointments and social care assessments. We will also look to improve identification of ‘hidden carers,’ such as young people who may be living with a parent with problematic drug or alcohol use, many of whom will take on caring responsibilities directly for that parent or for a sibling.^v
- We will raise the profile of carers in the community, including in schools, workplaces and the wider community to improve the understanding and recognition of caring.

2. Information and Support

We know that carers play a significant role in preventing the need for formal, paid care and support for the people they are looking after and it is estimated that care provided by

iv Carers UK, 2016. www.carersuk.org/for-professionals/policy/policy-library/building-carer-friendly-communities-research-report-for-carers-week-2016

v Children’s Commissioner, 2021. [Local and national data on childhood vulnerability](#) | Children’s Commissioner for England Children’s Commissioner for England According to the Children’s Commissioner for England’s [data on childhood vulnerability](#), there were 478,000 children living with a parent with problem alcohol or drug use in 2019 to 2020, a rate of 40 per 1,000.

family carers is worth £132bn p.a.^{vi} However often this is to the detriment of themselves which can make it exceptionally challenging to offer crucial practical, financial, and emotional support to carers, as they will always put the needs of the cared for before their own.

Being able to easily access accurate information that is consistently communicated is essential for carers and it is estimated that 40% of carers have missed out on financial support as a result of not getting the right information and advice.^{vii}

In the 2020 Southend-on-Sea Family Carers Survey, 44% of carers said they were not able to access the information, advice and guidance they needed to support them in their caring role. They also told us that when they were given information it was not always clear, for example, there was confusion around the different types of care packages that were available with terms such as reablement being used without anyone explaining what it meant.

Carers told us that having contact with a person who is knowledgeable, but not too formal, who they can offload to and who can offer practical support, but whose priority is the carer not the cared for, is really valuable. They also said that support needs to be flexible and meet the different needs and personal situations of carers, especially carers who are new to caring – a one size fits all approach does not work.

To address this, we will:

- Focus on particular ‘pressure points’ during the caring journey and work with colleagues in various teams (e.g., Integrated Discharge Team) to identify carers as key partners in care planning and to use these opportunities to improve the provision of information, such as at hospital discharge and during adult social care assessments.

- Improve the access to both mainstream and carer specific information, including explaining to people how they can best navigate the system and access the right advice to support them in their caring role. We will reinforce the roles of dementia navigators and social prescribers in Primary Care Networks (PCNs) to be ‘Carer Friends’
- Create a more flexible and personal carers support offer, which is accessible without necessarily requiring a statutory assessment.
- Explore opportunities to create a network of support so that carers have contact with people who are knowledgeable and can support them, such as creating a peer network of carers with appropriate professional support to assist with clear and consistent messages and information sharing.

3. Carers voice, knowledge and understanding

We know that the range of carers in Southend is extremely diverse and that their experiences have shared, but also unique characteristics. This means that identifying ‘what works’ for each of them, is not necessarily straight forward. However, understanding their needs and how best they can be supported is vital and needs to be informed by evidence and knowledge.

High quality, personalised care and support, can only be achieved where there is a vibrant, responsive market of service providers and whilst such a market does exist, we need to do more to actively help shape this market to be as vibrant and responsive as possible. To do this, we need to listen to the wishes and aspirations of carers and adapt services to meet their needs.

Many carers have told us they do not

vi Carers UK and the University of Sheffield Valuing Carers 2015: the rising cost of carers’ support

vii Carers UK Missing Out: The Identification Challenge



feel listened to and are often cut out of conversations between health and care professionals who they feel do not always respect their caring role or the expertise they can bring. This is especially challenging when the cared for does not want the carer to be involved.

“No one listens at present. You get fobbed off, even though we are experts in knowing what we need, and the challenges of the role, no one ever listens to that, in my experience”^{viii}

To address this, we will:

- Increase opportunities to listen to carers so we can better understand their aspirations, priorities, and preferences. This will include ensuring that all support and services for carers are co-produced with them, supported by a commitment to include carers in the care planning process where appropriate, for both health and social care provision.
- Work across health and social care organisations to promote ways of working

with carers that acknowledge them as expert partners in care and value their skills and knowledge about the person they care for. This will include supporting carers and making sure they know what further information and support is available if the person they care for refuses to involve them.

- Explore the use of clauses in contracts for health and care services which provide additional benefit to carers in terms of ‘added social value’.
- Ensure that care pathways from acute services into the community must include confirmation of discussion with carers before any decisions are finalised.

4. Assessing carers needs

Young carers (children under 18 with caring responsibilities) and parent carers (someone over 18 who provides care for a disabled children under 18 for whom they have parental responsibility) have a right to a carers assessment under the Children and Families Act 2014, whilst carers over the age of 18 caring for an adult (over 18), have a right to an assessment under the Care Act 2014.

The 2019 GP patient survey found that 63% of carers report having at least one long term condition, disability, or illness, compared to 51% of non-carers.

While some carers assessment may result in identifying eligible needs and a plan is put in place to offer support, which may include a personal budget and direct payments, this is not their only purpose. Carer’s assessments should facilitate a person centred, strengths-based conversations, but pressures and demands can make these conversations almost impossible to achieve. One carer said that they feel health and social care have a ‘don’t come to us mentality’ and make things unnecessarily confusing and overly bureaucratic.

^{viii} All quotes in the strategy are from carers who responded to the strategy consultation in summer 2021.

The feedback from carers is that they do not understand what the carer's assessment is for, with many viewing it as an assessment of their finances or their ability to care for the person. This means that many people do not believe they need a carer's assessment.

“It would be of help to visit you as a carer, to assess your needs, and tell you what support is available.”

To address this, we will:

- Raise awareness across all health and wellbeing services and agencies and with carers about the purpose and benefits of carer's assessments, this will include improving the language we use in explaining what the assessment is for.
- Change the conversations we have with carers of all ages so that all assessment processes are person centred and based on a conversation that focuses on their strengths.

5. Maintaining Balance

We know that the nature of unpaid care is broad, and the roles that carers perform vary greatly and people are affected very differently. However, what is important, but often elusive, for carers of all ages is finding some balance in their life and looking after their own health and wellbeing which often takes a backseat.

From the 2011 census we know that carers have worse general health than those who do not provide care and that generally their health deteriorates the more hours of care they provide. Similarly, carers have told us that their role can often feel all-encompassing meaning they lose their sense of self and are no longer able to do the things they used to do or continue with the relationships they once had.

“Without balance there is not progress”

Connecting with communities

We know that carers who feel their community understands and values them are much more likely to be able to maintain or balance the other areas of their life.

We also know that spending quality time with friends or family, talking to someone about how you feel can help stop people from feeling lonely and improve their mental health and wellbeing. This is particularly true in the case of young carers who told us that they especially valued peer support and that it was great to have someone to talk to and knowing that there are other people in similar situations was really helpful. This was echoed by our adult carers who said they found it helpful to talk with people in a similar situation.

However, it is important to recognise that in some cases carers do not always want to share their experiences. In the Southend-on-Sea Family Carers Survey 2020, 66% of respondents said they did not engage with other carers to share experiences and emotional support. When asked why, most responders said they simply did not want to and in some cases that it was actually the last thing they wanted to do. This again highlights the need to have a range of different options to support carers across all age ranges, as not every option will work for every person in every situation.

To address this, we will:

- Ensure that the Livewell Southend Website is up to date with information about the support and wider community services that are available to carers of all ages including advice on self-help groups, community and faith groups, financial support and advice about self-care.
- Explore how we support people to

overcome practical barriers to connect to their community, such as access to reliable IT/internet etc. for those carers who are unable to do this for themselves, and affordable transport.

- Make Southend-on-Sea a place where carers feel supported and are recognised as individuals with needs of their own by exploring options such as a carer passport scheme which enables them to receive discounts or local concessions in the community.
- Ensure there are a variety of peer support opportunities available for people who want to access them, and these are led and designed by carers from Southend.

Taking a break

A survey by Carers UK found that carers who have not taken a break from caring within the last year were more likely to report that their mental or physical health had suffered as a result of being a carer. Carers who had been able to take a break said that this had a positive impact with their health and wellbeing improving as a result.^{ix}

Good quality breaks for adults can take many forms such as short breaks in residential care, sitting services, family holidays, shared activities or just some time out to relax. Good breaks are personalised, planned, offer flexibility, a positive experience and are enjoyable. It is important to recognise that simply enabling carers to sleep or attend medical appointments is not a break.^x

For young carers making friends in a similar situation, building confidence and learning about themselves outside of the caring role are all positive outcomes of breaks. The major barriers for young carers nationally, include not

wanting to leave the person they support and lack of transport to activities.^{xi}

Many carers told us that even if breaks are available, they do not necessarily feel comfortable taking time away unless they are confident that the replacement care is of the same quality that they would provide.

To address this, we will:

- Increase the number of opportunities and the variety of support available to enable carers to take a break in addition to the support that is already available.
- Work with carers to improve the information we provide to them so that they understand the importance of taking a break and realise what is available to them. We will also ensure the quality of care available is of a good standard so that carers can be confident that the replacement care is the same as they would provide.
- Review the Short Breaks grant programme for children and young people with disabilities and additional needs.

Health and Wellbeing

We know that regular physical activity is associated with decreased mortality and lower morbidity, with adults who are physically active reporting more positive physical and mental health. We know that being active improves sleep, helps to maintain a healthy weight, manages stress and improves overall quality of life. Given the demands of their role, being physically active is especially important for carers but the State of Caring survey found that 54% of carers have reduced the amount of exercise they do because of their caring responsibilities.^{xii} Furthermore, three quarters of carers over 55 do not feel they are able to

ix Carers UK, 2019. [GiveUsaABreak_Aug19_FINAL.pdf \(carersuk.org\)](#)

x SCIE, 2019. [Adult carers' breaks: guidance for commissioners and providers | SCIE](#)

xi SCIE, 2020. [Young carers' and young adult carers' break and support \(scie.org.uk\)](#)

xii Carers UK, 2017. [State of Caring 2017 - Carers UK](#)

do as much physical exercise as they would like to.^{xiii}

In the 2020 Southend-on-Sea Family Carers Survey, carers told us that the top five ways their health had been affected by their caring role was:

- Feeling tired (85%)
- General feeling of stress (80%)
- Disturbed sleep (66%)
- Feeling depressed (59%)
- Short tempered/irritable (50%)

The carers we spoke to told us that whilst they recognised how important being active was for both their mental and physical health, it was just not a priority due the demands placed on them. Many carers also told us it was important to have something to keep them going and to help them maintain their personal identity. This could be work, volunteering, pursuing an interest, or anything that is not directly related to their caring role as any of these activities can help maintain balance and reduce pressure.

To address this, we will:

- Ensure that carers are regularly informed about and supported to attend opportunities to increase physical activity as well as courses that enable them to pursue a new interest.
- Provide advice on how carers can look after their own physical and mental health, as well as their emotional and spiritual wellbeing. This will include information about emotional support services, counselling and psychosocial therapies.

- Encourage carers to attend health checks and ensure that these are accessible. We will also improve the links to carers support services, Primary Care Networks and the hospital to help carers access their own health appointments, with a review of arrangements that support people to do this.

6. Helping carers stay in, enter or return to work, education or training

We know people who are in good quality employment tend to enjoy happier and healthier lives than those who do not work. However, national research has found that 2.6 million



^{xiii} Carers UK and Sport England, 2021. [Carers and Physical Activity: A study of the barriers, motivations and experiences of unpaid carers aged 55 and over in England - Carers UK](#)

people have given up work to provide unpaid care.^{xiv} While recognising that not all carers will want or be able to work (such as those who are retired), ensuring carers who do want to work, attend education or training are able to, is important.

“If we can earn some money, the financial strain becomes less, and we get back our self-worth”

In response to the question in the Southend-on-Sea Family Carers Survey 2020: Does your caring responsibility limit your ability to work, access education or access training, as much as you would like to? Carers in Southend were split almost 50/50. However, when you break down by age you start to see a slightly different picture with over 60% of carers aged between 25-49 saying being a carer impacts on their ability to work, access education or training. Carers also reported that they have had to reduce or limit their working hours due to their caring role, that there were no flexible quality employment options and that they have to use their annual leave or take unpaid time off work for caring responsibilities. This is also echoed nationally.^{xv}

In 2014, Carers UK reported that half of working age carers live in a household where no-one is in paid work; and in 2016, the New Policy Institute noted that 1.2m carers are in poverty in the UK.^{xvi} In 2012, Age UK estimated a cost of £5.3bn p.a. to the economy in lost earnings from tax revenue and additional benefits payments.^{xvii}

If the right financial and practical support is not in place it makes it even more likely that unpaid carers will give up work, which in turn makes them more likely to have poorer health and wellbeing outcomes. It is also more likely that they will experience financial challenges, face increased isolation and loneliness, and have a lower quality of life. Carers UK reported in 2019 that 39% of carers described their financial situation as “struggling to make ends meet,”^{xviii} and 43% of carers said their financial circumstances were affecting their health.^{xix}

It is estimated that three million people combine caring with paid work.^{xx} In 2014 Carers UK reported that half of carers cited problems with accessing suitable care services as a reason they gave up work or reduced their working hours.^{xxi}

Nationally, around one in 20 young carers miss school because of their caring responsibilities. Young carers have significantly lower educational attainment at GCSE level – the equivalent to nine grades lower overall than their peers, and they are more likely than the national average to be ‘not in education, employment or training’ between the ages of 16 and 19.^{xxii}

While the majority of young carers who responded to the Southend-on-Sea Family Carers Survey 2020 said that their caring responsibilities had no impact on their ability to access education or training, the young carers we spoke to talked about how they felt guilty that their parents had to ‘pick up’ more caring responsibilities so they could focus on their exams.

xiv Carers UK, 2019. [Juggling work and unpaid care report final_0119_WEB.pdf \(carersuk.org\)](#)

xv Age UK and Carers UK, 2016. [Walking the tightrope: The challenges of combining work and care in later life - Carers UK](#)

xvi New Policy Institute Informal Carers and Poverty in the UK: an analysis of the Family Resources Survey

xvii Age UK (2012) Care Crisis Wipes £5.3bn from the economy (press release)

xviii Carers UK State of Caring 2019

xix Carers UK State of Caring 2016

xx Census 2011

xxi Carers UK (2014) Caring and Family Finances Inquiry UK Report

xxii Children’s Society, 2013. [hidden_from_view_final.pdf \(childrenssociety.org.uk\)](#)

To address this, we will:

- Ensure carers have access to tailored advice about balancing work, education or training with caring which will include benefits and welfare advice.
- Reduce barriers to accessing work, education and training such as transport and replacement care.
- Raise awareness of working carers issues with employers and encourage and help workplaces to have policies and processes in place that support carers to balance their caring responsibilities with work.
- Work with local schools, colleges and the university to adopt an approach which proactively identifies and supports young carers and young adult carers. This will include exploring options such as including caring as a subject within the curriculum, talking about caring as a normal part of life, or using funding from the Pupil Premium to target support for young carers.

7. Prepared for Changes

The Care Act places a duty on local authorities to conduct transition assessments for children, children's carers and young carers where there is a likely need for care and support after the child in question turns 18. However, we recognise that currently our transition planning for carers is limited.

The impact of being a young carer can have consequences on the person's emotional and physical wellbeing and prospects later in life, so it is especially important that there is not a 'cliff edge' in support services for them as they become an adult.

Transition is also more than just preparing for adulthood, there are a number of other instances where carers will need to prepare for changes in their caring role such as: being less able to care as the carer become older, as the person you care for approaches the end of their life or deterioration and changes in

behaviour of the person being cared for.

In the Southend-on-Sea Family Carers Survey 2020, 72% of carers said they did not feel prepared for changes in their caring role. Those people who responded positively attributed this to having received good professional help, a supportive family (other family member would take over caring responsibilities if required) and being able to make plans with the person they cared for.

To address this, we will:

- Improve access to learning and training to support carers in their caring role and to look after their own health and wellbeing. Including, improving access and clarity of information, advice and learning for carers about the condition of the person they care for and the changes they might expect. This learning and training will be co-produced with carers.
- Improve transitions arrangements for young carers as they prepare for adulthood and for parent carers as their children prepare for adulthood.
- Support carers to develop plans which not only help them manage their caring responsibilities along with their own needs, but also prepare for a time when they may be able to provide less care.
- Improve the support available to carers to develop emergency plans in the event that they are suddenly unable to provide care, including putting in place appropriate back-up support when it is needed.

8. Integration and Partnership

We know that for people to receive high quality health and care support, including carer specific services, local organisations need to work in a more joined-up way. This will eliminate the fragmented care that is a source of frustration for people and which often results in poor care with a negative impact on health and wellbeing. It is clear that a thriving market



of carers services requires good partnership working and integration.

According to data provided by the previously commissioned carers support service, in the last three years only 214 referrals were made from social care and the numbers were even lower when looking at people referred via their GP or hospitals, which we know are places carers often visit. This provides a clear indication that we need to strengthen the partnership between local health and care services so carers are able to access the right support for them as soon as possible.

When we spoke to carers, they told us they found the health and social care system to be very complex and it was hard to understand the roles of the different councils and health systems. The number of organisations involved and the fact they often worked across geographical boundaries meant it was not always clear who did what. Similarly, people who cared for children with special needs told us it was hard to navigate their way through the education and health care system which led to them feeling uncertain.

“If you can try to get different NHS and Council services to work together with a plan, this could stop people from falling through the cracks.”

To address this, we will:

- Commission support for carers to help them understand and navigate the wider health and social care ‘system’ including how to access advocacy services.
- Review how we use the joint health and social care budgets (The Better Care Fund) for carers in Southend-on-Sea.
- Improve how we share information about carers and the support that is available to them with our health and social care partners.
- Work with system partners across Mid and South Essex and the wider county to ensure carers support is as joined up as possible to reduce the difference in what is on offer in different areas. This will include linking PCNs with Adult Social Care and Children’s services and arranging provision to meet the needs of different populations in different localities.

How will we know we have been successful?

We will know the aims set out in this strategy have been successful when:

- There is an increase in the number of known carers and the impact of their caring responsibilities is better understood and respected.
- Adult carers sustain their caring role and there are less incidents of carer breakdown.
- Young carers sustain their caring role where this is appropriate but are able to transition to no longer having caring responsibilities well, if it is deemed no longer suitable.
- Carers maintain good health and wellbeing (physically, mentally and emotionally) alongside their caring role.
- Carers have time for themselves.
- Carers are able to participate in work, education, and/or training.
- Carers feel in control of their finances and have good financial wellbeing.
- Carers tell us they feel prepared for the future.

Delivery and action plan

An annual co-produced delivery plan for this strategy will set targets for improved outcomes for carers of all ages. This plan will clearly identify leads for each of the priorities and it will be reviewed by the Adult Social Care Recovery Board with further oversight being provided by the Health and Wellbeing Board.





First version published - January 2022

This document is published by Southend-on-Sea Borough Council. A summary can be provided in alternative formats such as Braille, audio-tape or in large print.

Translations of this document in alternative languages are also available upon request.

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Living Well Strategy

for Southend-on-Sea Borough Council

2022–2027

Foreword from the Director



Tandra Forster

Executive Director Adults and Communities,
Southend-on-Sea Borough Council



“We want to live in the place we call home with the people and things that we love, in communities that look out for one another, doing the things that matter to us.”

I am delighted to write this foreword for our Living Well Strategy which focuses on people who may have Learning Disabilities, Mental Health problems, Autism or with physical or sensory difficulties

I recently came across what I think is a very appropriate quote in a social care future blog, which for me absolutely sums up the social care future we seek together in Southend.

“We want to live in the place we call home with the people and things that we love, in communities that look out for one another, doing the things that matter to us.”

I appreciate that for some people this has been a really challenging time because of Covid and the restrictions and you may question whether this is the right time to think about a five -year strategy. However, I would say this is the perfect time for us to build on the fantastic work that happened across the community during the pandemic, and it offers us the opportunity to rethink social care in Southend.



People who have care and support needs have told us they want to be supported to have a good and meaningful everyday life. They want to be treated as equal partners when deciding the most appropriate type of support and be able to choose where they live. Most of all they want to live in the community and be able to access the same opportunities as anyone else.

I would like to take the opportunity to thank those residents who worked with us to produce this five-year strategy which sets out how we can all work together to ensure that adults of working age who receive social care services are able to live and thrive in Southend. The messages you have given us are clear, and I recognise how important it is that we continue to listen and work with you to ensure we are able to deliver the aims set out in this strategy.

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Introduction

This strategy is aimed at individuals of working age who are eligible for support through Adult Social Care. This includes people with Learning Disabilities, Mental Health problems, Autism or with Physical or Sensory difficulties.

It is designed to reflect the increasing complexity of need and demand with reduced resources in the public sector. The strategy embraces the principles of personalisation, strengths-based practice and progression.

Through the development of this strategy, Southend has built upon its relationships with people who use and provide services. These conversations have produced a unique opportunity to bring all stakeholders together, in identifying strategic priorities and they are committed to driving these forward.

Co-production is an important priority both at an individual level and at a strategic level in the development and improvement of support services in the community and through commissioned support services. It is important to recognise that this strategy is just the starting point in an ongoing conversation with people of working age and other relevant stakeholders and we will continue to review this strategy based on those conversations.

The strategy includes a delivery plan which will be updated annually and co-produced through engagement with older peoples support groups across Southend.



Southend 2050

Southend 2050 is the community vision for the future of Southend. This ambition was developed following extensive conversations with those that live, work, visit, do business and study in Southend-on-Sea. These conversations asked people what they thought Southend-on-Sea should be like in 2050 and what steps are needed now, and in the coming years, to help achieve this.

We received thousands of responses which provided a rich source of information from which the ambition has been developed. The ambition is grounded in the values of Southenders. It is bold and challenging and will need all elements of our community to work together to make it a reality.

This strategy will help to deliver on several of the outcomes for Southend 2050 namely:



Safe and Well

- Public services, voluntary groups, strong community networks and smart technology combine to help people live long and healthy lives.
- Carefully planned homes and new developments have been designed to support diverse communities and personal independence, whilst access to the great outdoors keeps Southenders physically and mentally well.
- Effective, joined up enforcement ensures that people feel safe when they're out and high-quality care is there for people when they need it.



Active and Involved

- Southend-on-Sea has grown, but our sense of togetherness has grown with it. That means there's a culture of serving the community, getting involved and making a difference, whether you're a native or a newcomer, young or old.
- This is a place where people know and support their neighbours, and where we all share responsibility for where we live.
- Southend in 2050 is a place that we're all building together – and that's what makes it work for everyone.



Connected and Smart

- Southend is a leading digital city and an accessible place.
- It is easy to get to and easy to get around and easy for residents, visitors and businesses to park.
- Everyone can get out to enjoy the Borough's thriving city centre, its neighbourhoods and its open spaces.
- Older people can be independent for longer.
- Local people also find it easy to get further afield with quick journey times into the capital and elsewhere, and an airport that has continued to open up business and leisure travel overseas – but in balance with the local environment.

Milestone recovery and aligned plans

As part of the recovery from the COVID pandemic, commissioners in Southend worked with adult social care and NHS staff in 2020 to draw up priorities for action in the next 18 months (over the period 2020-2022).

Three **milestone plans** were agreed and published in late 2020 (one focused on Older People, another on Adults of Working Age and a third on unpaid Carers of all ages). A shared priority of each of these plans was to develop longer term, five-year strategies with more detailed priorities for action over the period 2022–2027.

This five-year strategy for Living Well sits alongside two additional strategies entitled Caring Well and Ageing Well which are currently being developed.

Commissioning plans 2021–2024

Southend commissioners have been working on the coproduction of a suite of documents that will support the delivery of the priorities in this strategy and the other two five-year strategies, Caring Well and Aging Well. These will be published in 2022/2023 on the council's website and will include:

- Market Position Statement
- Workforce Development Plan
- Quality Strategy



Our vision for Adult Social Care in Southend

Our overarching vision for Adult Social Care in Southend is:



“

“To work collaboratively with people to enable them to live safe, well and independently in the community, connected to the people and things they love.”



We will achieve this by:

- Listening to people and focusing on their strengths.
- Transforming care and support to ensure that there are flexible options that enable independence.
- Getting the best value from the Southend pound for the people we support.

Delivering this will mean people in Southend:

- Can easily access information and advice that connects them to support that helps prevent, reduce, delay the need for care and support
- Can lead the discussion where they might need more formal assessment
- Are supported to live well and longer in their community with choice and control
- Have a good experience of the care and support they receive
- Have a smooth transition into adult services with a focus on their potential and living independently

Where are we now?

The national context

Adults aged 18–64 are a core part of the social care system in England. Around 293,000 younger adults received long-term support from local authorities in 2018-19, this represents around 35% of all adults receiving support. The care they receive is very different to older people – including more support in the community.

The single largest reason for younger adults accessing social care services is because they require support with a learning disability (46%) and many access support for mental health problems (20%). By contrast, only 10% of older people receive support primarily for these two reasons. It is much more common for older people to receive physical support, with three-quarters of older social care users accessing services for this reason, compared to just under a third for younger adults

The number of younger adults with care needs is growing quickly and is projected to grow significantly over the coming years. The proportion of younger adults reporting a disability increased from 14% in 2007/08 to 18% in 2017/18. When combined with population growth, the number rose by 35%. The number of people with severe learning disabilities is projected to increase by 34% between 2017 and 2027.

When younger adults do access social care, quality and outcomes vary. The majority (89%) of younger adults using adult social care services report being satisfied with them. But

there is evidence of poor-quality care, and national targets on supporting people with a learning disability or autism to live in the community have been repeatedly missed. Very low proportions of younger adults receiving care for learning disabilities (6%) and mental health problems (8%) are in paid employment.

Unpaid carers of younger adults experience worse outcomes in some areas than carers of older people. They are less likely to be satisfied with services, and more likely to report financial difficulties and not be in paid employment because of their caring role. The impacts of unpaid care aren't experienced equally; unpaid carers of younger adults are more likely to be younger and female than carers of older people.

The local context

The population of Southend is estimated at 182,463 (Feb 2020) and this is projected to grow to 203,000 by 2031. The population aged 18 to 64 is estimated at 107,762. It is important to recognise that figures used by the government to project housing needs indicate that the above figures could be even greater.

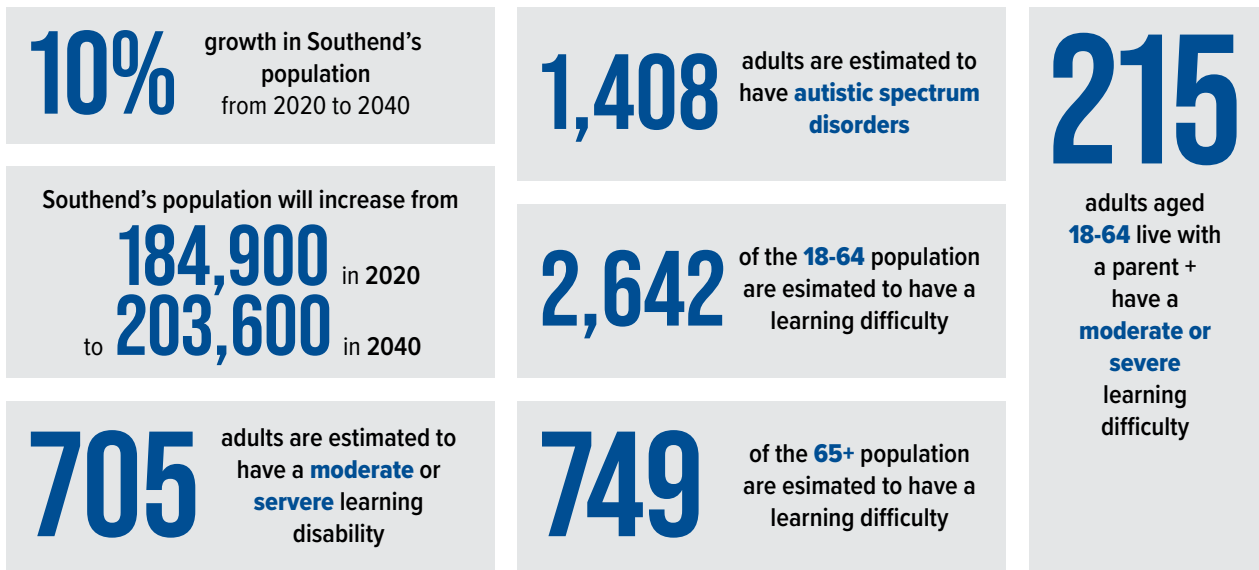
The four wards with the highest concentration of adults between 62 to 66.4% are Westborough, Victoria, Milton and Kursaal. Three of these wards, Victoria, Kursaal and Milton 30% are the most deprived wards in the Borough.

Physical Disability and Sensory Impairment statistics for adults ages 18-64

In Southend as of 31 March 2021, there were 221 adults between the ages of 18 to 64 accessing Adult Social Care services with Physical Disabilities or a Sensory impairment, as their primary reason for a Care or Support Package.

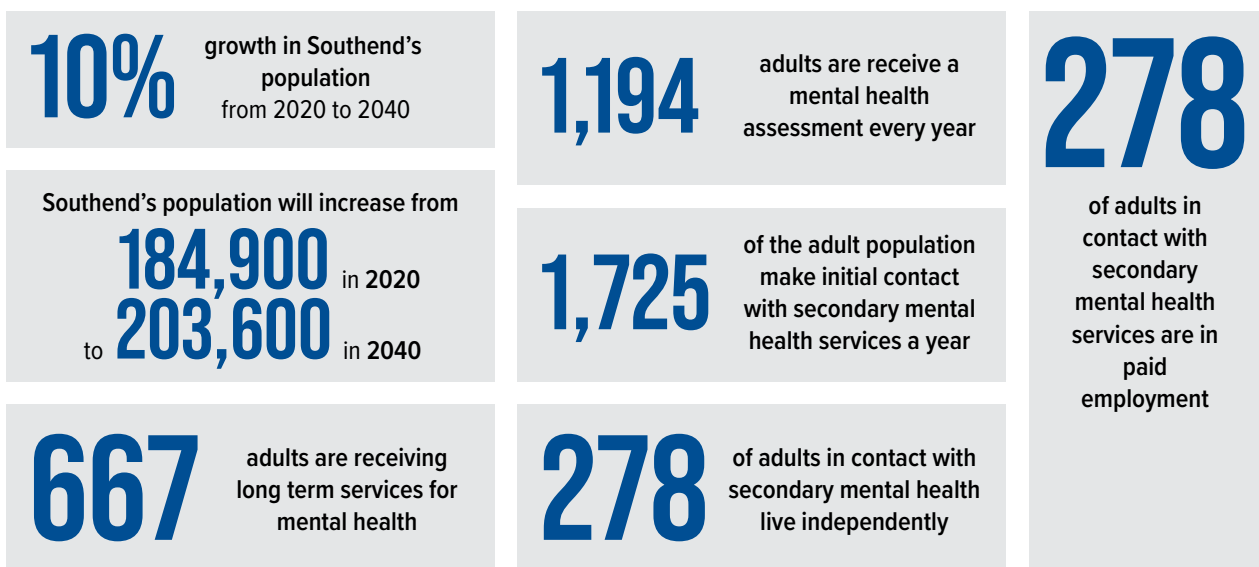
Learning Disability and Autism statistics for adults ages 18-64

In Southend it is estimated that there are 2,642 adults between the ages of 18 to 64 with a learning disability and 1,408 adults estimated to have an autistic spectrum disorder, 705 of these adults have a moderate to severe learning disability. As of April 2021, there are 502 working age adults with Learning Disabilities receiving a Care Package in Southend.



Mental Health statistics for adults aged 18-64

In Southend on Sea as of 31 March 2021, there were 123 adults between the ages of 18 to 64 access Adult Social Care services with mental health as a primary reason. The data below has been supplied from our secondary mental health provider Essex Partnership University Foundation Trust (EPUT).



What have people told us?

In early 2021 we held a wide range of communication and engagement stakeholder events to ask residents about their issues and concerns. What we learnt is that the priorities of Southend residents mirror the themes or outcomes described by providers and officers of Southend Council.



They told us that:

- They want to be supported to have a good and meaningful everyday life.
- Their care and support should be person centred, planned, proactive and co-ordinated.
- They should have choice and control over how their health and care needs are met.
- They would like to be supported to live in the community with support from their families/carers as well as paid support and care staff.
- They should have a choice about where and with whom they live, with a choice of housing.
- They want good care and support from accessible local health services with annual health checks, for all those over the age of 18.
- They need to be able to access the community to enjoy leisure opportunities at a time that suits them.
- There should be support available to them in the event of a crisis.
- They want to be able to have volunteering and work opportunities to give them a purpose in life but feel that this needs to be matched to the right opportunities.
- They would like support and access to become digitally included.

What are we going to do? – Our priorities for action

We have worked with people to develop 5 priority themes based on what they have told us above.

1. Health and Wellbeing

We recognise the importance of promoting healthy and active lifestyles for our adult population. Individuals with mental and physical health conditions have poorer health outcomes than the general population.

The Local Authority and Clinical Commissioning Group need to do more to ensure services are accessible to individuals with Mental and Physical Disabilities. Individuals should be provided with the support they need to ensure good health and well-being. We also recognise that Social Care providers and support staff have an important role to play in ensuring well-being and access to primary health services.

To address this, we will:

- Ensure that the recommissioned Drug and Alcohol service is fully accessible to all residents.
- Ensure services provided to vulnerable adults communicate with each other especially at times of crisis and have a clear plan of support they all work to.
- Use a strengths-based approach to promote progression.
- Develop a platform for ongoing co-production with service users, their carers, providers and the voluntary sector.
- Provide opportunities to work and volunteer that are well matched and supported where needed.
- Increase the number of adults with Severe Mental Illness and Physical Disabilities attending health checks.
- Review how we provide information, advice and guidance services for residents making it clearer and more accessible.
- Develop a wraparound health service for people that experience rough sleeping, are at risk of homelessness and lead chaotic lifestyles.
- Make the sexual health service in Southend more accessible to residents including those socially excluded.



2. Prevention

We want to reduce the number of hospital and residential care admissions as we realise these are not always the best places for people to be in. We know our current offer of support for people in their own homes is too traditional and is also inconsistent in coverage across the Borough. We recognise that people often do not know where to go to access information and advice about the support that is available to them in Southend. People have also told us they would rather access services in their own community.

To address this, we will:

- Enhance the information, advice and guidance offer provided through Live Well Southend.
- Develop Locality Integrated Networks around primary care networks.
- Pilot and implement integrated digital monitoring solutions to support independence including the use of digital assessments during COVID 19.
- Roll out strengths-based approaches across adult social work teams and monitor the impact on community connections and individual wellbeing.
- Reimagine 'homecare' as a community, outcome focused model delivered by "wellbeing" teams aligned with localities.
- Review and increase the reablement offer for people with learning disabilities and mental health problems across the Borough to ensure there is consistent coverage across the localities.
- Roll out My shared care records across the Borough giving all partners a wider view of people's records and situations.
- Expand the number of Specialist mental health nurses in Primary care to deal with the increased demand for mental health care.

3. Housing

We want to deliver health, care and housing in a more joined up way to ensure suitable accommodation is available with the required support that will enable vulnerable adults to live as independently as possible. We know we currently have too many residential beds for people with mental health needs. We need to explore other models of care such as Extra Care, Supported Living or Shared Lives to reduce the amount of residential provision. A suitable, well adapted home can be the defining factor in enabling a disabled person to live well and independently.

To address this, we will:

- Implement a review of all Supported Accommodation in the Borough, to ensure it best meets the needs of adults with clear pathways of support.
- Create an agile housing offer to provide clear pathways of support for people living with mental health and learning disabilities.
- Develop a dispersed Housing First model to house complex individuals with intensive outreach support and wraparound healthcare that will support people to transition to other housing options when they are ready.
- Provide information and advice that gives people a clear understanding of housing options available to them.
- Use a strengths-based approach to promote progression when providing support.
- Develop a platform for ongoing co-production with service users, their carers, providers and the voluntary sector.
- Reimagine the Disabled Facilities Grant to allow more people to access adaptations to remain living independently in their own homes.
- Use assistive technology to promote independence and where applicable, reduce over provision of care.

4. Community

We know that social inclusion reduces isolation and improves mental and physical health for people with disabilities. It is clear that people want to remain a part of and be active in their community for as long as is possible.

Volunteering helps people to gain confidence, learn new skills, make a difference and to meet people but people need to be properly matched to opportunities and supported in those roles if that is required.

Being digitally literate and connected allows people to be well informed, access benefits and employment and connect with people but there is currently a lack of training and equipment available to support people so they feel excluded.

To address this, we will:

- Develop methods of harnessing volunteering opportunities such as the creation of the Good neighbour's scheme.
- Review the infrastructure around volunteering in the Borough to improve matching and support.
- Introduce an Employment Retention worker to support people with mental health issues stay in employment.
- Promote the offer of Social Prescribers and Community Connectors based in Locality Integrated Networks with the aim of building community resilience.
- Give adults access to equipment and high-speed broadband as well as help them develop the skills needed to access the internet so they can access benefits, employment opportunities as well as manage their health and wellbeing.
- Develop and promote sustainable community transport solutions for adults across Southend enabling them to keep the connections they value in their lives.
- Review the leisure activities and clubs available for people with a view to expand provision if viable.



5. Integrated, strengths based person-centred care

Integrated person-centred services means putting people and their support networks, at the centre of their health and social care, by enabling individuals to take control of their care rather than being passive recipients of services. We want to use a strengths-based approach to focus on what a person can do and ensure that they only have to tell their story once. We want to work with people in a holistic way to understand them as individuals and their carer(s) needs to enable them to achieve the outcomes that are most important to them.

To address this, we will:

- Embed strengths based and person-centred care planning in all of our interactions with individuals who use our services.
- Focus on individual abilities and community assets, rather than focusing on deficits and services to meet need.
- Look at improving the customer pathway for all working age adults to help them be active residents of Southend.
- Work together with our partners to reduce the number of contacts individuals have with services.
- Roll out My shared care record across the Borough giving all partners a wider view of people's records and situations.

How will we know we have been successful?

We will know the aims set out in this strategy have been successful when:

- Individuals report that health services are provided in several locations throughout the Borough and are fully accessible to them.
- Individuals report that they can influence local service delivery and feel listened to
- There is one clear provider of information, advice and guidance in the Borough which is well known to all residents and accessible in several ways.
- There is choice of accommodation that suits a variety of needs as well as options available to provide support to enable individuals to remain where they are currently living whilst encouraging independence.
- Individuals report that there are a variety of volunteering and work opportunities that people can be matched to and supported in.
- Individuals report that there is access to equipment and high-speed broadband as well as support to help them develop the skills needed to access the internet.
- Individuals only have to tell us their story once, they have a plan in place in case of crisis in their lives and feel that service providers connect with each other.
- Individuals report being able to access transport to be able to go out and access a variety of leisure opportunities available to them.

Delivery and action plan

An annual co-produced delivery plan for this strategy will set targets for improved outcomes for people of working age. This plan will clearly identify leads for each of the priorities and it will be reviewed by the Adult Social Care Recovery Board with further oversight being provided by the Health and Wellbeing Board.





First version published - January 2022

This document is published by Southend-on-Sea Borough Council. A summary can be provided in alternative formats such as Braille, audio-tape or in large print.

Translations of this document in alternative languages are also available upon request.

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SOUTHEND
2050
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Southend-on-Sea Borough Council

Report of Executive Director Neighbourhoods and
Environment – Anna Eastgate

To

Cabinet

On

22nd February 2022

Report prepared by: Elizabeth Georgeou Head of Regulatory
Services

Agenda
Item No.

Civil Penalties Policy for Housing Offences

Cabinet Member: Councillor Ian Gilbert
Part 1

1. Purpose of Report

To seek approval of the draft policy for the use of civil penalties for certain specified offences under the Housing Act 2004.

2. Recommendations

- 2.1 To approve the draft Civil Penalties Policy for Housing Offences set out in *Appendix 1*.
- 2.2 To approve the date of implementation of the policy of 1st April 2022

3. Background

- 3.1 The Housing and Planning Act 2016 introduced civil penalties as an additional enforcement option to enable local housing authorities to regulate non-compliant landlords. The aim being to assist in the improvement, and standard of accommodation in the private rented sector (PRS).
- 3.2 The Government has stated that there are sufficient controls for proper regulation of the PRS but that councils in general were not making full use of them.
- 3.3 Civil Penalties under the Housing and Planning Act 2016 have not yet been implemented in Southend. Their introduction will assist in the regulation of the private rented sector by providing additional enforcement tools, and be in line with Government expectation.
- 3.4 The Council is not required to take formal enforcement action in many situations however there are a minority of cases where it is necessary. The introduction of Civil Penalties is not intended to increase the level of enforcement activity but to

allow a greater range of enforcement options when informal actions have failed. The intention is to achieve compliance and to demonstrate that the Council is ready and able to apply all sanctions provided to it by legislation.

- 3.5 Although the preparation for a Civil Penalty notice is rigorous, it is generally less onerous on resources than prosecution at court.
- 3.6 The PRS is an integral part of the housing market, and the introduction of penalties is not intended to impact negatively on compliant landlords.
- 3.7 Civil Penalties are a discretionary enforcement measure to be used as an alternative to prosecution for specified offences listed in the attached draft policy document. That draft policy also shows how it will be decided when a Civil Penalty is used instead of a prosecution.
- 3.8 The Housing and Planning Act 2016 set only a maximum level for the penalty amount of £30,000, councils are expected to set their own intermediary amounts of penalty based on the Government guidance. The attached draft policy sets out how the Council will arrive at these lower amounts. To compare with potential fines at court, the maximum fine for the specified offences is unlimited except for the offence of overcrowding, which is £2,500
- 3.9 Members are recommended to read the attached draft in conjunction with this report for details of the processes involved in the operation of a Civil Penalties policy in Southend. The draft policy has been developed by adhering to the Department for Levelling Up, Housing and Communities Guidance for Civil Penalties under the Housing and Planning Act 2016 dated April 2018. The guidance outlines the factors that are to be considered when applying a Civil Penalty and details the proposed methodology to arrive at a Civil Penalty charge based on the circumstances of each case. The matrix and fee structure have been developed for Southend but compare with similarity to the policies developed by other local authorities.
- 3.10 Where a Civil Penalty is to be applied, there is a right for the landlord to make representations to the Council regarding the offence and proposed penalty. If necessary, a landlord can then appeal against any final notice issued by the Council to the First-tier Tribunal. The process is contained in the draft policy.
- 3.11 In addition to the financial penalty, where a landlord receives two or more civil penalties over a 12-month period the Council can seek to have their details included on the Database of Rogue Landlords and Property Agents. Landlords and agents named on the database may find their ability to be considered a fit and proper person to hold a licence is affected.
- 3.10 Any income from Civil Penalties can be retained by the Council but may only be used to further the Council's statutory functions in relation to their enforcement activities covering the PRS.

4. Other Options

- 4.1 The alternative option would be to disregard the powers made available to the Council. This would reduce the tools available to Officers to enforce against

rogue landlords who knowingly rent out unsafe and substandard accommodation and may harm the reputation of the Council in regulation of the PRS.

5. Reasons for Recommendations

The adoption of a Civil Penalties policy provides transparent and consistent approach to the regulation of the private sector housing market. It enables the Council to apply a 'light-touch' for compliant landlords, creates a level playing field by tackling non-compliant landlords. The level of the Civil Penalty is set to seek to punish those that flout the law, to change their behaviours and eliminate financial gain or benefit from non-compliance.

6. Corporate Implications

6.1 Contribution to the Southend 2050 Road Map

Contributes to Council's Safe and Well outcome to provide a good quality, sustainable home that meets the needs of residents by increasing the enforcement tools available to the team regulating the privately rented sector.

6.2 Financial Implications

Operating costs will be covered within existing resources and by any penalty that would be charged. Any debt recovery for non-payment of the Civil Penalty charge within the specified timescales will be undertaken in line with the Council's Debt Recovery Policy.

6.3 Legal Implications

As indicated above, the statutory guidance forms the basis of the application of the provisions contained in the Housing and Planning Act 2016 and provides additional powers to officers within the Regulatory Services team.

6.4 People Implications

The licensing and enforcement activities will be undertaken within the resources that were identified.

6.5 Property Implications

There are no property implications.

6.6 Consultation

A consultation on the proposed descriptions to determine the levels of Civil Penalty was open for participation for a period of 6 weeks from 3 December 2021 until 14 January 2022 and included interested parties. The results of this consultation are included as **Appendix 2**. Matters raised by consultees are already incorporated in the determination of the Civil Penalties.

6.7 Equalities and Diversity Implications

There are no adverse equalities or diversity implications which would result from the introduction of civil penalties.

6.8 Risk Assessment

There is a risk of legal challenge from landlords for the Civil Penalty, firstly to the Council after receiving the Notice of Intent and secondly to the First-tier Tribunal once the Final Notice has been received. This could be both a reputational risk and a financial one. The financial risk arises in the case of an award of costs in a successful challenge.

6.9 Value for Money

The application of Civil Penalties as an alternative to prosecution may reduce the cost associated of enforcement activities for non-compliant landlords.

6.10 Community Safety Implications

All tenants will have the opportunity to live in safer and well run private rented properties.

6.11 Environmental Impact

The application of Civil Penalties to effect improvements aims to improve the environmental impact of poorly designed and insulated homes.

7. **Background Papers**

Civil Penalties under the Housing and Planning Act 2016 Guidance for Local Housing Authorities. April 2018

8. **Appendices**

Appendix 1: Civil Penalties Policy for Housing Offences, Matrix and Process flow chart

Appendix 2: Consultation Result

Civil Penalties Policy for Housing Offences

1. Introduction and Overview

The Council's Regulatory Services team regulates the private rented sector for Southend-on-Sea Borough Council. Landlords of privately rented properties are required to comply with the law, to ensure the health, safety and welfare of occupiers are protected and their properties, and activities at their properties, are not having a negative effect on the neighbouring population.

Landlords will be assisted by Regulatory Services to comply with the law through the provision of advice, guidance, and signposting. Where landlords are not complying with the law, or proactively managing their properties, Regulatory Services can use enforcement powers to require landlords to take the necessary action to do so. The main legislation that Regulatory Services have available to use is the Housing Act 2004. Amendments to this Act were introduced by Section 126 and Schedule 9 of the Housing and Planning Act 2016. This amendment enabled Councils to impose a Civil Penalty, as an alternative to prosecution, for specific offences. These offences are detailed in section 3 on specific offences below.

The process that the Council must follow for Civil Penalties to be applied is detailed in statutory guidance (April 2018). This outlines the factors that must be considered when determining the level of Civil Penalty to be imposed, which can be up to £30,000. A Civil Penalty (or Penalties if there have been several breaches), can be used if the Council considers their use the most appropriate and effective sanction in a particular case.

The purpose of this policy is to set out the framework within which decisions will be made by the Council regarding issuing Civil Penalties for these specific cases. The Civil Penalties Policy is a supplement of the Council's Environment and Regulatory Services Policy.

This policy may be departed from where the circumstances so justify and each case will be dealt with on its own merits, having regard to those circumstances.

2. Aim of the Use of Civil Penalties

The aim of the service is to develop landlords to become more professional and knowledgeable in their role of protecting the health, safety, and welfare of their tenants.

Where Civil Penalties are used as enforcement action the aim will be to protect the health of occupiers and improve housing standards by:

- Promoting professionalism and resilience with the private rented sector.
- Providing transparent and consistent regulation within a private market.
- Providing a 'light touch' for compliant landlords and create a level playing field by tackling non-compliant landlords within the sector.
- Changing behaviours, by seeking legal punishment of those who flout

the law.

- Eliminating financial gain or benefit from non-compliance.

The statutory guidance is clear that the intention of a Civil Penalty is to act as a deterrent. The Council will apply Civil Penalties to ensure that landlords (as defined by the Housing Act 2004 as the owner, person having control or the licence holder) and HMO managers do not benefit from their failure to comply with the relevant legislation.

3. Specific offences where a Civil Penalty can be used

Civil Penalties can only be used as alternative to prosecution for the following specific offences:

- Section 30 - failure to comply with an improvement notice
- Section 72 – mandatory licensing of houses in multiple occupation (HMO)
- Section 95 – licensing under Part 3 of the Housing Act 2004 (Selective Licensing)
- Section 139 – failure to comply with an overcrowding notice
- Section 234 – breach of management regulations in respect of HMO.

4. Determination of Level of Civil Penalty to be applied.

The statutory guidance details the factors that must be considered when determining the level of Civil Penalty to be applied. The Council has developed a matrix (Appendix 1) from this guidance having considered the following:

- Level of culpability
- Level of harm
- Severity of the offence
- Aggravating factors
- Mitigating factors
- Penalty to be fair and reasonable
- Penalty to be a deterrent and remove the gain derived through the failure to comply
- Landlord's income (as appropriate)
- Financial gain from failure to comply.

Determination of the level of Civil Penalty to be applied will be on a case-by-case basis and have regard to the Environment and Regulatory Services Enforcement Policy, local circumstances, and the relevant statutory guidance.

Each of the rows in the matrix considers the factors set out in the guidance. At the end of every row the officer will have to justify the most appropriate score

chosen based on evidence in each case. The final total of the scores from each of the 4 rows determines the actual fee to be applied.

Officers using the matrix will at no point be setting the Penalty amount themselves as it is calculated by the matrix, dependent on their assessment and scores in each of the 4 rows.

The fee to be applied from the total calculated in the matrix is detailed in the table below.

Score Range	Fee
1 – 5	£1,000
6 – 10	£2,500
11 – 15	£5,000
16 – 20	£7,500
21 – 30	10,000
31 – 40	15,000
41 – 60	20,000
61 – 80	25,000
81 – 100	30,000

For example, a matrix total of 17 would result in a Penalty of £7,500, a score of 55 would result in a Penalty of £20,000 etc.

5. When to use a Civil Penalty

When determining the appropriate sanction, the Council will satisfy itself that if the case were to be prosecuted there would be a realistic prospect of a conviction. This is determined by adhering to the Code for Crown Prosecutors. The Code requires two tests to be applied:

- the evidential test; and
- the public interest test.

Regulatory Services will use the attached flow diagram (Appendix 2) to assist with the decision making on whether to apply a Civil Penalty or to proceed with to prosecution.

6. Burden of Proof for Prosecution

The same criminal standard of proof is required for a Civil Penalty as for a criminal prosecution. This means that before a Civil Penalty can be imposed, the Council will have satisfied itself beyond reasonable doubt that the landlord or manager committed the offence(s) and that if the matter were to be prosecuted in the Magistrates' Court, there would be a realistic prospect of conviction.

In doing this the Council will satisfy itself that:

- Enforcement is in accordance with the Environment and Regulatory Services Enforcement Policy
- There is sufficient evidence to prove beyond reasonable doubt that the offence was committed by the landlord in question

- The public interest is properly served by imposing a Civil Penalty
- Evidence has been reviewed by a senior manager and where required legal services.

7. The Totality Principle

Where a landlord has committed multiple offences, and a Civil Penalty could be imposed for each one, consideration will be given to whether it is just and proportionate to impose a Penalty for each offence. Where there are multiple similar offences, or offences which arose from the same incident consideration will be given to whether it would be more appropriate only to impose Penalties for the more serious offences being considered and to prevent any double-counting. Only one Penalty can be imposed in respect of the same offence.

Having regard to the above considerations, a decision will be made about whether a Civil Penalty should be imposed for each offence and, if not, which offences should be pursued.

8 Notice of Intent

Before imposing a Civil Penalty, the Council will give notice of intention of the authority's proposal to do so.

The notice of intent will set out:

- The amount of the proposed financial Penalty
- The reasons for proposing to impose the Penalty
- Information about the right of the landlord to make representations.

9. Representations

Any landlord who is in receipt of a notice of intent has the right to make representations against that notice within 28 days of the date on which the notice was given. Representations can be against any part of the proposed course of action. All representations from landlords will be considered by the local authority and responded to.

Where a landlord challenges the amount of the Civil Penalty, it will be for the landlord to provide documentary evidence (e.g., tenancy agreements, rental income, etc) to show that the calculation of the Penalty amount is incorrect. Where there is no such supporting evidence provided, the representation against the amount will not be accepted.

Written responses will be provided to all representations made by the recipients of a notice of intent. No other parties have an automatic right to make representations but if any are received, they will be considered on a case-by-case basis and responded to where the Council considers it necessary.

10. Final Notice

Once the representation period has ended, the Council must decide, taking into consideration any representations that were made, whether to impose a

Civil Penalty and the final Penalty fee. This can be a lower amount that was proposed in the notice of intent, but it cannot be a greater amount.

The imposing of a Civil Penalty requires the service of a final notice, which must contain the following information:

- The amount of the financial Penalty
- The reasons for imposing the Penalty
- Information about how to pay the Penalty
- The period for payment of the Penalty (28 days)
- Information about the rights of appeal, and
- the consequences of failure to comply with the notice.

The period of payment for the Civil Penalty must be 28 days beginning with the day after that on which the final notice was given.

11. Withdrawing or Amending Notices

The Council may withdraw the notice of intent or a final notice or reduce the amount of Civil Penalty at any time. This is done by giving notice in writing to the person on whom the notice was served.

Where a Civil Penalty has been withdrawn, and there is a public interest in doing so, the Council can still pursue a prosecution against the landlord for the conduct for which the Penalty was originally imposed. Each case will be considered on a case-by-case basis.

12. Appeals to the Tribunal

If a Civil Penalty is imposed on a landlord or manager, that person can appeal to the First-tier Tribunal (Property Chamber) against the decision to impose a Penalty or the amount of the Penalty. The Tribunal has the power to confirm vary (increase or reduce) the size of the Penalty imposed by the Council, or to cancel the Civil Penalty. The Penalty can only be increased to the maximum of £30,000.

The appeal must be made to the First-tier Tribunal within 28 days of the date the final notice was issued. Where an appeal has been made, this suspends the Civil Penalty until the appeal is determined or withdrawn.

13. Consequence of having a Civil Penalty imposed.

Where two or more Civil Penalties are given to a person over a 12-month period the Council may include the person's details in the database of rogue landlords and property agents. The rogue landlord's database is viewable by local housing authorities to help them to target their enforcement activities. The person will be advised where this is the case as this may be used to determine whether they are a fit and proper person to be a licence holder.

Where a landlord or manager receives a Civil Penalty, this action can be considered when assessing whether they are a fit and proper person to be the

licence holder for a House in Multiple Occupation or property within a Selective Licensing area.

14. Recovering an unpaid Civil Penalty

The Council has a Debt Collection and Recovery Policy. Through this Policy all legal options available for the collection of unpaid Civil Penalties will be considered. Unpaid Penalties will be pursued through the County Courts. Some of the orders available to the Council through the County Courts are as follows:

- A warrant of control for amounts up to £5,000
- A third-party debt order
- A charging order
- Bankruptcy or insolvency.

A certificate, signed by the Chief Finance Officer for the Council and stating that the amount due has not been received by the date of the certificate, will be accepted by the Court as conclusive evidence of the payment due.

Where a Civil Penalty is appealed and the Council has a tribunal decision, confirming or varying the Penalty, the decision will be automatically registered on the Register of Judgements, Orders and Fines, once accepted by the County Court. Inclusion on this Register may make it more difficult for the Landlord to obtain financial credit.

15. Income from Civil Penalties

Any income from the Civil Penalties will be retained by the Council's Regulatory Services team. The Council will spend any income from Civil Penalties on its enforcement function in relation to the private rented sector.

Appendix 1: Civil Penalties for Housing Offences Policy Matrix

Factors	Score = 1	Score = 5	Score = 10	Score = 15	Score = 20
1. Deterrence and Prevention	High confidence - that financial penalty will deter repeat offending. Informal publicity not required as a deterrence	Medium confidence that a financial penalty will deter repeat offending. Minor informal publicity required for mild deterrence in the landlord community	Low confidence that a low financial penalty will deter repeat offending (e.g., no contact from offender) Some informal publicity will be required to prevent similar offending in the landlord community	Little confidence that a low financial penalty will deter repeat offending. Likely informal publicity will be required to prevent similar offending in the landlord community	Very little confidence that a low financial penalty will deter repeat offending. Informal publicity will be required to prevent similar offending in the landlord community
2. Removal of Financial Incentive	No significant assets. No or very low financial profit made by offender	Little asset value. Little profit made by offender	Small portfolio landlord (between 2-3 properties). Low asset value. Low profit made by offender	Medium portfolio landlord (between 4-5 properties) or a small Managing Agent. Medium asset value.	Large portfolio landlord (over 5 properties) or a medium to large Managing Agent. Large asset value. Large profit made by offender.
3. Offence and History	No previous enforcement history. Single low-level offence.	Minor previous enforcement Single offence	Recent second time offender. Offence has moderate severity or small but frequent impact(s)	Multiple offender. Ongoing offences of moderate to large severity or a single instance of a very severe offence	Serial offender. Multiple offences over recent times. Continuing serious offence
4. Harm to Tenant(s) (Score is doubled on this section in line with Statutory guidance)	Very little or no harm caused. No vulnerable occupants. Tenant provides no information on impact	Likely some low-level harm / health risk(s) to occupant. No vulnerable occupants. Tenant provides poor quality information on impact	Likely moderate level health / harm risk(s) to occupants potentially exposed. Tenant provides some information on impact but with no primary or secondary evidence.	High level of health / harm risk(s) to occupant. Tenant(s) will be affected frequently or by occasional high impact occurrences. Vulnerable occupants more than likely exposed. Small house of multiple occupancy (HMO) (3-4 occupants), multiple occupants exposed. Tenant provides good information on impact with primary evidence (e.g., prescription drugs present, clear signs of poor health witnessed) but no secondary evidence	Obvious high-level health / harm risk(s) and evidence that tenant(s) are badly and / or continually affected. Multiple vulnerable occupants exposed. Large HMO (5+ occupants), multiple occupants exposed. Tenant provides excellent information on impact with primary and secondary evidence provided (e.g., medical, social services reports).

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Civil Penalties Housing Consultation Analysis

Summary

A total of 117 people accessed the campaign which ran for 6 weeks and closed on 14th January 2022 of that 36 were informed which indicates they had visited the project page and viewed the survey and documents, 5 responded online, no hardcopy responses either by email or letter have been received, 106 people were aware (clicked on the project page) but chose not to comment or look at the survey or supporting documents. The consultation included a survey with questions and a free text box for further comments requesting feedback on certain elements of the whole project.

The consultation was promoted across social media and was available on the Councils interactive consultation portal <https://yoursay.southend.gov.uk/> it was also made available in a hardcopy format if requested. It was also sent out to residents groups and landlord groups. A table was provided which will determine the level of penalty and justification required with a short survey that followed.

The overall consensus from those responding is that they strongly support and understand what the Council is trying to achieve and what is required to cover existing provisions within these areas.

The table below was provided which will determine the level of penalty and justification required with a short survey that followed.

Factors	Score = 1	Score = 5	Score = 10	Score = 15	Score = 20
1. Deterrence and Prevention	High confidence - that financial penalty will deter repeat offending. Informal publicity not required as a deterrence	Medium confidence that a financial penalty will deter repeat offending. Minor informal publicity required for mild deterrence in the landlord community	Low confidence that a low financial penalty will deter repeat offending (eg no contact from offender) Some informal publicity will be required to prevent similar offending in the landlord community	Little confidence that a low financial penalty will deter repeat offending. Likely informal publicity will be required to prevent similar offending in the landlord community	Very little confidence that a low financial penalty will deter repeat offending. Informal publicity will be required to prevent similar offending in the landlord community
2. Removal of Financial Incentive	No significant assets. No or very low financial profit made by offender	Little asset value. Little profit made by offender	Small portfolio landlord (between 2-3 properties). Low asset value. Low profit made by offender	Medium portfolio landlord (between 4-5 properties) or a small Managing Agent. Medium asset value. Medium	Large portfolio landlord (over 5 properties) or a medium to large Managing Agent. Large asset value. Large profit made by offender.
3. Offence and History	No previous enforcement history. Single	Minor previous enforcement Single offence	Recent second time offender. Offence has moderate	Multiple offender. Ongoing offences of moderate to	Serial offender. Multiple offences over recent

	low level offence.		severity or small but frequent impact(s)	large severity or a single instance of a very severe offence	times. Continuing serious offence
4. Harm to Tenant(s) (Score is doubled on this section in line with Statutory guidance)	Very little or no harm caused. No vulnerable occupants. Tenant provides no information on impact	Likely some low level harm / health risk(s) to occupant. No vulnerable occupants. Tenant provides poor quality information on impact	Likely moderate level health / harm risk(s) to occupants potentially exposed. Tenant provides some information on impact but with no primary or secondary evidence.	High level of health / harm risk(s) to occupant. Tenant(s) will be affected frequently or by occasional high impact occurrences. Vulnerable occupants more than likely exposed. Small house of multiple occupancy (HMO) (3-4 occupants), multiple occupants exposed. Tenant provides good information on impact with primary evidence (e.g. prescription drugs present, clear signs of poor health witnessed) but no secondary evidence	Obvious high level health / harm risk(s) and evidence that tenant(s) are badly and / or continually affected. Multiple vulnerable occupants exposed. Large HMO (5+ occupants), multiple occupants exposed. Tenant provides excellent information on impact with primary and secondary evidence provided (eg medical, social services reports).

Full Breakdown of questions

1. Is there anything we have missed or should include?

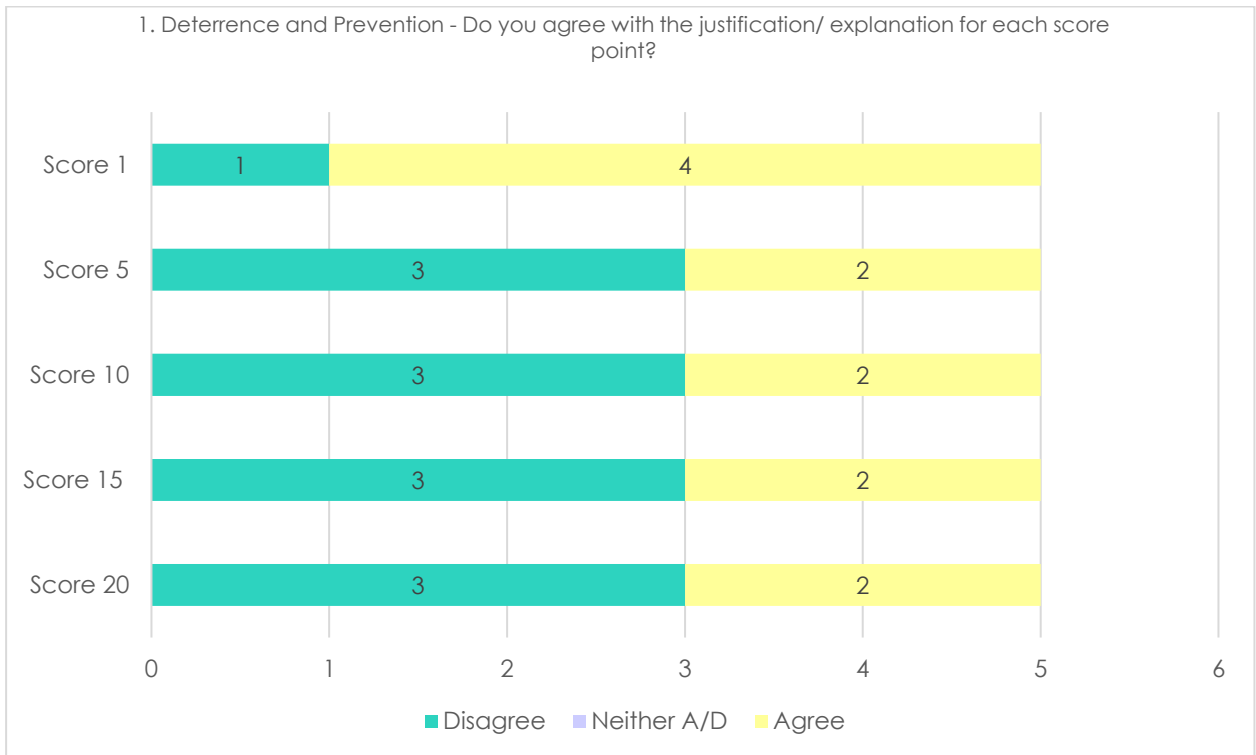
This was an open response question and we received two responses

Comment	
1	The impact of HMOs on the surrounding area . There are 4 or 5 in my road, the houses are clearly poorly maintained on the outside, the poor tenants are unable to maintain the gardens which look awful; they have nowhere to store rubbish, so dump it on the pavement any day; they have no food waste bins, so the foxes break open the bags and strew detritus over the pavement. When a new tenant moves in, the old mattress, sofa etc are dumped on the pavements. Landlords should help their paying customers!

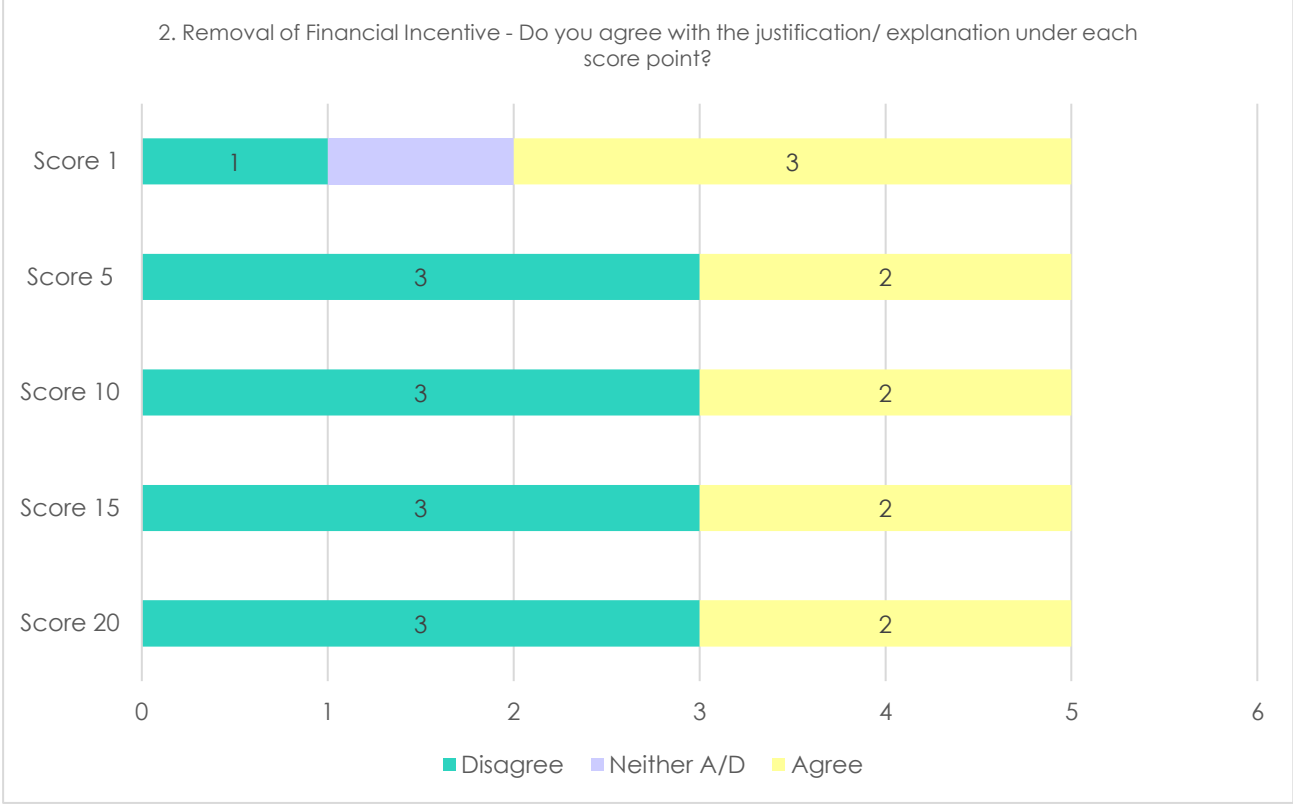
2 Failure to register for a licence should be considered as well as accuracy of information provided on registration as many either do not apply for a licence or register with a lower number. Failure to comply with HMO policy standards should be included- we need a robust HMO policy

2. 1. Deterrence and Prevention - Do you agree with the justification/ explanation for each score point? (refer to table above)

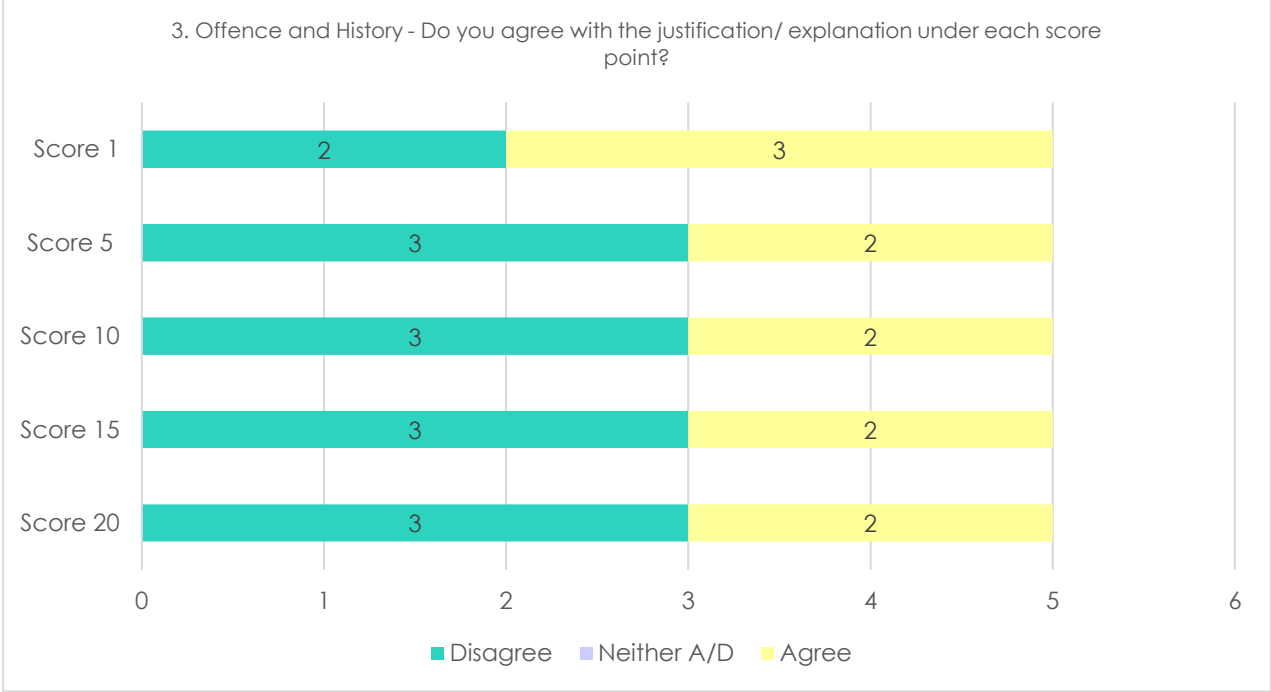
Single response questions for each of the four factors and of those responding they disagreed overall on the justification for Score 5 to Score 20, but they agreed with the justification for Score point 1.



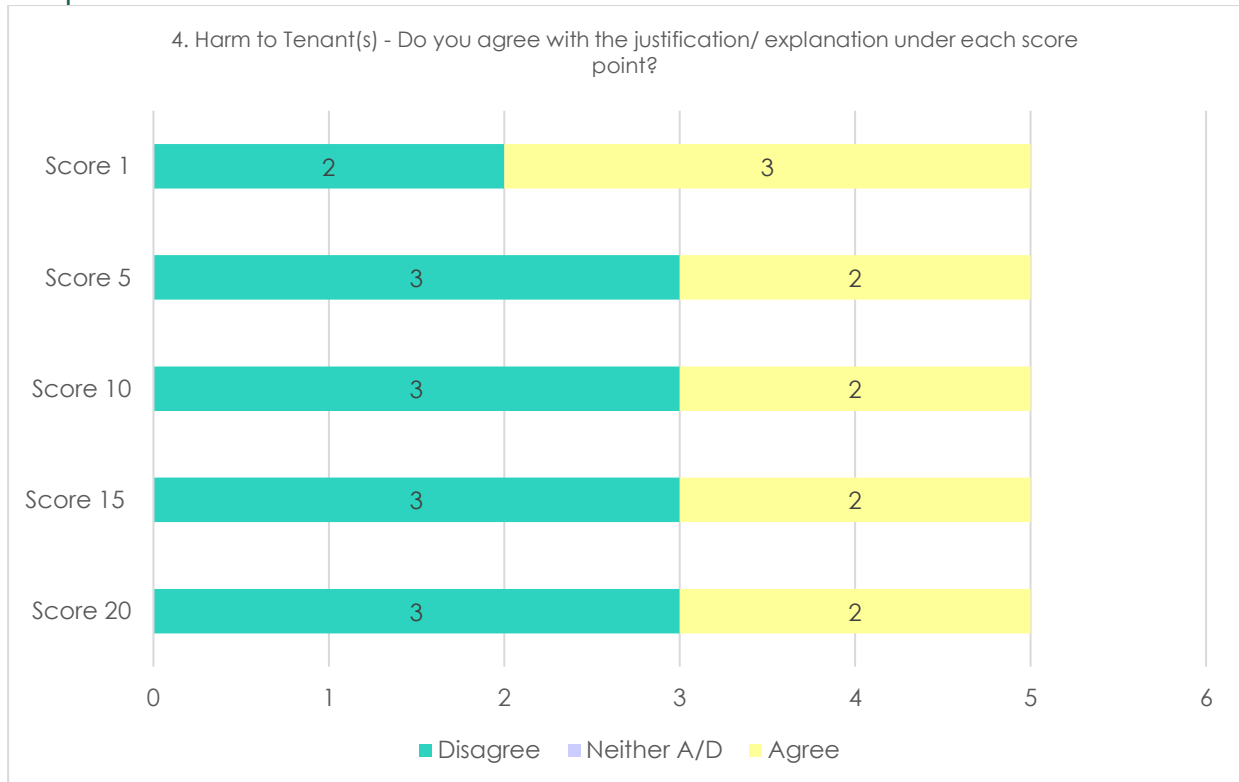
3. 2. Removal of Financial Incentive - Do you agree with the justification/ explanation under each score point? (refer to table above)



4. 3. Offence and History - Do you agree with the justification/ explanation under each score point?



5. 4. Harm to Tenant(s) - Do you agree with the justification/ explanation under each score point?



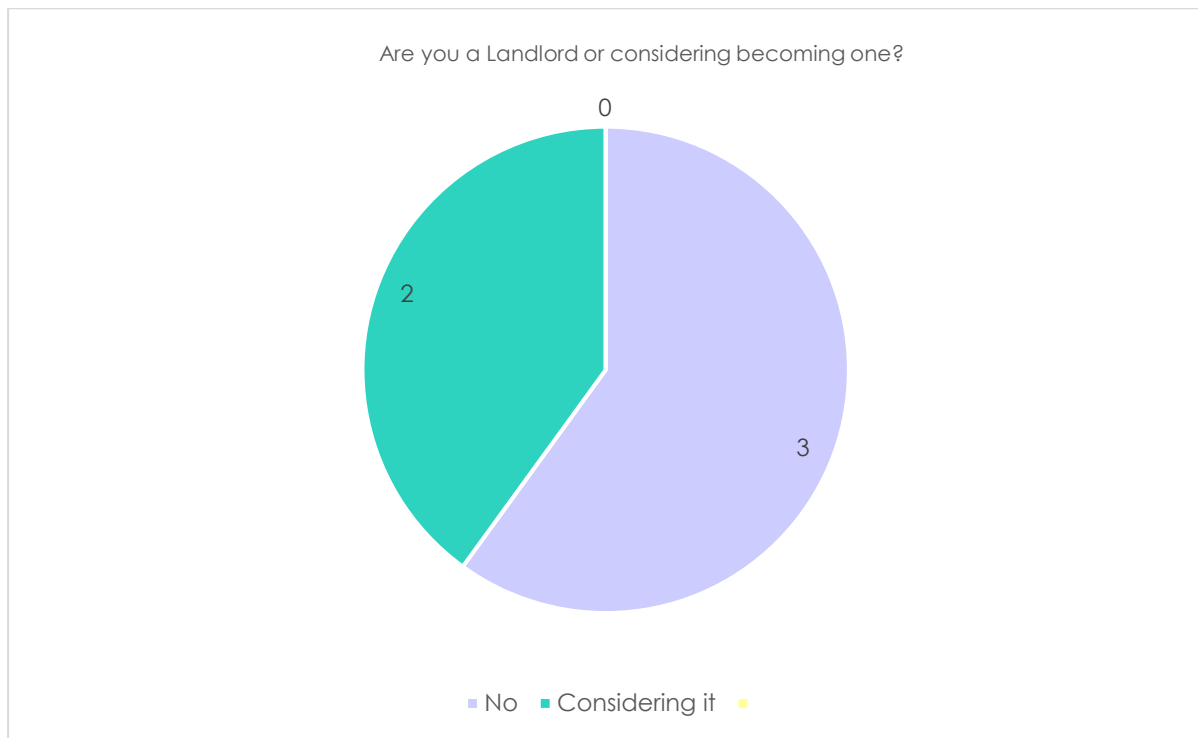
6. If you have disagreed - please explain why you disagree.

This was an open text response with only two providing clarification.

Comment	
1	Discrimination is not the answer, how are people supposed to go back into main stream society when you keep alienating them from it. Positive reinforcement has better results than negative.
2	Tenants may feel unable or unwilling to provide evidence as could result in homelessness. Should not rely on their testimony/evidence. should include neighbours and other residents and agencies

7. Are you a Landlord or considering becoming one?

This was a single response with 2 people identifying that they are considering becoming one.

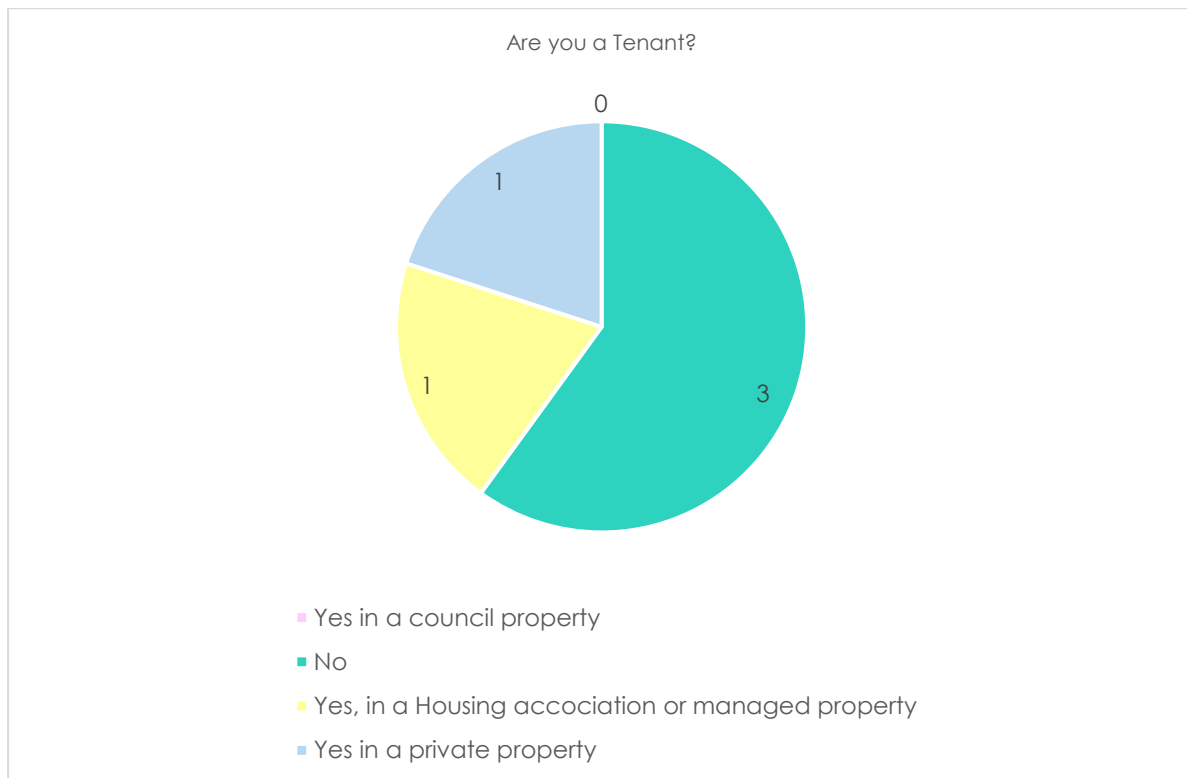


8. What is your interest if not a landlord?

This was an open response question with 3 respondents completing the question.

Comment	
1	I live in a road with 4 or 5 HMOs and many privately rented properties as well as several which are leased by the council as emergency accommodation. You can see which houses are rented. Please introduce the landlord registration scheme to Kursaal Ward as soon as possible? Please urge / cajole / force landlords and housing associations to look after their properties and their poor tenants. Everyone deserves a decent home and those of us who have worked for 50 years to buy a one-bedroom flat should not have their street degraded by unscrupulous landlords who live elsewhere funded by the housing benefits of the poor.
2	Tenant
3	Councillor

9. Are you a Tenant?



10. If you are not a tenant what is your interest?

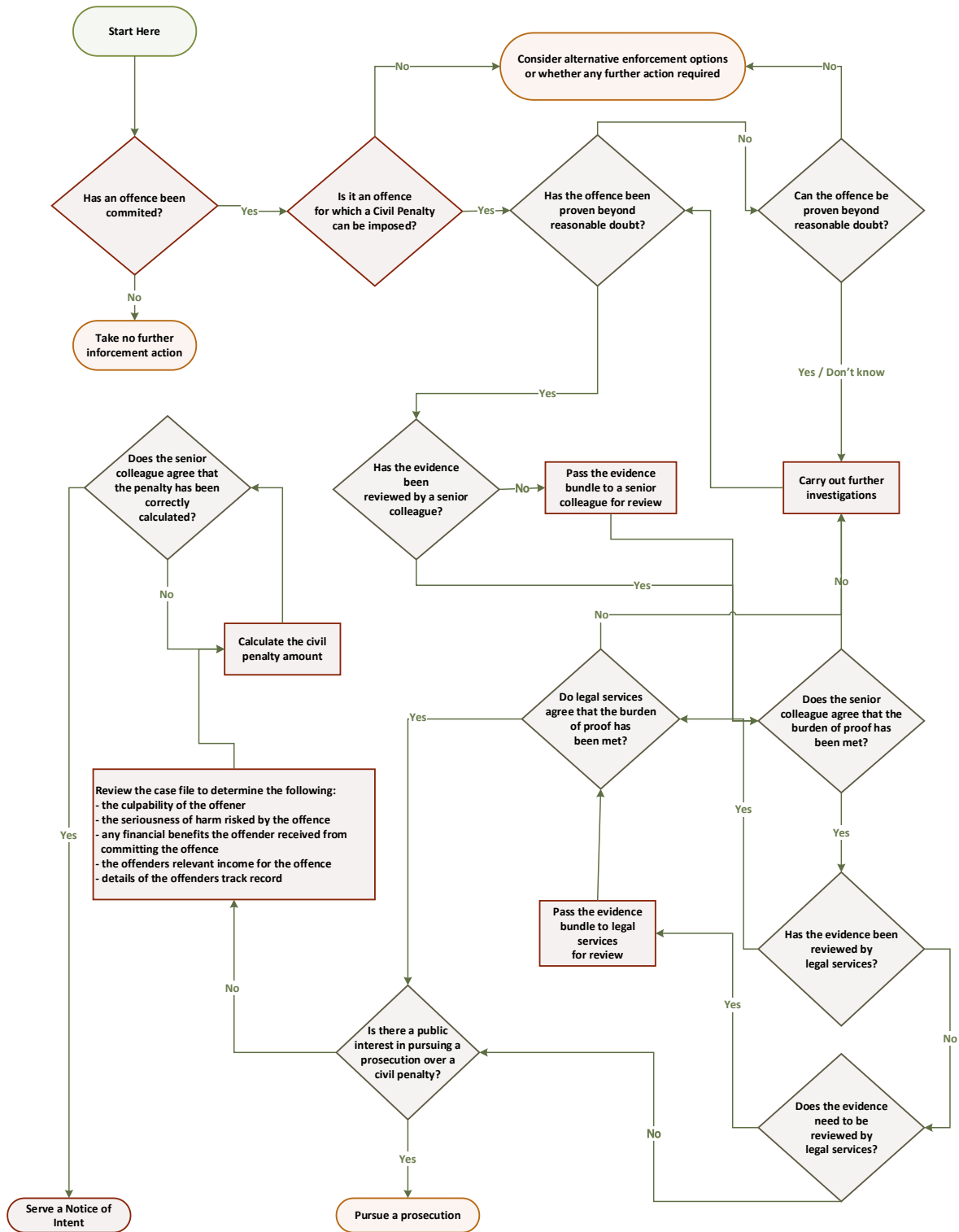
This was an open response question with 3 respondents identifying their interest in the survey.

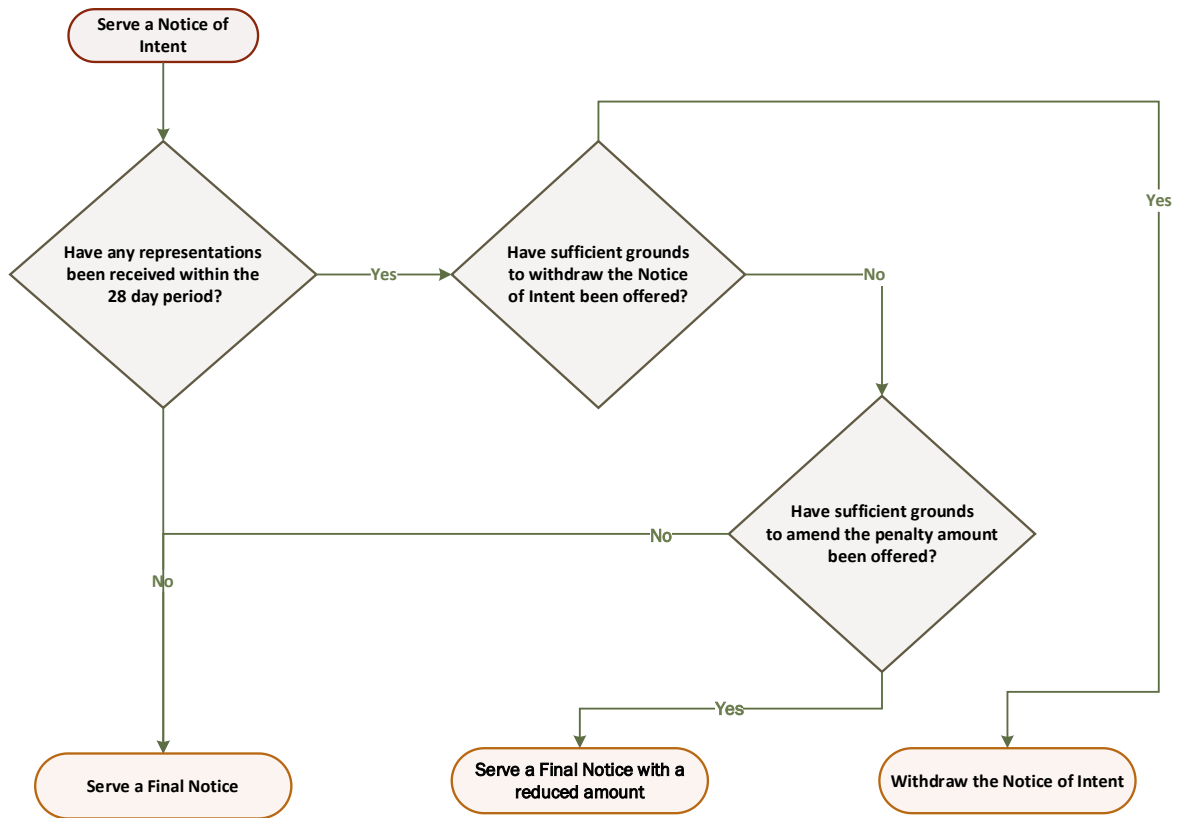
Comment	
1	Ensuring tenants have high quality housing i.e. not HMOs that the council havr allowed to propagate in many neighbourhoods e.g. Kuursal. They're a blight in neighbourhoods, attracting ASB and have detrimental effect on community cohesion.
2	The flat upstairs and my neighbouring properties are all rented.
3	Councillor

11. What is your postcode

SS1, SS2, SS3 and SS9 were the postcode areas identified by the respondants.

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Southend-on-Sea Borough Council

Report of Executive Director (Finance & Resources)
To
Cabinet
on
22 February 2022

Report prepared by: Caroline Fozzard
Senior Finance Lead (Strategy, Sustainability and
Governance)

Agenda Item No.

Quarter Three Treasury Management Report – 2021/22
Policy and Resources Scrutiny Committee
Cabinet Member: Councillor Paul Collins
Part 1 Public Agenda Item

1. Purpose of Report

- 1.1. The Quarter Three Treasury Management Report covers the treasury management activity and compliance with the treasury management strategy for both quarter three and the period from April to December 2021.

2. Recommendations

That the following is approved:

- 2.1. **The Quarter Three Treasury Management Report for 2021/22.**

That the following is noted:

- 2.2. **Treasury management activities were carried out in accordance with the CIPFA (The Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management in the Public Sector during the period from April to December 2021.**
- 2.3. **The loan and investment portfolios were actively managed to minimise cost and maximise interest earned, whilst maintaining a low level of risk.**
- 2.4. **£1.123m of interest and income distributions for all investments were earned during this nine-month period at an average rate of 0.94%. This is 0.83% over the average bank rate for that period. Also, the value of the externally managed funds increased by a net of £2.654m due to changes in the unit price, giving a combined overall return of 3.15%. (Section 8).**
- 2.5. **The level of borrowing from the Public Works Loan Board (PWLB) (excluding debt relating to services transferred from Essex County Council on 1st April 1998) increased by £40m to £350.3m (Housing Revenue**

Account (HRA): £75.0m, General Fund (GF): £275.3m) during the period from April to December 2021.

- 2.6. **The level of financing for ‘invest to save’ capital schemes decreased from £8.53m to £8.45m during the period from April to December 2021.**

3. Background

- 3.1. This Council has adopted the ‘CIPFA Code of Practice for Treasury Management in the Public Sector’ and operates its treasury management service in compliance with this code. The code recommends that local authorities submit reports regularly as part of its Governance arrangements.
- 3.2. Current guidance is that authorities should report formally at least twice a year and preferably quarterly. The Treasury Management Policy Statement for 2021/22 set out that reports would be submitted to Cabinet quarterly on the activities of the treasury management operation. This is the third quarter report for the financial year 2021/22.
- 3.3. Appendix 1 shows the in-house investment position at the end of quarter three of 2021/22.
- 3.4. Appendix 2 shows the treasury management performance specifically for quarter three of 2021/22.

4. National Context

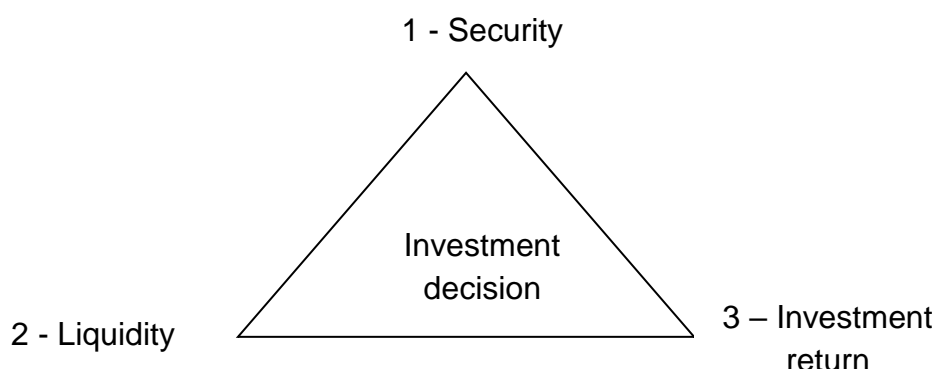
- 4.1. The UK gross domestic product (GDP) is estimated to have increased by 1.1% in the quarter from July to September 2021, revised from the first estimate of a 1.3% increase. The largest contributors to the increase were hospitality and arts, entertainment and recreation following the further easing of restrictions and reopening of the economy during this period. Production and construction both fell. However, the level of GDP is now estimated to be 1.5% below where it was pre-coronavirus pandemic (for the quarter October to December 2019).
- 4.2. The unemployment rate for the quarter from September to November 2021 was 4.1%. The number of job vacancies in October to December 2021 rose to a new record of 1,247,000, an increase of 462,000 from its pre-pandemic (January to March 2020) level.
- 4.3. The Consumer Prices Index including owner occupiers’ housing costs (CPIH) was at 3.8% in October, at 4.6% in November and 4.8% in December. The largest upward contributions to the December 2021 CPIH 12-month inflation rate came from housing and household services and transport (principally from motor fuels and second-hand cars).
- 4.4. On 16 December, the Bank of England increased the bank base rate from the historically low value of 0.10% to 0.25% and maintained their Quantitative Easing (QE) programme at £875bn of gilts.

4.5. The economic situation together with the financial market conditions prevailing throughout the quarter continued to provide challenges for treasury management activities. Whether for instant access, notice or fixed term deposit accounts, low interest rates prevailed throughout the quarter from October to December 2021 and this led to low investment income earnings from in-house investments.

5. Investments – quarter three (October to December)

5.1. A prime objective of our investment activities is the security of the principal sums invested. To ensure this security before a deposit is made an organisation is tested against a matrix of credit criteria and then other relevant information is considered. During the period from October to December 2021 investment deposits were limited to those who met the criteria in the Annual Treasury Management Investment Strategy when the deposit was placed.

5.2. Other investment objectives are to maintain liquidity (i.e. adequate cash resources to allow the council to operate) and to optimise the investment income generated by surplus cash in a way that is consistent with a prudent level of risk. Investment decisions are made with reference to these objectives, with security and liquidity being placed ahead of the investment return. This is shown in the diagram below:



Security:

5.3. To maintain the security of sums invested, we seek to lower counterparty risk by investing in financial institutions with good credit ratings, across a range of sectors and countries. The risk of loss of monies invested is minimised through the Annual Treasury Management Investment Strategy.

5.4. Pie chart 1 of Appendix 1 shows that at the end of quarter three; 23% of our in-house investments were placed with financial institutions with a long-term rating of AAA, 35% with a long-term rating of A+, 30% with a long-term rating of A and 12% with a rating of A-.

5.5. As shown in pie chart 2 of Appendix 1, these monies were placed with various counterparties, 77% being placed directly with banks and 23% placed with a range of counterparties via money market funds.

- 5.6. Pie chart 3 of Appendix 1 shows the countries where the parent company of the financial institution with which we have monies invested is registered. For money market funds there are various counterparties spread across many countries. The cumulative balance of funds held with any one institution was kept within agreed limits.

Liquidity:

- 5.7 At the end of quarter three £54.4m of our in-house monies were available on an instant access basis, £27.5m were held in notice accounts and £47.5m were held in fixed term deposits. The table below shows the fixed term deposits during the period October to December 2021.

Table 1: Fixed Term Deposits

Counterparty	Date of Deposit	Return Date	Number of days	Interest rate (%)	Amount (£m)
Santander UK Plc	12/07/2021	12/04/2022	274	0.250	5.0
Goldman Sachs International	27/05/2021	28/02/2022	277	0.275	5.0
Goldman Sachs International	09/07/2021	08/04/2022	273	0.225	2.5
Standard Chartered	12/07/2021	12/01/2022	184	0.120	10.0
Standard Chartered	19/11/2021	19/05/2022	181	0.290	10.0
National Bank of Kuwait (International) plc	19/11/2021	19/05/2022	181	0.340	15.0

- 5.8. The maturity profile of our in-house investments is shown in pie chart 4 of Appendix 1.

Investment return:

- 5.9. During the quarter the Council used the enhanced cash fund manager Payden & Rygel to manage monies on our behalf. An average balance of £5.1m was invested in these funds during the quarter. The table below shows the movement in the fund value over the quarter, the income distributions for that quarter, the returns both for each element and the combined return. See also Table 3 of Appendix 2.

Table 2: Payden Sterling Reserve Fund

Quarter 3	£m	Investment return (%)
Value of fund at start of quarter	5.089	
Increase/decrease in fund due to value of unit price	-0.013	-1.03
Value of fund at end of quarter	5.076	
Income distributions	0.006	0.50
Combined investment income (income distribution plus change in fund value due to unit price)	-0.007	-0.53

- 5.10. The Council had an average of £121.0m of investments managed in-house over the period from October to December, and these earned an average interest rate of 0.15%. Of the in-house managed funds:
- an average of £21.9m was held in the Council's main bank account. Over the quarter no interest was earned as the rate is at a margin below the Bank of England base rate, which was at 0.10% until 15 December, increasing to 0.25% on 16 December.
 - an average of £40.5m was held in money market funds earning an average of 0.08% over the quarter. These work in the same way as a deposit account but the money in the overall fund is invested in a number of counterparties, therefore spreading the counterparty risk.
 - an average of £24.4m was held in notice accounts earning an average of 0.25% over the quarter.
 - an average of £34.2m was held in fixed term deposits and earned an average return of 0.24% over the quarter.
- 5.11. In accordance with the Treasury Management Strategy the performance during the quarter was compared to the average 7-day LIBID (London Interbank Bid Rate). Overall, performance on our investments was 0.23% higher than the average 7-day LIBID. The 7-day LIBID rate fluctuated between -0.088% and 0.061%. The bank base rate increased from 0.10% to 0.25% during the quarter. Performance is shown in Graph 1 of Appendix 2.
- 5.12. As investment balances fluctuate, all investment returns quoted in this report are calculated using the average balance over the period and are quoted as annualised returns.

6. Short Dated Bond Funds – quarter three (October to December)

- 6.1. Throughout the quarter medium term funds were invested in two short-dated bond funds: Royal London Investment Grade Short Dated Credit Fund and the AXA Sterling Credit Short Duration Bond Fund.
- 6.2. The monies are invested in units in the fund, the fund is then invested as a whole by the fund managers into corporate bonds in the one-to-five-year range. An income distribution will be generated from the coupon on the bond and income distributions are paid to the Council. The price of units can rise and fall, depending on the value of the corporate bonds in the fund. So, these investments would be over the medium term with the aim of realising higher yields than short term investments.
- 6.3. In line with the capital finance and accounting regulations the Council's Financial Instrument Revaluation Reserve will be used to capture all the changes in the unit value of the funds. Members should be aware that investment returns in some quarters will look very good and in other quarters there may be losses reported, but these will not impact the revenue account as only the distributions paid to the Council will impact that and not the change in the unit price.

- 6.4. An average of £7.7m was managed by AXA Investment Managers UK Limited. The table below shows the movement in the fund value over the quarter, the income distributions for that quarter, the returns both for each element and the combined return. See also Table 2 of Appendix 2.

Table 3: AXA Sterling Credit Short Duration Bond Fund

Quarter 3	£m	Investment return (%)
Value of fund at start of quarter	7.711	
Increase/decrease in fund due to value of unit price	-0.059	-3.06
Value of fund at end of quarter	7.652	
Income distributions*	0.025	1.29
Combined investment income (income distribution plus change in fund value due to unit price)	-0.034	-1.77

* This income distribution is an estimate and will be confirmed and distributed in quarter 4.

- 6.5. An average of £7.7m was managed by Royal London Asset Management. The table below shows the movement in the fund value over the quarter, the income distributions for that quarter, the returns both for each element and the combined return. See also Table 2 of Appendix 2.

Table 4: Royal London Investment Grade Short Dated Credit Fund

Quarter 3	£m	Investment return (%)
Value of fund at start of quarter	7.782	
Increase/decrease in fund due to value of unit price	-0.086	-4.41
Value of fund at end of quarter	7.696	
Income distributions	0.043	2.20
Combined investment income (income distribution plus change in fund value due to unit price)	-0.043	-2.21

7. Property Funds – quarter three (October to December)

- 7.1. Throughout the quarter long term funds were invested in two property funds: Patrizia Hanover Property Unit Trust and Lothbury Property Trust.
- 7.2. The monies are invested in units in the fund, the fund is then invested as a whole by the fund managers into properties. An income distribution is generated from the rental income streams from the properties in the fund. Income distributions are paid to the Council. There are high entrance and exit fees and the price of the units can rise and fall, depending on the value of the properties in the fund, so these funds are invested over the long term with the aim of realising higher yields than other investments.
- 7.3. In line with the capital finance and accounting regulations the Council's Financial Instrument Revaluation Reserve will be used to capture all the changes in the

unit value of the funds. Members should be aware that investment returns in some quarters will look very good and in other quarters there may be losses reported, but these will not impact the revenue account as only the distributions paid to the Council will impact that and not the change in unit price.

- 7.4. An average of £14.8m was managed by Patrizia Property Investment Managers LLP. The table below shows the movement in the fund value over the quarter, the income distributions for that quarter, the returns both for each element and the combined return. See also Table 1 of Appendix 2.

Table 5: Patrizia Hanover Property Unit Trust

Quarter 3	£m	Investment return (%)
Value of fund at start of quarter	14.821	
Increase/decrease in fund due to value of unit price	0.523	14.01
Value of fund at end of quarter	15.344	
Income distributions*	0.167	4.47
Combined investment income (income distribution plus change in fund value due to unit price)	0.690	18.48

* This income distribution is an estimate and will be confirmed and distributed in quarter 4.

- 7.5. An average of £13.6m was managed by Lothbury Investment Management Limited. The table below shows the movement in the fund value over the quarter, the income distributions for that quarter, the returns both for each element and the combined return. See also Table 1 of Appendix 2.

Table 6: Lothbury Property Trust

Quarter 3	£m	Investment return (%)
Value of fund at start of quarter	13.465	
Increase/decrease in fund due to value of unit price	0.605	17.58
Value of fund at end of quarter	14.070	
Income distributions	0.089	2.58
Combined investment income (income distribution plus change in fund value due to unit price)	0.694	20.16

8. Investments – quarter three cumulative position

- 8.1. During the period from April to December 2021 the Council complied with all the relevant statutory and regulatory requirements which limit the levels of risk associated with its treasury management activities. Its adoption and implementation of the Code of Practice for Treasury Management means its treasury practices demonstrate a low-risk approach.

- 8.2. The Council is aware of the risks of passive management of the treasury portfolio and has proactively managed levels of debt and investments over the nine-month period with the support of its treasury management advisers.
- 8.3. The table below summarises the Council's investment position for the period from April to December 2021:

Table 7: Investment position

	At 31 March 2021	At 31 December 2021	April to December 2021	
	Actual Balance (£000s)	Actual Balance (£000s)	Average Balance (£000s)	Average Rate (%)
Call accounts [#]	15,816	24,351	15,312	0.00
Money market funds	49,000	30,000	48,764	0.07
Notice accounts	10,000	27,500	20,594	0.27
Fixed term deposits	15,000	47,500	26,272	0.32
Total investments managed in-house	89,816	129,351	110,943	0.15
Enhanced Cash Funds	5,098	5,076	5,095	-0.15
Short Dated Bond Funds	15,546	15,348	15,508	0.05
Property Funds	26,539	29,414	27,482	17.62
Total investments managed externally	47,183	49,838	48,085	10.07
Total investments	136,999	179,189	159,028	3.15

[#] This includes the council's main current account.

- 8.4. In summary the key factors to note are:
- An average of £110.9m of investments were managed in-house. These earned £0.129m of interest during this nine-month period at an average rate of 0.15%. This is 0.23% over the average 7-day LIBID and 0.05% over the average bank base rate.
 - An average of £5.1m was managed by an enhanced cash fund manager. During this nine-month period this earned £0.017m from income distributions at an average rate of 0.44% and the value of the fund decreased by £0.023m giving a combined overall return of -0.15%.
 - An average of £15.5m was managed by two short-dated bond fund managers. During this nine-month period these earned £0.204m from income

distributions at an average rate of 1.75% and the value of the funds decreased by £0.199m giving a combined overall return of 0.05%.

- An average of £27.5m was managed by two property fund managers. During this nine-month period these earned £0.773m from income distributions at an average rate of 3.73% and the value of the funds increased by £2.876m giving a combined overall return of 17.62%.

8.5. The total for interest and income distributions in paragraph 8.4 above is £1.123m. The total change in external fund values due to the unit price is a net increase of £2.654m, which is set out in the table below:

Table 8: Externally managed funds – changes in unit price

Fund	Table Number	Amount (£m)
Payden Sterling Reserve Fund	Paragraph 8.4	-0.023
AXA Sterling Credit Short Duration Bond Fund	11	-0.082
Royal London Investment Grade Short Dated Credit Fund	12	-0.117
Patrizia Hanover Property Unit Trust	13	1.682
Lothbury Property Trust	14	1.194
Total net increase due to changes in unit price		2.654

8.6. Some cash balances managed in-house are required to meet short term cash flow requirements and therefore throughout the nine-month period monies were placed 9 times for periods of one year or less. The table below shows the most used counterparties overall and the countries in which they are based. All deals are in sterling despite the country the counterparties are based in.

Table 9: Counterparties used

Counterparty	Country	No. of Deals	Value of Deals (£m)
Goldman Sachs	Money Market Fund (Various)	4	39
Insight Investment Management Ltd	Money Market Fund (Various)	2	19
BlackRock	Money Market Fund (Various)	3	16

8.7. In addition to the above, use was also made of call accounts during the year because they provide instant access to funds. This meant that funds were

available for cash flow movements to avoid having to pay higher rates to borrow from the market. During the period from April to December 2021 an average of £15.3m was held in such accounts.

8.8. For cash balances that are not needed to meet immediate or very short-term cash flow requirements, monies were invested in:

- a 95-day notice account with Barclays;
- a 95-day notice account with Santander
- a 185-day notice account with Goldman Sachs;

8.9. Monies were also invested in fixed term deposits of up to one year, depending on the liquidity requirements. The table below shows the fixed term deposits held during the period from April to December 2021.

Table 10: Fixed Term Deposits

Counterparty	Date of Deposit	Return Date	Number of days	Interest rate (%)	Amount (£m)
Santander UK plc	12/08/2020	12/08/2021	365	0.550	5.0
Santander UK plc	14/08/2020	16/08/2021	367	0.550	10.0
Santander UK Plc	12/07/2021	12/04/2022	274	0.250	5.0
Goldman Sachs International	27/05/2021	28/02/2022	277	0.275	5.0
Goldman Sachs International	09/07/2021	08/04/2022	273	0.225	2.5
Standard Chartered	12/07/2021	12/01/2022	184	0.120	10.0
Standard Chartered	19/11/2021	19/05/2022	181	0.290	10.0
National Bank of Kuwait (International) plc	19/11/2021	19/05/2022	181	0.340	15.0

9. Short Dated Bond Funds – quarter three cumulative position

9.1. An average of £7.7m was managed by AXA Investment Managers UK Limited. The table on the next page shows the movement in the fund value over the period from April to December, the income distributions for that period, the returns both for each element and the combined return.

Table 11: AXA Sterling Credit Short Duration Bond Fund

April to December 2021	£m	Investment return (%)
Value of fund at start of financial year	7.733	
Increase/decrease in fund due to value of unit price	-0.082	-1.40
Value of fund at end of quarter 3	7.651	
Income distributions*	0.075	1.30
Combined investment income (income distribution plus change in fund value due to unit price)	-0.007	-0.10

* Q3 of this income distribution is an estimate and will be confirmed and distributed in quarter 4.

- 9.2. An average of £7.8m was managed by Royal London Asset Management. The table below shows the movement in the fund value over the period from April to December, the income distributions for that period, the returns both for each element and the combined return.

Table 12: Royal London Investment Grade Short Dated Credit Fund

April to December 2021	£m	Investment return (%)
Value of fund at start of financial year	7.813	
Increase/decrease in fund due to value of unit price	-0.117	-1.99
Value of fund at end of quarter 3	7.696	
Income distributions*	0.129	2.19
Combined investment income (income distribution plus change in fund value due to unit price)	0.012	0.20

10. Property Funds – quarter three cumulative position

- 10.1. An average of £14.2m was managed by Patrizia Property Investment Managers LLP. The table below shows the movement in the fund value over the period from April to December, the income distributions for that period, the returns both for each element and the combined return.

Table 13: Patrizia Hanover Property Unit Trust

April to December 2021	£m	Investment return (%)
Value of fund at start of financial year	13.663	
Increase/decrease in fund due to value of unit price	1.682	15.74
Value of fund at end of quarter 3	15.345	
Income distributions*	0.501	4.69
Combined investment income (income distribution plus change in fund value due to unit price)	2.183	20.43

* Income distribution for Q3 is an estimate and will be confirmed and distributed in Q4.

- 10.2. An average of £13.3m was managed by Lothbury Investment Management Limited. The table below shows the movement in the fund value over the period from April to December, the income distributions for that period, the returns both for each element and the combined return.

Table 14: Lothbury Property Trust

April to December 2021	£m	Investment return (%)
Value of fund at start of financial year	12.876	
Increase/decrease in fund due to value of unit price	1.194	11.91
Value of fund at end of quarter 3	14.070	
Income distributions	0.271	2.70
Combined investment income (income distribution plus change in fund value due to unit price)	1.465	14.61

11. Borrowing – quarter three

- 11.1. The Capital Financing Requirement (CFR) is the Council's theoretical need to borrow but the Section 151 Officer can manage the Council's actual borrowing position by either:
- 1 - Borrowing to the CFR.
 - 2 - Choosing to use temporary cash flow funds instead of borrowing (internal borrowing) or
 - 3 - Borrowing for future increases in the CFR (borrowing in advance of need).
- 11.2. The Council began quarter three in the second of the above scenarios, with actual borrowing below CFR.
- 11.3. This, together with the Council's cash flow, the prevailing Public Works Loans Board (PWLB) interest rates and the future requirements of the capital programme, were taken into account when deciding the amount and timing of any loans. No debt restructuring was carried out during the quarter.
- 11.4. During quarter three, four new PWLB loans were taken out. These are shown in Table 6 of Appendix 2. No loans matured during the quarter.
- 11.5. The level of PWLB borrowing (excluding debt relating to services transferred from Essex County Council on 1st April 1998) increased by £40m to £350.3m during quarter three. The average rate of borrowing over all the PWLB loans at the end of the quarter was 3.66%, which is lower than the average rate at the end of quarter two of 3.76%. This is as a result of the low loan rates achieved on the new PWLB loans.
- 11.6. A profile of the PWLB loan repayment dates is shown in Graph 2 of Appendix 2. A £3m loan taken out in March 1992 at 10.625% is due to mature in March 2022.

- 11.7. The level of PWLB borrowing at £350.3m is in line with the financing requirements of the capital investment programme and the revenue costs of this borrowing are fully accounted for in the revenue budget. The current level of borrowing is also in line with the Council's prudential indicators and is proportionate, prudent, affordable, and sustainable.
- 11.8. Interest rates from the PWLB fluctuated throughout the quarter in response to economic events: 10 year PWLB rates between 1.54% and 2.04%; 25 year PWLB rates between 1.67% and 2.38% and 50 year PWLB rates between 1.25% and 2.17%. These rates are after the PWLB 'certainty rate' discount of 0.20%.
- 11.9. During quarter three no short-term loans were taken out for cash flow purposes. This is shown in Table 4 of Appendix 2.

12. Borrowing – quarter three cumulative position

- 12.1. The Council's borrowing limits for 2021/22 are shown in the table below:

Table 15: Borrowing limits

	2021/22 Original (£m)
Authorised Limit	385
Operational Boundary	375

- 12.2. The Authorised Limit is the "Affordable Borrowing Limit" required by the Local Government Act 2003. This is the outer boundary of the Council's borrowing based on a realistic assessment of the risks and allows sufficient headroom to take account of unusual cash movements.
- 12.3. The Operational Boundary is the expected total borrowing position of the Council during the year and reflects decisions on the amount of debt needed for the Capital Investment Programme. Periods where the actual position is either below or over the Boundary are acceptable subject to the Authorised Limit not being breached.
- 12.4. The Council's outstanding borrowing as at 31st December 2021 was:

Southend-on-Sea Borough Council	£358.75m
PWLB: £350.3m	
Invest to save: £8.45m	
ECC transferred debt	£9.64m

- 12.5. Repayments in the first 9 months of 2021/2022 were:

Southend-on-Sea Borough Council	£0.08m
PWLB: £0.0m	
Invest to save: £0.08m	
ECC transferred debt	£0.52m

- 12.6. Outstanding debt relating to services transferred from Essex County Council (ECC) on 1st April 1998, remains under the management of ECC. Southend Borough Council reimburses the debt costs incurred by the County. The debt is recognised as a deferred liability on our balance sheet.
- 12.7. The interest payments for PWLB and excluding transferred debt, during the period from April to December 2021 were £7.642m which is the same as the original budget for the same period as the first interest payments on the new loans are not due to be paid until May 2022.
- 12.8. The table below summarises the PWLB borrowing activities over the period from April to December 2021:

Table 16: PWLB borrowing activities

Quarter	Borrowing at beginning of quarter (£m)	New borrowing (£m)	Re-financing (£m)	Borrowing repaid (£m)	Borrowing at end of quarter (£m)
April to June 2021	310.3	0	0	(0)	310.3
July to September 2021	310.3	0	0	(0)	310.3
October to December 2021	310.3	40.0	0	(0)	350.3
<i>Of which:</i>					
General Fund	235.3	40.0	0	(0)	275.3
HRA	75.0	0	0	(0)	75.0

- 12.9. All PWLB debt held is repayable on maturity.

13. Funding for Invest to Save Schemes (included in Section 12)

- 13.1. Capital projects were completed on energy efficiency improvements at the Beecroft Art Gallery, replacement lighting on Southend Pier, draughtproofing of windows, lighting replacements at University Square Car Park and Westcliff Library which will generate on-going energy savings. These are invest-to-save projects and the predicted revenue streams cover as a minimum the financing costs of the project.
- 13.2. To finance these projects the Council has taken out interest free loans of £0.161m with Salix Finance Ltd which is an independent, not for profit company, funded by the Department for Energy and Climate Change that delivers interest-free capital to the public sector to improve their energy efficiency and reduce their carbon emissions. The loans are for periods of five years with equal instalments to be repaid every six months. There are no revenue budget implications of this funding as there are no interest payments to be made and the revenue savings generated are expected to exceed the amount needed for the repayments.

£0.026m of these loans were repaid during the period from April to December 2021.

- 13.3. At the meeting of Cabinet on 23rd June 2015 the LED Street Lighting and Illuminated Street Furniture Replacement Project was approved which was to be partly funded by 25 year reducing balance 'invest to save' finance from L1 Renewables Finance Limited. The balance outstanding at the end of quarter three was £8.404m. A repayment of £0.053m was made during the period from April to December 2021.
- 13.4. Funding of these invest to save schemes is shown in Table 5 of Appendix 2.

14. Compliance with Treasury Management Strategy – quarter three

- 14.1. The Council's investment policy is governed by the CIPFA Code of Practice for Treasury Management in the Public Sector (revised in December 2017), which has been implemented in the Annual Treasury Management Investment Strategy approved by the Council on 25 February 2021. The Code was further revised in December 2021 and the Annual Treasury Management Investment Strategy for 2021/22 is still compliant with this updated Code. The investment activity during the quarter conformed to the approved strategy, and the cash flow was successfully managed to maintain liquidity. This is shown in Table 7 of Appendix 2.

15. Other Options

- 15.1. There are many options available for the operation of the Treasury Management function, with varying degrees of risk associated with them. The Treasury Management Policy aims to effectively control risk to within a prudent level, whilst providing optimum performance consistent with that level of risk.

16. Reasons for Recommendations

- 16.1. The CIPFA Code of Practice on Treasury Management recommends that Local Authorities should submit reports regularly. The Treasury Management Policy Statement for 2021/22 set out that reports would be submitted to Cabinet quarterly on the activities of the treasury management operation.

17. Corporate Implications

- 17.1. Contribution to the Southend 2050 Road Map

Treasury Management practices in accordance with statutory requirements, together with compliance with the prudential indicators acknowledge how effective treasury management provides support towards the achievement of the Council's ambition and desired outcomes.

17.2. Financial Implications

The financial implications of Treasury Management are dealt with throughout this report.

17.3. Legal Implications

This Council has adopted the 'CIPFA Code of Practice for Treasury Management in the Public Sector' and operates its treasury management service in compliance with this code.

17.4. People Implications

None.

17.5. Property Implications

None.

17.6. Consultation

The key Treasury Management decisions are taken in consultation with our Treasury Management advisers.

17.7. Equalities Impact Assessment

None.

17.8. Risk Assessment

The Treasury Management Policy acknowledges that the successful identification, monitoring and management of risk are fundamental to the effectiveness of its activities.

17.9. Value for Money

Treasury Management activities include the pursuit of optimum performance consistent with effective control of the risks associated with those activities.

17.10. Community Safety Implications

None.

17.11. Environmental Impact

None.

18. Background Papers

CIPFA Code of Practice for Treasury Management in the Public Sector.

19. Appendices

Appendix 1 – In-House Investment Position as at 31 December 2021

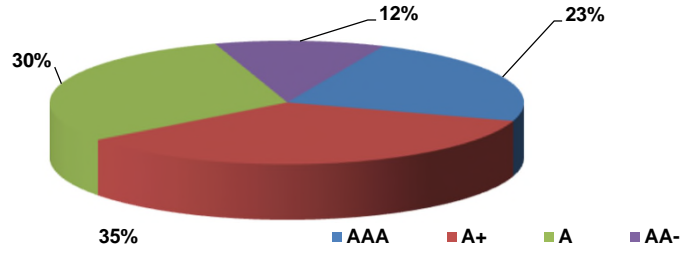
Appendix 2 – Treasury Management Performance for Quarter Three – 2021/22

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INVESTMENTS - SECURITY AND LIQUIDITY

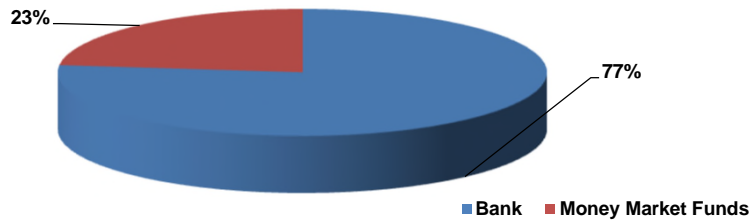
Pie Chart 1

Spread of investments by long term credit rating



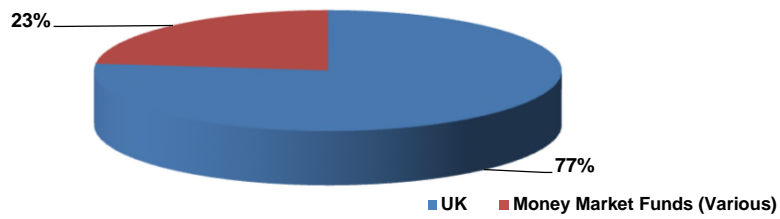
Pie Chart 2

Financial Sector invested in



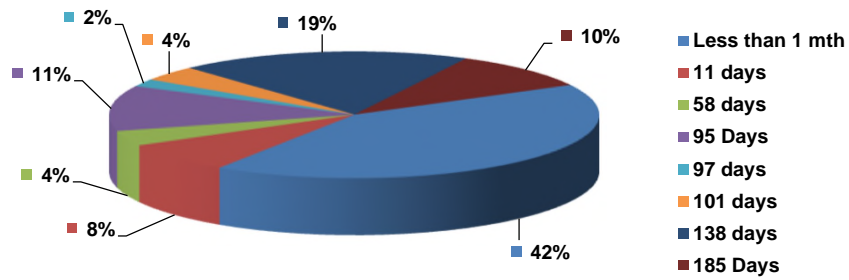
Pie Chart 3

Countries where parent company is registered



Pie Chart 4

Maturity profile of investments



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TREASURY MANAGEMENT PERFORMANCE FOR QUARTER THREE - 2021/22

INVESTMENT

Graph 1 - Investment Return

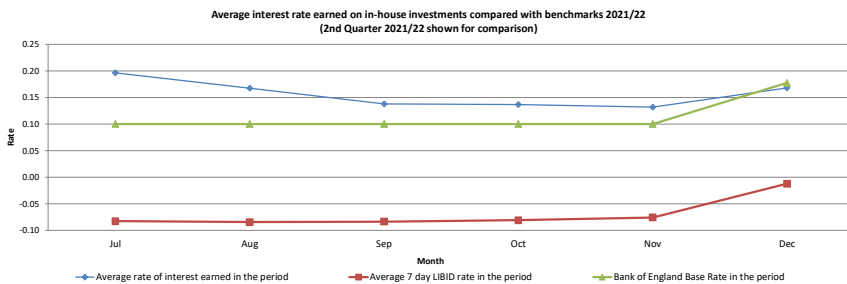


Table 1 - Property Funds

Financial Institution	Quarter	Value of fund at the start of the Qtr £	Number of units in the Qtr Units	Increase / (Decrease) in fund value £	Value of fund at end of the Qtr £	Income Distribution for the Qtr £	Combined interest Rate %
Patrizia(Rockspring) Hanover Real Estate Management Limited	3	14,820,993.23	997.00	523,445.59	15,344,438.82	166,864.87	18.48
Lothbury Investment Management - Property Fund	3	13,465,247.22	6,844.14	604,682.16	14,069,929.38	88,768.87	20.16

Table 2 - Short Dated Bond Funds

Financial Institution	Quarter	Value of fund at the start of the Qtr £	Number of units in the Qtr Units	Increase / (Decrease) in fund value £	Fund Value at end of the Qtr £	Income Distribution for the Qtr £	Combined Interest Rate %
Royal London	3	7,782,273.51	7,751,266.43	(86,041.07)	7,696,232.44	42,942.03	(2.21)
AXA	3	7,710,568.94	7,406,876.99	(59,255.01)	7,651,303.93	24,926.53	(1.77)

Table 3 - Enhanced Cash Fund

Financial Institution	Quarter	Value of fund at the start of the Qtr £	Number of units in the Qtr Units	Increase / (Decrease) in fund value £	Fund Value at end of the Qtr £	Income Distribution for the Qtr £	Combined Interest Rate %
Payden & Rygel	3	5,089,095.65	501,591.35	(13,191.85)	5,075,903.80	6,370.21	(0.53)

BORROWING

Table 4 - Short Term Borrowing

In place during this Quarter	Counterparty	Rate %	Amount £	From	To
None	None				
Taken Out This Quarter	None				

Table 5 - Invest to Save Funding

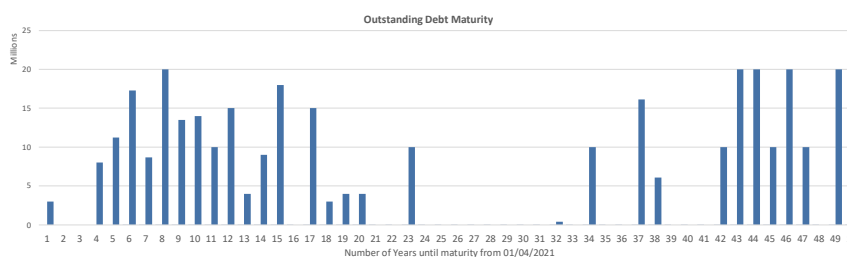
Financial Institution	Date	Period of loan	Final Repayment date	Amount borrowed £	Amount Repaid to Date £	Closing Balance Qtr 3 £	Rate of interest %
Salix Finance Ltd Energy Efficiency Programme	23/03/2017	5 Years	01/04/2022	82,017	(73,815.30)	8,201.70	0
	22/02/2019	5 Years	01/02/2024	64,148	(32,074.00)	32,074.00	0
	25/11/2019	5 Years	01/11/2024	8,200	(3,280.00)	4,920.00	0
	02/07/2020	5 Years	01/06/2025	6,171	(1,851.27)	4,319.63	0

L1 Renewables Finance Ltd

- 25 year reducing balance finance
- balance of £8.4m outstanding at the end of quarter 3
there was no repayment in quarter 3

Table 6 - PWLB Borrowing

GRAPH 2 - Long Term Borrowing - PWLB



PWLB - New this quarter

Loan Number	Original Loan Amount £M	Interest Rate %	Date of Advance	Final Payment Due	Number of years	Amount General Fund £M	Amount Housing Revenue Account £M
434539	10	1.67	09/11/2021	09/11/2071	50	10	0
434547	10	1.68	09/11/2021	09/05/2070	48.5	10	0
437144	10	1.61	12/11/2021	12/05/2071	49.5	10	0
438517	10	1.52	16/11/2021	16/11/2070	49	10	0

PWLB - Repaid this quarter

None

TABLE 7 - Compliance with Treasury Management Strategy

All transactions properly authorised	✓
All transactions in accordance with approved policy	✓
All transactions with approved counterparties	✓
Cash flow successfully managed to maintain liquidity	✓
Any recommended changes to procedures	None required

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SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of Economic Recovery & Regeneration Working Party

Date: Tuesday, 11th January, 2022

Place: Virtual Meeting via Microsoft Teams

Present: Councillor I Gilbert (Chair)
Councillors C Mulroney and K Robinson

In Attendance: S Brown, E Cooney, A Keating, S La Roche, K Pachalko and
J Williams

Start/End Time: 6.00 pm - 7.25 pm

1 Apologies for Absence

Apologies for absence were received from Councillor M Davidson and Councillor R Woodley.

2 Declarations of Interest

No declarations of interest were made at the meeting.

3 City Status

The Policy Manager reported to the Working Party with regard to the outline plan and arrangements for the City Status ceremonies and events to be held during February 2022 and the special meeting of the Council to be held on 16 February 2022 to receive the Letters Patent and award Freedom of the City.

The Working Party was also advised of the engagement activity that was taking place with residents, community groups, businesses and partners alongside the City Status celebrations, on what it meant for Southend to be a city, and the development of a programme of activity throughout 2022 to join projects and communities.

The Working Party also considered a number of design options for the Council's future corporate identity and branding, to reflect the change of the name of the authority to Southend-on-Sea City Council, the initial concepts for which had previously been considered by Group Leaders. It was reported that testing of the preferred logos, colour palette and typography would be undertaken with focus groups representing the protected characteristics of the Equality Act 2010 including young people, through an online 'poll' that would fully explain the purpose of the re-branding exercise, and that opportunities for appropriate engagement with local schools were also being considered.

Resolved:

- (1) That the outline plan and arrangements for the City Status ceremonies and events proposed to be held during February 2022 and the draft programme for the special Council meeting on 16 February 2022, be noted.

- (2) That the following design options for the Council's future corporate identity and branding be supported by the Working Group for the purpose of testing and consultation:
- 'Modern Coat of Arms'
 - 'Knot Monogram'
 - 'Pinwheel'
- (3) That the three design options for the Council's future corporate identity and supported by the Working Group be circulated to all Group Leaders with details of the engagement activity proposed to test the logos.
- (4) That investigation be made of options to secure appropriate 'place' branding as part of the City Status celebrations and the consideration of design options for the Council's future logo.

4 Employment & Skills

It was agreed that consideration of the presentation of the Director of Regeneration & Growth and the Policy Manager on this matter, be deferred to a future meeting of the Working Party.

5 Economic Recovery

It was agreed that consideration of the presentation of the Director of Regeneration & Growth and the Policy Manager on this matter, be deferred to a future meeting of the Working Party.

6 Dates of Future Meetings

It was noted that a further meeting of the Working Party would be held at 6.00pm on 19 January 2022, via the Microsoft Teams platform.

Chair: _____

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SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of Economic Recovery & Regeneration Working Party

Date: Wednesday, 19th January, 2022

Place: Microsoft Teams

- Present:** Councillor I Gilbert (Chair)
Councillors C Mulroney and R Woodley
- In Attendance:** Councillors M Borton, T Cowdrey, K Evans, A Line and M Terry
S Brown, A Keating and S Tautz
- Start/End Time:** 6.20 pm - 7.10 pm

7 Apologies for Absence

Apologies for absence were received from Councillor K Robinson.

8 Declarations of Interest

No declarations of interest were made at the meeting.

9 Minutes of the Meeting held on 11 January 2022

The minutes of the meeting of the Working Party held on 11 January 2022 were confirmed as a correct record.

10 City Status

The Working Party received an update from the Policy Manager with regard to the outline programme and arrangements for the special meeting of the Council to be held on 16 February 2022 to receive the Letters Patent and to confer Freedom of the City to the late Sir David Amess, and other City Status events to be held during February 2022 and throughout the remainder of the year. The Policy Manager reported that the guest list for the special meeting of the Council was currently being finalised.

The Working Party was advised that the Council was also working in partnership with Southend BID to develop a range of City Status events and that a programme lead had been appointed to take this work forward. The Policy Manager reported that the multi-agency partnership that had previously been established by Sir David Amess to drive support for the award of City Status to Southend, was still active and had taken the lead in the development of the musical event to be held at the Cliffs Pavilion in February 2022 to celebrate the City Status award.

The Working Party further considered the design options for the Council's future corporate identity and branding, to reflect the change of the name of the authority to Southend-on-Sea City Council, concepts for which had been considered at the previous meeting.

The Policy Manager reported that Councillor T Cox had suggested that the design of the Council's future corporate logo and identity should be subject of a public competition to enable wider conversation with local residents and that such competition could be judged by a panel of members.

The Working Group considered that Option 3 (the 'Pinwheel') of the proposed designs for the Council's future corporate identity and branding be recommended for the purpose of testing on the basis of the approach to consultation outlined at the previous meeting, including engagement with focus groups representing the protected characteristics of the Equality Act 2010, local schools and all members of the Council. The Working Party also requested that appropriate consultation on the recommended option for the future corporate identity and branding be undertaken with the Southend business and tourism partnerships.

Resolved:

- (1) That the current draft programme and arrangements for the special Council meeting on 16 February 2022 and other City Status events to be held during 2022, be noted.
- (2) That the Cabinet be recommended that Option 3 (the 'Pinwheel') of the current design options for the Council's future corporate identity and branding, be agreed for appropriate testing and engagement.

11 Date of Next Meeting

It was requested that arrangements be made for a further meeting of the Working Party to be held as soon as possible, via the Microsoft Teams platform.

Chair: _____