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SOUTHEND-ON-SEA BOROUGH COUNCIL

**People Scrutiny Committee**

Date: Wednesday, 1st September, 2021

Time: 6.30 pm

Place: Council Chamber - Civic Suite

Contact: S. Tautz (Principal Democratic Services Officer)

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

**AGENDA**

- 1 Apologies for Absence
- 2 Declarations of Interest
- 3 Questions from Members of the Public
- 4 Minutes of the Meeting held on 6 July 2021 (Pages 1 - 6)

\*\*\*\* **ITEMS CALLED IN/REFERRED DIRECT BY CABINET - 27 JULY 2021**

- 5 **Southend 2050: Annual Review and Refresh of the Outcomes & Roadmap Milestones** (Pages 7 - 34)

Minute 216 (Cabinet Agenda Item No. 5 refers).

Referred direct to all three Scrutiny Committees and called-in by Councillors Cox and Davidson.

- 6 **Annual Public Health Report** (Pages 35 - 68)

Minute 217 (Cabinet Agenda Item No. 6 refers).

Called-in by Councillors Cox and Davidson.

- 7 **Corporate Risk Register** (Pages 69 - 98)

Minute 223 (Agenda Item No. 12 refers).

Called-in to all three Scrutiny Committees by Councillors Cox and Davidson.

\*\*\*\* **ITEMS FOR PRE-CABINET SCRUTINY**

None

\*\*\*\* **ITEMS CALLED-IN FROM THE FORWARD PLAN**

None

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

## **8 Independent SEND Peer Review**

To receive an update on the progress of the commissioning of an independent peer review of SEND provision, as agreed by the Cabinet at its meeting on 27 July 2021.

## **9 Joint In-Depth Scrutiny Project 2021/22**

To receive an update on the progress of the joint in-depth scrutiny project for 2021/22.

### **TO: The Chair & Members of the People Scrutiny Committee:**

Councillor L Salter (Chair), Councillor H Boyd (Vice-Chair)  
Councillors B Beggs, M Berry, J Courtenay, T Cowdrey, A Dear, K Evans,  
D Garne, B Hooper, J Lamb, A Line, K Mitchell, I Shead, M Stafford, A Thompson

#### Co-opted members

##### Church of England Diocese

Fr Jonathan Collis (Voting on Education matters only)

##### Roman Catholic Diocese

VACANT (Voting on Education matters only)

##### Parent Governors

(i) VACANT (Voting on Education matters only)

(ii) VACANT (Voting on Education matters only)

##### Southend Association of Voluntary Services

K Jackson (Non-Voting)

##### Healthwatch Southend

O Richards (Non-Voting)

##### Southend Carers Forum

T Watts (Non-Voting)

# Public Document Pack

## SOUTHEND-ON-SEA BOROUGH COUNCIL

### Meeting of People Scrutiny Committee

Date: Tuesday, 6th July, 2021

Place: Council Chamber - Civic Suite

# 4

Present: Councillor L Salter (Chair)  
Councillors H Boyd (Vice-Chair), B Beggs, M Berry, J Courtenay, T Cowdrey, A Dear, K Evans, D Garne, B Hooper, J Lamb, A Line, K Mitchell, I Shead, M Stafford and A Thompson

In Attendance: Councillors L Burton, I Gilbert, A Jones and C Nevin (Cabinet Members), Councillor D Nelson, T Forster, M Marks, B Martin, C Smith and S Tautz  
O Richards (Healthwatch Southend), T Watts (Southend Carers Forum) (Co-Opted Members) M Faulkner-Hatt (Southend Youth Council) (Observer), T D'Orsi (NHS Alliance Director), P Johnson, J Hedges (Southend SEND Independent Forum)

Start/End Time: 6.30 pm - 8.10 pm

#### 108 Apologies for Absence

Apologies for absence were received from K Jackson (Southend Association of Voluntary Services) (Co-opted Member) and O Slaughter (Southend Youth Council) (Observer).

#### 109 Declarations of Interest

The following interests were declared at the meeting:

- (a) Councillors L Burton, I Gilbert, A Jones and C Nevin (Cabinet Members) - Interest in the called-in items; attended pursuant to the dispensation agreed at Council on 19 July 2012, under S.33 of the Localism Act 2011.
- (b) Councillor L Salter - Agenda Item 6 (COVID-19 Update) - Is a dentist, husband is a consultant surgeon at Southend Hospital; daughter is a consultant at Basildon Hospital; son-in-law is a general practitioner in the Borough - Non-pecuniary interests.
- (c) Councillor B Beggs - Agenda Item 8 (Outcome Letter Following SEND Area Revisit - May 2021) - Family member is SEND and wife runs workshops for the National Youth Theatre for SEND - Non-pecuniary interests.
- (d) Councillor B Hooper - Agenda Item 8 (Outcome Letter Following SEND Area Revisit - May 2021) - Is Director of Blade Education, a not-for-profit company that works with young people - Non-pecuniary interest.
- (e) Councillor C Nevin - Agenda Item 6 (COVID-19 Update) - Employed at external National Health Service Trust; family members employed at Mid and South-Essex Trust hospitals; family member is Non-Executive Director of HARP (Southend's Homeless Charity) - Non-pecuniary interests.
- (f) Councillor K Mitchell - Agenda Item 5 (Disabled Grants Policy) - Friend works in the Council's Finance Department; Agenda item 7 (Special Guardianship Order Updated Policy) - Has recently been a member of the Fostering Panel; Agenda Item 8 (Outcome Letter Following SEND Area Revisit - May 2021) - Family member is

SEND and has previously received SEND services from the Council - Non-pecuniary interests.

- (g) Councillor K Evans Agenda Item 7 (Special Guardianship Order Updated Policy) - Member of Fostering Panel - Non-pecuniary interest.
- (h) Councillor D Nelson - Agenda Item 6 (COVID-19 Update) - Wife is employed by the National Health Service - Non-pecuniary interest.

#### **110 Questions from Members of the Public**

The Committee noted the responses of the Cabinet Member for Children and Learning and the Cabinet Member for Adult Social Care and Health Integration, to questions presented by Mr D Webb.

#### **111 Minutes of the Meeting held on 16 March 2021**

Resolved:

That the minutes of the meeting of the Committee held on 16 March 2021 be confirmed as a correct record and signed.

#### **112 Disabled Grants Policy**

The Committee considered Minute 58 of the meeting of the Cabinet held on 15 June 2021, which had been called-in to the People Scrutiny Committee, together with a report of the Executive Director (Adults and Communities) seeking approval of the Disabled Facilities Grants Policy for Southend-on-Sea Borough Council.

The Leader of the Council undertook to provide a written response to questions raised by members of the Committee with regard to the publicity currently afforded to the availability of Disabled Facilities Grants by the Council and the level of applications made for grant funding for the provision of relevant facilities, by local residents.

Resolved:

That the following decisions of the Cabinet be noted:

- “1. That the removal of a means test for grants under £6,000 (£6,500 for a curved stairlift) to speed up prevention process for applicants, be approved.
2. That the circumstances where a discretionary disabled facilities grant can be considered, including relocation grants, special assistance grants and top-up grants, be approved.
3. That the Disabled Facilities Grants Policy document be adopted with immediate effect.”

Note: This is an Executive function  
Cabinet Member: Councillor I Gilbert

#### **113 COVID Update**

The Committee considered Minute 53 of the meeting of the Cabinet held on 15 June 2021, which had been called-in to each of the scrutiny committees, together with a report of the Chief Executive that provided an update on the action taken by the Council in response to the COVID-19 pandemic and its approach to protect and support residents, local businesses, staff and the Borough in general.

Resolved:

That the following decision of the Cabinet be noted:

“That the action taken to date in response to the Covid-19 crisis, be noted.”

Note: This is an Executive function  
Cabinet Member: Councillor I Gilbert

#### **114 Special Guardianship Order (SGO) Updated Policy**

The Committee considered Minute 59 of the meeting of the Cabinet held on 15 June 2021, which had been called-in to the People Scrutiny Committee, together with a report of the Executive Director (Children and Public Health) setting out changes and updates to the Special Guardianship Order (SGO) Policy, including changes to the financial support provided by the Council when an SGO was made by the Family Court and how the Council would respond to requests for financial support throughout the term of an SGO.

The Cabinet Member for Children and Learning undertook to provide a written response to questions raised by members of the Committee, with regard to the current position on the backdated payment in restitution for all SGO cases where the transitional arrangements under the previous SGO Policy had been in place, and whether the financial means test to be applied under the new policy in situations where a Special Guardian requested financial support, was to be based on a national standard format and, if so, whether there was flexibility in how the means test was applied and whether a right of appeal was available.

Resolved:

That the following decisions of the Cabinet be noted:

“1. That the revised SGO Policy set out at Appendix 1 to the submitted report, be approved.

2. That the need to revise the Policy following the recommendation from the Local Government Ombudsman, be noted.

3. That the financial implications of the new policy for previous years and also for new cases going forward, be noted.”

Note: This is an Executive function  
Cabinet Member: Councillor L Burton

#### **115 Outcome Letter Following SEND Area Revisit - May 2021**

The Committee considered a report of Executive Director (Children and Public Health) that presented the outcomes of the Special Educational Needs and Disabilities (SEND) Written Statement of Action revisit undertaken by the Office for Standards in Education (Ofsted) and the Care Quality Commission in May 2021 and provided an opportunity for scrutiny of the progress made by SEND area partners since the local area inspection undertaken in October 2018.

The Cabinet Member for Children and Learning undertook to provide a written response to questions raised by members of the Committee, with regard to the current position on the development of the new quality and outcomes framework and co-production charter to inform joint commissioning decisions, that had been due for adoption in June 2021.

The Leader of the Council assured members that progress on improvements around the joint commissioning of SEND services would be kept under regular review by the Children's Services Improvement Board and that similar progress reports would also be made to future meetings of the Committee.

Resolved:

That the findings set out within the SEND revisit letter and the progress made by SEND area partners since October 2018, be noted.

Note: This is an Executive function

Cabinet Member: Councillor L Burton

## **116 Summary of Work 2020/21 & In-Depth Scrutiny Project 2021/22**

The Committee received a report of the Executive Director (Legal & Democratic Services) on progress with regard to the in-depth scrutiny projects undertaken during the 2020/21 municipal year and which sought the agreement of a possible joint approach to in-depth scrutiny activity for 2021/22. The report, which was being made to each of the scrutiny committees in the current cycle of meetings, also provided information on the work carried out by the scrutiny committees during the previous municipal year.

The Committee considered the benefits of undertaking a joint scrutiny project around the 'Councillor Queries' process but felt that the nature of such scrutiny activity should be broadened to reflect the theme of 'Enabling Councillors to be Effective' and that the scoping of the project should incorporate appropriate matters of importance to councillors within this theme, including the 'My Southend' platform. The Committee was advised that the Place Scrutiny Committee had supported such approach to in-depth scrutiny activity for 2021/22 at its meeting on 5 July 2021 and had suggested that councillors' contact and engagement with the Council and residents, should also be included within the scope of the project.

The Committee was advised that the proposed project could also complement the work of a design group currently looking at councillor development as part of the leadership programme and were reminded that a separate review was to be undertaken of the Council's Constitution, to which all members would have an opportunity to contribute.

Resolved:

1. That the progress of the in-depth scrutiny projects undertaken during the 2020/21 municipal year, be noted.
2. That, subject to the concurrence of the other scrutiny committees, a single scrutiny project be undertaken on behalf of the three scrutiny committees during the 2021/22 municipal year on the theme of 'Enabling Councillors to be Effective.'
3. That the Council be recommended to appoint members to a Project Team to lead the proposed scrutiny project for 2021/22, in order that the scoping of the of the project can commence as soon as possible.
4. That no other topic(s) be selected by the Committee for additional in-depth review during 2021/22.
5. That the summary of the scrutiny work undertaken by the Committee during 2020/21 municipal year be noted.

Note: This is a Scrutiny function, save that the appointment of members to the Project Team constitutes a Council function.

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

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# Southend-on-Sea Borough Council

Agenda  
Item No.

5

Report of Chief Executive  
To  
Cabinet  
On  
27 July 2021  
Suzanne Newman, Insights Manager

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## Southend 2050: Annual review and refresh of the Outcomes & Roadmap Milestones

Relevant Scrutiny Committee(s): Policy and Resources  
Cabinet Member: Councillor Ian Gilbert  
Part 1 (Public Agenda Item)

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### 1. Purpose of Report

- 1.1. To present Cabinet with the annual review and refresh of Southend 2050 as we continue to emerge from the Covid-19 pandemic and to inform Cabinet how the Council will use the evolved Southend 2050 outcomes to drive recovery, move into delivery mode and build on some of the positives we have seen through the pandemic, including our work with the community and partners, adaptation of services and more effective remote working.

### 2. Recommendations

It is recommended that Cabinet:

- 2.1. Agree the proposed refresh of the Southend 2050 outcomes and high-level roadmap milestones;
- 2.2. Agree to receive further developed work on the review and refresh of the Southend 2050 outcomes and associated roadmap milestones at the September meeting, including the associated outcome success measures;
- 2.3. Note the planned engagement over the summer and additional Special Cabinet scheduled in September following the Scrutiny Committees;
- 2.4. Note that the Southend 2050 roadmap milestones will form part of future reports that update on Southend's recovery journey in order for responsive developments; and
- 2.5. Note that the performance and measures of success and progress to achieve 2050 continue to be reported through the Outcome Success Measures Report, reported twice a year to Cabinet.

### 3. Background

- 3.1. The council has a shared vision of the future - the Southend 2050 ambition which sets out the aspirational outcomes and delivery roadmap for the place. This was developed through investment in substantial engagement and co-design with stakeholders and the local community. The ongoing engagement activity is a real

advantage to the borough as a whole, as it has brought together people and communities to identify where they want Southend to be in the future. The focus on how Southend recovers from the Covid-19 experience to achieve the 2050 ambition remains as strong as ever (attached at **Appendix 1**) – with no recommended changes in light of Covid-19. However, the council, along with other stakeholders and community groups will need to continue to review how to achieve that ambition, in light of Covid-19.

3.2. The 2050 outcomes, therefore, require some annual adjustment, with a focus on the review of the 2050 delivery roadmap which sets out key milestones connected to delivery against the outcomes. As a result of the Covid-19 experience, it is proposed that parts of the roadmap are sequenced differently, with additional milestones added and specific focus on the deliverables for the next 12 months ahead.

#### **4. 2021 Review and refresh of Southend 2050 outcomes and roadmap milestones**

4.1. The Southend 2050 outcomes and roadmap are reviewed and refreshed as part of an annual process, and in the context of the outcome of the May 2021 local election. The Annual Report for 2020-21 assessed progress against the outcomes, including achievements and challenges. This was presented to Cabinet in June 2021. The original outcomes under Southend 2050 aimed to grow Southend as a prosperous Borough, with communities that thrived and visitors that enjoyed the experience, returned and spread the word. Post Covid-19, Southend is in a different place. The 2050 ambition is the same, but how Southend gets there may be somewhat different. This approach is the basis for ensuring that the outcomes are right, along with an updated delivery roadmap. Therefore, the outcomes and delivery roadmap review has aimed to build on some of the positive actions of the community and place during the pandemic, and point the way to rebalance and restore some of the damage caused in the past 18 months. It is important to note that some aspects of recovery may take a considerable time to fully rebalance. In some cases, things may change completely.

4.2. 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.

4.3. As a result Southend 2050 has been reviewed and refreshed to enable the Council to focus on the next 12 months. The refresh has:

- Restructured the governance of Southend 2050 to enable a delivery focus to support recovery, including:
  - Covid-19 Gold and Silver Groups to transition into the Southend 2050 themes and Outcome Delivery Teams.
  - Alignment of Corporate Management Team Sponsors for each of the six themes.
  - Alignment of Outcome Delivery Leads for the Outcomes.
- Formalised Future Ways of Working as the sixth Southend 2050 theme;

- Prioritised outcomes within each of the themes; and
- Focused the prioritised roadmap milestones on:
  - Delivery;
  - Response to the Covid-19 pandemic;
  - Economic recovery – from both Covid-19 impacts and any Brexit impacts; and
  - Sustainability – financial, environmental and our transformation as an organisation.

4.4. This identified that 4 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 9 Future Ways of Working workstreams),
- prioritising the outcomes within each theme (denoted with bold text)
- repositioning the Green City outcome within Pride & Joy.

**Appendix 2** presents the revised outcomes, those in bold signify the prioritised outcomes, and **Appendix 3** details the proposed revisions against each of the outcomes.

4.5. The review process involved each of the 2050 outcomes and associated roadmap milestones being reviewed through the Joint Administration Commitments (**Appendix 4**). **Appendix 5** illustrates the 2050 outcomes mapped against the Joint Administration Commitments.

4.6. Within the 2050 framework, the outcomes have an associated roadmap with milestones highlighting key activity being undertaken in order to deliver and achieve the outcomes on the journey to 2050. The milestones on the delivery roadmap have been through the same review and refresh process to focus on the move to delivery. The draft roadmap is still in development, and therefore not all milestones have been sequenced. The refreshed roadmap is attached at **Appendix 6**.

4.7. Southend 2050's sixth theme is Future Ways of Working and 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.

4.8. The Future Ways of Working Roadmap and milestones is presented separately to the main Southend 2050 Roadmap, and can be found at **Appendix 7**.

4.9. A range of stakeholders have been engaged as part of the initial process of to review the 2050 outcomes and roadmap miles. These include:

- Engagement with the Business and Tourism Partnership
- Conversations with community groups
- Partnership working with ASELA (the Association of South Essex Local Authorities) to undertake a region wide engagement on priorities for the local areas

- Ongoing conversations with voluntary and community sector

4.10. The next phase of the review and refresh of the Southend 2050 outcomes and milestones will continue engagement and conversations with stakeholders including the voluntary and community sector, members and residents (through the residents' perception survey). The timetable of engagement is set out below:

| <b>Date</b>            | <b>Activity</b>                                       |
|------------------------|---|
| July- August           | Residents' perception survey                          |
| 20 July                | All member briefing on Southend 2050                  |
| 27 July                | Cabinet   |
| August                 | Engagement with all members and voluntary & community |
| 31 Aug/ 1 Sept/ 2 Sept | Scrutiny Committees                                   |
| 7 September            | Special Cabinet                                       |

4.11. In addition, the measures that determine our success and achievements against the outcomes - the outcome success measures – will be updated and developed for the new outcomes and these will be presented at Cabinet in September, with progress against the 2050 outcomes and associated milestones continued to be measured through the 2050 Outcomes Success Measures Report.

4.12. An additional Special Cabinet meeting has been scheduled in September to ratify any changes following Scrutiny and the engagement over the summer period.

## **5. Other Options**

5.1. The council could choose not to review its current ambition and desired outcomes. This would mean failing to set out the huge impact the crises has had on the borough, its people and the council and the council's approach to recovery. The council has committed to undertake an annual review of the outcomes and milestones.

## **6. Reasons for Recommendations**

6.1. 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.

## **7. Corporate Implications**

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

The report outlines the council's approach to using the Southend 2050 programme as the primary vehicle for recovery and presents the annual review and refresh of the 2050 outcomes and roadmap milestones.

### **7.2. 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.

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

- 7.4. **People Implications**  
There are no specific people implications related to this report. The Future Ways of Working Theme will directly work with staff and councillors in relation to transformation pieces of work.
- 7.5. **Property Implications**  
There are no property implications as part of this report.
- 7.6. **Consultation**  
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.
- 7.7. **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.
- 7.8. **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 8.2, elsewhere on the Cabinet agenda).
- 7.9. **Value for Money** – No specific implications.
- 7.10. **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.
- 7.11. **Environmental Impact**  
Green City and climate change is one of the priority outcomes.
- 8. Background Papers**
- 8.1. Southend 2050 Annual Report - June 2021  
8.2. Corporate Risk Register – June 2021
- 9. Appendices**
- 9.1. **Appendix 1**: Southend 2050 – Our shared ambition  
9.2. **Appendix 2**: Southend 2050 Outcomes – refreshed for 2021/22  
9.3. **Appendix 3**: Southend 2050 Outcomes – detailing changes from 2020/21 to 2021/22  
9.4. **Appendix 4**: Joint Administration Commitments 2021/22  
9.5. **Appendix 5**: Southend 2050 Outcomes mapped against Joint Administration Commitments  
9.6. **Appendix 6**: Southend 2050 Roadmap & Milestones  
9.7. **Appendix 7**: Southend 2050 Future Ways of Working Roadmap & Milestones

## Southend 2050 – Our shared ambition

*The year is 2050. How does our borough, Southend-on-Sea, look and feel?*

Inevitably the place has changed a lot since the early years of the century, but we've always kept sight of what makes Southend-on-Sea special. Prosperous and connected, but with a quality of life to match, Southend-on-Sea has led the way in how to grow a sustainable, inclusive city that has made the most of the life enhancing benefits of new technologies.

It all starts here – where we are known for our creativity, our cheek, our just-get-on-with-it independence and our welcoming sense of community. And so, whilst the growth of London and its transport network has made the capital feel closer than ever, we cherish our estuary identity – a seafront that still entertains and a coastline, from Shoebury garrison to the fishing village of Old Leigh, which always inspires. We believe it's our contrasts that give us our strength and ensures that Southend has a vibrant character of its own.

**Pride and Joy:** People are proud of where they live – the historic buildings and well-designed new developments, the seafront and the open spaces. The city centre has generated jobs, homes and leisure opportunities, whilst the borough's focal centres all offer something different and distinctive. With its reputation for creativity and culture, as well as the draw of the seaside, Southend-on-Sea is a place that residents and visitors can enjoy in all seasons. Above all we continue to cherish our coastline as a place to come together, be well and enjoy life.

**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.

**Opportunity and Prosperity:** Southend-on-Sea and its residents benefit from being close to London, but with so many options to build a career or grow a business locally, we're much more than a commuting town. Affordability and accessibility have made Southend-on-Sea popular with start-ups, giving us the edge in developing our tech and creative sectors, whilst helping to keep large, established employers investing in the borough. People here feel valued, nurtured and invested in. This means that they have a love of learning, a sense of curiosity and are ready for school, employment and the bright and varied life opportunities ahead of them.

**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.

### Southend 2050 Outcomes

#### Pride & Joy

1. **We act as a sustainable and green city embracing the challenges of the Climate Emergency Declaration made in 2019.**  
(Rob Dawson & Miranda Valenzuela)
2. **Our streets and public spaces are valued and support the mental and physical wellbeing of residents and visitors.**  
(Paul Jenkinson & Ashley Dalton)
3. **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.** (Rosemary Pennington & Lee Sturgeon)
4. 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. (Joanne Matthews & Lee Sturgeon)
5. There is a sense of pride in the place with local people actively and knowledgeably talking up the Borough.  
(Alison Dewey & Adam Keating)

#### Safe & Well

1. **Residents feel safe and secure in their homes, neighbourhoods and across the borough.**  
(Simon Ford, Erin Brennan Douglas & Gary Cullen)
2. **Everyone has a good quality, sustainable home that meets their needs.**  
(Glyn Hawksworth, Sarah Lander & Tim Holland)
3. **We are all effective at protecting and improving the quality of life for the most vulnerable in our community (*wording under review*).**  
(Carol Compton, Ben Gladstone, Lyn Scott, John O'Loughlin & Tom Dowler)

#### Active & Involved

1. **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.** (Jessica Russell, Sarah Baker & Rachel Davis)
2. More Southenders agree that people from different backgrounds are valued and get on well together. (Kamil)
3. Residents know how to get involved to improve local services. (Maxine Nutkins, Debee Skinner & Emma Woof)
4. 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. (Kevin Read & Ashley Dalton)

## Opportunity & Prosperity

1. **We have a vibrant, thriving town centre, with an inviting mix of retail, homes, arts, culture and leisure opportunities. (Emma Cooney & Trevor Saunders)**
2. **Major regeneration projects are under way and bringing prosperity and job opportunities to the borough. (Alan Richards & Lee White)**
3. **Our children are school-ready and young people are ready for further education, employment or training. (Brin Martin)**
4. 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. (Katharine Stout & Lorraine Cox)
5. 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. (Emma Lindsell, Ros Parker & Karen Rollings)
6. The Local Plan is setting an exciting planning framework, meeting the development needs of the Borough for the next 20 years. (Mark Sheppard & Kevin Waters)

## Connected & Smart

1. **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. (Neil Hoskins and Karen Gearing)**
2. **We are leading the way in making public and private travel smart, clean and green. (Neil Hoskins and Karen Gearing)**
3. 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. (Carol Thomas)

## Future Ways of Working

1. **Smart Working (Carol Thomas & Ellen Butler)**
2. **Decision Making (Andrew Barnes & Giles Gilbert)**
3. **Skills & Leadership (Caroline Jennings & Emma Cooney)**
4. **The Here & Now (Ellen Butler & Carol Thomas)**
5. **Democracy (Stephen Meah-Sim & Colin Gamble)**
6. **Communication & Engagement (Adam Keating & Katie Eyre)**
7. **People & Well-Being (Sue Putt & Sharon Wheeler)**
8. **Workplaces & the Green Agenda (Alan Richards & Head of Climate Change)**
9. **Financial Sustainability (Pete Bates & Mike Bennett)**



## Appendix 3

### Southend 2050 Outcomes with changes

| Theme             | 2021 Refreshed Southend 2050 Outcome   | Previously  |
|-------------------|--|---|
| 15<br>Pride & Joy | <b>We act as a sustainable and green city embracing the challenges of the Climate Emergency Declaration made in 2019.</b>  | We act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, streets, transport and recycling.  |
|                   | <b>Our streets and public spaces are valued and support the mental and physical wellbeing of residents and visitors.</b>   | No change   |
|                   | <b>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.</b>          | No change   |
|                   | 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. | We have invested in protecting and nurturing our coastline, which continues to be our much loved and best used asset.                 |
|                   | There is a sense of pride in the place with local people actively and knowledgeably talking up the Borough.  | There is a tangible sense of pride in the place and local people are actively, and knowledgeably, talking up Southend.                |
| Safe & Well       | <b>Residents feel safe and secure in their homes, neighbourhoods and across the borough.</b>   | People in all parts of the borough feel safe and secure at all times.   |
|                   | <b>Everyone has a good quality, sustainable home that meets their needs.</b>   | Residents feel safe and secure in their homes.<br>We are well on our way to ensuring that everyone has a home that meets their needs. |
|                   | <b>We are all effective at protecting and improving the quality of life for the most vulnerable in our community (<i>wording under review</i>).</b>  | <b>We are all effective at protecting and improving the quality of life for the most vulnerable in our community.</b>                 |
| Active & Involved | <b>Enable inclusive community projects which provide opportunities for people of all ages to</b>   | A range of initiatives help increase the capacity for communities to come together to enhance their                                   |

| Theme                                     | 2021 Refreshed Southend 2050 Outcome  | Previously   |
|---|---|--|
|   | <b>participate, grow skills, confidence and social connection and make a positive contribution to tackling inequalities.</b>  | neighbourhood and environment.<br>Residents feel the benefits of social connection, in building and strengthening their local networks through common interests and volunteering.  |
|   | More Southenders agree that people from different backgrounds are valued and get on well together.  | No change  |
|   | Residents know how to get involved to improve local services.   | Residents are routinely involved in the design and delivery of 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.                    | More people have physically active lifestyles, including through the use of open spaces.<br>Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives  |
| 16<br><b>Opportunity &amp; Prosperity</b> | <b>We have a vibrant, thriving town centre, with an inviting mix of retail, homes, arts, culture and leisure opportunities.</b>   | We have a fast-evolving, re-imagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities.  |
|   | <b>Major regeneration projects are under way and bringing prosperity and job opportunities to the borough.</b>  | Key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities to the Borough.  |
|   | <b>Our children are school-ready and young people are ready for further education, employment or training.</b>  | Our children are school and life ready and young people are ready for further education, training or employment.   |
|   | 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. | Southend is a place that is renowned for its creative industries, where new businesses thrive and where established employers and others invest for the long term.   |
|   | 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  | Southend businesses feel supported to respond to economic shock; adapt to evolving global markets; and, have the tools to preserve their businesses by responding effectively and positively to change.<br>Southend provides fulfilling careers for our residents, and |

| Theme                                  | 2021 Refreshed Southend 2050 Outcome  | Previously  |
|--|---|---|
|  | safeguarding fulfilling careers.  | enough job roles to match the needs of the population.  |
|  | The Local Plan is setting an exciting planning framework, meeting the development needs of the Borough for the next 20 years.   | The Local Plan is setting an exciting planning framework for the Borough.   |
| <b>Connected &amp; Smart</b><br><br>17 | <b>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.</b>  | Working with the public transport providers to enhance and encourage the use of the existing provision moving towards a long-term aspiration to open new routes, enabling a wider accessibility to public transport options |
|  | <b>We are leading the way in making public and private travel smart, clean and green.</b>   | People have a wide choice of transport options.   |
|  | 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. | No change<br><br>Southend is a leading digital city with world class infrastructure that reflects equity of digital provision for the young, vulnerable and disadvantaged.  |

## Joint Administration Commitments 2021/22



### **Economic Recovery & Regeneration – Cllr Gilbert**

1. To deliver on major regeneration projects to support jobs, growth and opportunity.
2. To be innovative and proactive in supporting our High Street and other shopping centres.
3. To continue to maximise the delivery of genuinely affordable housing.
17. Progress the review of the Council's Constitution to ensure effective and efficient governance.



### **Environment, Planning, Tourism and Culture – Cllr Mulroney**

4. To promote all aspects of a green future for Southend, facing the challenges of the Climate Emergency Declaration made by the Council in 2019.
5. To promote the cultural and tourism life of the Borough creating a true Destination Southend.

18



### **Communities and Housing – Cllr Jones**

6. To foster community-led regeneration and build on the excellent reduction in homeless numbers.
7. To develop and implement an anti-poverty strategy to address the inequalities in the Borough.



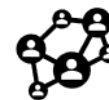
### **Public Protection – Cllr Terry**

8. To create a safer Borough for all ages and all visitors including improving delivery of CCTV, investment in the Community Safety Team and to continue to press for greater policing resources in the Borough.



### **Transport, Asset Management and Inward Investment – Cllr Woodley**

9. To deliver on the ambitious programme of investment in improving our pavements and highways.
10. To progress the implementation of school streets and 20mph residential zones.
11. To continue improving our parking provision, the Southend Pass and public transport.



### **Adult Social Care and Health Integration – Cllr Nevin**

12. To provide an integrated and efficient, caring, safe and collaborative social service, accessible to all.



### **Children and Learning – Cllr Burton**

13. To continue to drive improvements in children's services in a family centred way.
14. To maintain our commitment to school improvement.











### **Corporate Services & Performance Delivery – Cllr Collins**

15. To drive operational performance improvement across the organisation.
16. To improve the customer experience and continue to progress our digital strategy and new ways of working.

# Appendix 5

## Southend 2050 Outcomes mapped against the Joint Administration Commitments

| Portfolio | Commitment   | P&J1 | P&J2 | P&J3 | P&J4 | P&J5 | S&W1 | S&W2 | S&W3 | A&I1 | A&I2 | A&I3 | A&I4 | O&P1 | O&P2 | O&P3 | O&P4 | O&P5 | O&P6 | C&S1 | C&S2 | C&S3 | FWOW1 | FWOW2 | FWOW3 | FWOW4 | FWOW5 | FWOW6 | FWOW7 | FWOW8 | FWOW9 |  |
|-----------|--|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--|
| 19        |  1,2,3,17 |      |      |      |      |      |      | 3    |      |      |      |      |      | 2    | 1    |      |      |      |      |      |      |      |       |       | 17    |       |       |       |       |       |       |  |
|           |  4,5      | 4    |      | 5    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |       |       |       |       |       |       |       |       |       |  |
|           |  6,7      |      |      |      |      |      |      |      | 6    |      | 7    |      |      |      |      |      |      |      |      |      |      |      |       |       |       |       |       |       |       |       |       |  |
|           |  8        |      |      |      |      |      |      | 8    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |       |       |       |       |       |       |       |       |       |  |
|           |  9,10,11  |      | 9    |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      | 11   | 10    |       |       |       |       |       |       |       |       |  |
|           |  12       |      |      |      |      |      |      |      |      | 12   |      |      |      |      |      |      |      |      |      |      |      |      |       |       |       |       |       |       |       |       |       |  |
|           |  13,14    |      |      |      |      |      |      |      |      | 13   |      |      |      |      |      |      | 14   |      |      |      |      |      |       |       |       |       |       |       |       |       |       |  |
|           |  15,16  |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |       | 16    |       | 15    |       |       |       |       |       |  |

### Key:



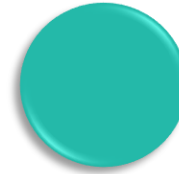
Pride & Joy



Opportunity & Prosperity



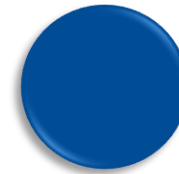
Safe & Well



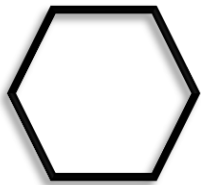
Connected & Smart



Active & Involved



Future Ways of Working



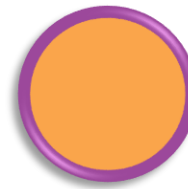
Partner milestone



Milestone linked to a Major Project in the Capital Programme

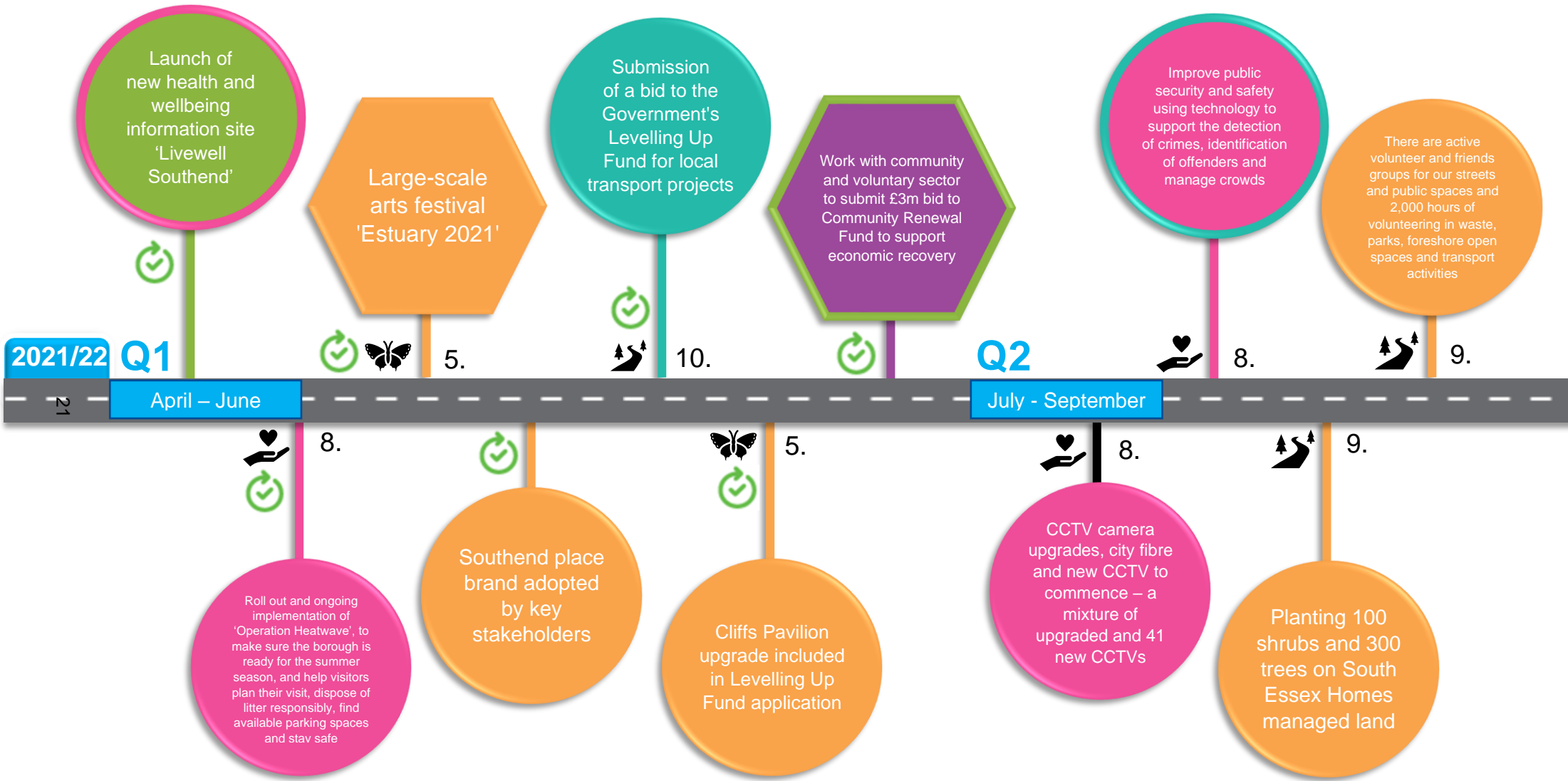


Milestone completed



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

# DRAFT Southend 2050 Roadmap – 2021 Refresh



2021/22

Q2

July - September

Training provided to Community Support Officers, Street Rangers and Adolescent Intervention and Prevention Team



12.  
13.

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.

22



12.  
13.

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



10.

A127 The Bell Junction Improvement is complete



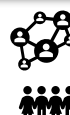
3.  
6.

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



2.

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



12.  
13.

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



2.

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



2021/22

Q2

7.



12.  
13.

Feel Good Southend Festival



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

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.

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



2.

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



12.  
13.

23

July - September



12.  
13.

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

Local Plan consultation to refine plan options



4.

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



12.  
13.

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



7.

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

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

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

Introduction of automated bollards in the high street and seafront

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

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



14.



12.  
13.



8.



1.



9.



17



8.



7.



1.

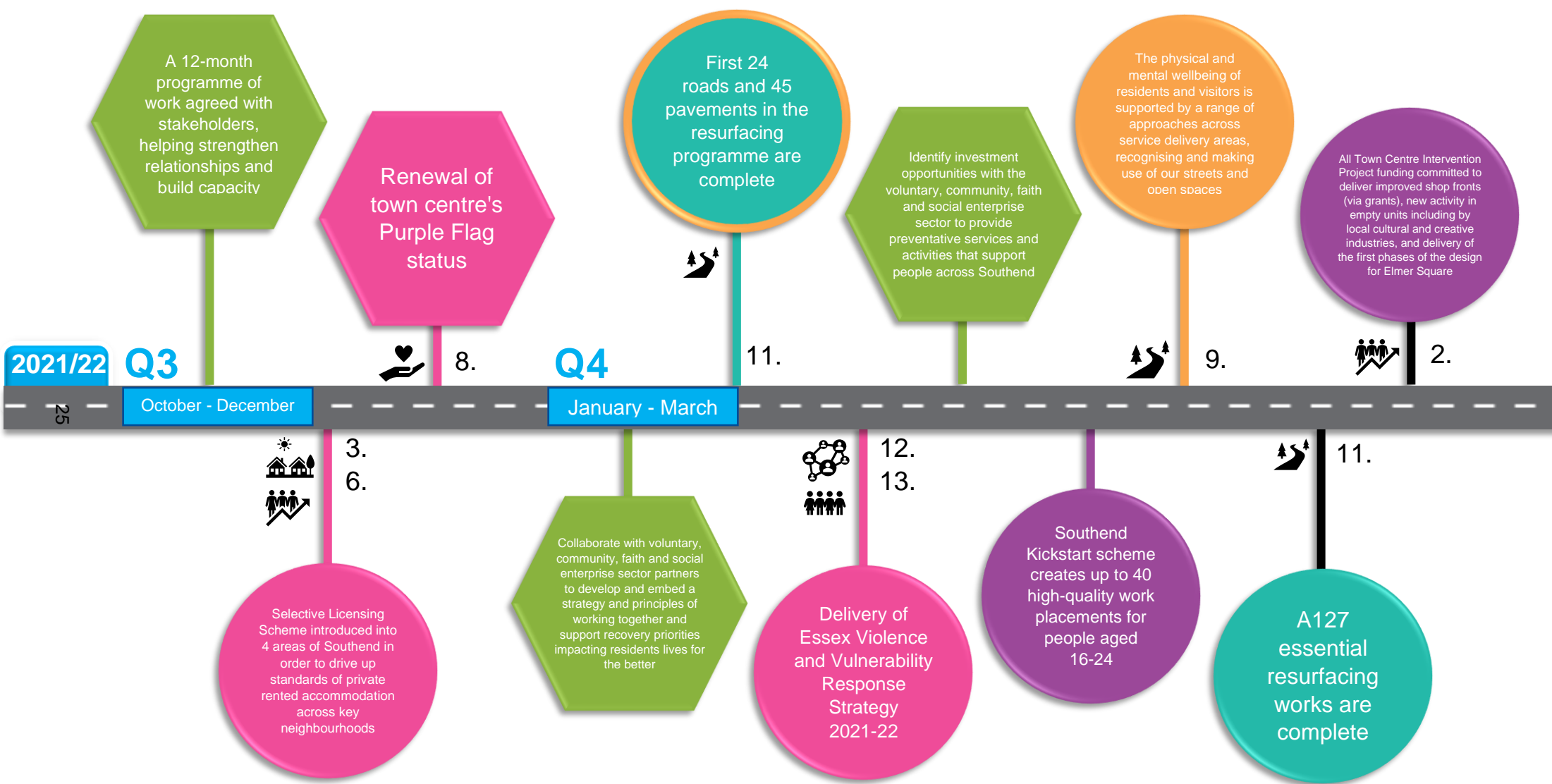
Update to the Council Constitution

Southend Domestic Abuse Strategy adopted

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

Planning decisions on Roots Hall and Fossetts Farm



2021/22 Q4

January - March

26

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



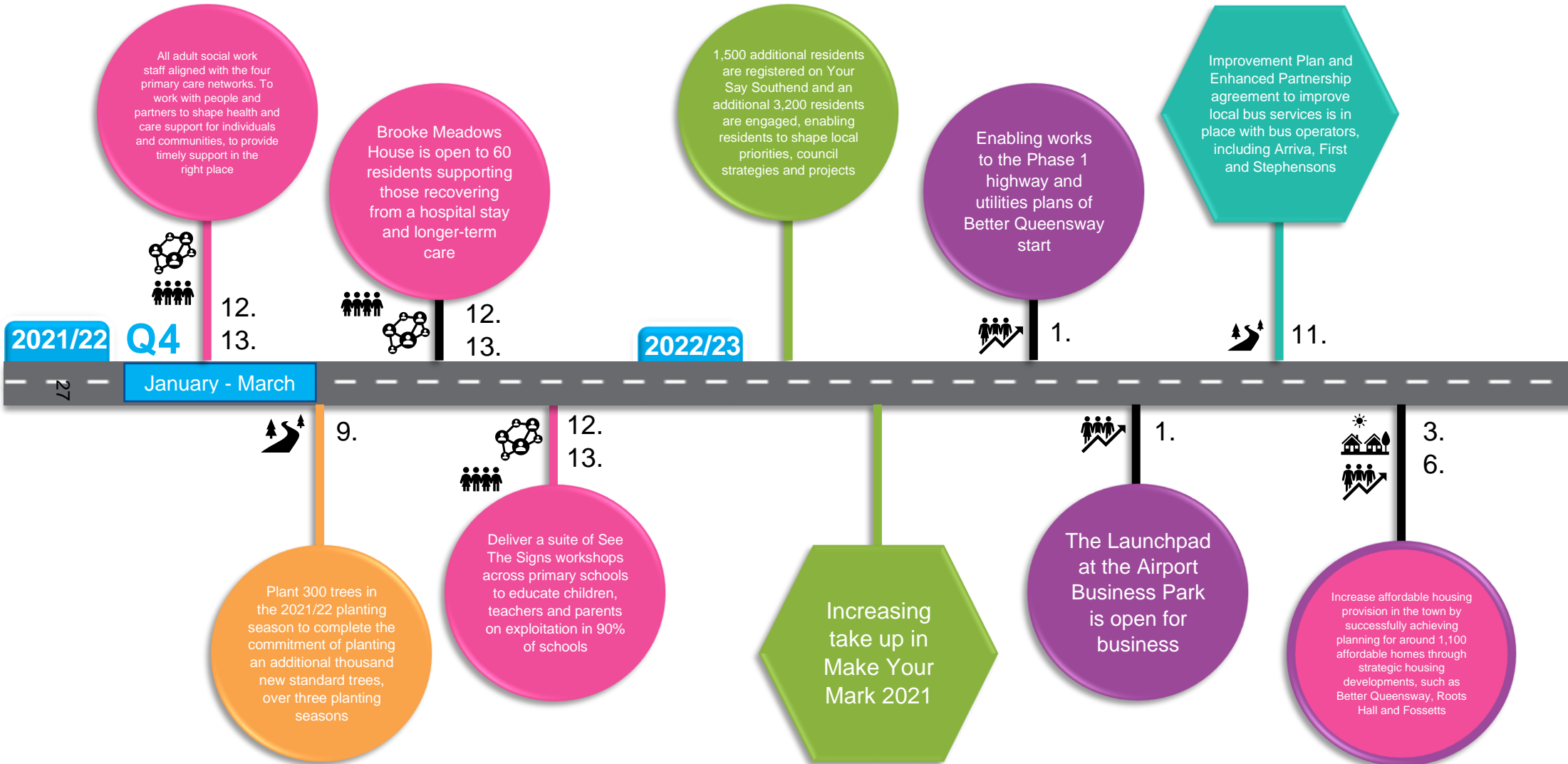
9.

Deliver the Southend element of the England Coastal Path



8.

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



2022/23

Housing Revenue Account Land Review Project delivers 29 Council Homes



3.  
6.

Community engagement programme developed, which enables all council tenants to access information on the safety of their homes and influence wider South Essex Homes services



3.  
6.

Southend Pride 2022 brings the community together to celebrate love

Consultation on Local Plan preferred approach

All eligible procurement to include a measurable social value contribution



7.

Digitally enabled healthcare at Southend Care will improve patient outcomes



28

Installation of full fibre cables to homes and businesses in Southend completed

Investment by the council in extensive works in its social housing stock to meet Building and Fire Safety Regulations Plus



3.  
6.

Improved diversity and representation in the Youth Council from schools, colleges and community groups in the borough

Work to deliver the Phase 1 housing plan of Better Queensway starts to build 400 homes



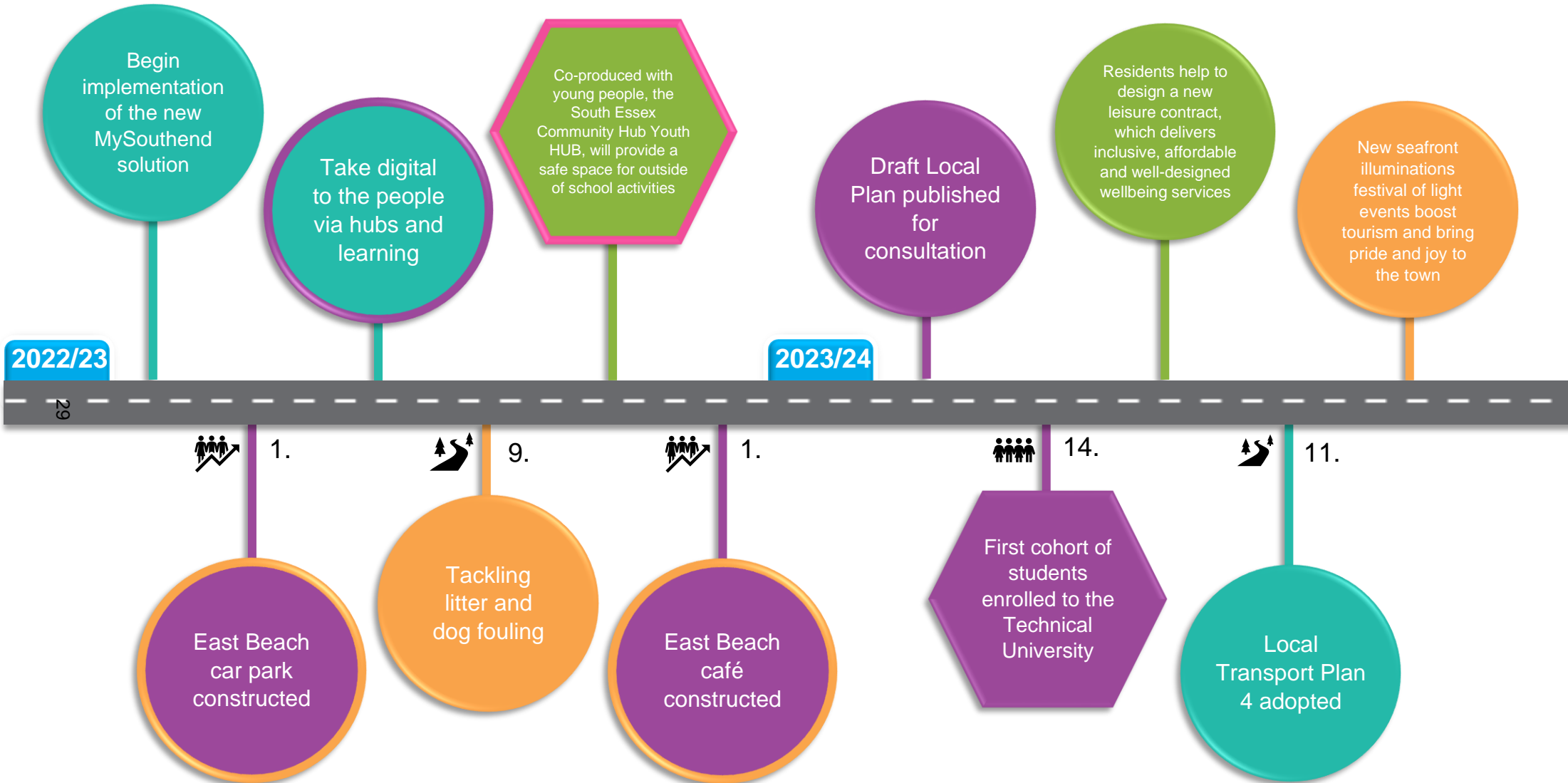
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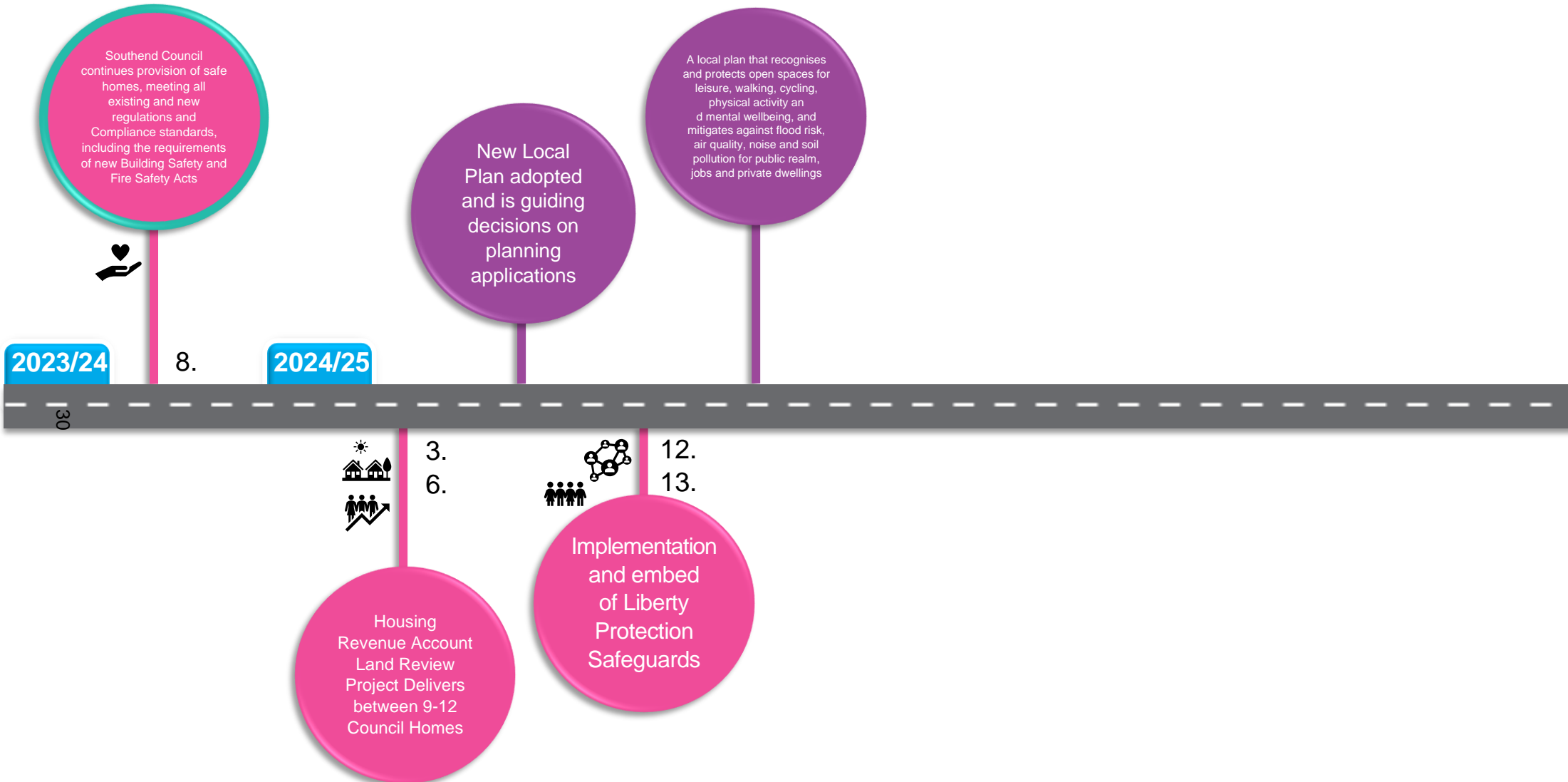
All schools are supported to become or remain good or outstanding



14.

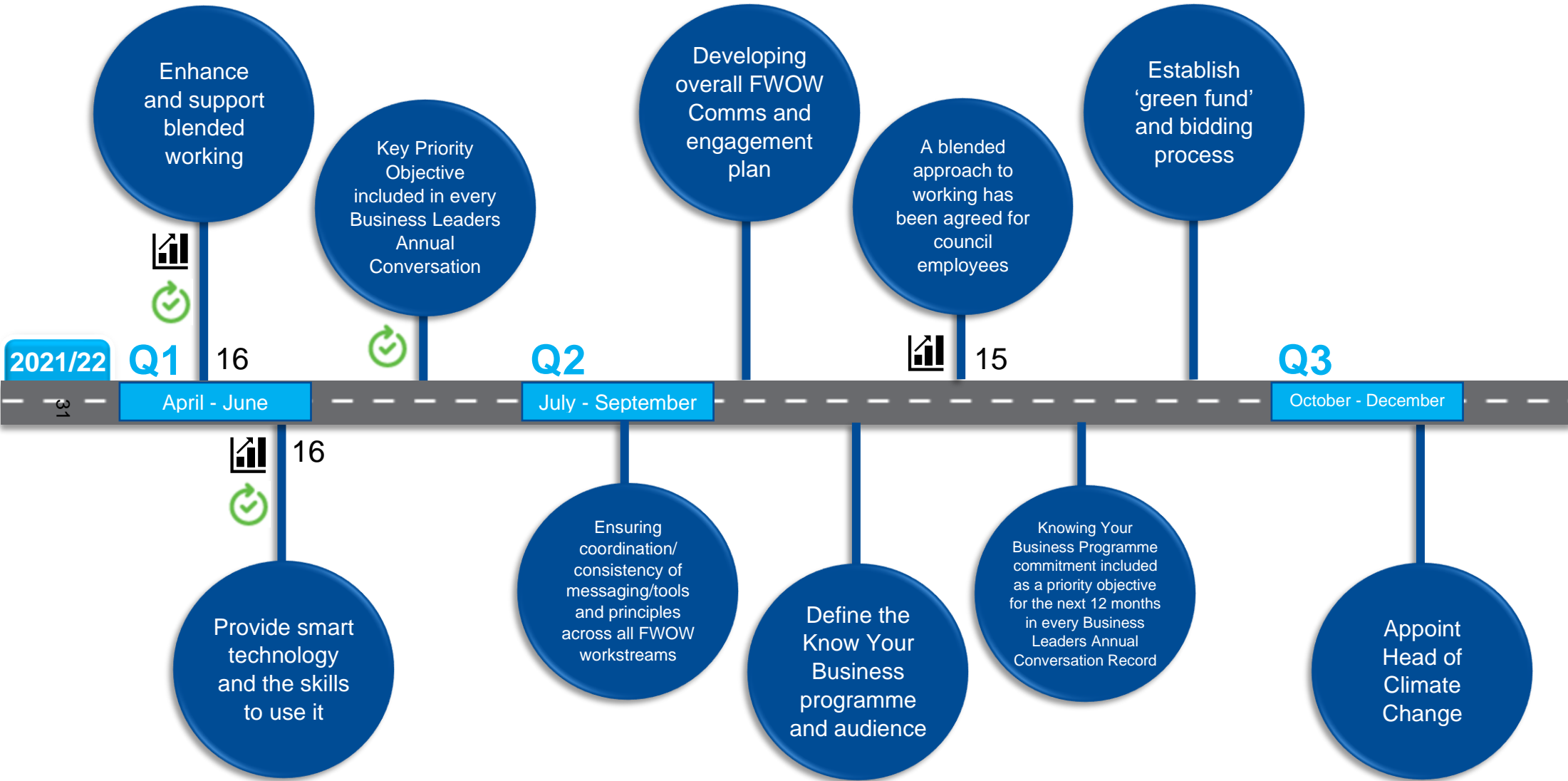
Online co-production training, that is free, accessible and co-designed by residents, organisations, volunteer and workforces




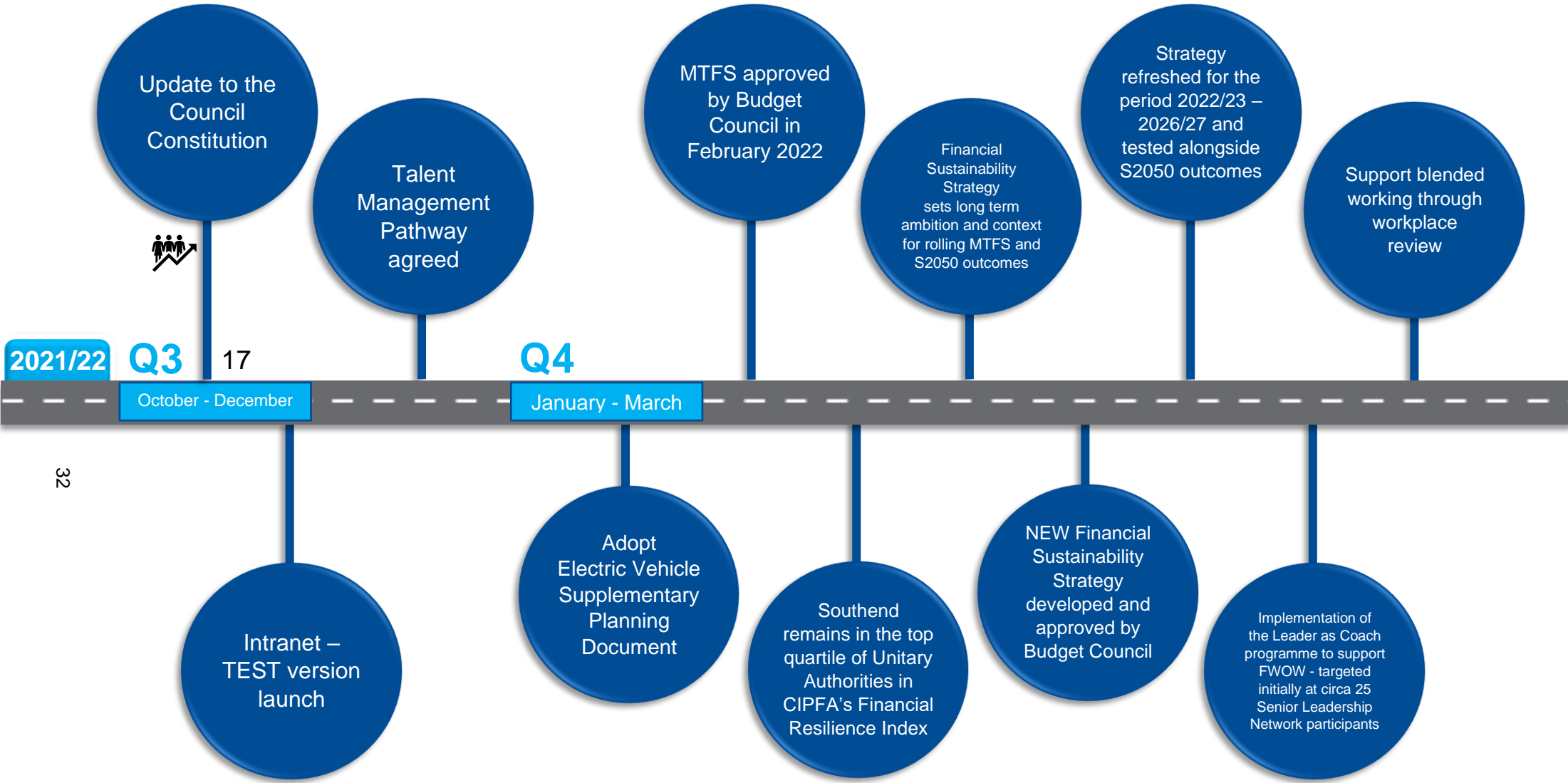




# Draft Southend 2050 Roadmap – Future Ways of Working



 Milestone completed



2021/22 Q4

33

January - March

FSS approved by Budget Council in February 2022

Know Your Business training designed and implemented across organisation

Continued investment in digital learning to uplift the digital literacy of the organisation. Achieved through further training workshops and resources on the Digital Learning Pathways site

Citizen engagement - embed within the decision making process where appropriate across the council

Intranet – full site launch

The Transformational Leadership Development Programme design and implementation approach for SLG/SLN, which embeds the agreed Leadership shifts to include a 'Kick off' event for the Programme

Governance Framework – confirm the framework and promote wider understanding

New Medium Term Financial Strategy 2022/23 - 2026/27 developed and approved by Budget Council

Date TBC

New electric vehicle charging point planning in process

Complete specification for external support to assist with future workplace analysis, usage, design and requirements

Consider potential for staff electric vehicles scheme

Understand potential for Civic and Civic 2 area

Appointment of design and structural engineers to understand what may be possible in the Victoria

Commissioning Framework – embed within the decision making process across the council

Councillor / Officer relations protocol

Portfolio and Shadow Portfolio management

New employee portal (Intranet) – development and delivery

CMT agreement to the design and implementation of the Councillor Development Programme reflecting the output from the Co-design work

Set up initial 'bidding' system for green initiatives to allocate existing capital budgets to quick win projects

Risk Management – embed within the decision making process across the council

# Southend-on-Sea Borough Council

Agenda  
Item No.

6  
4

Report of Executive Director, Children & Public Health

to  
**Cabinet**

on  
**26<sup>th</sup> July 2021**

Report prepared by: Krishna Ramkhelawon, Director of  
Public Health

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## The Annual Report of the Director of Public Health (2020-21)

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### 1. Purpose of Report

1.1 To present the 2020 Annual Report of the Director of Public Health.

### 2. Recommendation

2.1 That CMT/Cabinet considers and comments on the content and highlighted actions of the 2020 Annual Report of the Director of Public Health.

### 3.0 Background

3.1 The Health and Social Care Act 2012 requires the Director of Public Health to prepare an annual report on the health of the local population. This is an independent report which the local authority is required to publish. The report is an opportunity to focus attention on particular issues that impact on the health and wellbeing of the local population, highlight any concerns and make recommendations for further action.

### 4.0 The 2019 Annual Report of the Director of Public Health

4.1 The Report this year provides an update on last year's report (2019 Annual Public Health Report) and covers the following themes:

- ✓ Health Protecting and COVID-19 - Focus on the consequences and impact of the Coronavirus pandemic; Flu Immunisation uptake;
- ✓ Tackling Wider Inequalities – Focus on Mental Health and Wellbeing; Obesity and the Food environment; Drug and Alcohol misuse; Social Prescribing scheme and impact on Loneliness and self-care; and the wellbeing of some our more vulnerable groups, such as people who are classed as Unpaid Carers, people living with Autism and those who are affected by Homelessness.

4.2 In 2019, we highlighted that we had a focus on two key themes:

- Health Protection - Flu & MMR immunisation; Measles Outbreak; Air Quality;
- Tackling Inequalities (Families & Children) – Obesity; Parenting and YP's Mental Health.

A RAG-rated summary of actions against each of the seven recommendations has been included in the report's appendix section.

- 4.3 The Southend 2050 Ambition and the NHS Long Term Plan collectively set out the key things we can expect to work as partners to turn the ambitions into improvements in services and build community resilience. Combined with the challenges of the pandemic, we will need to address recovery, living with the pandemic and refocus our work on tackling health inequalities.
- 4.4 There is no definitive list of recommendations in the report as many of the selected themes have agreed plans or ones in the process of finalisation.

Therefore, CMT/Cabinet are to note the various key actions and highlighted approach through the document and note the progress made against the 2019 Annual Report's seven recommendations.

## **5.0 Other Options**

There are no other options presented as it is a statutory duty of the Director of Public Health to prepare an Annual Public Health Report.

## **6.0 Reason for Recommendations**

- 6.1 The Health and Social Care Act 2012 requires Directors of Public Health to prepare an annual report on the health of the local population.

## **7.0 Corporate Implications**

- 7.1 Contribution to Council's Southend 2050 Ambition and Priorities, including the MSE's HCP's shared priorities.

The Council has a statutory duty to protect the health of the local population. The 2020 Annual Public Health Report highlights selected key issues for people in Southend, actions being taken to address them and further contributions to be delivered by local partners.

## **7.2 Financial Implications**

At this stage any financial implications arising from this report are unquantified and, as further work is undertaken, any resource implications will be identified and dealt with, primarily through the Public Health Grant, and other existing budgets as necessary.

## **7.3 Legal Implications**

There are no legal implications arising directly from this report.

#### 7.4 People Implications

None identified

#### 7.5 Property Implications

None.

#### 7.6 Consultation

There will not be any formal consultation on the Annual Public Health Report, although it will go through the relevant governance route within the Council as well as to the Southend Health & Wellbeing Board.

#### 7.7 Equalities and Diversity Implications

The Annual Public Health Report provides evidence that population health needs are assessed and considered.

#### 7.8 Risk Assessment

A risk assessment will be undertaken of individual initiatives introduced to tackle the key issues highlighted in the report.

#### 7.9 Value for Money

No implications.

#### 7.10 Environmental Impact

None.

### **8.0 Background Documents**

8.1 Background documents are referenced throughout the Annual Public Health Report, with direct web-links.

### **9.0 Appendices**

9.1 Appendix 1: The 2020 Annual Report of the Director of Public Health for Southend.

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# Director of Public Health Annual Report 2020-2021



# Content

DRAFT

40

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# Introduction

This is my independent public health report for 2020, in what are unprecedented times, as we battle through 15 months of the pandemic. This report reflects on some of the key achievements, some challenges and highlights where we can continue to collaborate to improve health and wellbeing in Southend-on-Sea.

I have also provided an update on the progress with last year's recommendations in the appendices, which is generally positive and shows where we can continue to build on with more pace.

As we continue to align our priorities to support the delivery of the Southend 2050 ambition and the NHS's Health and Care Partnership strategy, for Mid and South Essex, we will face an uphill challenge alongside the continued management of the coronavirus pandemic and the recovery of services and socio-economic concerns. The local health inequalities would have been further exacerbated during the past 15 months and our sharper-edged collaboration will be a valuable asset.

We successfully managed through the first two waves of the pandemic, learn to adapt our ways of working, living with restrictions and prepare for the ongoing management of this pandemic. We have seen enormous pressure placed on the across all public sector and community services. Many of our citizens have been impacted through COVID-related ill-health and mortality. Some of these have been disproportionate and the task of vaccinating all adults has progressed well but there remain some inequalities and hesitancy.

COVID-19 has impacted significantly on mental wellbeing, from people dealing with the illness and bereavement, the consequences of living with restrictions, the closure of schools and workplaces and businesses. We will need to both prioritise and ensure our local programmes can support the mental wellbeing recovery and support people to continue living with COVID.

A number of other areas highly impacted by COVID where we need to refocus our collective approach and refresh our thinking are covered in this report including obesity and the food environment, drug and alcohol misuse, loneliness and self-care, the wellbeing of some of our more vulnerable groups, such as people who are classed as unpaid carers, people living with autism and those who are affected by homelessness.

The report provides a brief outline of the challenges that these groups face in our communities and how we are addressing some of these concerns whilst highlighting what more we can drive forward to health improve their outcomes. It is also an opportunity to consider how deploy our efforts to review our investment approach in commissioning related services, optimise our collaboration with the community sector and continue to enable our communities to play a more active role in both designing services and empowering their self-determination.

We need to continue to develop our local assets including Livewell Southend, Community Connectors, Parents Champions and our Social Prescribing Link Workers. The community goodwill generated as a result of the pandemic can only serve to enhance the gain in social capital from the community engagement of the past year.

As we prepare to contain and manage a third pandemic wave and planning for the forthcoming winter, we will need to recalibrate, drive recovery and continue to adapt to live with this virus and its many variants.



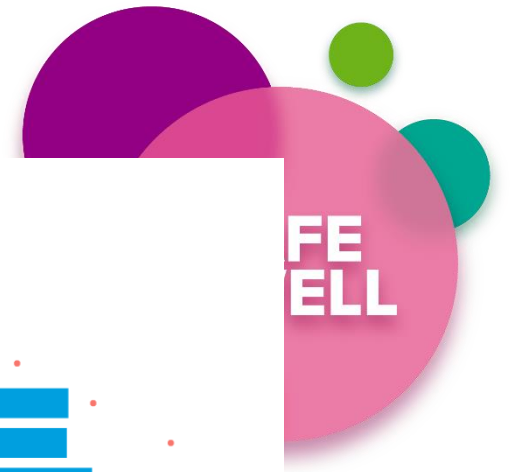
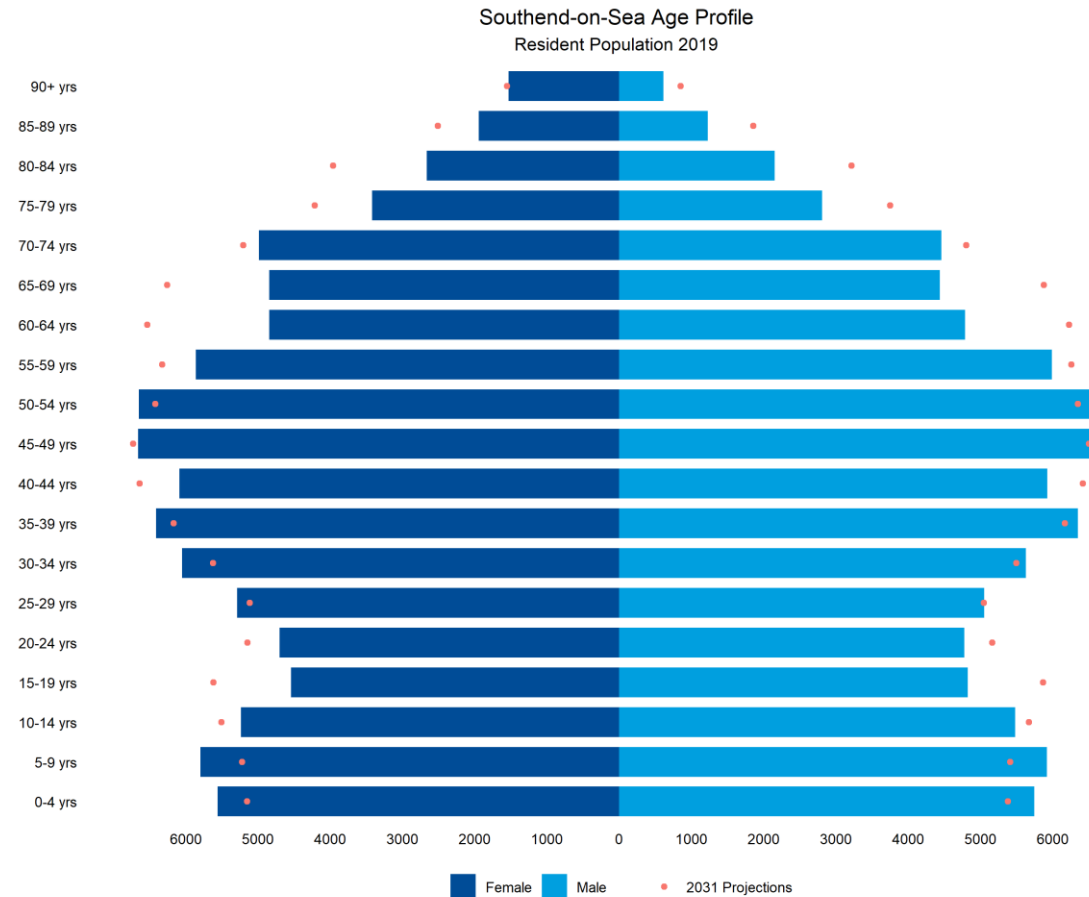
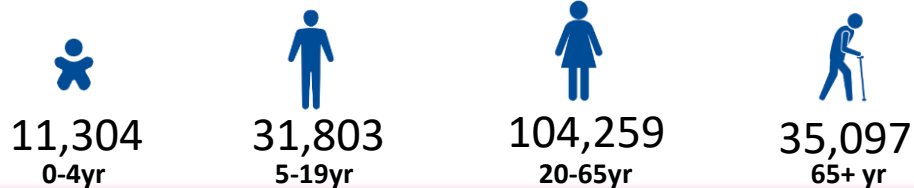
# Population

By 2031, the projected population for Southend-on-Sea will be 195,875 an increase of 5%.

The proportion of the population who are of working age is projected to increase by 8% by 2031 while the over 65 population is projected to increase by 23% to 43371.

Southend has a greater proportion of residents over 70 years compared to England with a different ethnic make-up.

| Demographic | Number  | Percent | England Percent |
|-------------|---------|---------|-----------------|
| All People  | 183,125 | 100     | 100             |
| White       | 166,037 | 90.7    | 85.4            |
| Mixed       | 4,853   | 2.7     | 2.3             |
| Asian       | 7,180   | 3.9     | 7.8             |
| Black       | 4,128   | 2.3     | 3.5             |
| Other       | 927     | 0.5     | 1.0             |



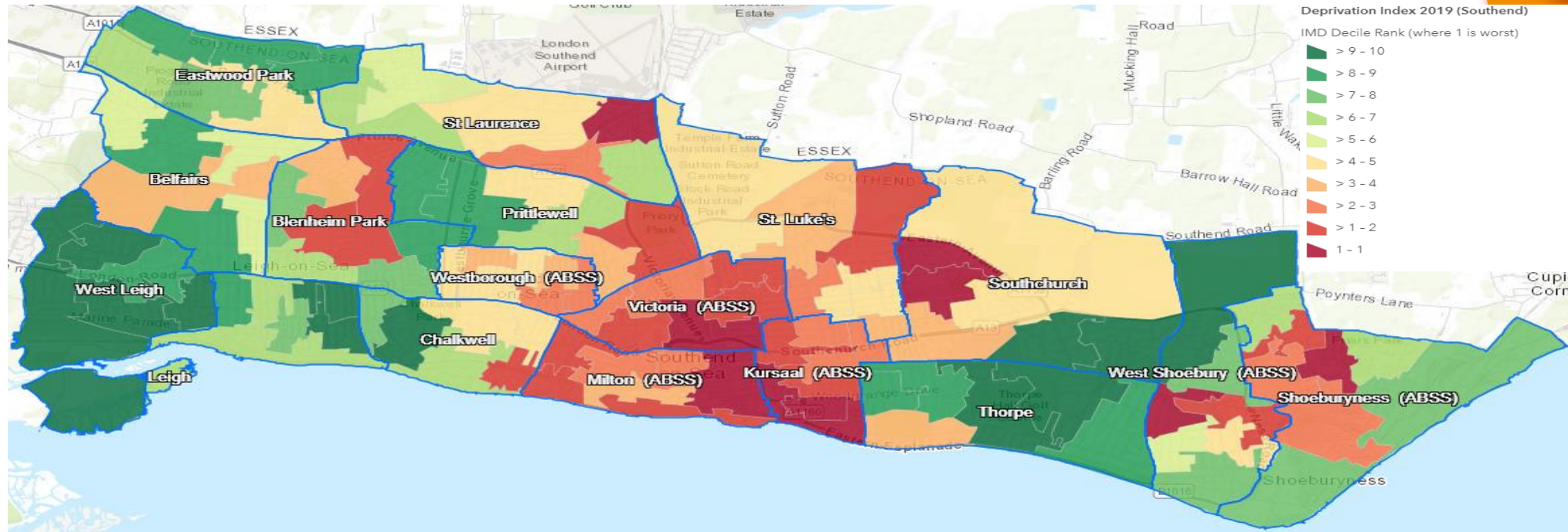
# Deprivation Index

The Index of Multiple Deprivation (IMD) is a measure which is used to determine deprivation in every small area in England, relative to other areas in England. The map shows the deprivation deciles, areas marked in dark red are amongst the most 10% deprived small areas in England.

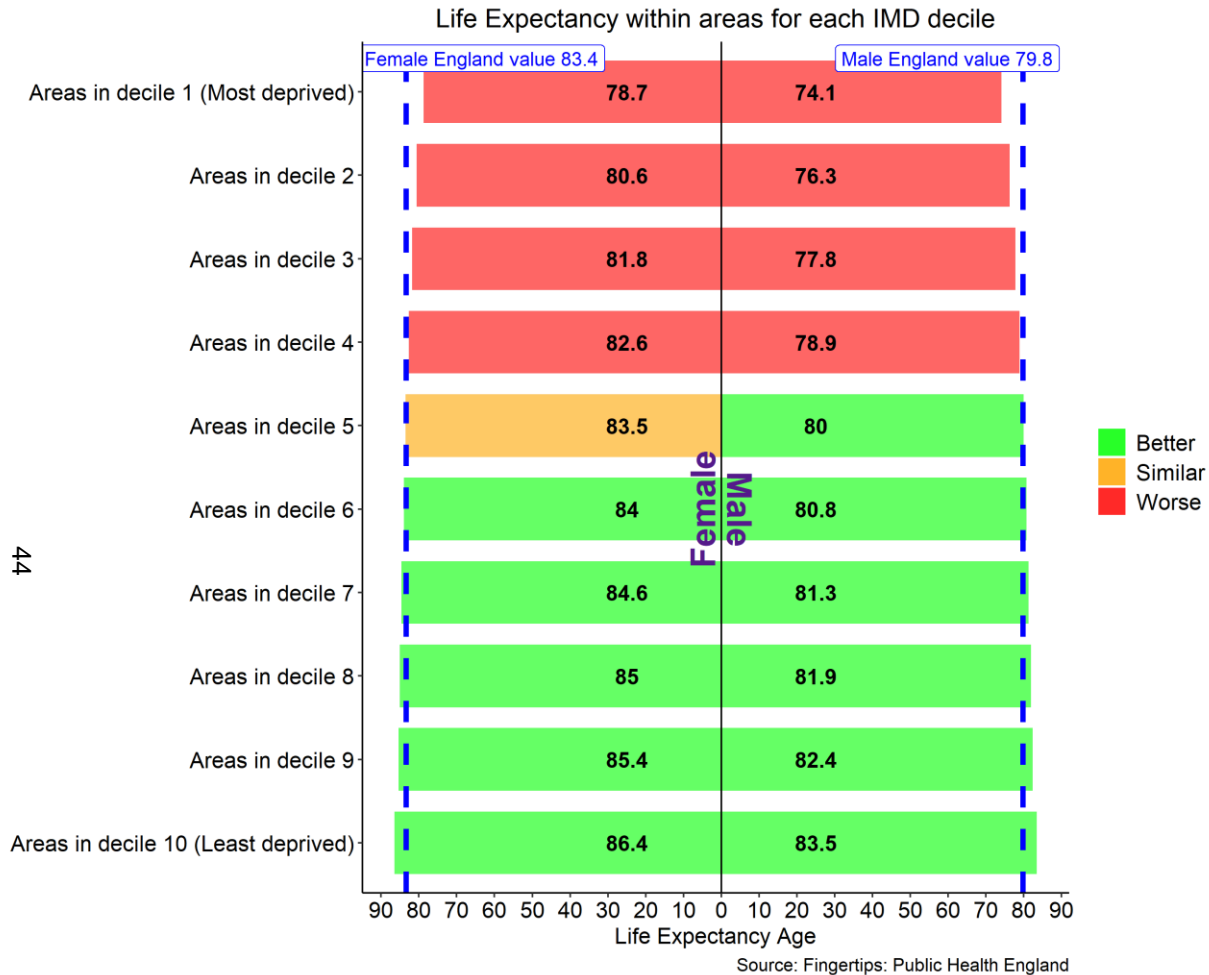
Many of our more disadvantaged communities are located within the Southend 'town centre' wards, Blenheim Park, the Shoebury area and across Southchurch and St Luke's wards.



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# Life Expectancy 2020



Life expectancy at birth for Southend Males is 79.1 compared to England's 79.8 and for Southend Females 82.5 compared to England 83.4.

The effect deprivation index has on life expectancy for is not published at a local authority level. Nationally, the difference between the most and least socio-economically disadvantaged wards is 7.7 years for females and 9.4 for males.

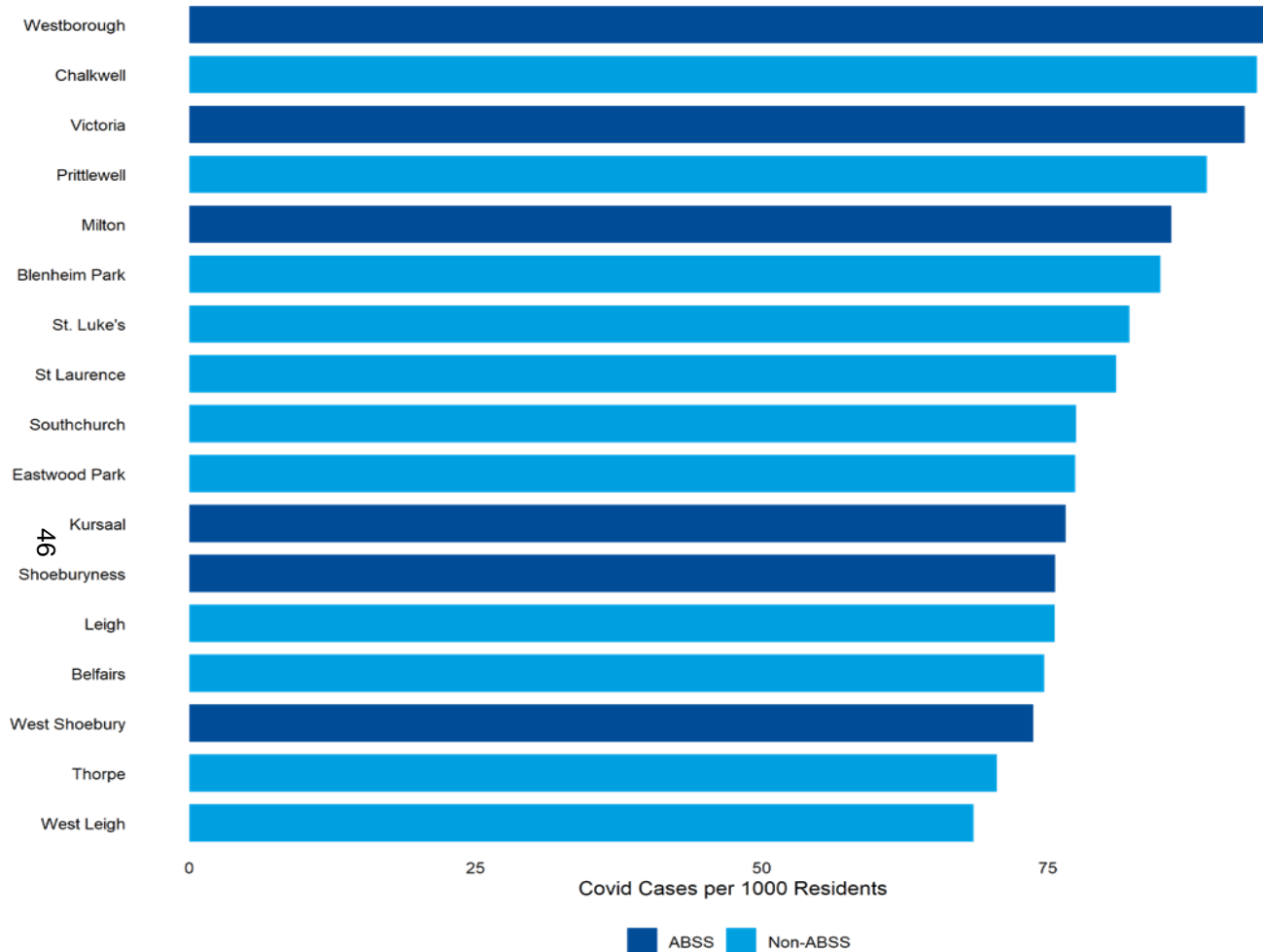
We need to enhance our collective response to help reduce this inequality, especially with the impact that the pandemic will have.

# Health Protection & COVID-19

**SAFE  
& WELL**

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# COVID-19 Impact



14,880  
Total Cases



688  
Deaths



COVID-19 has been a key feature of health in 2020. The data shown is till the end of May 2021.

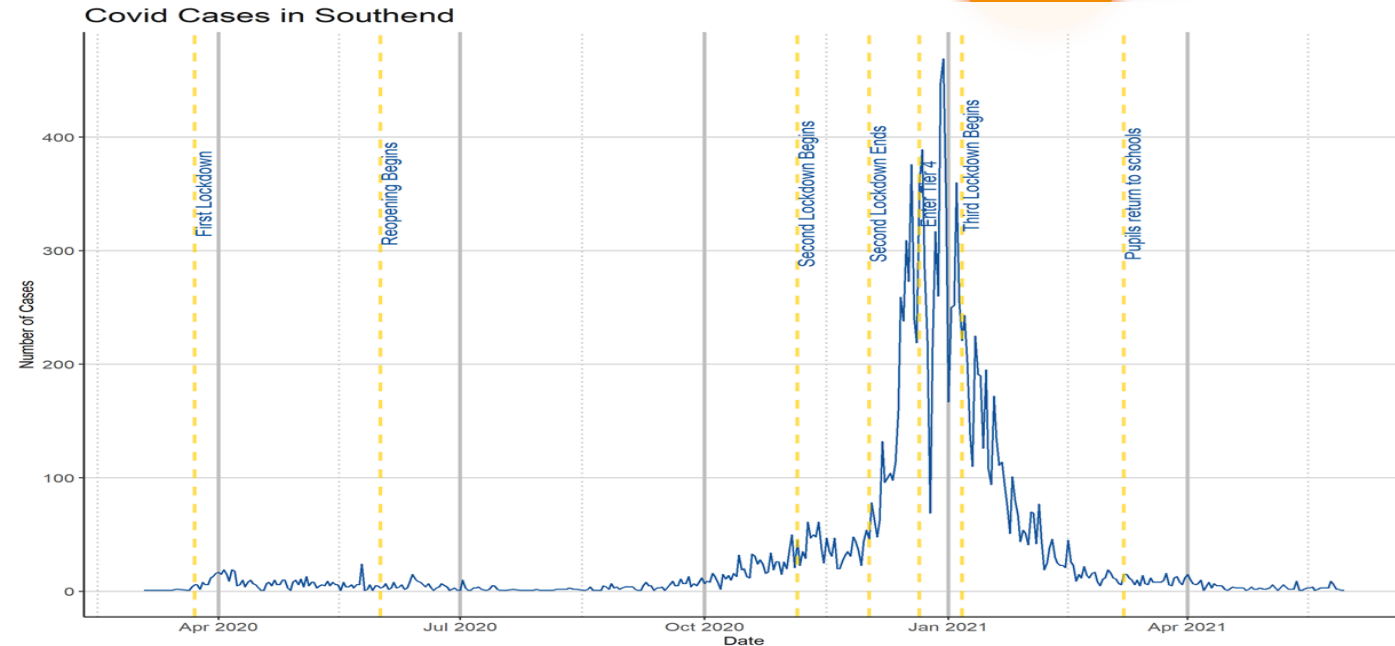
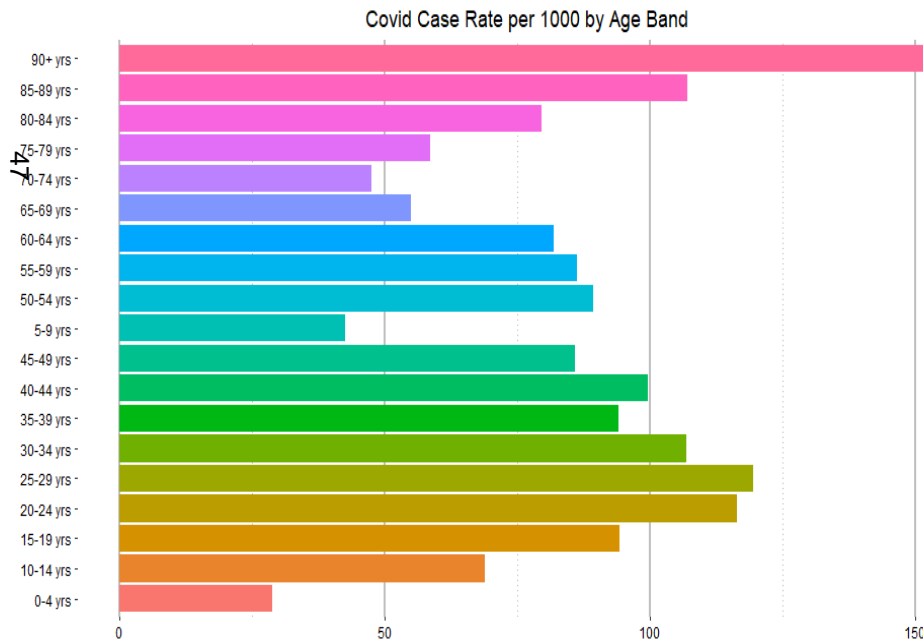
The analysis of cases by ward shows no pronounced link between socio-economically disadvantaged communities and others, including the six ABSS catchment wards.



# COVID-19 Age Inequalities & Progression

Looking at the infection rate of COVID cases per 1000 residents by age group, we can see significant variation mainly in the 85yrs and above and those aged 20-34yrs. There were no marked gender or ethnic inequalities observed in Southend.

The graph on the right shows how the pandemic progressed in Southend, between March 2020 and May 2021.

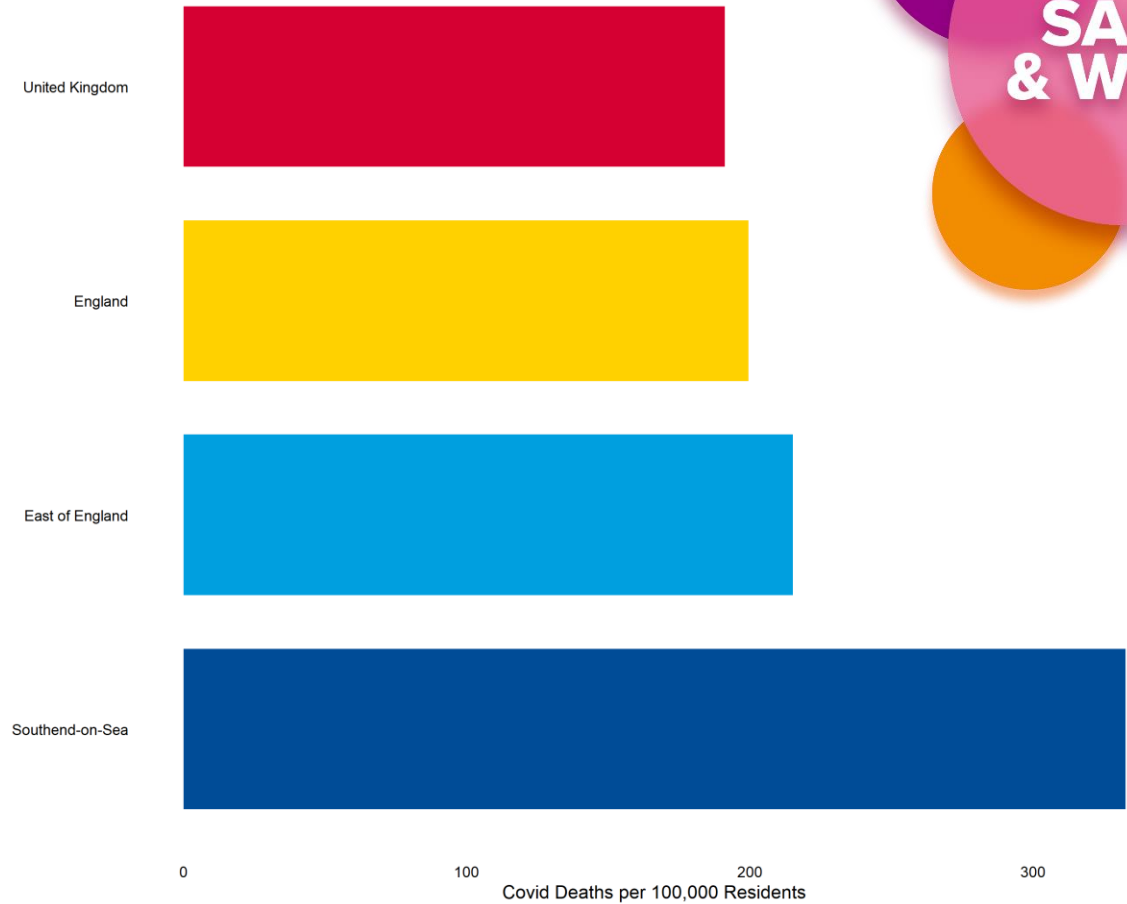


# COVID-19 Comparison



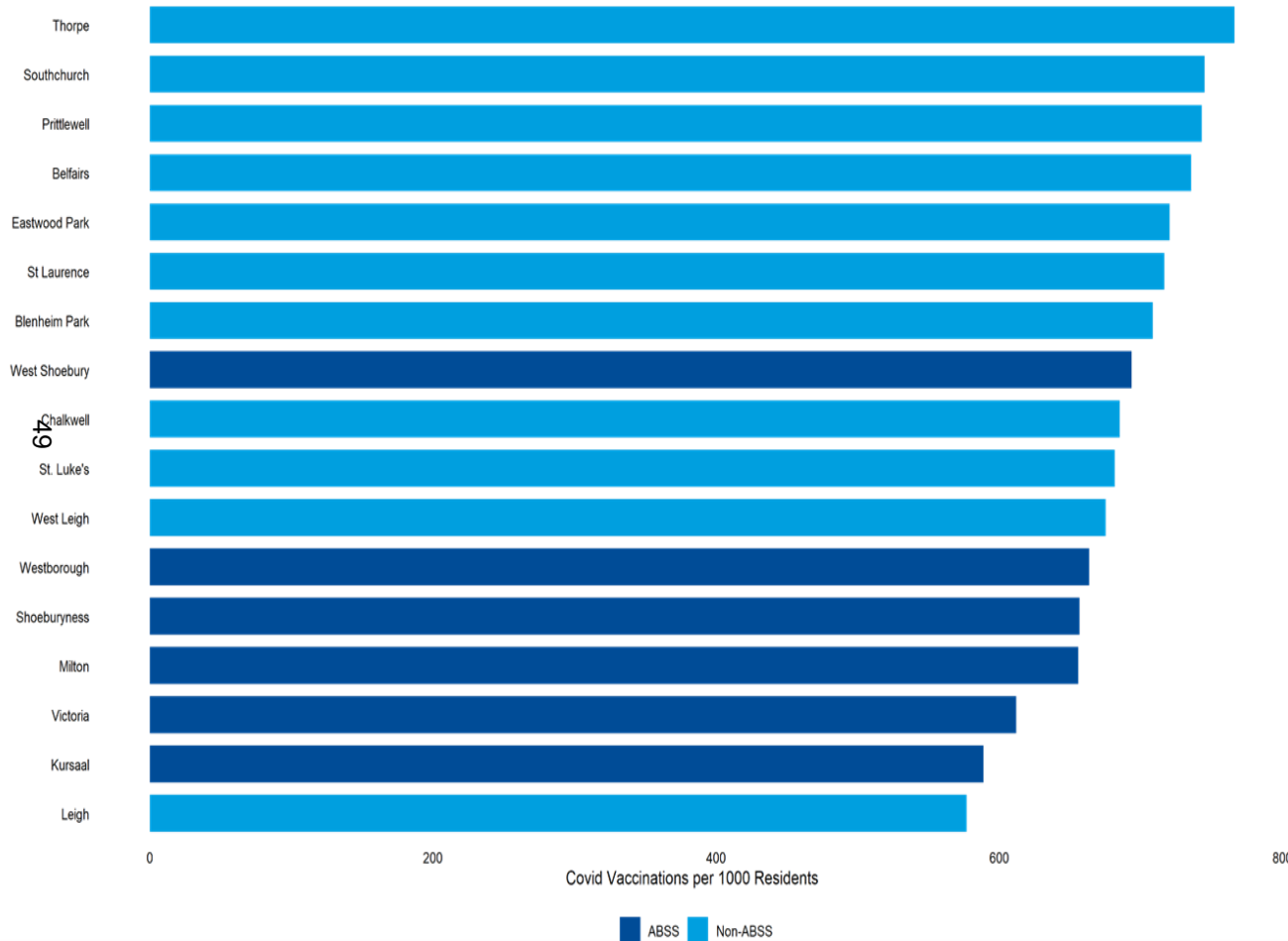
The death rates for the United Kingdom (191.1), England (199.4) and East of England (215.2) are fairly similar. Southend-on-Sea (332.6) has a considerably higher death rate and in May 2021 stood third in the East of England.

This may be mostly reflective of the higher proportion of people aged over 70, a higher proportion of care homes and higher concentration of people with underlying health conditions, especially in our more socio-economically disadvantaged communities.



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# COVID-19 Vaccinations



A number of more socio-economically disadvantaged wards have lower coverage for the first dose of the vaccine, although other factors may be in play such as a higher proportion of younger adults who are yet to be invited for a vaccine.



West Shoebury and Shoeburyness are among the wards with the highest rates of vaccinations; both have higher proportions of adults >45yrs of age, who have already been invited for a vaccine.

We are collaborating on our local approach to support our local population in addressing their concerns with the COVID-19 vaccine in a bid to reduce the vaccine hesitancy factor and provide improved access to vaccination, including the deployment of a mobile unit.

# Flu Immunisation

Flu and other adult immunisations are crucial in reducing the number of preventable deaths in older people, and at-risk groups.

It is equally important that at risk groups are offered the flu vaccination to reduce the risk of death and serious illness, and pregnant women to avoid the risk of complications with their pregnancy. This is even more important with the risk of COVID-19 as a result of the spread of coronavirus.

This year we performed better than in previous years, with COVID-19 being a catalyst – we exceeded the national targets for those with underlying health conditions (58.5%) and people aged 65yrs and over – although all below the England averages. We will need to collectively support the delivery to maximise uptake and prevent further pressures on healthcare this winter.



or Vaccination are given to protect people from:

- Pneumococcal infections (65+)
- Shingles (70+)
- Whooping Cough (Pregnant women)
- Influenza (all groups)

|   | Southend | Target | England |
|---|----------|--------|---------|
| Influenza Vaccinations<br>2-3 year olds | 51.8%    | 65%    | 56.7%   |
| At risk groups                          | 58.5%    | 55%    | 64.4%   |
| Pregnant Women                          | 40.9%    | 55%    | 43.5%   |
| 65+ years                               | 75.6%    | 75%    | 80.9%   |

# Wider Inequalities

Some key factors to focus our efforts

ACTIVE & INVOLVED

# Mental Health & Wellbeing

Good mental wellbeing underpins everything we do, how we feel, act, and behave. It is an essential individual, family, community, and business resource that needs to be protected and enhanced. Good mental wellbeing helps our capacity to manage, communicate, form, and sustain relationships, and cope with change and major life events (Southend's Mental Health Needs Assessment 2015).



"Common" Mental Health disorders

| Southend | East of Englad | England |
|----------|----------------|---------|
| 17.5%    | 15.1%          | 16.9%   |

A national assessment across England shows that self-reported mental health and wellbeing worsened during the pandemic but this was not replicated in Southend with no significant change in personal wellbeing. We should recognise that individuals will have different levels of response and the impact will be very individual, based on personal circumstances.

Actions which address the risk factors and support the development of the 'protective factors' can make mental health problems less likely to occur.

| Risk factors                             | Protective factors                        |
|--|---|
| Poverty                                  | Economic security                         |
| Discrimination                           | Empowerment                               |
| Violence, abuse or neglect               | Feelings of security, mastery and control |
| Peer rejection and isolation             | Positive interactions with others         |
| Stressful life events                    | Physical activity                         |
| Lack of family support                   | Stable and supportive family environments |
| Poor physical health/long-term condition | Healthy diet and lifestyle                |

# Mental Health and Wellbeing: Opportunities



- ❖ Provision of good Information, Advice and Guidance via the Livewell Southend portal, social media, Hub of Hope database and the Public Health's Better Health: Every Mind Matters.
- ❖ Taking action to address the factors which play a crucial role in shaping mental health and wellbeing outcomes for adults and children, supported through the local South East Essex Mental Health Partnership Forum.
- ❖ Building regular physical activity into everyday life can help improve self-esteem, reduce stress, and decrease levels of anxiety – led by Everyone Health's Wellbeing Service, and local partnerships. Connecting with nature provides a great deal of mental wellbeing and we should better promote our local green and blue natural assets.
- ❖ For urgencies, promotion of the NHS 24/7 urgent mental health helplines. It helps individuals find the nearest source of support for any mental health issue, as well as providing a 'talk now' button connecting users directly to the Samaritans.
- ❖ Promoting self-help and self-care are supported through Books on Prescription and Reading Well Books, available at Southend Libraries.

# Adult obesity & Weight Management



65.1% of adults in Southend are overweight or obese. This is above the national average at 62.8%.

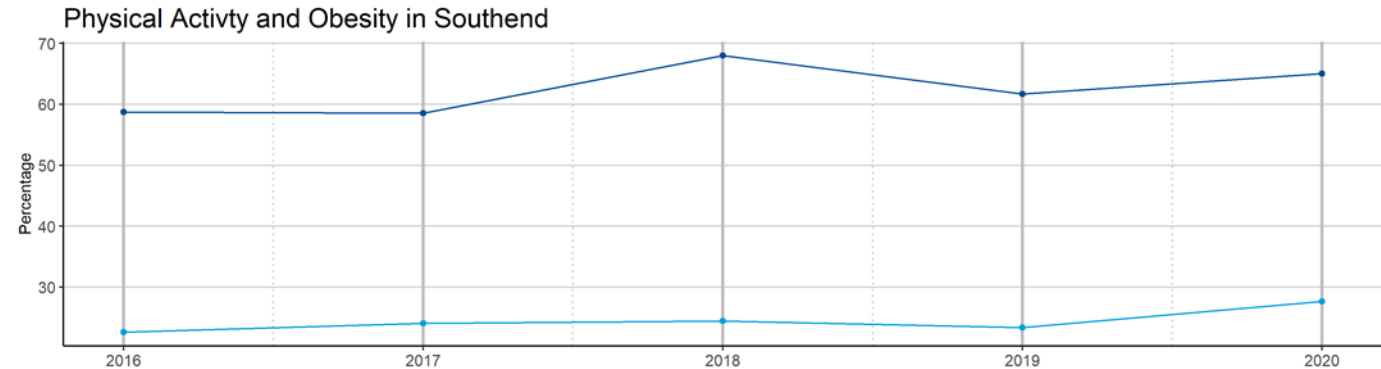
27.6% of adults in Southend are physically inactive. This is above the national average at 22.9%.

Weight management services improve population health outcomes. This has a positive impact in addressing health inequalities as individuals with more than one issue will be disproportionately affected, supporting

- ✓ Prevention of the risk of heart disease, cancer, stroke and type 2 diabetes;
- ✓ Control of the health-related costs, caused by diseases from unhealthy lifestyles.

## KEY ACTIONS

- ❖ The local partners are developing a weight management strategy, to address the complexities around obesity.
- ❖ The Council has carried out community engagement and is about to launch the Health and Wellbeing Strategy for Southend, with weight management as a key priority as identified by all partners.



Indicator Name — Percentage of adults (aged 18+) classified as overweight or obese — Percentage of physically inactive adults

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# The Food Environment



An unhealthy food environment can be a huge contributor to unhealthy populations, with significantly higher levels of obesity. Living in an obesogenic environment leads to more calories being eaten and reduced opportunities to have physical activity.

Southend has the 254<sup>th</sup> highest density of fast-food outlets, out of 326 authorities across England.

55

In Southend, the highest concentration of fast-food outlets are in Milton (42) and Victoria ward (23) – England average is 26%.

Around a third of fast-food outlets in England are found in the most socio-economically disadvantaged communities.

Fast-food is seen as a cheap alternative to buying and cooking healthier options.

## KEY ACTIONS

- ❖ Systems to improve the food environment in Southend to promote small lifestyle changes and reduce weight gain.
- ❖ Explore options under planning guidance to minimise unhealthy fast-food outlets and a defined restriction zone around secondary schools.
- ❖ Ensure a clear policy on the health and wellbeing approach through the development of a supplementary planning guidance

# Drugs and alcohol

Based on national estimates, it is expected that between 12-15,000 local residents would have used drug.

People living in more socio-economic disadvantaged communities are more likely to be more severe users of drugs and least likely to relapse into using these after treatment.

Experimental and exploratory drug use is most commonly linked with younger age groups (16-24yrs). These individuals will divert from longer-term or more serious drug use with clinical intervention, especially if they have access to employment, stable accommodation and positive social relationships.



22%  
higher  
Opiate  
use<sup>3</sup>

2500  
11 – 15  
Year  
Olds<sup>1</sup>



9600  
16 – 74  
Year  
Olds<sup>2</sup>

100  
11 – 15  
Year  
Old<sup>4</sup>

1935  
Dependant  
Drinkers<sup>5</sup>

34000  
Drinking above  
Recommended  
limit

National estimates would suggest that we are likely to have at least 34,000 adults drinking above the recommended limits in Southend-on-Sea.

This is around 24% of the adult population who drink more than 14 units per week. The evidence also suggests that 27% of adults classify as binge-drinkers, drinking more than their recommended daily units on their heaviest drinking days.

Evidence also suggests that there has been a 20% increase across the last decade in the number of people aged 65 and above who are drinking at higher than the safe limits. Locally, we see twice more over 60's than nationally, enter the treatment service.

Conversely to the use of drugs, it is actually people in managerial and professional occupations who are most often found to be drinking alcohol on five or more days per week, and at levels higher than those in routine or manual occupations, or those who are unemployed.

The latest data on alcohol-related hospital admissions in Southend suggests that our rates are broadly in line with the national rates.



# Drugs and Alcohol

## KEY ACTIONS

- ❖ More consideration for dedicated public health promotions to alert key groups (e.g. working age professionals, older age groups) about the risks of harmful drinking, and encouraging them to reduce their intake and seek support where required.
- ❖ Consideration should be given to ensuring point of contact services (GPs, Wellbeing Service, Social prescribers) are asking questions about alcohol intake and can provide Extended Brief Interventions to those who might benefit.
- ❖ Ensure that the online offer of information, advice and guidance through sites such as LiveWell Southend include links to free apps, sites or tools that allow people to assess and manage their own drug or alcohol use
- ❖ There may be value in developing a dedicated suite of drug and alcohol information, advice, guidance and tools, which could act as both an accessible resource for individuals but also as a repository for preventive education provision
- ❖ Consideration is being given to how best to meet the needs of an ageing cohort in the current round of procurement for our specialist drug and alcohol services.



**Li**♥**ewell**  
Southend

# Social Prescribing & Self Care

Many things affect our health and wellbeing such as finances, social environment, what's going on at home, to name a few. One in 5 visits to the GP is from people who may be feeling stressed about their work, money, or they are lonely and isolated. The impact that these issues can have on our physical and mental wellbeing has been particularly clear as the nation responds to Covid-19. Social prescribing is where people receive non-medical help to improve their health and wellbeing, normally through accessing community activities or support in their area. This can also support people to be better skilled in looking after their own health and wellbeing – led by our Wellbeing Services and Link Workers.



11782

Total  
Calls

80%



41%

Male

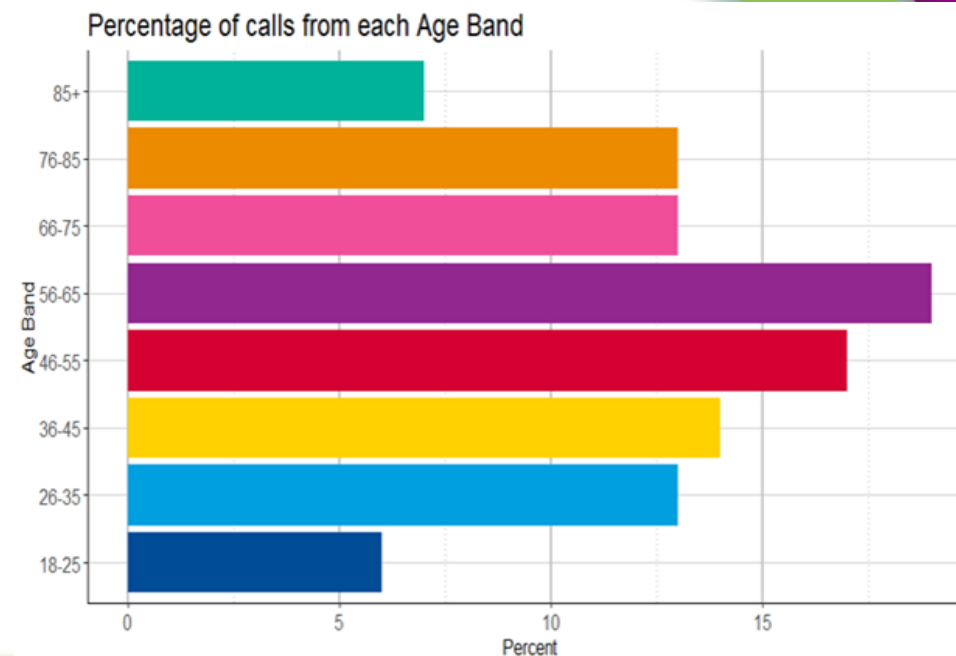


59%

Female

We have five social prescribing link workers supporting general practice within the four Primary Care Networks. Four of the link workers are hosted by the Southend Association of Voluntary Services and the fifth is hosted by the Primary Care Network in Leigh-on-Sea. They received nearly 12,000 calls in the past year.

Like many services in Southend the link workers had to adapt their role and service offer during the Covid-19 pandemic. They focussed on supporting people who were shielding and/ or vulnerable with welfare calls and supporting GP patient referrals - the support including signposting or direct referral to local services. Referrals were made across all age groups.



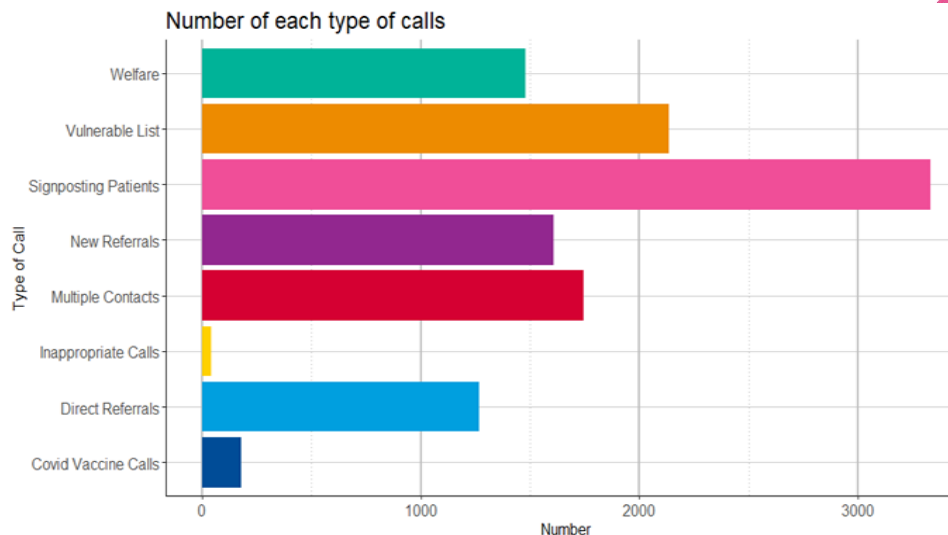
# Social Prescribing & Loneliness

With lockdowns, social distancing and restrictions on travel and gatherings, some groups of people have reported high rates of loneliness and poorer well-being in recent months in Southend (8.7%; higher than nationally).

This was also the feedback with our link workers with loneliness being one of the most identified issues with the scheme as well as feeling low and isolated.

During Covid-19, the evidence indicates a significant impact on people’s mental health and wellbeing with those shielding or living alone (6% in over 65’s) experiencing higher levels of isolation and loneliness.

| Proportion of adults who responded “Often or always lonely” |             |         |
|---|-------------|---------|
| Southend  | East Region | England |
| 8.7%  | 6.51%       | 7.26%   |



## KEY ACTIONS

- ❖ Raise the profile of social prescribing, including the development of a digital platform aligned to Livewell Southend as a core offer and its linkage into other services and support.
- ❖ Link into Community Connectors to support residents who are feeling lonely and isolated and/or have poor mental health and wellbeing, to connect with their community.

# Unpaid carers

Carers play a significant role in preventing the need for formal paid care and support. Identifying carers and encouraging carers to come forward is an important step to prevent them from developing needs of their own and a way to gain extra support. Many carers take years to recognise their role, which means they can miss out on crucial financial, practical and emotional support.

Unpaid carers who provide high levels of care for sick or disabled relatives and friends, are more than twice as likely to suffer from poor health compared to people without caring responsibilities.

Caring responsibilities can have an adverse impact on the physical and mental health, education and employment potential resulting in significantly poorer health and quality of life outcomes.

There is growing evidence pointing to the adverse impact on the health, future employment opportunities and social and leisure activities of those providing unpaid care, particularly in young carers, with many young carers remain 'hidden from sight' for a number of reasons.

The new Southend's Commissioning Strategy for Carers (2022-27) have identified eight priorities which will soon be approved for implementation.



| Southend-on-Sea Census 2011                  | Age 0-15 | Age 16-24 | Age 25-34 | Age 35-49 | Age 50-64 | 65+   | Total   |
|--|----------|-----------|-----------|-----------|-----------|-------|---------|
| Provides 1 to 19 hours unpaid care a week    | 310      | 617       | 939       | 2924      | 4604      | 2018  | 11,412  |
| Provides 20 to 49 hours unpaid care a week   | 45       | 110       | 197       | 545       | 729       | 505   | 2131    |
| Provides 50 or more hours unpaid care a week | 39       | 103       | 315       | 1027      | 1067      | 1588  | 4139    |
| Provides unpaid care: Total                  | 394      | 830       | 1451      | 4496      | 6400      | 4111  | 17,682  |
| Total population of Southend (2011)          | 33037    | 17884     | 22905     | 38061     | 30973     | 30798 | 173,658 |

# Unpaid carers

Over 3000 carers completed the State of Caring Survey (2013), reporting:

31% caring for 35 hours or more per week receive no practical support with caring.

56% who gave up work to care, spent or have spent over 5 years out of work as a result.

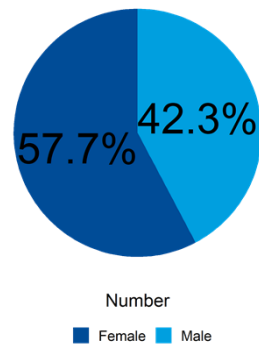
44% have been in debt as a result of caring.

84% said that caring has a negative impact on their health, up from 74% in 2011-12.

46% have raised concerns about poor quality care services.

54% of those caring for someone discharged from hospital, had either not been consulted about their discharge or had only been consulted at the last minute.

Gender of Carers in Southend  
Census 2011



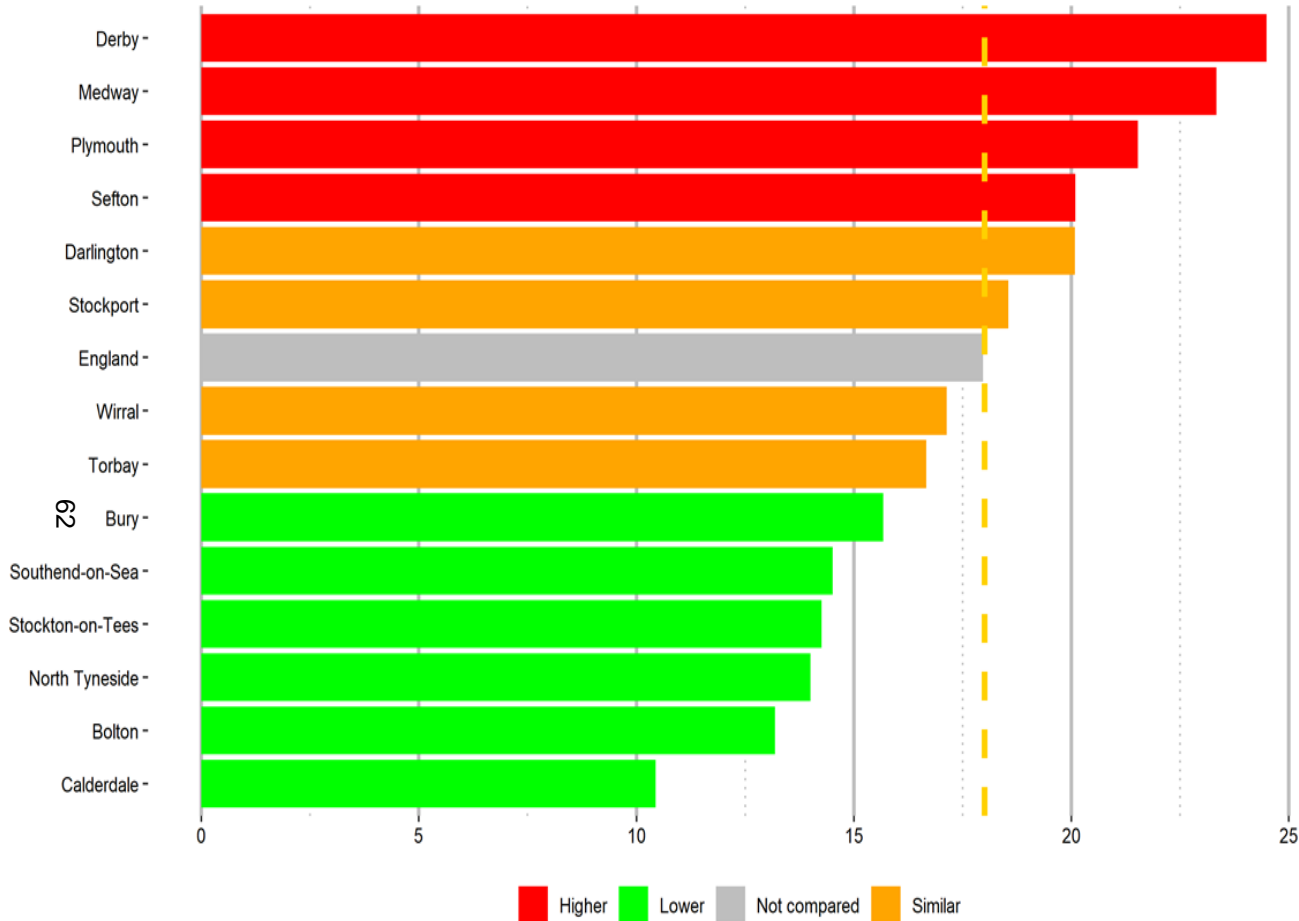
## Hidden from View findings include:

- Young carers are one and half times more likely to have a special educational need or a long-standing illness or disability.
- One in 12 young carers are caring for more than 15 hours per week.
- Around one in 20 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.
- Young carers are more than one-and-a-half times as likely to be from Black, Asian or minority ethnic communities, and are twice as likely to not speak English as their first language.
- The average annual income for families with a young carer is £5,000 less than families who do not have a young carer
- Young carers are more likely than the national average to be 'not in education, employment or training' (NEET).
- Despite improved awareness of the needs of young carers, there is no strong evidence that young carers are any more likely than their peers to come into contact with support agencies.



# Autism

Children with Autism known to schools



**Think Autism** provides the backbone of what actions are needed to improve the lives of people with autism. Whilst the Council and partners have worked diligently to help better integrate people with autism locally, there is still more we can do.

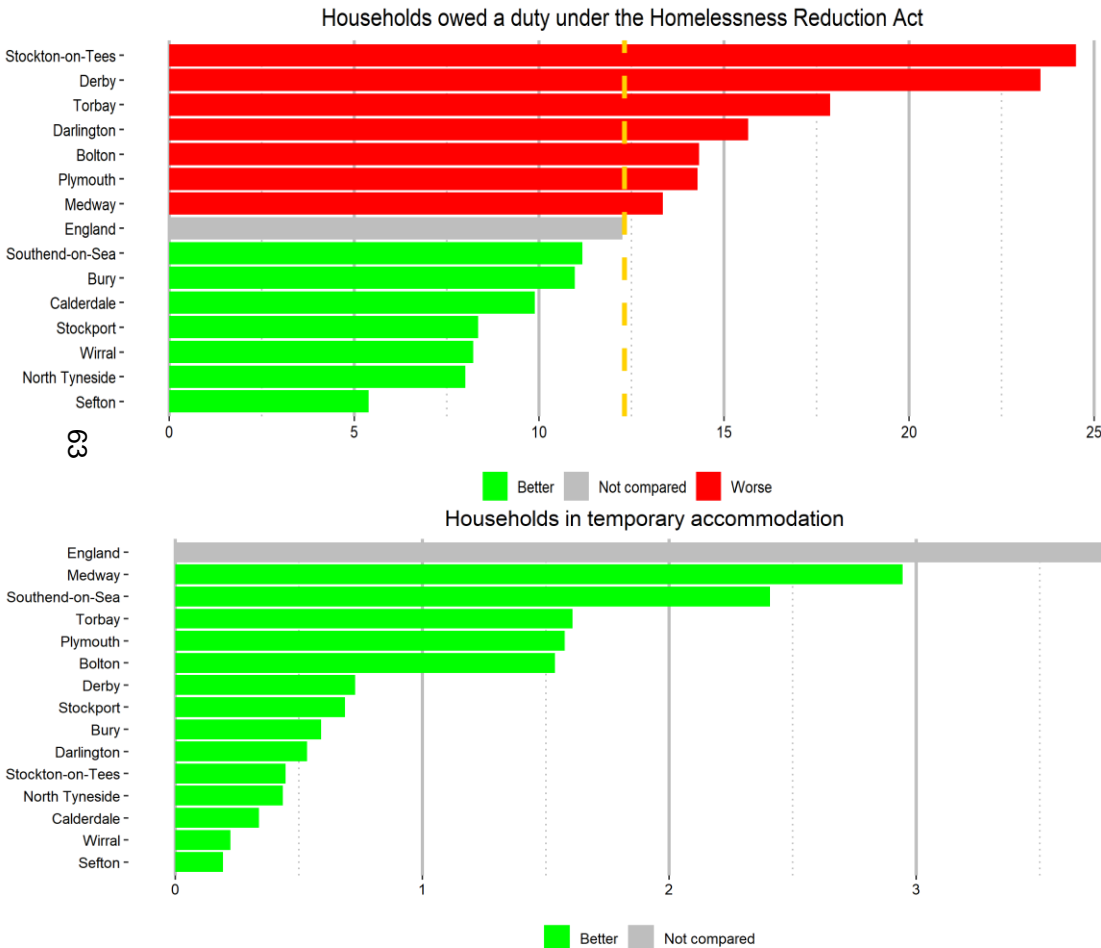


The analysis shows the rate of children with autism known to schools in Southend (14.5/1000) and our comparable neighbours (averaging 17.6/1000). Our rate is lower than the England average (18/1000).

The Council continues to develop its approach to supporting people with autism. This will include refreshed housing and support at home offers for people who need this, as well as coproducing support to integrate effectively with the community.



# Homelessness



Homelessness is often a ‘late marker’ of severe and complex disadvantage which is an extreme form of social exclusion and inequality.

People who are homeless represent only a small proportion of the total population but have a high prevalence of physical and mental ill health and have a significant and high need for statutory and voluntary sector health and social care services.

The Homelessness Reduction Act (2017) provides a clear steer on the Council’s responsibilities in addressing housing provision, prevention and support. A lot of additional measures were brought in during the pandemic to better support this vulnerable group.

The rate of households owed a duty of care under the Act. in Southend (11.2) is better than England (12.3) and the average for our statistical neighbours (13.4).

The rate of households in temporary accommodation in Southend (2.4) is better than England (3.8) but worse than the average for our statistical neighbours (0.91).



# Homelessness

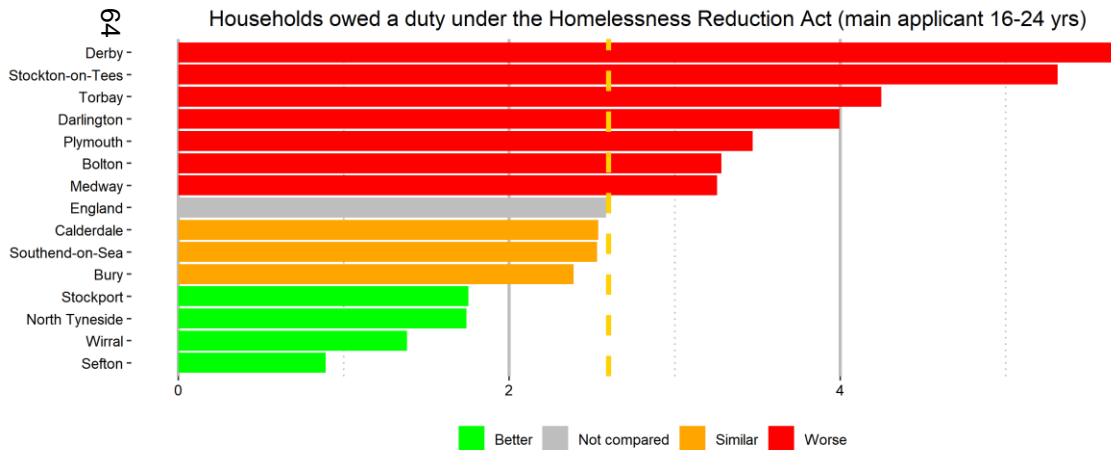
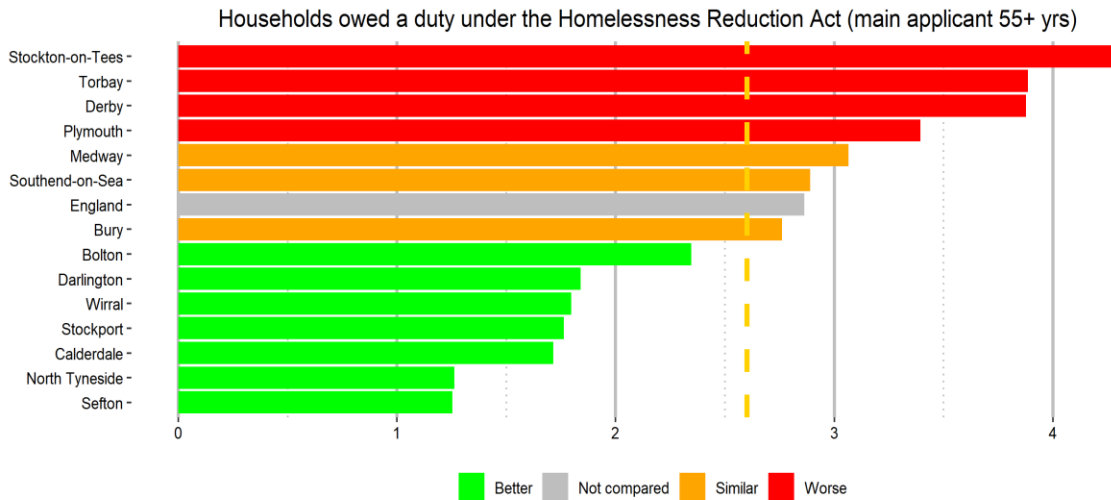


The rate of households owed a duty of care under the Homelessness Reduction Act where the main applicant is over 55 years and over in Southend (2.89) is similar to England (2.86) but worse than the average for our statistical neighbours (2.56).

The rate of households owed a duty of care where the main applicant is between 16 and 24 years old in Southend (2.53) is similar to England (2.58) and better than the average for our statistical neighbours (3.07).

We are three years into Southend's Housing, Homelessness & Rough sleeping Strategy (2018-28) which aims to:

- ❖ Prioritise the supply of safe, locally affordable homes.
- ❖ Ensure that regeneration and growth creates inclusive, healthy places to live and thrive.
- ❖ Encourage good quality housing design, management and maintenance.
- ❖ Support people to live independently in their own homes and avoid homelessness.
- ❖ Make any instance of homelessness brief and non-recurrent.



# Appendices

# Update on last year's report recommendations

| RECOMMENDATION   | OUTCOME  |
|--|--|
| <b>R1.1 Flu Immunisation</b> – Early planning and delivery of a more innovative approach to significantly increase our uptake of flu jabs will be prioritised.   | <b>The advent of the current pandemic led to a significant increase in uptake for the flu jabs amongst all key groups. We continue to plan to sustain this.</b>  |
| <b>R1.2 MMR Immunisation</b> – We will review our engagement and marketing approach and co-produce the information and advice for parents, in line with the insights gathered. We will also ensure that all our eligible residents with learning disabilities have received their MMR dosage.          | <b>More engagement took place and parents are keen that we support with the creation of a peer-led support group across Southend which we are looking into for 2021-22. The urgency generated to deliver the COVID vaccine has delayed the planned roll-out of MMR jab to the residents with learning disabilities.</b>  |
| <b>R1.3 Lessons from Outbreaks</b> – We will implement all the key actions following the measles outbreak and ensure we continue to closely collaborate in managing the coronavirus pandemic.  | <b>We successfully translated the learnings from the measles outbreak in supporting us to respond to the coronavirus pandemic. Our collaborative approach through the Health Protection Board has been pivotal in tackling two waves of infections.</b>  |
| <b>R1.4 Air Quality</b> – We will explore innovative ways to monitor the level of pollution locally, and further expand our work on promoting active travel and more social media engagement to raise awareness and support the National Clean Air Day, especially in our younger populace.<br><br>☺   | <b>Extensive promotion of 2021 clean air day through Council's media and resources to businesses sent out through Southend Business Partnership newsletter, resource packs to schools to promote clean air day and ongoing engagement. Initial discussion with hospital to promote use of Clean Air Hospital Framework. Development of working group across NHS (MSE) prevention sub-group for a workshop later this year for local organisations to learn how they can contribute to this agenda.</b> |
| <b>R2.1 Obesity</b> - With the increasing childhood obesity trend, we must now consider more innovative and drastic interventions. We will review our engagement with the local food environment.  | <b>We continue to collaborate on this agenda with heightened focused on the physical activity plan and more developmental work around the diet and nutrition area, which is also aligned to ABSS's programme. Work progressing with developing the evidence to support local supplementary planning guidance.</b>  |
| <b>R2.2 Parenting</b> - We should ensure strategic alignment across the partnership to support families on their parental journey. We must also ensure we are making effective use of good practice.   | <b>We continue to explore what is working locally and continue to operate some test and learn approaches within the ABSS programme. This area would have experienced more challenges since the pandemic started.</b>   |
| <b>R2.3 Mental Wellbeing</b> – We must continue to take a collective approach in preventing or reducing the impact of perinatal mental ill-health, while exploring more innovative ways of supporting children and young people and in co-producing more meaningful information and guidance for them. | <b>A plethora of services and activities are in place to continually identify needs and respond appropriately. One of the biggest impact of the pandemic is on mental health and wellbeing across all ages. It will be a key strand in the multi-agency recovery work.</b>   |

**OPPORTUNITY  
& PROSPERITY**

[Protect children as part of Clean Air Day 2021 – Southend-on-Sea Borough Council](#)

# Glossary

- Southend 2050 – *The Borough’s ambition for the future, developed following extensive conversations with those that live, work and visit Southend-on-Sea*
- Health and Care Partnership Strategy – *A publication that sets out how partners can work together to improve health and care*
- Livewell Southend – *This a Southend-wide collaborative which provides health and wellbeing information, advice and guidance and is also aligned to the link workers (operated by SAVS and a GP practice) providing support to the Primary Care Networks*
- Primary Care Networks (PCNs) – *these are groups of GP practices organised around local geography, as required under the NHS reforms*
- Deprivation – *The English Indices of Deprivation is a measure of seven distinct domains that when combined form the Index of Multiple Deprivation (IMD)*
- Decile – *one of ten equal groups which a population can be divided into according to the distribution of values*
- Ward – *Local Electoral area*
- Pneumococcal infections – *A number of bacterial infections that are generally minor, but can lead onto more serious infections such as Meningitis, Sepsis and Pneumonia*
- Coverage – *The proportion of the population that are vaccinated*



- PHE – “Public Health England”
- NCMP – “National Child monitoring program”
- ABSS – “A Better Start Southend”
- HWB – “Health & Wellbeing Board”



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# Southend-on-Sea Borough Council

Report of Chief Executive and Town Clerk  
To  
**Cabinet**  
On  
**27 July 2021**

Agenda

Item No.

**78**

Report prepared by: Andrew Barnes – Head of Internal  
Audit

## Corporate Risk Register – June 2021 update

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

**Cabinet Member – Cllr Collins  
A Part 1 Public Agenda Item**

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### **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 June 2021 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 and January. 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 ongoing through the Future Ways of Working programme to further develop and align work on risk across the Council, so that the approach to risk management is better embedded, supports the governance framework, the transformation agenda and integrated decision making, supporting the organisation to manage well in an increasingly complex environment.
- 3.5 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.

3.6 As a result Southend 2050 has been reviewed and refreshed to enable the Council to focus on the next 12 months. The refresh has:

- Formalised Future Ways of Working as the sixth Southend 2050 theme
- Prioritised outcomes within each of the themes
- Focused the prioritised roadmap milestones on delivery and:
  - Response to the Covid-19 pandemic
  - Economic recovery
  - Sustainability – financial, environmental and our transformation as an organisation.

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

1. Covid-19 pandemic (Policy & Resources / People)
2. Financial sustainability (Policy & Resources)
3. EU exit (People) – risk de-escalated from the Corporate Risk Register as a result of the exit agreement that is now in place, while the residual risks and issues arising from the implementation of the exit agreement will now largely become business as usual for relevant teams across the Council, including the Regulatory Services teams in supporting the Borough's businesses through the regulatory change and supply chain risks in respect of materials for construction and other projects. These and other risks continue to be managed across the organisation. EU exit remains a cross-cutting theme for the economic recovery cell that is working with the Opportunity & Prosperity theme leads and will ensure that the ongoing economic impacts of EU exit are picked up as part of the wider response within that theme
4. Public services landscape (Policy & Resources)
5. Workforce (Policy & Resources)
- 6a. Cyber security event (Policy & Resources)
- 6b. Data protection (Policy & Resources)
7. Capital investment delivery programme (Policy & Resources) – risk escalated to the Corporate Risk Register
8. Safeguarding responsibilities (People)
9. Adapting to climate change (People / Place)
10. Health inequalities (People)
11. Child welfare (People)
12. Housing (Place)
13. Adult social care (People)
14. Social cohesion (People) – risk escalated to the Corporate Risk Register
15. Waste management service (Policy & Resources)
16. House building programme (Place)
17. Regeneration and major projects (Place)



18. Southend as a visitor destination (Place)

19. Economic recovery and income inequalities (Policy & Resources / People)

20. Local plan (Place)

- 3.8 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.
- 3.9 During the period since the last report to Cabinet, the concurrent manifestation of three risks: EU exit, the post-Christmas period of the Covid-19 pandemic and agreeing a budget for 2021/22 and the medium term financial strategy, that was flagged as significant challenge have all been navigated appropriately by the Council.
- 3.10 However, 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. Most notably the cyber-attack at Hackney, the financial difficulties at Croydon and the best value inspection at Liverpool. There have also been public interest reports issued by external auditors in respect of Nottingham, Croydon and Northampton reflecting the importance of Council leadership, governance, scrutiny and culture. 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 June 2021**



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OUR  
SHARED  
**AMBITION**



**SOUTHEND**  
**2050**  
*it all starts here*

**Corporate Risk Register**  
**June 2021**

## Southend BC Risk Matrix

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

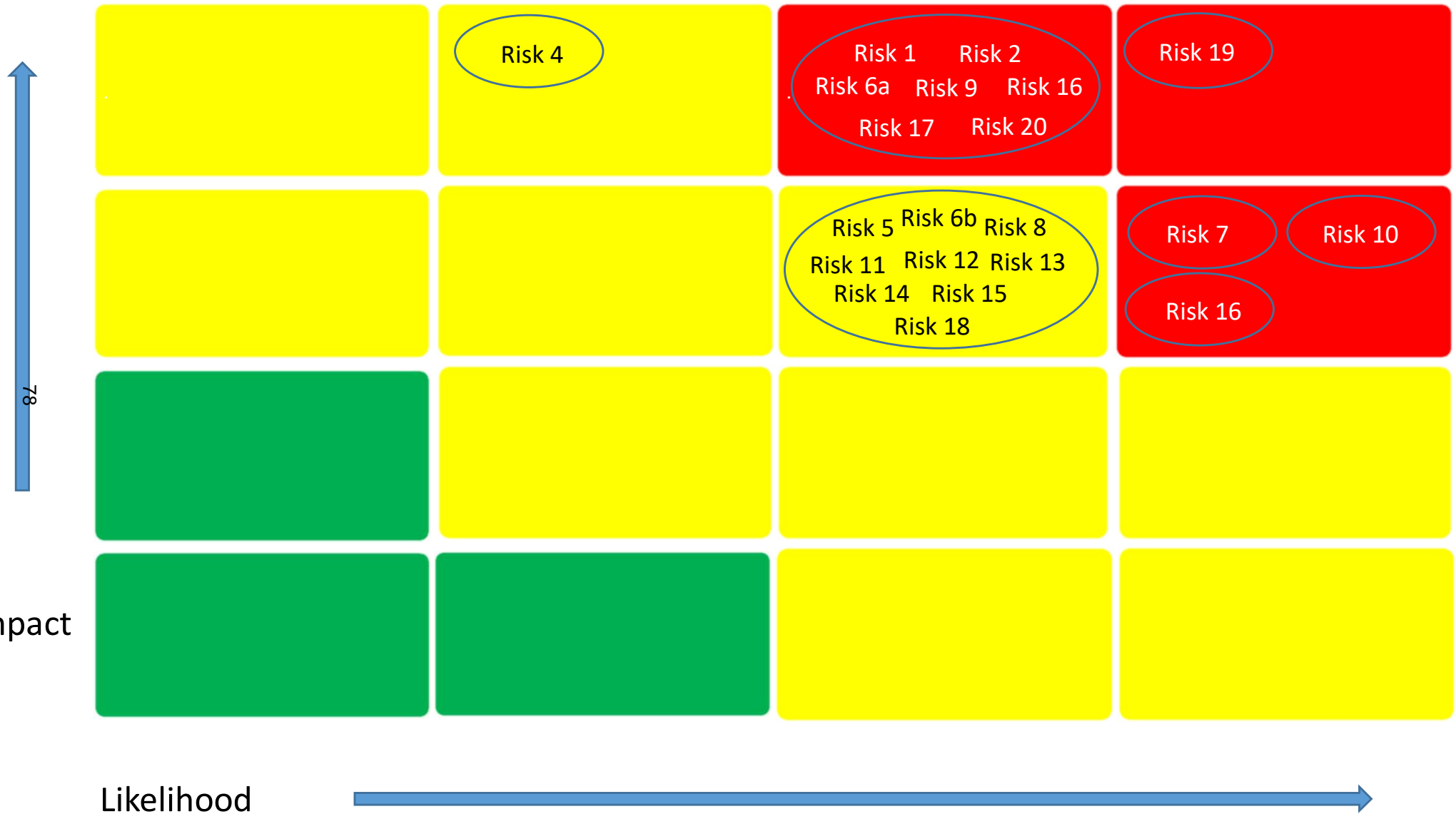
|  |               |               |                    |                     |
|--|---------------|---------------|--------------------|---------------------|
| Catastrophic / exceptional opportunity | 4             | 8             | 12                 | 16                  |
| Severe / significant 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                       | 12 – Housing                                   |
| 2 – Financial sustainability                | 13 – Adult social care                         |
| 4 – Public services landscape               | 14 – Social cohesion                           |
| 5 – Workforce                               | 15 – Waste Management                          |
| 6 - a) Cyber security<br>b) Data protection | 16 – House building programme                  |
| 7 – Capital investment programme delivery   | 17 – Regeneration and major projects           |
| 8 - Safeguarding responsibilities           | 18 – Visitor destination                       |
| 9 - Adapting to climate change              | 19 – Economic recovery and income inequalities |
| 10 – Health inequalities                    | 20 – Local Plan                                |
| 11 – Child welfare                          |  |

# 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><b>Covid-19 pandemic</b></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 will be 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 Public Health England (PHE) and links into the Essex Resilience Forum and central government.</p> <p>3. Testing capacity in place via 4 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 in collaboration with Essex County Council. Under the guidance of PHE regional team and supported by PHE's local health protection team, the Council addresses complex cases utilising the Local Outbreak Management Plan. A new Southend-specific CT service will go live in September 2021.</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 six sites operating across the borough by mid-January - the Cliffs Pavillion, will cease in July and will be replaced with a new location (tbc).</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> | 3                               | 4      | 12                | Andy Lewis / Leader |

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| 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 |                   |                                 |
| 2       | <p><b>Financial sustainability</b></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"> <li>1. Budget setting process has identified required investment and efficiencies for delivery of a robust budget for 2021/22 and agreement to a robust programme of ongoing activity to deliver budget sustainability into the medium term.</li> <li>2. Budget monitoring of revenue, capital and medium term programme of reviews to ensure the overall budget is effectively managed through the year and delivered.</li> <li>3. Management oversight of budget setting process for 2022/23 through challenge provided by:               <ul style="list-style-type: none"> <li>• Senior members, Chief Executive and Director to Director challenge to each other and services on proposed savings and resultant budgets</li> <li>• reports to CMT and Cabinet.</li> </ul> </li> <li>4. 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.</li> <li>5. Increased focus on the budget and transformation through the refreshed roadmap for the short to medium term.</li> <li>6. 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.</li> </ol> | 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 |                   |                     |
| 4       | <p><b>Public services landscape</b></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 in 2021 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 developed relationships across the SEE system, with shared immediate priorities and long term themes. The Council is playing an active role in the development of an agreed plan 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 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. This is being refreshed with the new Administration with an update report to Cabinet in July.</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 |                   |   |
| 5       | <p><b>Workforce</b></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>This is impacted by the significant changes to ways of working implemented in response to covid-19 and the risks that these do not embed effectively, leading to a lack of 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"> <li>1. Refreshed the transformation work to become Future Ways of Working included as a sixth theme within Southend 2050 to align with the Ambition</li> <li>2. Future Ways of Working aimed at ensuring the Council recovers from the pandemic and embraces the opportunities that has provided, sustains and increases the pace of change, develops a new way of operating that delivers best value and improved outcomes for our citizens, become a modern Council and an employer of choice.</li> <li>3. 8 workstreams in place to focus on: the Here and Now, Democracy, Communication and Engagement, People and Well-Being, Smart Working, Workplaces and the Green Agenda, Decision Making and Skills and Leadership.</li> <li>4. Key deliverables being identified to ensure we are doing the right things, in the right sequence at the right time, including building key items into the 2050 roadmap.</li> <li>5. Appropriate governance and oversight on all recruitment, redeployment, learning &amp; 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</li> <li>6. Managing the capacity of CMT by backfilling for those acting up as they work as a team to lead the organisation through this transitional period delivering effective prioritisation and identifying the key things to focus on.</li> </ol> | 3                               | 3      | 9                 | Joanna Ruffle / 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 |                   |                                |
| 6a      | <p><b>Cyber security event</b></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"> <li>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.</li> <li>2. Cyber security strategy in place and being embedded, including rollout of new hardware that is in progress, including for Councillors.</li> <li>3. Cyber Incident Planning and Response with key members of ICT team having attended CESG accredited training and role based training in place.</li> <li>4. Implementation of security tools including: Multi-Factor Authentication, Conditional Access, Modern Authentication, Microsoft Level E5 security and a Ransomware protection tool.</li> <li>5. Membership and use of threat intelligence networks to enable quicker response to emerging threats.</li> <li>6. Compulsory Me-learning training sets for all staff, Phishing simulation test exercises and vulnerability testing taking place. Specific cyber-security briefing for Councillors</li> <li>7. Monitoring and response processes in place, with regular reporting to the Good Governance Group.</li> <li>8. Resilience and Business Continuity plans in place.</li> </ol> | 3                               | 4      | 8                 | Joanna Ruffle / 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 |                   |                                |
| 6b      | <p><b>Data Protection</b></p> <p>Risk that a failure to comply with responsibilities as a Data Controller (under DPA/GDPR or equivalent) 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"> <li>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.</li> <li>Annual Information Governance Toolkit assessment undertaken with a report prepared from the independent assessment and actions to improve.</li> <li>Senior Information Risk Owner in place, monitoring issues and progress, and produces an Annual SIRO report on data protection to Cabinet.</li> <li>Regular reporting to Good Governance Group and Corporate Management Team with reports to and minutes of meetings.</li> </ol> | 3                               | 3      | 9                 | Joanna Ruffle / CM for CS & PD |

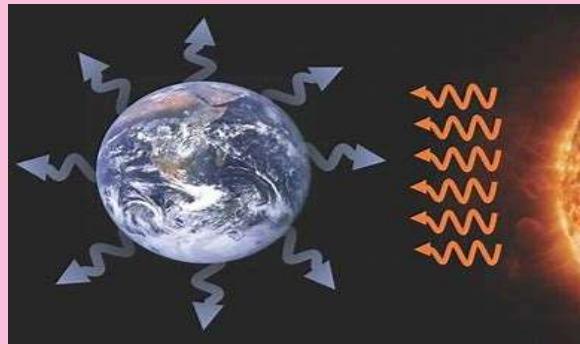


| CRR ref | Risk / Opportunity   | Management (key controls and action to mitigate the risk / deliver the opportunity)   | Risk Assessment (current score) |        | Risk rating (LxI) | Leads                |
|---------|--|---|---------------------------------|--------|-------------------|----------------------|
|         |  |   | Likelihood                      | Impact |                   |                      |
| 7       | <p><b>Capital Investment Programme Delivery</b></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"> <li>1. Member input to budget and programme creation to ensure focus on the key priorities and deliverables.</li> <li>2. Committed resources, both human and financial to deliver the programme.</li> <li>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.</li> <li>4. Capital Delivery Board (CDB) overseeing and monitoring progress to ensure that plans are delivered. Terms of Reference reviewed to clarify the roles of the Investment Board and the CDB.</li> <li>5. Reprioritisation review being undertaken by the CDB to assess the resources in place to deliver the programme and ensure focus of resources on the right priorities.</li> <li>6. Reporting to CMT / Cabinet to provide overall oversight and scrutiny.</li> </ol> | 4                               | 3      | 12                | 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 |                   |  |
| 8       | <p><b>Safeguarding responsibilities</b></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 lockdown and restrictions as a result of covid-19, and that this causes a failure to deliver the outcomes anticipated for the vulnerable people that are in need of support.</p> | <ol style="list-style-type: none"> <li>1. Local Safeguarding Partnerships in place to complement and oversee the work of the Children's and Adult's services.</li> <li>2. Principal Social Worker – lead role in assuring quality of policy and practice and ensuring adherence to key frameworks e.g. safeguarding</li> <li>3. Review mechanisms in response to serious incidents – ensuring learning from Serious Case Reviews / Safeguarding Adults Reviews is embedded to minimise future risk.</li> <li>4. Care Quality Arrangements – working alongside key partners e.g. NHS/CQC to ensure safe, good quality care provision</li> <li>5. Getting to know your business delivering a budget and performance review of services to assess levels of resourcing against the increasing demand for services, and address the budget challenges being faced by both Children's and Adult's Services.</li> </ol> | 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 |                   |                                    |
| 87<br>9 | <p><b>Adapting to climate change</b></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"> <li>1. Council declaration of a climate emergency in October 2019, providing initiatives to be pursued.</li> <li>2. Green City Action Plan approved by Cabinet January 2021 detailing the actions to be taken to become a Green City.</li> <li>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.</li> <li>4. Updated governance structure to manage the delivery of Climate Change response, to ensure full consideration of all issues.</li> <li>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.</li> <li>6. Member Environmental Working Party with reports to and minutes of meetings.</li> </ol> | 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 |                   |                                |
| 10      | <p><b>Health inequalities</b></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 associated restrictions that have needed to be implemented in response to the pandemic.</p> <p>In the longer term that 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"> <li>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 &amp; Engagement Board.</li> <li>2. Mid and South Essex Integrated Care System, spanning more fully both health and local government, application now agreed. This will aim to identify any health inequalities emerging as a result of the pandemic, and to identify strategies to prevent needs escalating.</li> <li>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.</li> <li>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.</li> <li>5. Annual Public Health Report helps to focus our efforts on tackling health inequalities.</li> </ol> | 4                               | 3      | 12                | Michael Marks / 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 |                   |                              |
| 11      | <p><b>Child welfare</b></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"> <li>1. Children’s Safeguarding Partnership in place to complement and oversee the work of the Children’s service.</li> <li>2. Delivering the actions and desired outcomes from the External review of Children’s Safeguarding undertaken.</li> <li>3. 6 month pilot of new quality assurance model for Children’s Services commencing in July 2021, feedback to be shared with Improvement Board.</li> <li>4. Principal Social Worker – lead role in assuring quality of policy and practice and ensuring adherence to key frameworks e.g. safeguarding.</li> <li>5. Review mechanisms in response to serious incidents – ensuring learning from Serious Case Reviews is embedded to minimise future risk.</li> </ol> | 3                               | 3      | 9                 | Michael Marks / CM for C & L |



CGI from Better Queensway transformation consultation

06

| 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><b>Housing</b></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 &amp; 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> | <ol style="list-style-type: none"> <li>1. Housing, Homelessness and Rough Sleeping strategy approved and being delivered. Progress reported to Cabinet, with reports to and minutes of meetings.</li> <li>2. Core Strategy and Local Development Plan in place with reports to and minutes of meetings.</li> <li>3. Cabinet and Scrutiny Panels review and challenge, with reports to and minutes of meetings.</li> <li>4. Member Housing Working Party with reports to and minutes of meetings.</li> <li>5. Operational delivery is being managed as caseloads are high, challenging capacity.</li> </ol> | 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 |                   |                                  |
| 13      | <p><b>Adult social care</b></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 covid-19 has heightened these risks in the short term.</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"> <li>• Market Position Statement</li> <li>• Commissioning Strategies.</li> </ul> <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> | 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 |                   |  |
| 14<br>92 | <p><b>Social cohesion</b></p> <p>Risk that the impact of covid-19 lockdown and 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> | <ol style="list-style-type: none"> <li>1. Support for young people including promotion of apprenticeship opportunities and Kickstart schemes.</li> <li>2. LGA peer remote peer project on support for younger people aged 18 -25 with funding secured to build on the recommendations.</li> <li>3. New and innovative routes to access mental health support, including ChatHealth.</li> <li>4. Multi-agency Southend Community Safety Partnership (CSP) work together to tackle crime, disorder and anti-social behaviour.</li> <li>2. Community Safety Unit (CSU) in place with CCTV and officers providing a visual presence and enforcement activity.</li> <li>3. OpUnion tactical coordination group to ensure a partnership Police / Council response to increased demand in key areas.</li> <li>4. Public Spaces Protection Orders being put in place to help manage problematic areas.</li> <li>5. Daily Partner briefings to share information and intelligence across the Borough.</li> <li>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.</li> </ol> | 3                               | 3      | 9                 | Andy Lewis / CM for C & H, CM for ASC & HI and CM for PP |



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| 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><b>Waste management</b></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"> <li>1. Regular contract management meetings with suppliers with reports to and minutes of meetings.</li> <li>2. Data set monitored by DMT / performance board and senior managers with reports to and minutes of meetings.</li> <li>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 Environmental Working Group having considered options and report currently being drafted.</li> <li>4. Current contract evaluation has identified the most appropriate way forward for the provision of waste collection and disposal services to ensure high quality and value for money is achieved, with the options to delivering that now being determined.</li> <li>5. Delivery of new contract arrangements in progress, with consultancy support providing an options appraisal of service arrangements and finance, as part of the work to deliver new arrangements from October 2023.</li> <li>6. Negotiations are continuing to extend the current contract.</li> </ol> | 3                               | 3      | 9                 | Anna Eastgate / CM for E, C, T & P and CM for PP |



Proposed Roots Hall development

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| 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><b>House building programme</b></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 CRR18).</p> | <p><b>1. House building pipeline in place and being managed with Cabinet agreement to specifically focus on five key workstreams, including:</b></p> <ul style="list-style-type: none"> <li>a) Council acquisitions programme</li> <li>b) HRA infill development programme</li> <li>c) Next Steps accommodation programme (all delivering additional housing numbers)</li> </ul> <p><b>2. Methodology for working with developers in place, to ensure that the right considerations are made about potential developers.</b></p> <p><b>3. Updated partnership arrangements with developers to address the changed market circumstances, as a result of Covid-19.</b></p> <p><b>4. Regular reporting to Corporate Management Team and Cabinet, with reports to and minutes of meetings.</b></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 |                   |  |
| 17<br>95 | <p><b>Regeneration and major projects</b></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"> <li>1. Strategic planning for Borough in place and being managed.</li> <li>2. Methodology for working with developers in place, to ensure that the right considerations are made about potential developers.</li> <li>3. Project Board arrangements in place to govern progress with delivery, with reports to and minutes of meetings.</li> <li>4. Regular and formal monitoring / reporting arrangements in place with key funders, such as the Local Enterprise Partnership (SELEP) and Homes England (HE).</li> <li>5. Regular reporting to Corporate Management Team and Cabinet, with reports to and minutes of meetings.</li> <li>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.</li> </ol> | 3                               | 4      | 12                | Andy Lewis / Leader & Deputy Leader & CM for E, C, T & P |

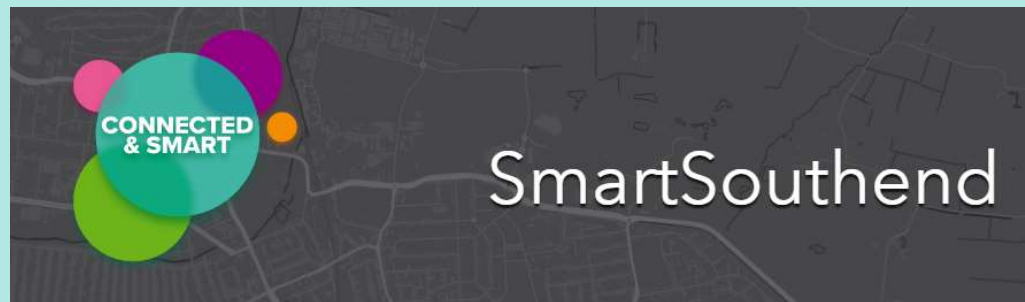


96

| 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 |                   |                                     |
| 18      | <p><b>Visitor destination</b></p> <p><b>Risk that the competing demands and needs of residents and visitors will impact in the Borough's ability to meet the needs of its residents or provide a suitable destination for visitors, and that covid-19 will impact 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.</b></p> <p><b>Opportunity arising from people holidaying in the UK this summer, but with potential increase in visitor numbers needing to be enabled to be done safely and ensure the offer made by businesses is sustainable.</b></p> | <ol style="list-style-type: none"> <li><b>1. Refreshed tourism strategy 'Destination Southend' developed in partnership with key stakeholders on the Southend Tourism Partnership built on feedback from key stakeholders including residents and visitors.</b></li> <li><b>2. Cultural Vision refreshed built on feedback from key stakeholders including residents and visitors that will inform investment decision and actions to be progressed.</b></li> <li><b>3. Effective management of local attractions including engagement with key stakeholders</b></li> <li><b>4. 'Visit Southend' website to promote events and attractions available to visitors.</b></li> <li><b>5. Visit Southend Safely campaign to manage public expectations and behaviour to help ensure a safe, enjoyable visit given the circumstances of the pandemic.</b></li> </ol> | 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 |                   |                     |
| 19<br><br>97 | <p><b>Economic recovery and income inequalities</b></p> <p>Risk that the impact of covid-19 restrictions reducing economic activity will cause a reduction in employment opportunities for 18-25 year olds and an increase in unemployment across the borough, particularly at the end of the furlough scheme in September. 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 phased reduction in restrictions 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"> <li>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.</li> <li>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&amp;P theme. Modelling being undertaken on the impact of the end of furlough and the end of the evictions embargo.</li> <li>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</li> <li>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 (e.g. SEBB, SECTA, A Better Start Southend WorkSkills, 60 Minute Mentor)</li> <li>5. Development of 3 Levelling Up Funding bids with colleagues across the organisation and partners, focussed on Highways, Visitor Economy and Culture Led Regeneration and Town Centres available to support recovery.</li> <li>6. Development of ASELA proposition for inward investment offer for South Essex which initially focuses on retention and support for businesses.</li> </ol> | 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 |                   |                                 |
| 20      | <p><b>Local plan</b></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"> <li>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 and Cabinet has agreed on the refining the plan options stage of consultation, in line with timetable.</li> <li>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).</li> <li>3. Member Environment, Culture, Tourism and Planning Working Party with reports to and minutes of meetings.</li> <li>4. Joint working with partners being managed to address the current duty to cooperate, including on infrastructure.</li> <li>5. Regular reports to Corporate Management Team and Cabinet with reports to and minutes of meetings.</li> </ol> | 3                               | 4      | 12                | Andy Lewis / CM for E, C, T & P |