

Public Document Pack
SOUTHEND-ON-SEA BOROUGH COUNCIL

Policy and Resources Scrutiny Committee

Date: Thursday, 2nd September, 2021

Time: 6.30 pm

Place: Council Chamber - Civic Suite

Contact: S. Tautz (Principal Democratic Services Officer)

Email: committeesection@southend.gov.uk

A G E N D A

- 1 **Apologies for Absence**
- 2 **Declarations of Interest**
- 3 **Questions from Members of the Public**
- 4 **Minutes of the Special Meeting held on 15 June 2021** (Pages 1 - 2)
- 5 **Minutes of the Meeting held on 8 July 2021** (Pages 3 - 8)
- **** **ITEMS CALLED-IN/REFERRED DIRECT BY CABINET - 27 JULY 2021**

- 6 **Southend 2050: Annual Review and Refresh of the Outcomes & Roadmap Milestones** (Pages 9 - 36)

Minute 216 (Cabinet Agenda Item No. 5 refers).
Referred direct to all three Scrutiny Committees and called-in by Councillors Cox and Davidson.
- 7 **Anti-Poverty Strategy** (Pages 37 - 50)

Minute 218 (Cabinet Agenda Item No. 7 refers).
Called-in by Councillors Cox and Davidson.
- 8 **In-depth Scrutiny Project – ‘How the Council and Councillors Communicate with Local People and Stakeholders’** (Pages 51 - 72)

Minute 221 (Cabinet Agenda Item No. 10 refers).
Called-in by Councillors Cox and Davidson.
- 9 **Corporate Risk Register** (Pages 73 - 102)

Minute 223 (Cabinet Agenda Item No. 12 refers).
Called-in to all three Scrutiny Committees by Councillors Cox and Davidson.
- 10 **PSP Southend LLP Update** (Pages 103 - 112)

Minute 224 (Cabinet Agenda Item No. 13 refers).

Called-in by Councillors Cox and Davidson.

11 Land at Prince Avenue (Pages 113 - 126)

Minute 225 (Cabinet Agenda Item No. 14 refers).
Called-in by Councillors Cox and Davidson.

12 SO46 Report (Pages 127 - 128)

Minute No. 230 (Cabinet Agenda Item No. 19 refers)
(Item No. 1 (Community Renewal Fund (CRF) Application for Funding) is for
this Committee)
Called-in by Councillors Cox and Davidson

ITEMS CALLED-IN FROM THE FORWARD PLAN

None

ITEMS FOR PRE-CABINET SCRUTINY

None

****** OTHER SCRUTINY MATTERS**

13 Joint In-Depth Scrutiny Project 2021/22

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

Chair & Members:

Cllr D Garston (Chair), Cllr S Habermel (Vice-Chair), Cllr S Buckley, Cllr D Cowan, Cllr
T Cox, Cllr T Cowdrey, Cllr M Davidson, Cllr M Dent, Cllr S George, Cllr M Kelly, Cllr
D McGlone, Cllr J Moyies, Cllr D Nelson, Cllr I Shead, Cllr A Thompson, Cllr S Wakefield
and Cllr P Wexham

Public Document Pack

SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of Policy and Resources Scrutiny Committee

Date: Tuesday, 15th June, 2021
Place: Council Chamber - Civic Suite

4

Present: Councillor D Garston (Chair)
Councillors S Habermel (Vice-Chair), S Buckley, D Cowan, T Cox,
T Cowdrey, M Davidson, M Dent, S George, D Jarvis*, D McGlone,
J Moyies, I Shead, A Thompson and P Wexham

*Substitute in accordance with Council Procedure Rule 31.

In Attendance: Councillors I Gilbert, P Collins, A Jones and C Mulroney (Cabinet Members), A Lewis, T Forster, J Williams, E Cooney and S Tautz

Start/End Time: 6.30 - 7.45 pm

77 Apologies for Absence

Apologies for absence were received from Councillor M Kelly (no substitute) and Councillor D Nelson (Substitute: Councillor D Jarvis).

78 Declarations of Interest

The following interests were declared at the meeting:

- (a) Councillors I Gilbert, P Collins, A Jones and C Mulroney (Cabinet Members) - Interest in the referred item; attended pursuant to the dispensation agreed at Council on 19 July 2012, under S.33 of the Localism Act 2011.
- (b) Councillor M Dent - Agenda item 4 (Levelling Up Fund Applications) - Has worked with the Concrete Culture arts collective to undertake consultation on the future use of the Kursaal - Non-pecuniary interest.
- (c) Councillor T Cowdrey - Agenda item 4 (Levelling Up Fund Applications) - Has attended meetings of the Concrete Culture arts collective with regard to the future use of the Kursaal - Non-pecuniary interest.
- (d) Councillor C Mulroney - Agenda item 4 (Levelling Up Fund Applications) - Director of Leigh Port Partnership and former Chair of North Thames Fisheries Local Action Group - Non-pecuniary interests.
- (e) Councillor P Wexham - Agenda item 4 (Levelling Up Fund Applications) - Director of Leigh Port Partnership and member of North Thames Fisheries Local Action Group - Non-pecuniary interests.
- (f) Councillor A Jones - Agenda item 4 (Levelling Up Fund Applications) - Son employed by c-2-c Rail - Non-pecuniary interest.
- (g) Councillor D Cowan - Agenda item 4 (Levelling Up Fund Applications) - Has lobbied for improvements to the Harp House Roundabout - Non-pecuniary interest.

79 Questions from Members of the Public

There were no questions from members of the public relating to business included in the agenda for the meeting.

80 Levelling Up Fund Applications

The Committee considered Agenda Item 8 of the meeting of the Cabinet held on 15 June 2021, which had been referred directly to the Policy and Resources Scrutiny Committee, together with a report of the Director of Regeneration and Growth setting out the proposed approach to applications to the Government's Levelling-Up Fund and the outcomes that would be achieved by successful bids.

The Leader of the Council undertook to provide a written response to all members before the meeting of the Council to be held on 16 June 2021, with regard to questions concerning the borrowing requirement for preliminary works for the Leigh Port element of the proposed Visitor Economy Bid and the cost of capacity procured from external specialist advisors for the development of the Highways Bid.

Resolved:

That the following recommendations of the Cabinet be noted:

“(1) That a bid to the Levelling-Up Fund (LUF) for highways in the first round noting the associated additional capital and revenue costs, be approved.

(2) That a bid to the LUF for the visitor economy in the first round, noting the associated additional capital and revenue costs, be noted.

(3) That a further bid for culture-led town centre regeneration be developed in the second round as a lead authority for a potential joint bid with Rochford District Council noting the need for associated additional capital and revenue costs for the Council and that Cabinet consider this bid further once the business case has been developed.

(4) That if these bids are successful, relevant legal agreements be entered into to draw down the funding.

(5) That the addition of £880,000 to the 2021/22 and 2022/23 Capital Investment Programme funded from borrowing to enable preliminary works associated with this bid to commence for the Leigh Port element of the visitor economy bid, be approved.

(6) That the required additions (including additional resources for match funding) to the Capital Investment Programme, as set out in section 7.2 of the report once the final outcome of the bids are known, be approved.

(7) That the additional revenue implications to the Council of proceeding with these schemes be noted and if the bids are successful, that these additional revenue costs be considered as part of the Annual Budget Setting process in February 2022.”

Note: This is a Council Function

Cabinet Member: Councillor I Gilbert

Chair: _____

Public Document Pack

SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of Policy and Resources Scrutiny Committee

Date: Thursday, 8th July, 2021
Place: Council Chamber - Civic Suite

5

Present: Councillor D Garston (Chair)
Councillors S Habermel (Vice-Chair), T Cox, T Cowdrey, M Davidson,
M Dent, S George, M Kelly, J Lamb*, D McGlone, J Moyies, D Nelson,
K Robinson*, I Shead, A Thompson, S Wakefield and P Wexham

*Substitute in accordance with Council Procedure Rule 31.

In Attendance: Councillors I Gilbert, C Mulroney and M Terry (Cabinet Members),
Councillor K Evans, A Griffin, E Butler, A Eastgate, A Keating, S Meah-
Sims, J Ruffle, S Tautz and J Williams

Start/End Time: 6.30 pm - 9.58 pm

125 Apologies for Absence

Apologies for absence were received from Councillor S Buckley (Substitute: Councillor J Lamb) and Councillor D Cowan (Substitute: Councillor K Robinson).

126 Declarations of Interest

The following interests were declared at the meeting:

- (a) Councillors I Gilbert, C Mulroney and M Terry (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) Councillors I Gilbert, C Mulroney and M Terry (Cabinet Members) - Interest in the referred items; attended pursuant to the dispensation agreed at Council on 19 July 2012, under S.33 of the Localism Act 2011.
- (c) Councillor C Mulroney - Agenda Item 8 (The Council's response to the Public Spaces Protection Order (PSPO) public consultation in the Old Leigh/Chalkwell area) - Is Chairman of the Trustees of Leigh Heritage Centre in Old Leigh - Non-pecuniary interest.
- (d) Councillor M Terry - Agenda Item 8 (The Council's response to the Public Spaces Protection Order (PSPO) public consultation in the Old Leigh/Chalkwell area) - Lives adjacent to one of the areas specified in the proposed PSPO - Non-pecuniary interest.
- (e) J Ruffle and J Williams - Agenda Item 7 (Management Arrangements) - Pecuniary interest (withdrew).

127 Questions from Members of the Public

The Committee noted the responses of the Cabinet Member for Public Protection, to questions presented by Mr D Webb.

128 Minutes of the Meeting held on 17 March 2021

Resolved:

That the minutes of the meeting of the Committee held on 17 March 2021 be confirmed as a correct record and signed.

129 Management Arrangements

The Committee considered Minute 62 of the meeting of the Cabinet held on 15 June 2021, which had been called-in to the Policy and Resources Scrutiny Committee, together with a report of the Chief Executive that set out proposals for a reconfigured corporate management team structure.

Resolved:

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

“1. That the reconfigured corporate management structure to reduce by one Executive Director from September 2021 and the associated annual saving from April 2022, be noted.

2. That the current Executive Director roles for Legal and Democratic Services and Transformation be deleted and one new Executive Director role (Strategy, Change and Governance) be created.

3. That the outcome of the HR procedures for individual officers be noted and approved as detailed in the confidential Appendix C to the submitted report.

4. That the funding of the one-off payments detailed in the confidential Appendix C, be noted.

5. That the services currently underneath the Executive Director roles for Legal and Democratic Services, Transformation and Finance and Resources be realigned to the new post of Executive Director (Strategy, Change and Governance) and Executive Director (Finance and Resources), as set out in Appendix B to the report.

6. That external recruitment be arranged for the vacant Executive Director (Strategy, Change and Governance) post and interim arrangements be put in place whilst the recruitment process is undertaken.

7. That the revised Senior Leadership team posts, be noted.

8. That the Chief Executive, in consultation with the Leader, be authorised to make further adjustments to the corporate management structure following relevant HR processes.”

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

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

130 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.

The Cabinet Member for Public Protection undertook to provide written responses to questions raised by members of the Committee, with regard to the level of funding received from the Government for the provision of advice and guidance to businesses and others by the Council's 'Covid Compliance Ambassadors', and the level and nature of any increases in instances of domestic abuse during the pandemic.

The Leader of the Council undertook to provide written responses to questions raised by members of the Committee, with regard to work that had so far been undertaken to understand the effect of the pandemic in terms of local economic growth and unemployment, and the level of any increases in applications received for Council Tax Reduction (Council Tax Support) since the start of the easing of COVID-19 restrictions.

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

131 ASELA Governance

The Committee considered Minute 61 of the meeting of the Cabinet held on 15 June 2021, which had been called-in to the Policy and Resources Scrutiny Committee, together with a report of the Chief Executive that provided an update on developments in relation to ASELA and proposed that the Council became a member of a Joint Committee of constituent members to oversee ASELA and provide enhanced transparency and accountability in the new delivery stage of its work programme.

Resolved:

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

"1. That the updates provided in the submitted report, be noted.

2. That the Council formally becomes a member of the Association of South Essex Local Authorities (ASELA) Joint Committee in accordance with Section 101 of the Local Government Act 1972, to oversee ASELA and provide enhanced transparency and accountability in the new delivery stage of its work programmes.

3. That the governance arrangements of the Joint Committee set out in Appendix 1 to the report and the related Joint Committee Agreement and Terms of Reference, be approved.

4. That the Leader of the Council be appointed to represent the Council on the Joint Committee.

5. That Councillor Woodley be appointed as the deputy representative to substitute for the Leader, in line with Part 7 of the Constitution."

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

Note: This is a Council function
Cabinet Member: Councillor I Gilbert

132 The Council's response to the Public Spaces Protection Order (PSPO) public consultation in Old Leigh/Chalkwell area

The Committee considered Agenda Item 3 of the meeting of the Cabinet held on 5 July 2021, which had been referred directly to the Policy and Resources Scrutiny Committee, together with a report of the Executive Director (Environment and Neighbourhoods) that set out the response to the public consultation findings regarding the proposals for a Public Spaces Protection Order (PSPO) in the areas of Old Leigh and Chalkwell.

The Cabinet Member for Public Protection undertook to provide written responses to questions raised by members of the Committee, with regard to the number and nature of cancelled Fixed Penalty Notices for PSPOs, action that could be taken in instances where false details were provided for Fixed Penalty Notices, and the legislative basis for action that could be taken by the Council's officers in the enforcement of a PSPO.

Resolved:

That the following decisions of the Cabinet be noted:

"1. That the response to the consultation set out at Appendix 2 to the submitted report, be noted.

2. That the draft Public Spaces Protection Order (Leigh-on-Sea and Chalkwell Seafront and Adjoining Areas) No. 1 of 2021, be approved and implemented.

3. That the funding for 2 x FTE Community Safety Officers and 1 x FTE Community Safety Caseworker, to support enforcement and administration of the PSPO on an initial 12 month basis, be approved."

Note: This is an Executive Function
Cabinet Member: Councillor M Terry

133 In-Depth Scrutiny Project 2020/21

The Committee considered the draft final report arising from its in-depth scrutiny project for 2020/21.

On behalf of the Project Team that led the in-depth scrutiny project, that Chair of the Committee expressed thanks to all councillors and officers that contributed to the project.

Resolved:

1. That the report and recommendations arising from the in-depth scrutiny project, detailed at Section 14 of the report, be agreed.
2. That, in accordance with Scrutiny Procedure Rule 10 (Part 4 (e) of the Constitution), the Chair of the Committee present the report to a future meeting of the Cabinet.

Note: This is a Scrutiny function.

134 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 problem reporting and requests for information. The Committee was advised that the Place Scrutiny Committee and the People Scrutiny Committee had supported such approach to in-depth scrutiny activity for 2021/22 at their meetings on 5 and 6 July 2021 and had suggested that councillors' contact and engagement with the Council and residents and the 'My Southend' platform, 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 joint scrutiny project for 2021/22, in order that the scoping of the project can commence as soon as possible, and that membership of the Project Team include representation from a non-aligned councillor.
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.

135 Exclusion of the Public

Resolved:

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

136 Confidential Appendix - Management Arrangements

The Committee considered Minute 71 of the meeting of the Cabinet held on 15 June 2021, which had been called-in to the Policy and Resources Scrutiny Committee, together with a confidential appendix to the report of the Chief Executive that set out proposals for a reconfigured corporate management team structure.

Resolved:

(1) That the following decision of the Cabinet be noted.

“That the confidential Appendix C to the Management Arrangements, be noted.”

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

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

Chair: _____

Southend-on-Sea Borough Council

Agenda
Item No.

6

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

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)

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:

Date	Activity
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)
- 61 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
17 Pride & Joy	We act as a sustainable and green city embracing the challenges of the Climate Emergency Declaration made in 2019.	We act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, streets, transport and recycling.
	Our streets and public spaces are valued and support the mental and physical wellbeing of residents and visitors.	No change
	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.	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	Residents feel safe and secure in their homes, neighbourhoods and across the borough.	People in all parts of the borough feel safe and secure at all times.
	Everyone has a good quality, sustainable home that meets their needs.	Residents feel safe and secure in their homes. We are well on our way to ensuring that everyone has a home that meets their needs.
	We are all effective at protecting and improving the quality of life for the most vulnerable in our community (<i>wording under review</i>).	We are all effective at protecting and improving the quality of life for the most vulnerable in our community.
Active & Involved	Enable inclusive community projects which provide opportunities for people of all ages to	A range of initiatives help increase the capacity for communities to come together to enhance their

Theme	2021 Refreshed Southend 2050 Outcome	Previously
	participate, grow skills, confidence and social connection and make a positive contribution to tackling inequalities.	neighbourhood and environment. 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.
		Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives
18 Opportunity & Prosperity	We have a vibrant, thriving town centre, with an inviting mix of retail, homes, arts, culture and leisure opportunities.	We have a fast-evolving, re-imagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities.
	Major regeneration projects are under way and bringing prosperity and job opportunities to the borough.	Key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities to the Borough.
	Our children are school-ready and young people are ready for further education, employment or training.	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. 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.
Connected & Smart	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.	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
	We are leading the way in making public and private travel smart, clean and green.	People have a wide choice of transport options.
		No change
	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.	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.



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

21

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	
	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:



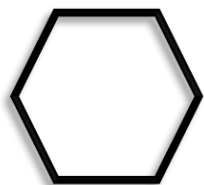
Pride & Joy



Safe & Well



Active & Involved



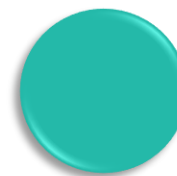
Partner milestone



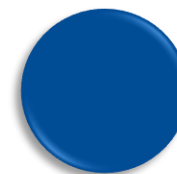
Milestone completed



Opportunity & Prosperity



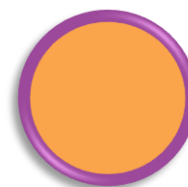
Connected & Smart



Future Ways of Working

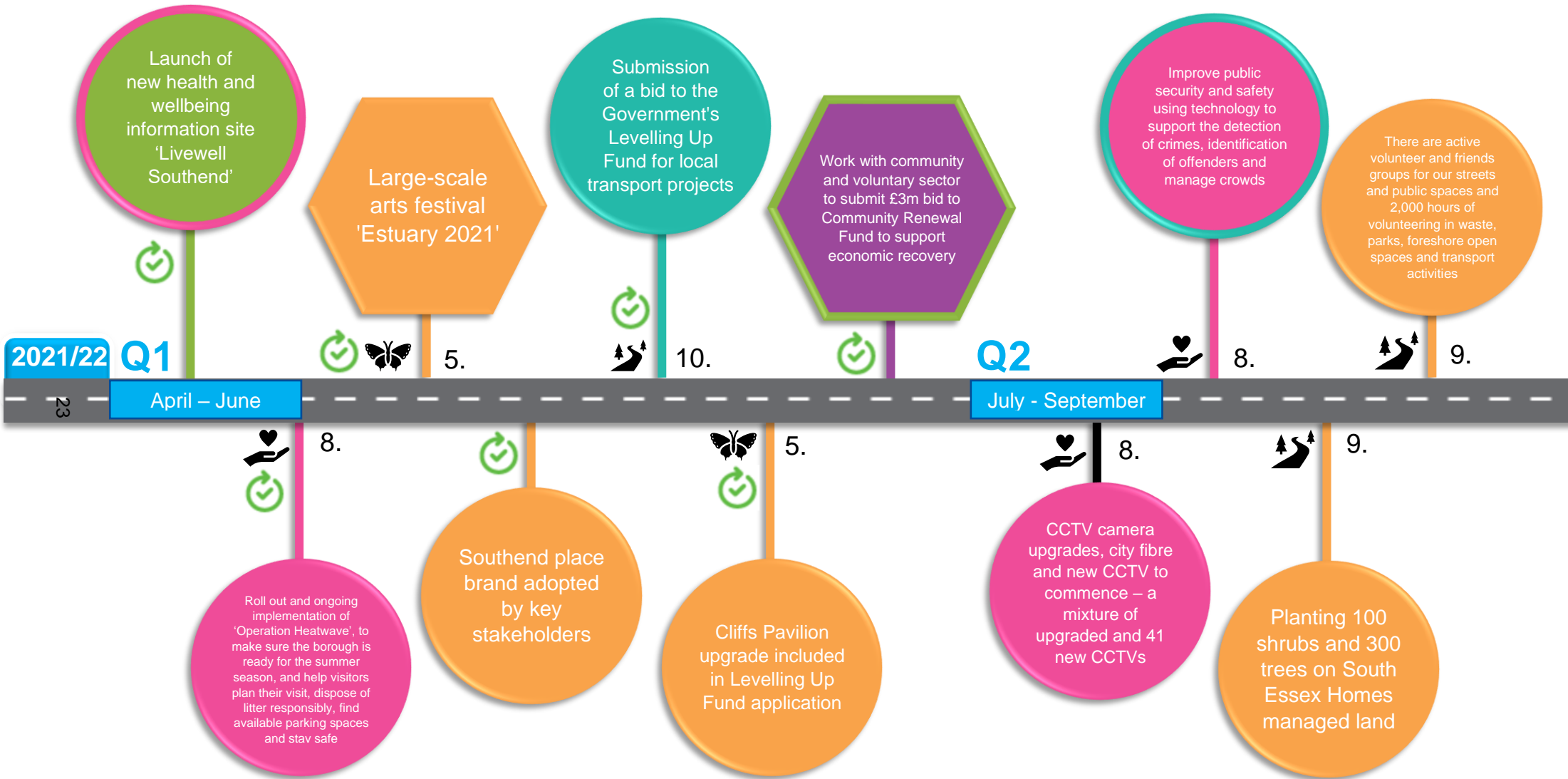


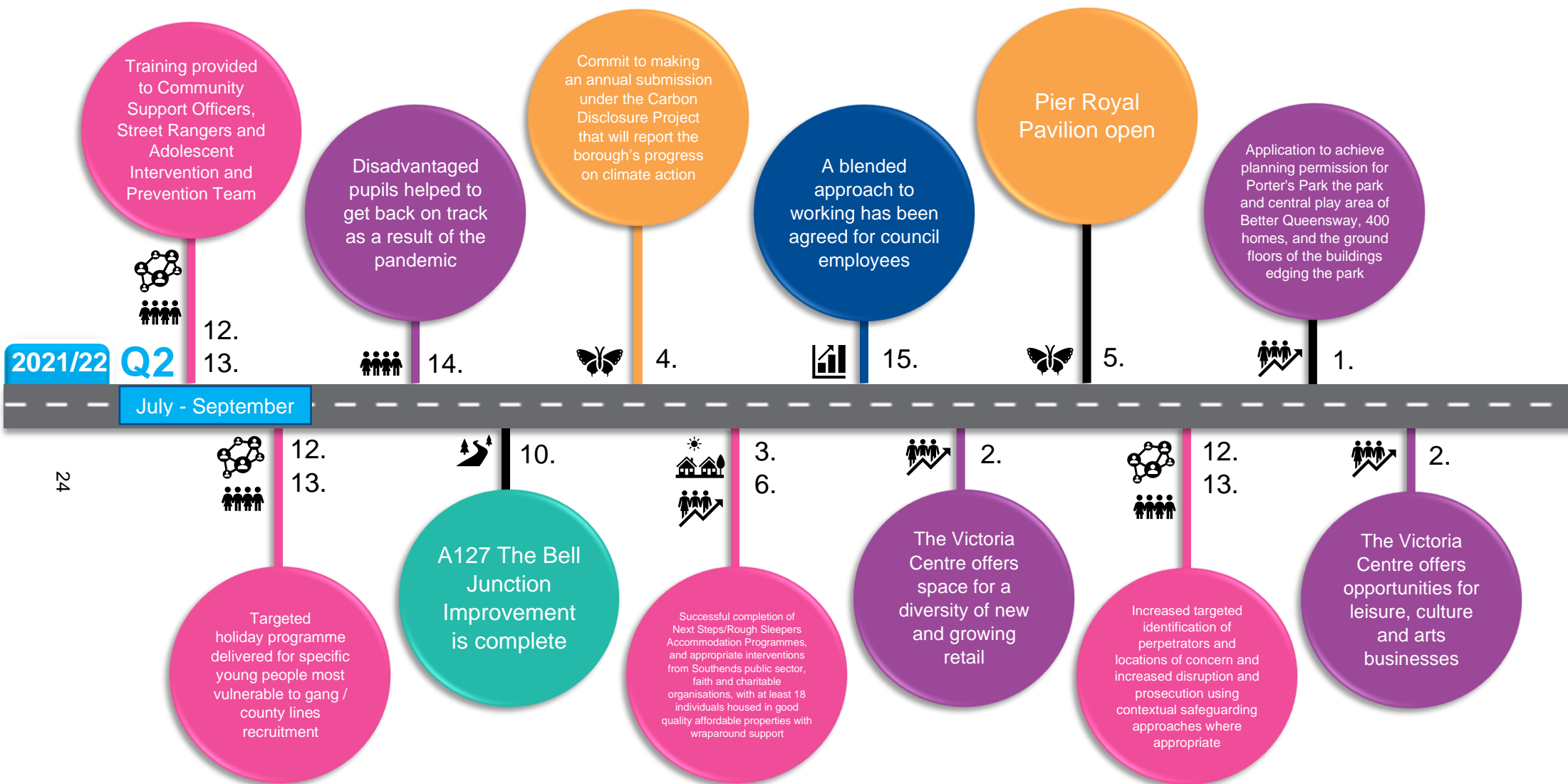
Milestone linked to a Major Project in the Capital Programme

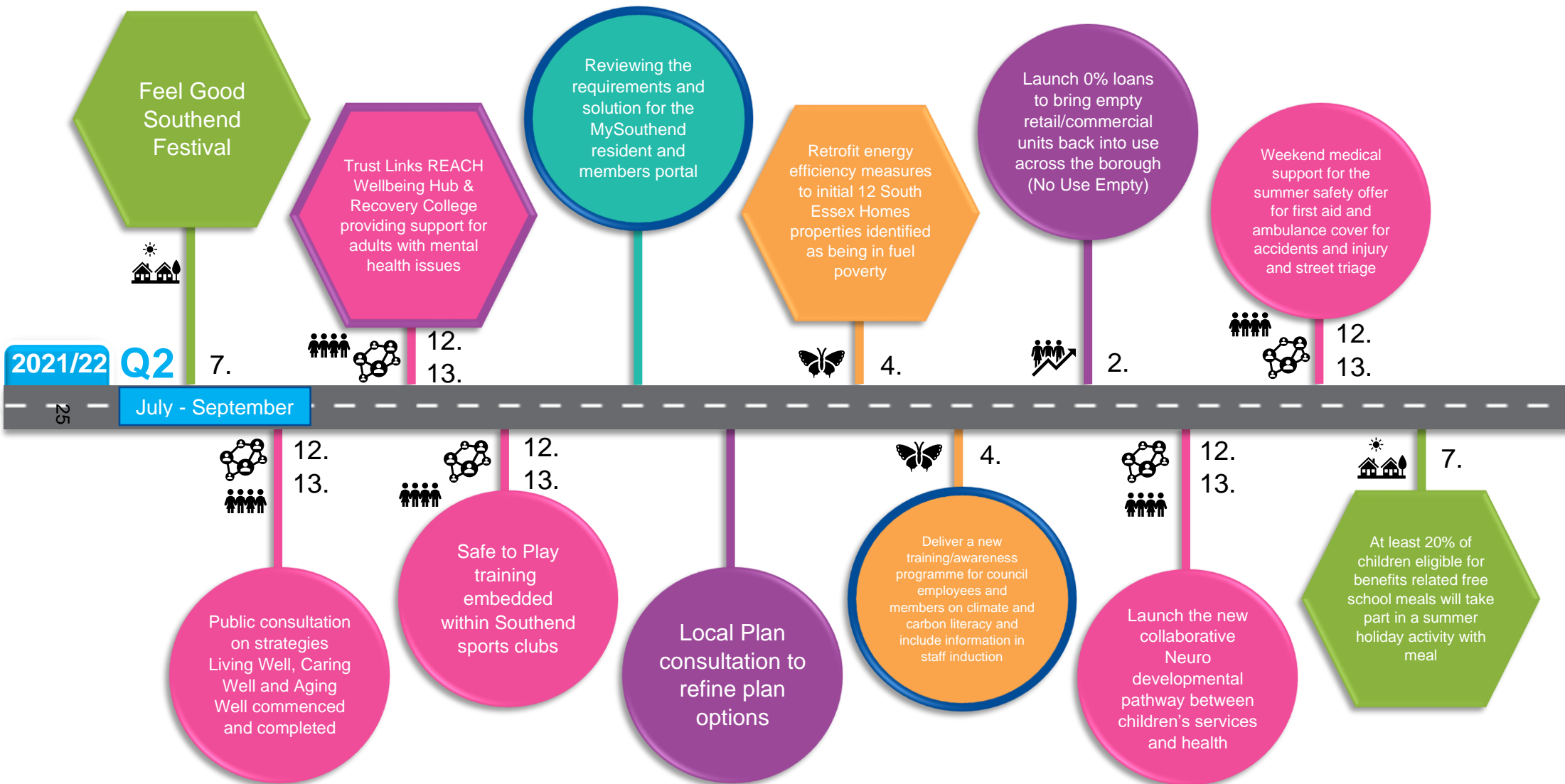


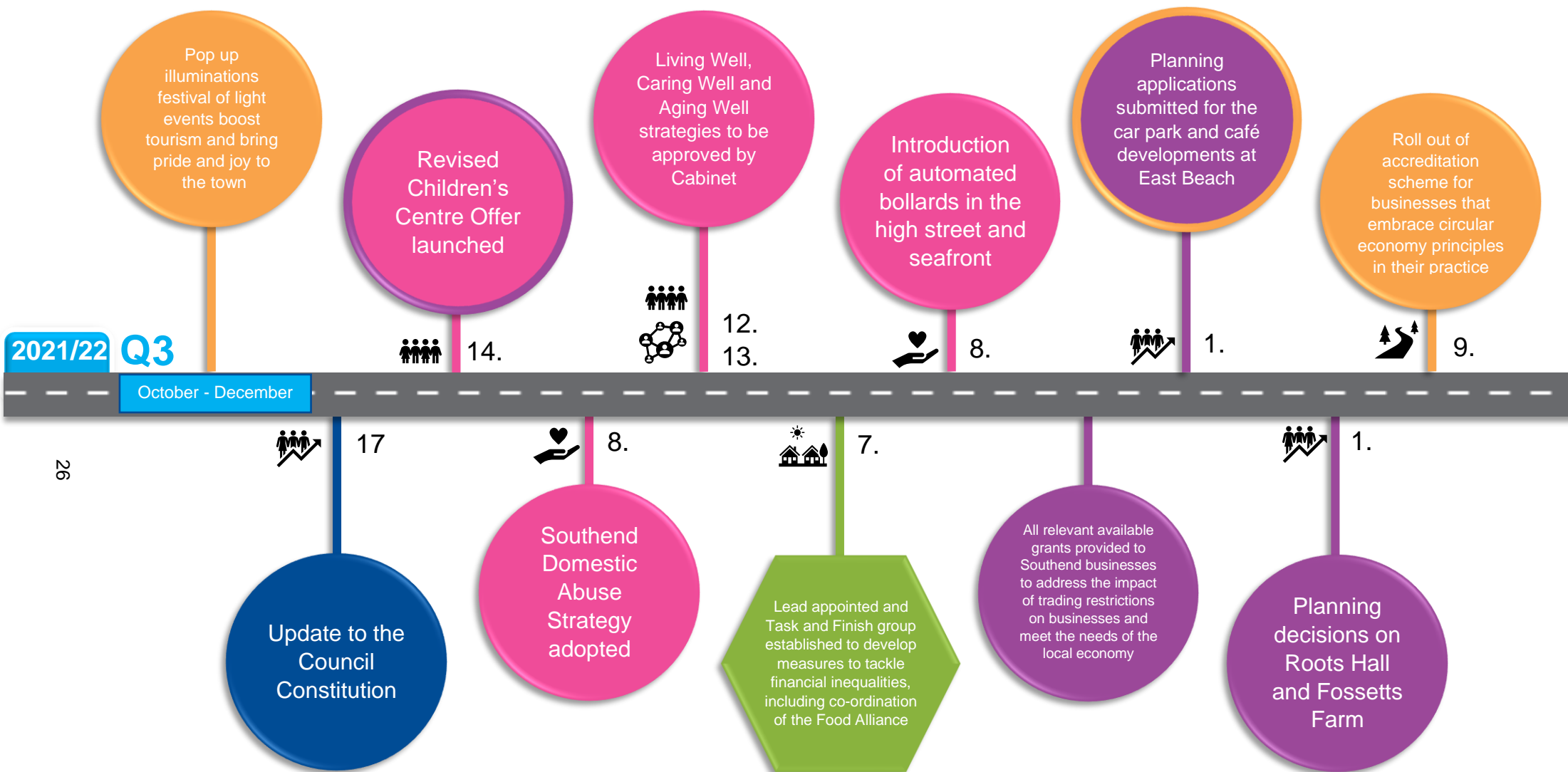
Milestone links to 2 themes, centre colour denotes the lead theme

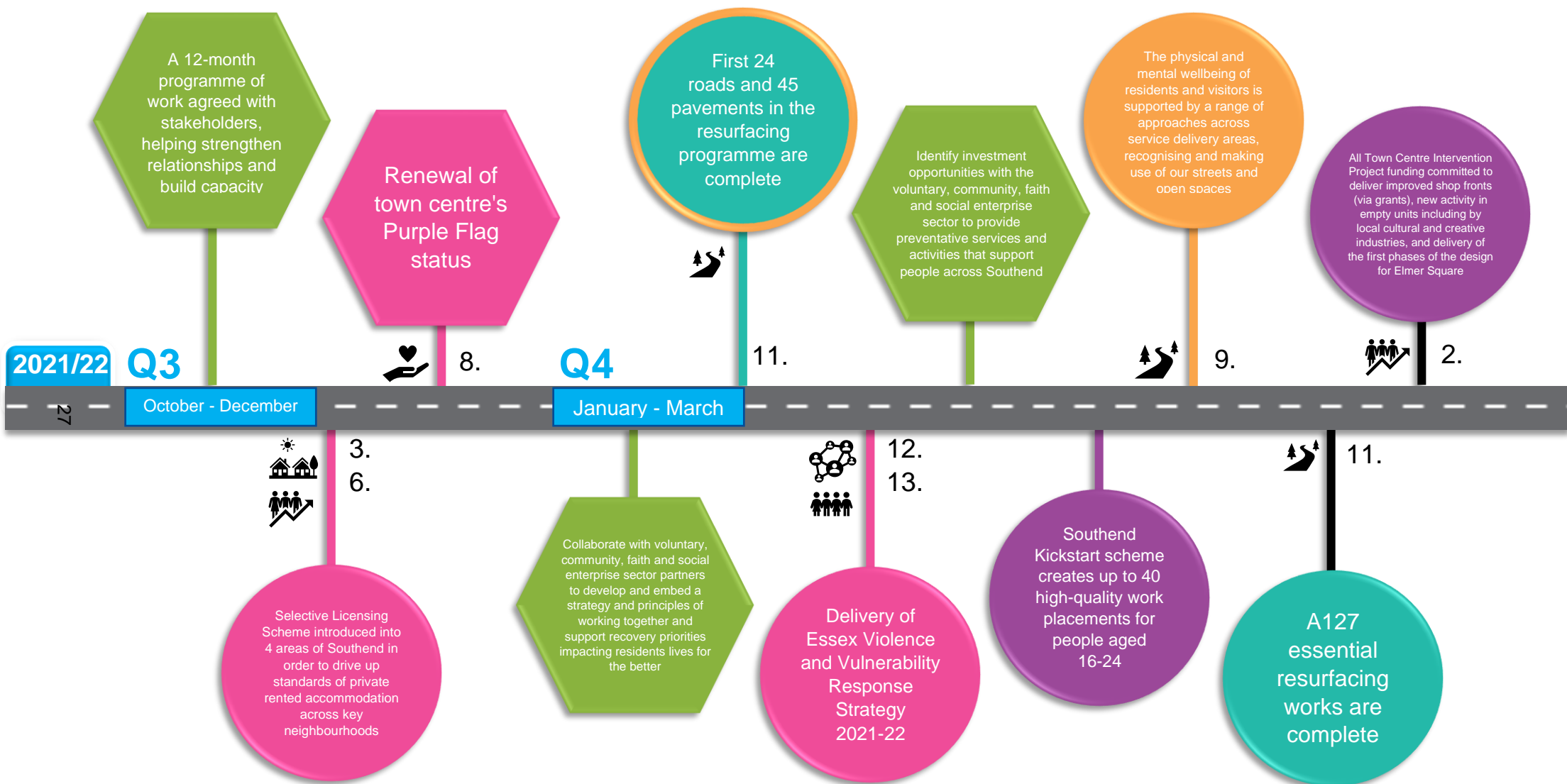
DRAFT Southend 2050 Roadmap – 2021 Refresh

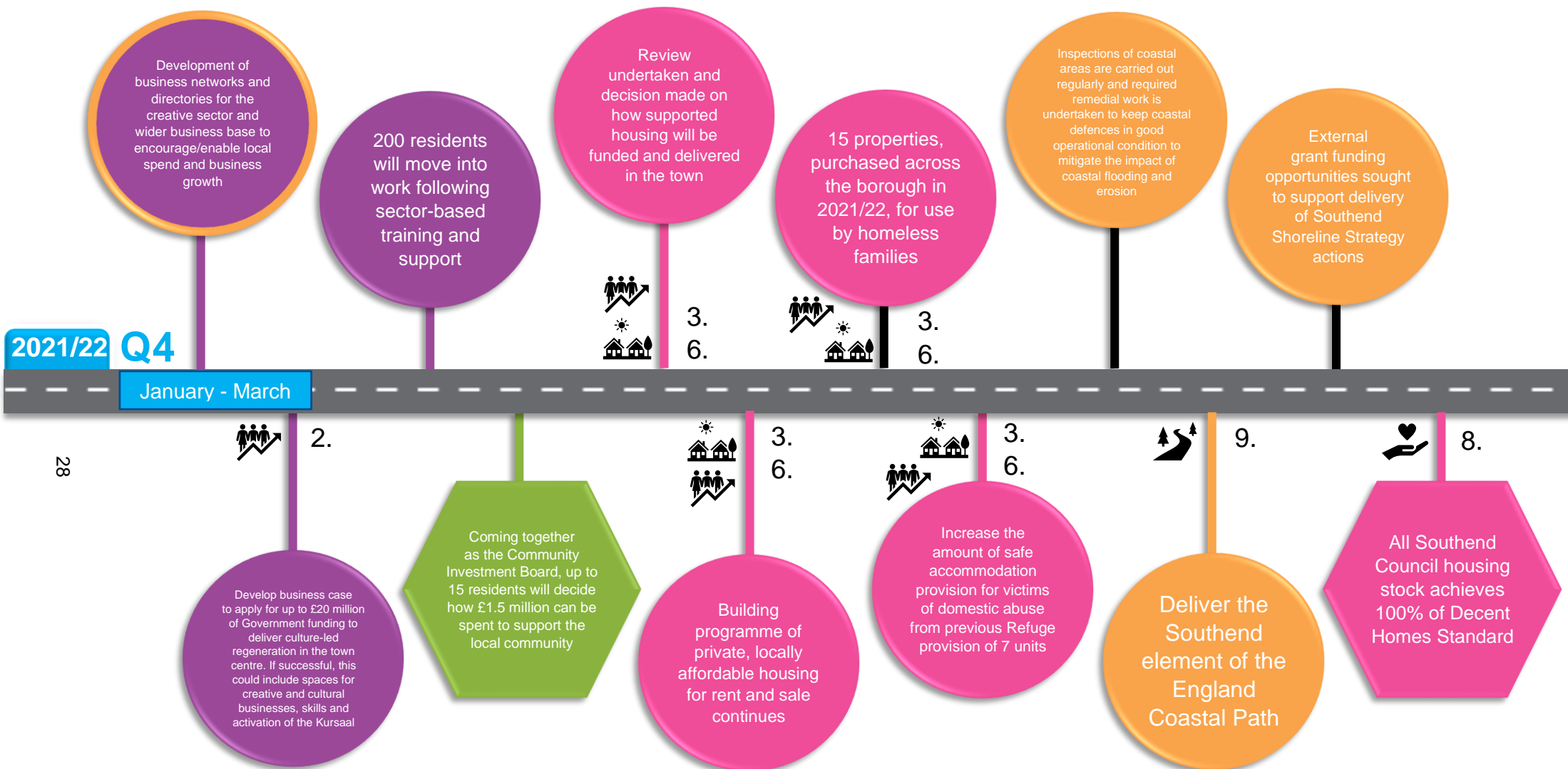


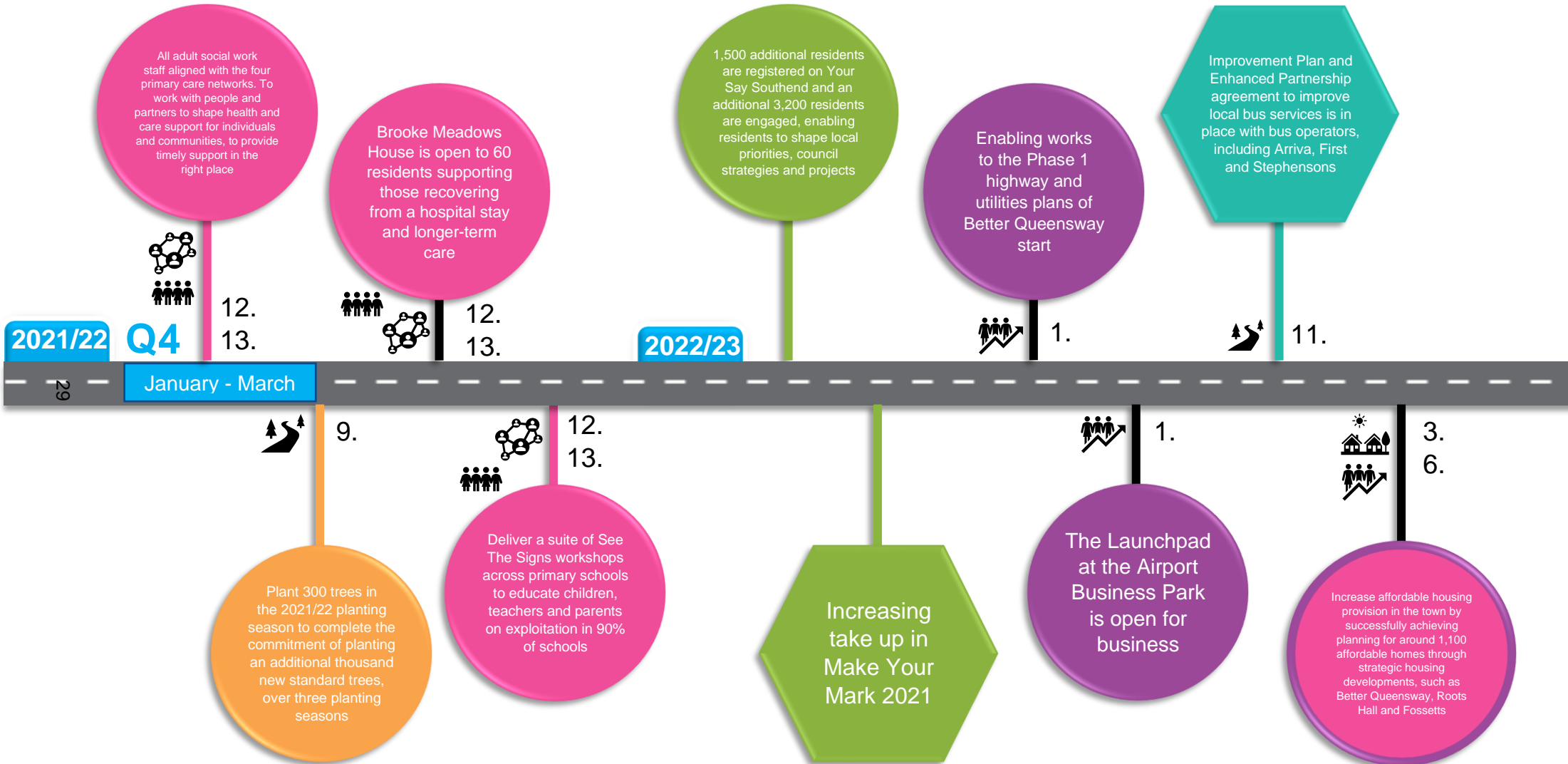


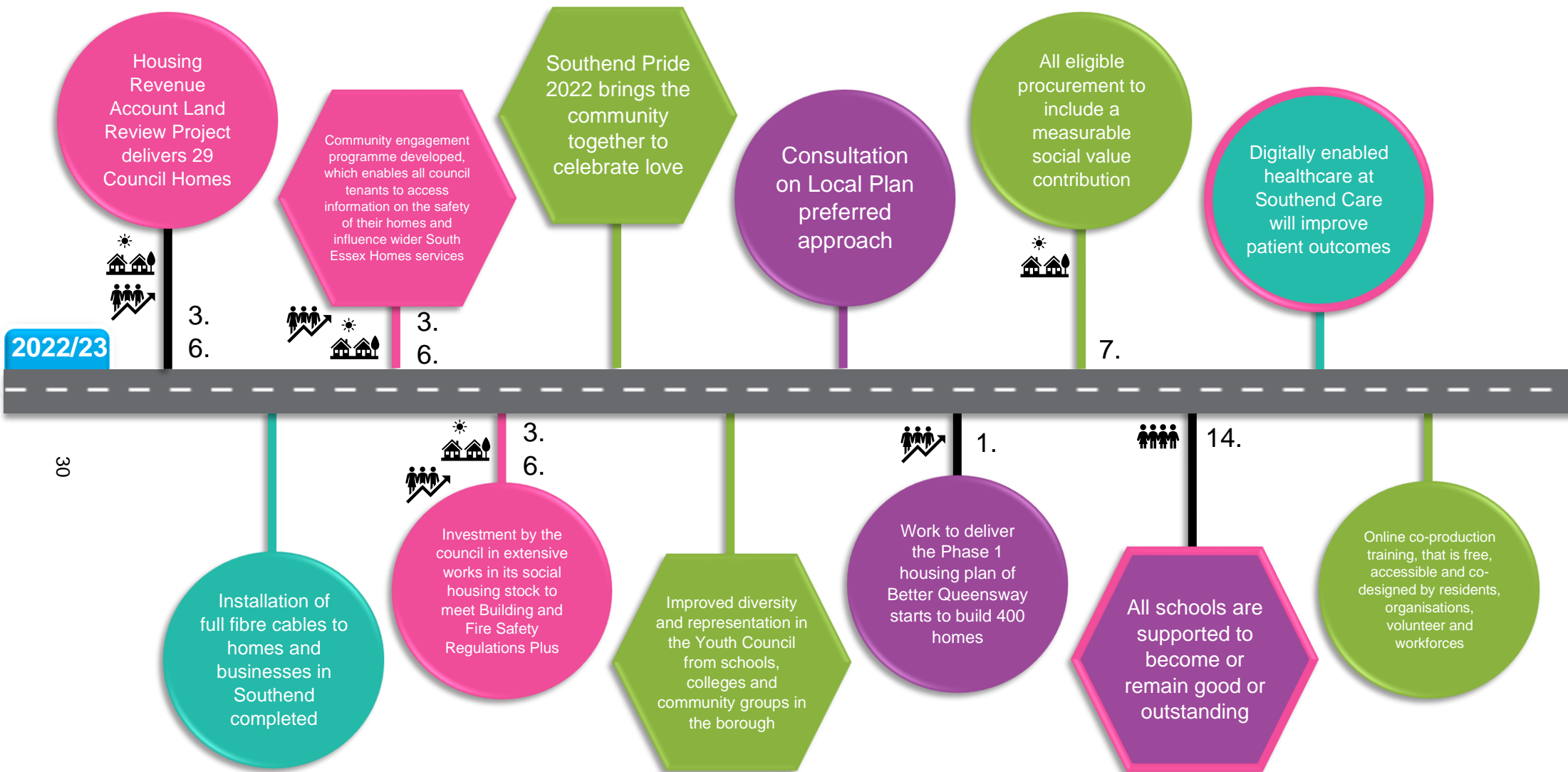


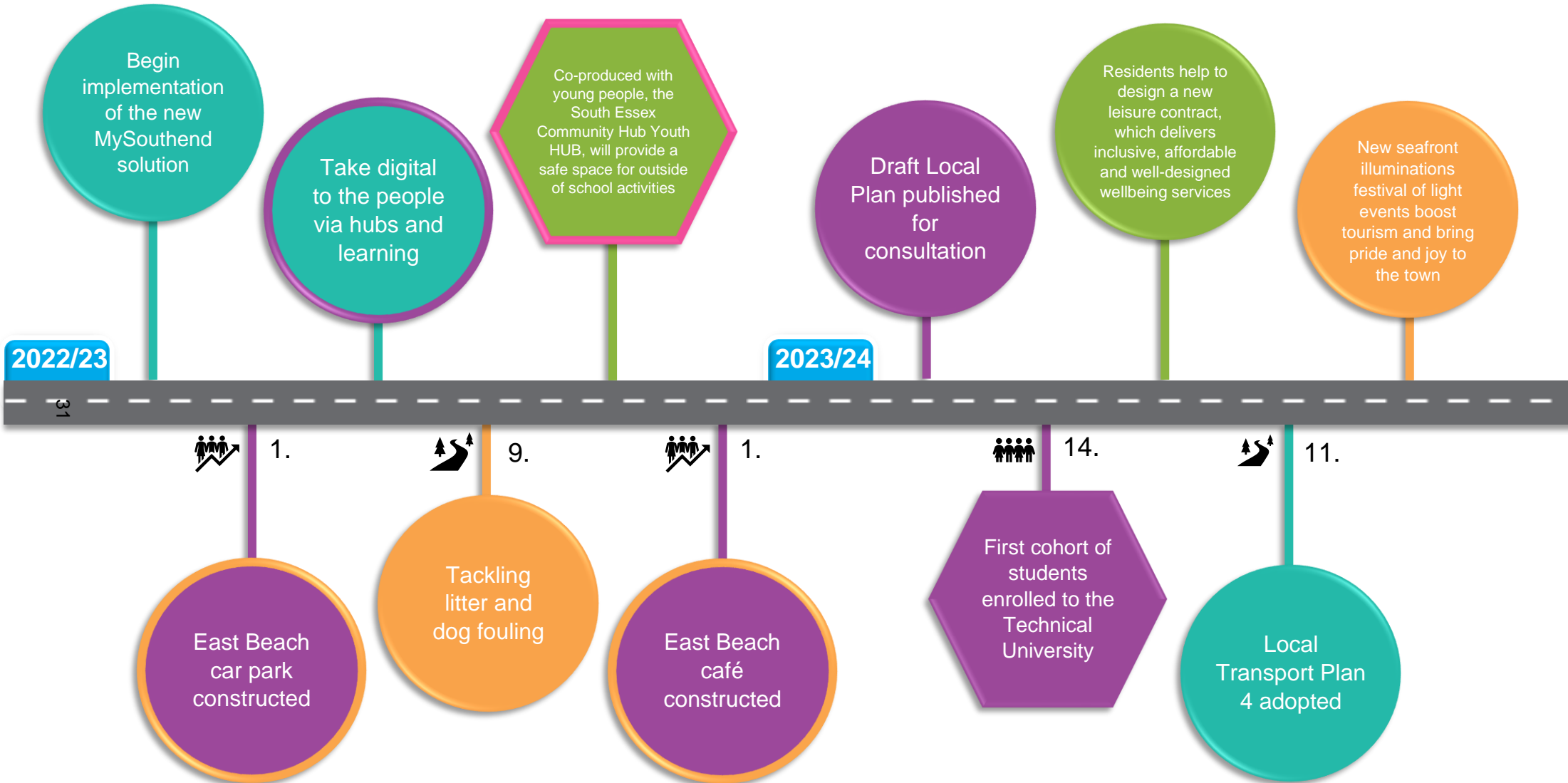


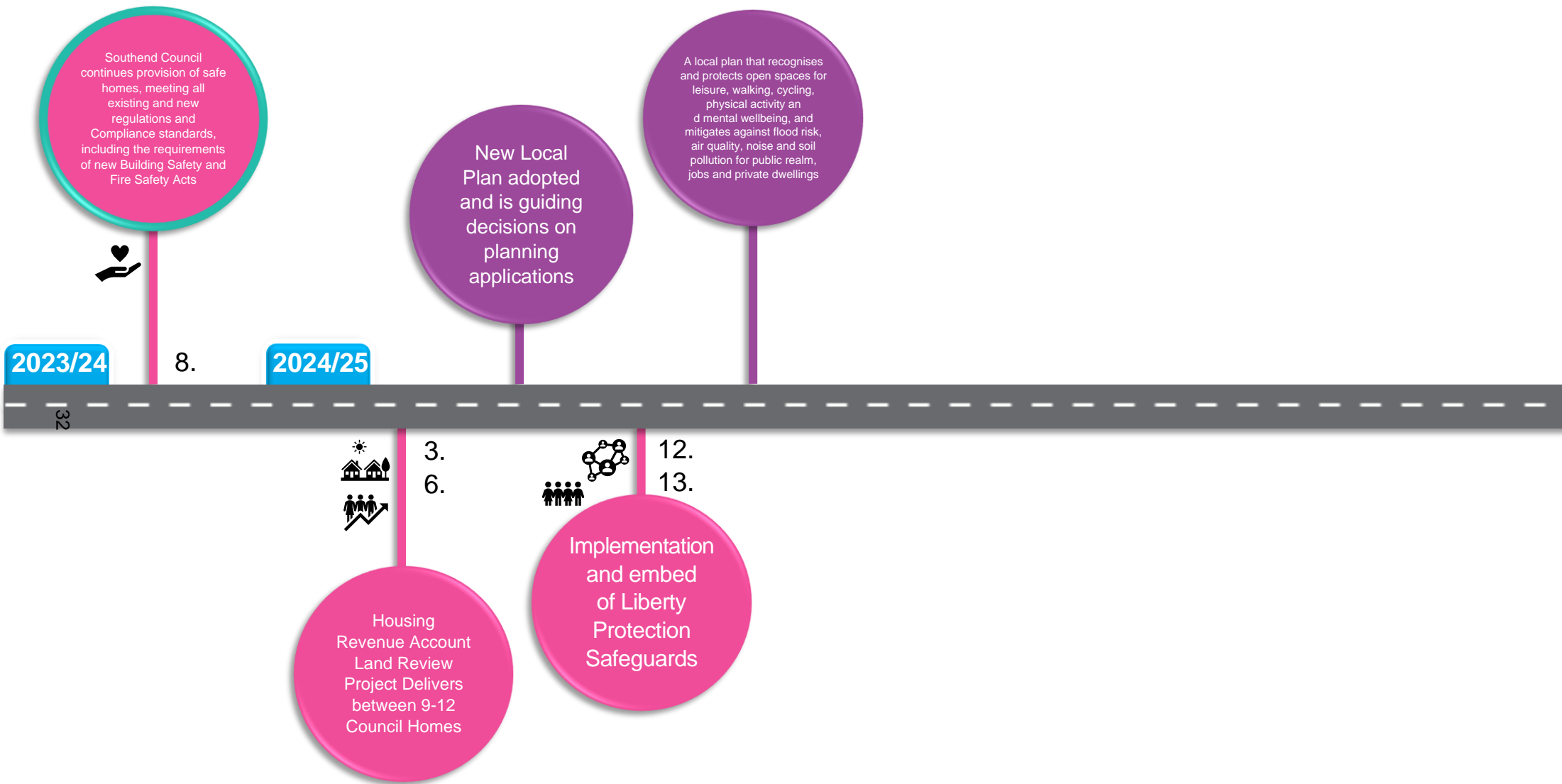






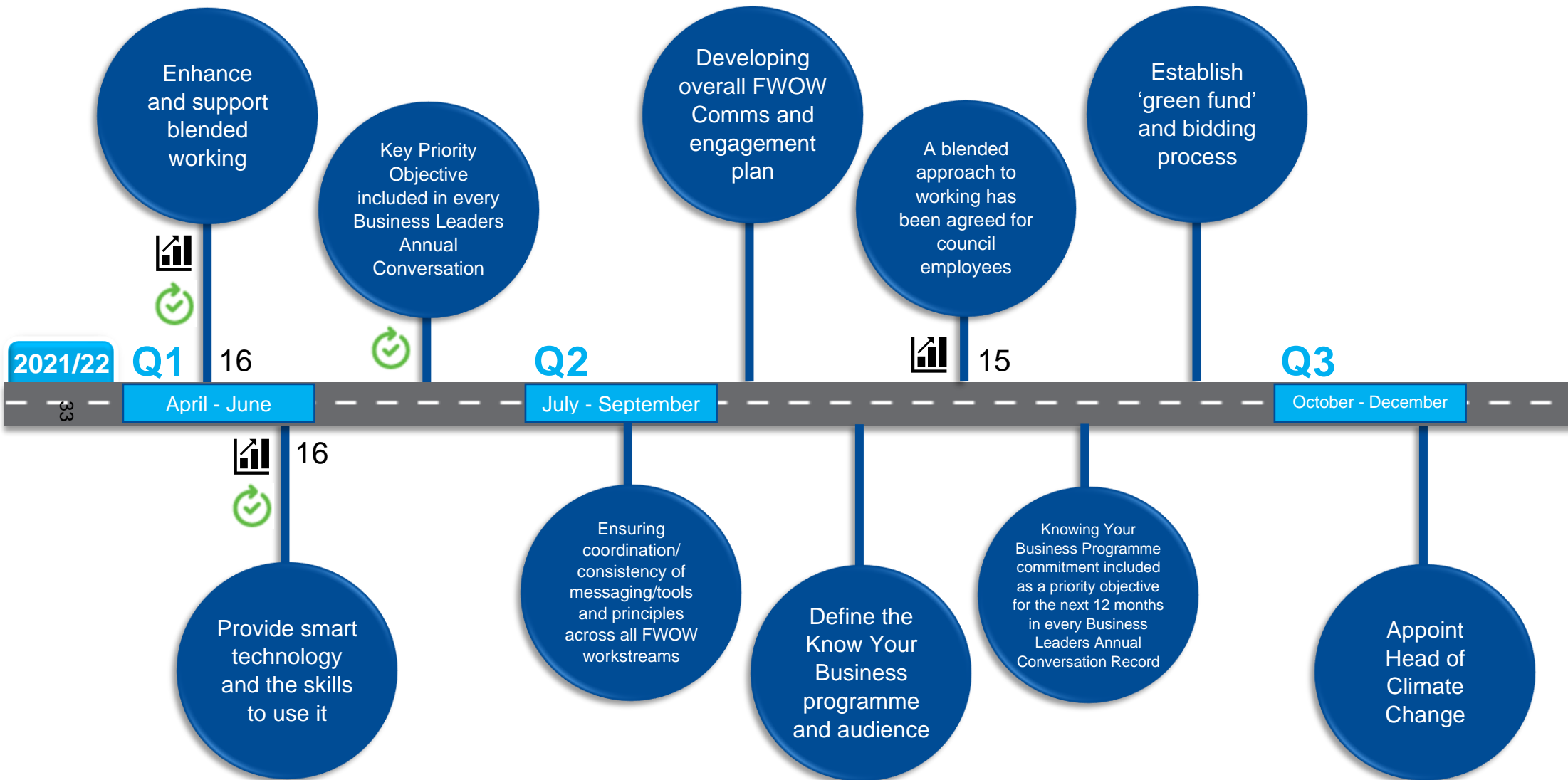





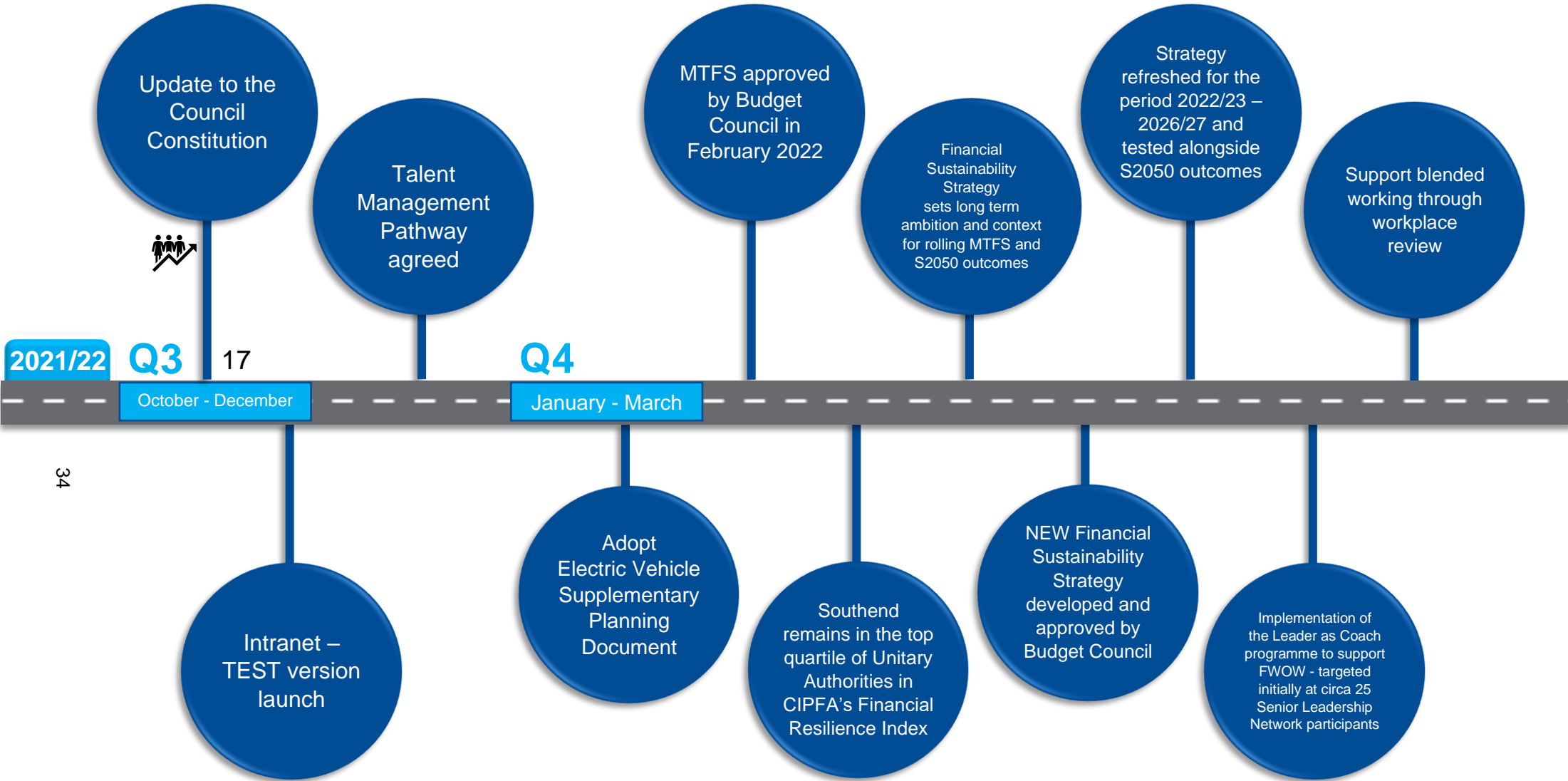


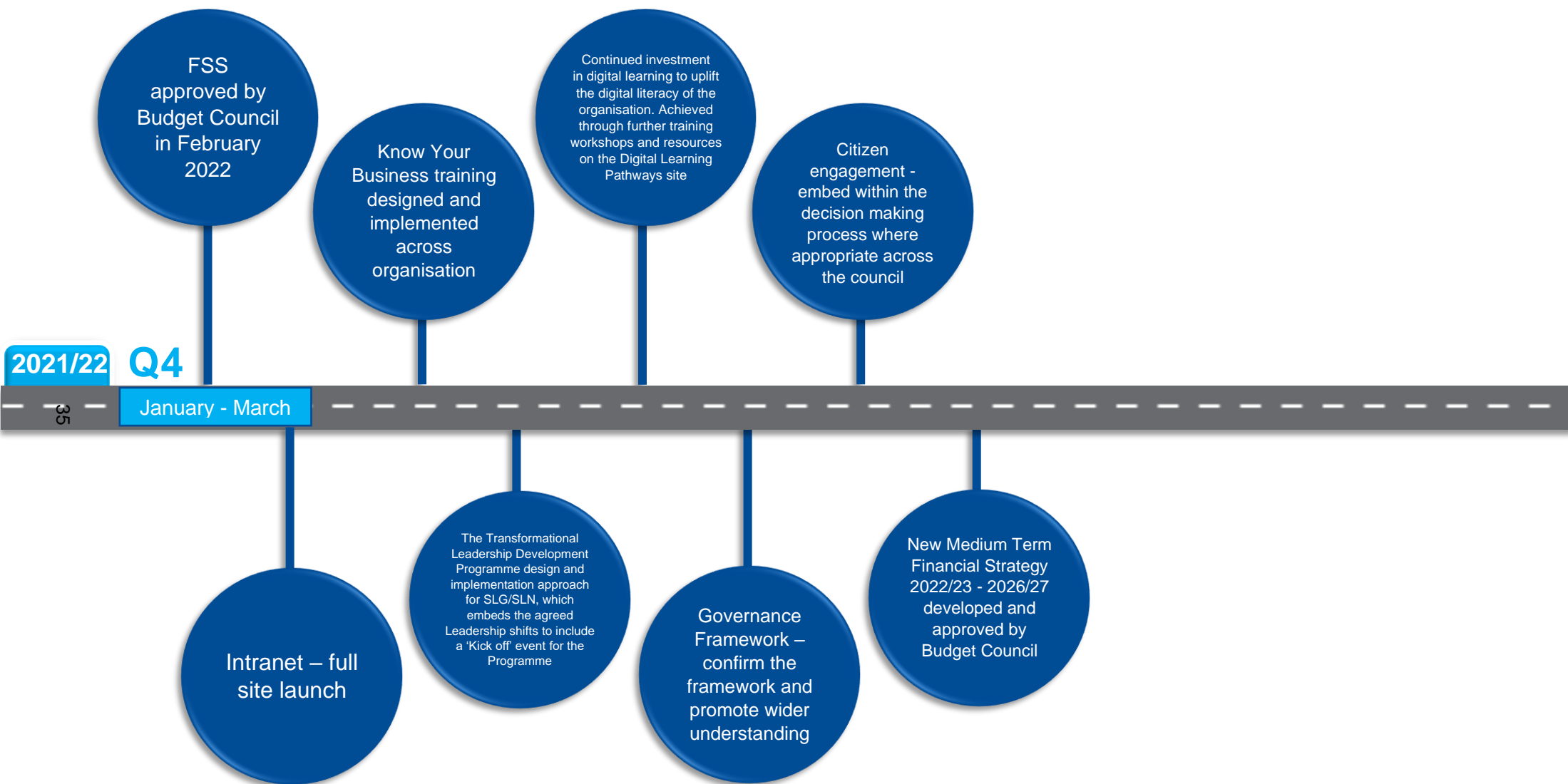
Draft Southend 2050 Roadmap – Future Ways of Working

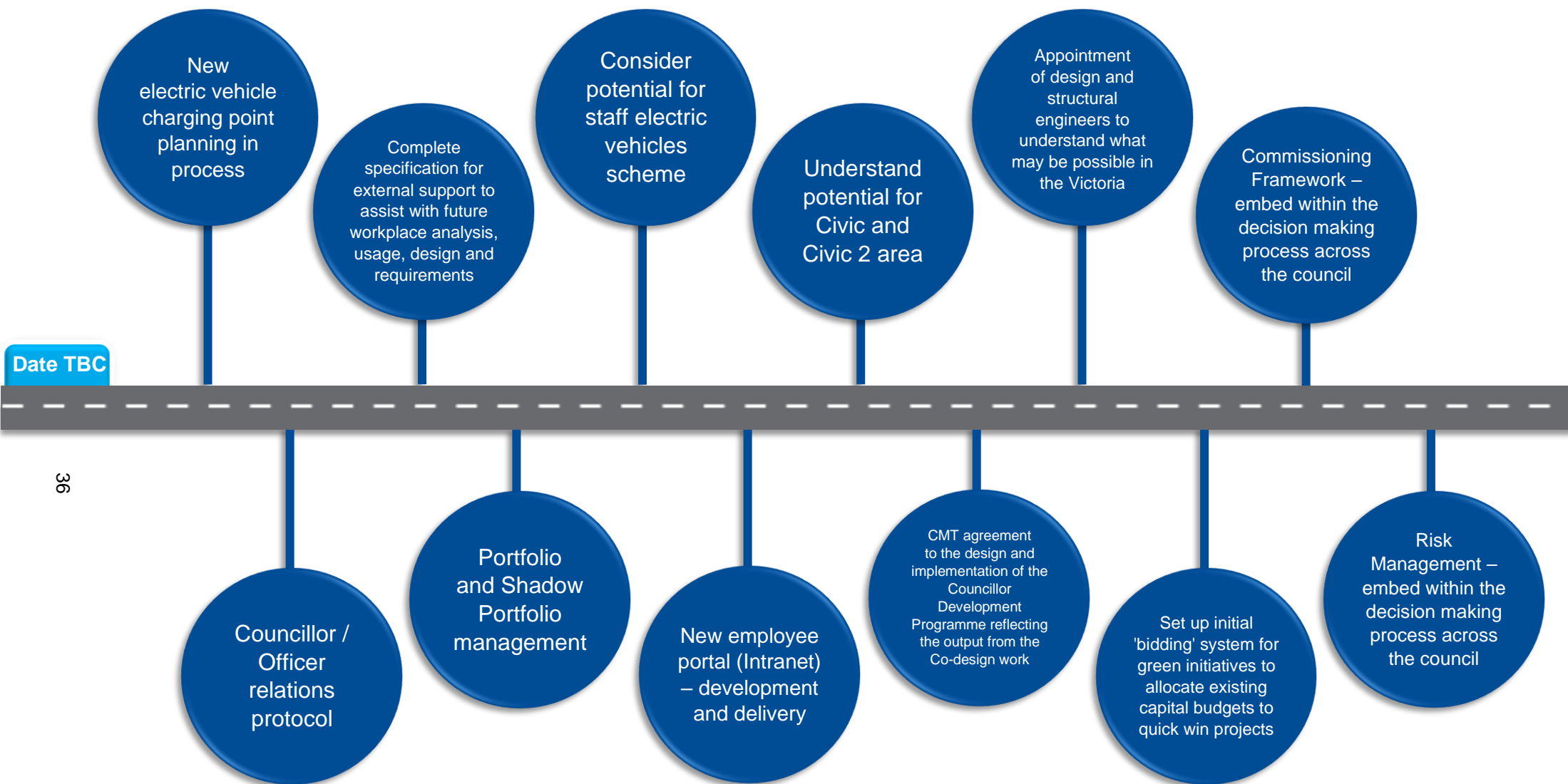
Appendix 7



 Milestone completed







Southend-on-Sea Borough Council

Report of the Executive Director Adults and Communities

**To
Cabinet**

On

27 July 2021

Report prepared by: Sarah Brown, Policy Advisor

**Agenda
Item No.**

**7
13**

Title: Promoting Food Justice and Tackling Poverty in Southend

Cabinet

Cabinet Member: Councillor Anne Jones

**Relevant Scrutiny Committee(s): Policy and Resources Scrutiny Committee
Part 1 (Public Agenda Item)**

1. Purpose of Report and Desired Outcomes

- 1.1. The report outlines the Council's approach to promoting food justice and tackling poverty in the Borough. It sets out a strategic approach that will enable more effective targeting of interventions, avoid duplication, and support a collective recovery from COVID. It highlights the need for such an approach with a rising demand for services relating to people's resilience and the need for further prioritisation of the Council's desired outcomes.

2. Recommendations

- 2.1 That the work to put in place a Food Justice Champion, and the related work plan, be extended to address the wider determinants of poverty.
- 2.2 That this work takes into consideration the motions raised at Council regarding Welfare Assistance and Fuel Poverty (4 March 2021).
- 2.3 That an Anti-Poverty Plan be developed with partners and key stakeholders and is progressed by an officer/partner task & finish group, supported by a project manager.
- 2.4 To ensure the project is embedded, that the Executive Director for Adults and Communities acts as a Senior Responsible Officer, and a Head of Service is identified to lead and be accountable for implementation of desired outcomes of the strategy.
- 2.5 That officers and teams currently working on community resilience, and anti-poverty activity across the council, be responsible for delivering the identified Anti-Poverty Plan actions.

2.6 That the Cabinet Member for Housing and Communities, Cllr Anne Jones, be the Councillor Level Champion of this work.

3. Background

- 3.1. Following the Motion made at Council on 10 December 2020 to appoint a Food Justice Champion, the Housing and Communities Cabinet Working Party recommended that Cabinet approve work to develop Southend's response to Food Justice. The paper in response to the Food Justice Motion outlined the growing number of food related projects taking place across the borough and the need for co-ordination to help maximise their impact.
- 3.2. On the 23 February 2021, Cabinet approved the following recommendations:
- a) That the Notice of Motion seeking the appointment of a Food Justice Champion be noted.*
 - b) That a project for the establishment of a member-level Food Justice Champion, or similar role be approved.*
 - c) That dedicated officer support and resources be provided to ensure that the proposed Food Justice Champion (or similar) is fully supported in the delivery of their objectives and priorities.*
 - d) That the proposed Food Justice Champion (or similar) is fully able to coordinate existing interventions to address issues of food poverty in the Borough in conjunction with local voluntary and public sector partner organisations, and to identify likely future demand on current arrangements to reduce food poverty.*
 - e) That progress with regard to the ongoing work programme of the proposed Food Justice Champion (or similar) to identify, understand and address issues that contribute to local food poverty, be reported to the Working Party on a regular basis.*
- 3.3. On 22 April 2021, the Housing and Communities Working Party considered additional motions concerning welfare assistance and fuel poverty. The Working Party recommended that additional action be considered to support the effectiveness of the Council's response to these areas of work.
- 3.4. Following an initial review of officer capacity and resources to determine how best to deliver this work, the existing breadth of activity to support community resilience, poverty related issues and inclusion was recognised. In addition, it was noted that the demand for and heightened prominence of this area of work has only increased since the start of the COVID-19 pandemic.
- 3.5. Much of the recent work has developed at pace and in response to specific needs, including the establishment of the food alliance. As the Council moves into the recovery stage of the pandemic and considers how its resources are best prioritised there is a necessity to understand the changing local need.
- 3.6. Families and individuals experiencing food insecurity do not have the resources to meet their minimum needs. By addressing the causes behind the lack of those resources, the Council and partners can better address the issues of food insecurity and the many other aspects which befall an individual or family who are unable to meet their minimum needs. Tackling food insecurity in isolation will not prevent an individual or family from facing ongoing hardship.

- 3.7. It is, therefore, proposed that the scope of this project be broadened to develop a strategic approach to anti-poverty across the Council. Such an approach will co-ordinate the breadth of current and future activity and align that work to a set of strategic objectives, and ensure services are integrated to better meet the individual needs of a person or family to lift them out of the many determinants of deprivation, of which food insecurity is only one.

4. National Context

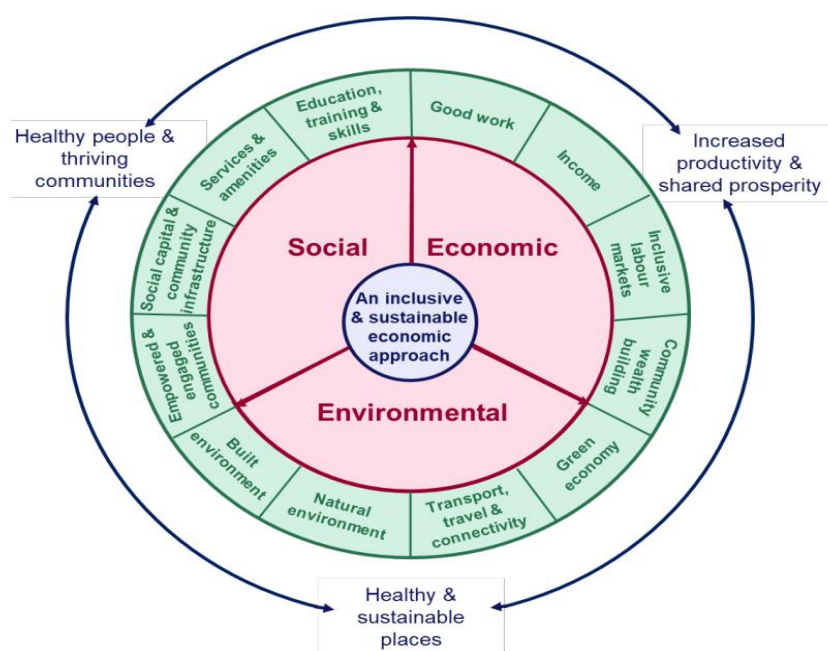
- 4.1. There has been a wealth of research which highlights that poverty is seldom the result of a single factor. The Joseph Rowntree Foundation (JRF) has identified the five key causes of poverty in the UK today as being:
1. Unemployment, low wages, and insecure jobs
 2. Lack of skills
 3. Family difficulties
 4. An inadequate benefits system and
 5. High costs.
- 4.2. These result from an overlapping and shifting series of influences that include market opportunities, state support and individual decisions.
- 4.3. It is also known that poverty and how it manifests has a direct link to our health and wellbeing. A negative cycle can exist between poverty and health. Unemployment and poverty contribute to poor mental and physical health, which in turn makes it more difficult to find work. Many people living in poverty cannot afford the cost of their care, such as prescription charges, resulting in their conditions worsening over time. This negative cycle can transfer across generations, starting from pre-birth, with impact upon parenting, educational attainment, and employment.
- 4.4. The relationship also works in the other direction. Good health can enable people to access social and economic opportunities, such as secure good quality work. Without these opportunities, people can become trapped in cycles of poor health and poverty.



- 4.5. This image illustrates how the various determinants of poverty can impact on health. Even the way that roads are designed and the incentives for different transport methods. The 2019 Government Office for Science report, *Inequalities in Mobility and Access in the UK Transport System*, outlined how transport acts as a key barrier to opportunities, limits access to key services and can cause isolation and economic stress. [The Health Foundation](#) highlighted how active travel has important health outcomes. A transport system that is easily accessible, reliable, and affordable contributes to life satisfaction and wellbeing in multiple ways. It enables access to work, friends, and family, as well as health-supporting facilities such as schools, colleges, parks, libraries, and health care centres.
- 4.6. The COVID-19 pandemic has further highlighted the relationship between inequality, deprivation, and health. The August 2020 Public Health England report [Disparities in the risk and outcomes of COVID-19](#) found that people in deprived areas were more likely to be diagnosed and to have poor outcomes than those in less deprived areas, including after adjustments for ethnicity. Lockdown conditions has also been harder on those without adequate living environments, [easy access to green outdoor space](#) and private transport.
- 4.7. This Government has set out a number of commitments to ‘level up’ inequalities across the country and, in doing so, create a fairer society, with equal opportunity and shared prosperity for all. Published in November 2017, the Government’s Industrial Strategy recognises that the UK economy is leaving too many behind and that there is a need to improve productivity and encourage economic growth across the whole country.
- 4.8. In April 2021, the Trussell Trust reported that food banks in its network experienced a 33% increase in need during the past year – with a 36% rise in parcels given for children compared with 2019/20. The Trust further reported that the need for emergency food has increased by 128% compared to this time five years ago. The Trust are calling on Government to work on a plan to end the need for food banks by:
- Ensuring everyone can afford the basics.
 - Helping local services work together to ensure people get the right support at the right time.
 - Involving people with direct experience of poverty and local food banks.
- 4.9. The [Destitution in the UK 2020](#) study by the JRF found that even before the COVID-19 outbreak destitution was rapidly growing in scale and intensity. Since 2017 many more households, including families with children, have been pushed towards destitution. In 2019 over a million UK households were destitute, including 2.3m people, of whom 552,000 were children. The number of destitute households had increased by 25% since spring 2017. Rates are higher in cities, declining industrial and coastal areas. The report recommends action to support; local welfare assistance funds, ensuring local authority services are accessible to all, foodbank referral routes, recognise growing number of younger people impacted and less likely to access existing support, facilitate access to charitable sources of cash and in-kind support, action against digital exclusion.
- 4.10. The issue is complex and the [IPPR’s June 2021](#) report highlights the rise of working poverty and those who are just about managing where an increasing number of

working families around the country, the promise of social mobility through 'hard work' as a route out of poverty alone is failing to deliver.

- 4.11. In March 2021, Public Health England published their report [Inclusive and sustainable economies: leaving no-one behind](#). The report outlines the link between health outcomes, poverty, and inequalities. In response, a framework to support planning and action on inclusive and sustainable economies was developed and includes 12 building blocks and describes why they are central to establishing and maintaining inclusive and sustainable economies.
- 4.12. The report further identifies a data catalogue which is intended to help local areas consider each of the 12 building blocks, select indicators of particular interest locally, identify areas of need, benchmark local performance and monitor and evaluate progress.



- 4.13.
- 4.14. The report recommends the conditions for the successful embedding of this approach:
- Coordinated and collaborative action across a broad range of cross-cutting sectors including health, public health, economic, business, and voluntary, community, and social enterprise.
 - A local vision which looks beyond GDP (such as Southend 2050)
 - Measure and benchmark (to identify areas of need)
 - Consider the local context, strengths and assets
 - Consult with citizens and communities
 - Prioritise areas for action
- 4.15. The report further makes the case for anchor institutions, whose investment in communities, to work as a network to achieve social value, provide opportunities and benefits for local people and residents, promote environmental and social sustainability, and build and retain community wealth.

- 4.16. Various councils have developed their own anti-poverty strategies, many of which have identified objectives and a set of actions as well as linking all relevant strategies and policies.
- 4.17. Bradford has an Anti-Poverty Co-ordination Group chaired by a Cabinet member and includes representation from the NHS, social housing providers, Department for Work and Pensions (DWP) and Voluntary and Community Sector (VCS). The group reports into the Health and Wellbeing Board.
- 4.18. The Bradford Strategy uses the five causes of poverty as identified by JRF (referenced above) as a framework for their priorities. Each priority is linked to a local need, identifies all current activity, where there are gaps and what work needs to happen as well as the data measures to help understand their impact. The strategy commits to a regular performance reporting and review.

5. Cost saving case for prevention

- 5.1. As outlined above, the national policy context is clear in its ambition towards a preventative model.
- 5.2. Even before the pandemic many academics including the Marmot Review have reported on the cost savings associated with prevention.
- 5.3. A 2015 report by [Public Health Wales, The Case for Investing in Prevention: Housing](#), found that the total cost to the NHS in Wales of dealing with category one housing hazards, which include unsafe stairs and steps, electrical hazards, damp and mould growth, excessive cold and overcrowding, was around £67 million per year. The overall cost to society was estimated at around £168 million per year. These costs could be recuperated in nine years if investment were made to address the problems. Economic evaluations showed that some housing improvements, particularly warmth and energy efficiency, lead to more money back for each pound spent.
- 5.4. In 2018, Fields in Trust published a report *Revaluing Parks and Green Spaces* which aimed to change perceptions by establishing a baseline for the value that parks and green spaces contribute to health and wellbeing rather than simply being judged by what they cost to maintain. The research findings demonstrated that parks and green spaces across the United Kingdom provide people with over £34 billion of health and wellbeing benefits.
- 5.5. In 2018, [MHCLG's Rough Sleeping Strategy](#), acknowledged that poverty, particularly childhood poverty, is by far most powerful predictor of homelessness in young adulthood.
- 5.6. Growing pressure on healthcare services and widening health inequalities has prompted the NHS to consider its role in prevention as well as its influence on the wider determinants of health. The NHS Long Term Plan sets out a commitment for specific, measurable goals for narrowing inequalities, including those relating to poverty, through service improvements. Additionally, NHS England and NHS Improvement will base its 5-year funding allocations to local areas on more accurate assessment of health inequalities and unmet need. The development of statutory Integrated Care System over the coming years will ensure that both health and local

government authorities are working towards the same prevention agenda for their place.

- 5.7. As identified in Danny Kruger MP [Levelling up our communities](#), having a strong community infrastructure and supportive social networks are essential local assets that help people withstand and adapt to shocks. Adopting a community-centred approach to local economic development and involving citizens in the coproduction of inclusive and sustainable economic plans and strategies ensures local needs are met and priorities are chosen that matter to local people.
- 5.8. The February 2021, [New Local study Community Power: The Evidence](#), uses several case studies to demonstrate how community power can generate financial savings. These include:
 - The New Deal for Communities regeneration programme from the 2000s, aimed to transform deprived neighbourhoods via community led initiatives, which generated between three and five times the funding that went into the programme. This was calculated by generating monetary figures for 'place' and 'quality of life' benefits.
 - Greater Manchester was able to make net savings of approximately £270m through a 5 year Whole Place Community Budget pilot which concentrated on particular issues such as families with complex needs, the economy and work, and health and wellbeing.

6. Local Context

- 6.1. The [2018/19 Southend Joint Strategic Needs Assessment](#) reported a strong association between deprivation of neighbourhood and reduced life expectancy. With the life expectancy gap between the most deprived and least deprived wards in the borough being just over 11 years for men, and just under 10 years for women. In addition, 1 in 5 children in Southend live in low income families (households where income is less than 60% of the median income before housing costs). Around 10% of households experience fuel poverty.
- 6.2. In early 2020 the Benefits and Commissioning team undertook a financial wellbeing survey in response to persistence figures reported on the levels of deprivation in the borough. 270 local residents were surveyed from across the borough (nearly 30% were located in SS2 (St Luke's and part of Victoria & Southchurch wards) and found that nearly 80% of respondents stated that they had been unable to save any money over the past two years - despite 64% of respondents being in work. 52% paid utilities by a meter and 60% had reported that they struggled to pay these bills. 50% felt that their debts were unmanageable and 80% of respondents felt they did not have enough money to enjoy life after paying their bills. Over 50% of respondents said that they had struggled to provide food, clothing, and basics essentials for their families. Despite this, 90% of respondents had not accessed any services in Southend to help with finance or debt issues. The same team performed a helpful mapping exercise which outlines the many existing workstreams and support for individuals and families facing financial hardship.
- 6.3. As part of the on-going work to deliver the Southend 2050 ambition and the Council's response to the Covid 19 pandemic, several programmes of work are underway to overcome issues of poverty, community resilience, and marginalisation

across the borough. Specific activities have been delivered and enhanced in response to an increasing need to overcome food, digital, and income disparities.

- 6.4. The report to the Housing and Communities Working Party on 15 February 2021, in response to the Motion for a Food Justice Champion, outlined the support Council officers were providing to join up and maximise the impact of food initiatives. The report made a case to provide continued support to the Food Alliance to ensure that the increasing demand and supply of related services across the borough was better coordinated.
- 6.5. The pandemic has also exposed digital marginalisation and isolation. Many services became online and virtual, meaning that people with a lack of technology or capability were no longer able to communicate with services, benefit from social interaction and access basic provision such as schooling to befriending and booking and paying for meals on wheels services.
- 6.6. The pandemic has intensified job insecurities, and financial vulnerabilities. The Essential Living Fund (ELF) saw a 50% increase in applications during 2020. The ELF team have supported individuals and families with easing 'exceptional pressure' meaning that they have seen an increase in people experiencing financial and emotional crisis. This team as well as the wider benefits and Council Tax teams will be preparing ahead of the end of the national furlough scheme later this year.
- 6.7. The development of the Southend Emergency Fund during the COVID-19 pandemic was in response to the increased demand to better support and enable the growing number of individuals and communities stepping in to meet community resilience gaps.
- 6.8. Those living in poor housing conditions have suffered more. Overcrowded homes have led to higher transmissions of COVID-19. Similar issues led to the Everyone In policy requiring that rough sleepers be placed in B&Bs and not hostels. Whilst there was a lot of emergency protection for renters, this ended on 31 May 2021 and the Council's housing solutions team have urged landlords to 'call before you serve' so that they can try to support and resolve as many issues as possible from resulting in homelessness.
- 6.9. The need for affordable housing predates the pandemic including work to improve housing conditions. Ongoing work to develop a Selective Licensing scheme in several parts of the borough's most deprived wards will help reduce the negative health outcomes of poor living conditions, as well as reduce stress induced by living in areas of high anti-social behaviour.
- 6.10. Projects to develop Community Connectors and Community Builders is underway to help support communities who are less connected and over issues of opportunity and information inequality. [The Kings Fund recognises](#) the important role that community has in addressing issues resulting from social isolation and changing perceptions which can lead to better health outcomes.
- 6.11. The Early Years team are undergoing a process to better integrate services which support families by providing a partnership approach to social care, education, skills, and work opportunities. It is well known that living in poverty is particularly harmful to children in terms of both their current health and development and their

long-term socio-economic and health prospects. Early childhood is an important period for social, cognitive, and physical development. The conditions of early life influence child development with direct influences on health. They also have a powerful influence on adult socio-economic position with an indirect effect on adult health. Ensuring good quality and equitable nursery places, schooling and improving educational achievement among disadvantaged children should therefore be considered a prerequisite to improving their pathways into adulthood.

- 6.12. The newly developed Early Help Partnership Strategy recognises the need for a partnership approach to maximise how families and individuals are supported locally. COVID-19 has amplified the challenges face by children and families. All children will have felt the impact, but vulnerable children more than others, further exacerbated by the delays in access to services despite the efforts made to maintain them. The new Strategy aims to recognise those challenges and adapts to meet them in a sustainable way. Working together, council services, health, children's centres, community hubs, schools, and voluntary, charity, faith, social enterprise organisations and agencies recognises that early help is the responsibility of everyone. And by sharing information and resources, the best outcomes can be achieved.
- 6.13. A task and finish group are currently working to develop a suite of work to support statutory compliance from the new Domestic Abuse Bill. It is known that domestic abuse is linked to poverty and is often a consequence of leaving an abusive relationship.
- 6.14. Likewise, an in-depth piece of work responding to issues of neglect through the Thriving Communities partnership will take into consideration how the impact of poverty relates to issues of neglect.
- 6.15. These areas of work, highlight that food justice, along with digital, fuel and opportunity poverty are the consequences of a wider system issue relating to a lack of adequate income and or financial resilience. Treating each of these determinants separately will result in a temporary effect but will not prevent and fix the cause.

7. A definition of Poverty

- 7.1. The Joseph Rowntree Foundation's UK Poverty 2017 report showed that over half of people living in poverty are in working households and many are in vulnerable groups. Too often, work does not pay enough, or people fall into poverty through circumstances beyond their control. Poverty is, in part, about lacking basic material resources.
- 7.2. But it is also about exclusion and missed opportunities – the child who is singled out for having free school meals or the person who misses a job interview because they do not have the 'right' clothes. When people are prevented from accessing resources and experiences, it can compromise their ability to participate and feel valued and included in society.
- 7.3. The development of a Southend strategy will provide an opportunity to define local minimum standards of living, prioritise those standards and allocate resources accordingly. And therefore, enable the Council to add more value in its approach.

8. A Southend Anti-poverty Strategy and Action Plan

- 8.1. The Council and its partner's resources are finite but the demand for support is increasing. Resources need to be co-ordinated and prioritised. By identifying the minimum local standards of living, current services and support can be mapped to shortfalls in those standards, and gaps identified. Agreeing a set of strategic objectives with partners to overcome those shortfalls will enable current and future services to be prioritised and resources focused on the issues of most concern. A partnership approach will ensure services are integrated to better meet the individual needs of a person or family to lift them out of the many determinants of deprivation, encapsulating all relevant services within the Council.
- 8.2. A strategic approach must consider and then agree how resources are proportioned to address issues of prevention (pro-active), and or resilience support (reactive), who are the individuals and families most in need and what types of prevention or support measures will serve short-, medium- or long-term benefits.
- 8.3. [An evidence review published by the New Policy Institute](#) reported that anti-poverty strategies are more likely to succeed when they have:
 - Political commitment
 - Clear lines of accountability
 - Links to economic policy
 - Dedicated institutions or systems of governance
 - Co-ordination across government
 - External stakeholder involvement
 - An effective system of monitoring and review.
- 8.4. A strategy and action plan should be designed by a Task and Finish Group made up of Council officers, partners, and community representatives. The Task and Finish Group should be co-ordinated, and project managed by a lead officer. As a minimum a Southend anti-poverty strategy and action plan should:
 - Define minimum living standards for Southend
 - Map current activity
 - Identify gaps and where value can be added
 - Identify a set of objectives (pro-active/re-active, short, medium, and long-term)
 - Identify a set of priorities
 - Research and learn from best practice
 - Identify and link to key areas of work including the development of the ICS, integrated early years, thriving communities and others.
 - Identify which preventative areas of work generate the biggest benefits (in costs and health outcomes)
 - Set out the governance arrangements and how accountability will be achieved
 - Identify the measures, reporting and monitoring process
 - Have an eye on future demand
 - All of this activity should be co-designed with community and partners, taking into account lived experiences

9. Sponsorship, Support, and resources

- 9.1. There are four levels of resource which are required to deliver this work with pace:
 - a) Sponsor
 - b) A senior responsible owner
 - c) Project Manager
 - d) Those responsible for the delivery of work
- 9.2. **Sponsor**
- 9.3. As recommended by the Working Party and Cabinet, a Cabinet Member should take a sponsorship role for this work. The Cabinet Portfolio Member with the portfolio responsible for Housing and Communities, Cllr Anne Jones, will act as the member-level champion of this work, and aligns to the Joint Administrations Political Priorities.
- 9.4. **Senior Responsible Officer**
- 9.5. Whilst there is a need for many teams across the Council and partners to take ownership of this work, it is as important that a clear line of accountability is established. It is recommended that one Senior Officer take overall responsibility to drive delivery.
- 9.6. The Senior Officer responsible for the project and its ongoing delivery will be a repurposed role with a focus on communities. This role is required to consider the impact of all elements of community, its resilience and inclusivity. The all-age relevance is an important aspect and the recognition of how all aspects of the Council (benefits, roads, housing, economy, early years, schools, and health) has a role to play in a thriving community.
- 9.7. This role will be responsible for driving delivery of the strategy and action plan, and as identified in the conditions for success in section 8.3 above, to identify an ongoing resource to track and monitor performance and progress. In addition, this role will report on progress to the relevant governance boards, including liaison with the Member sponsor.
- 9.8. The SRO will work in partnership with a lead from the voluntary, and community sector who will help inform the direction of the work and take joint ownership of the issues and to embed an integrated approach.
- 9.9. **Project Manager**
- 9.10. The development of this activity requires the focus of a dedicated resource to co-ordinate and project manage a time limited programme to co-design and publish a Strategy and Action Plan. In common with other programmes of work where a secondment position has supported the acceleration of work, such a role will help to drive pace. Internal secondment can further act to support an individual's development and aid with succession planning, if required.
- 9.11. The Project Manager will be responsible for establishing and running an effective task and finish group. To co-ordinate a set of partners requires a skill and experience in effective relationship and trust building. The many facets of managing

a large set of activity and views will require a level of experience. The dedicated resource will provide the focus and pace required to make significant progress on this project within the year.

9.12. This role is time limited and will end following publication of the Strategy and Action Plan. The Senior responsible officer will remain with overall responsibility to drive delivery.

9.13. To ensure that the existing work relating to the Food Alliance does not lose momentum, the Project Manager will continue to maintain relationships and progress this work until a longer-term solution is agreed.

9.14. The Delivery of Work

9.15. As outlined in section 6 above, there is considerable existing and ongoing work which aims to tackle various determinants of poverty. The council employs various officers responsible for community capacity building, support in troubles times (whether this be financial, social services, housing or employment and skills including digital exclusion), as well as preventative measures. The delivery of the action plan will fall to existing and relevant Council teams and partners. Those teams and partners will be identified as part of the Task and Finish group and support the development of the Strategy and Action Plan. Whilst the Senior responsible officer will be ultimately accountable, the delivery of the action plan will be a collective piece of work.

9.16. This work is closely aligned to Southend 2050 and the Joint Administrations Political Priorities to tackle anti-poverty. Additional sponsorship through the Active & Involved theme will provide a mechanism to highlight the importance of this work and draw upon the network ongoing and related work within this area.

10. Other Options

10.1. To develop a Food Justice Action Plan which focuses solely on issues relating to food. To be led by a council officer co-ordinator either as a new role or as part of an existing role, or commission the co-ordination to a partner organisation.

11. Reasons for Recommendations

11.1. For the reasons stated above, it is recommended that the action to develop a Food Justice Champion and to develop a related Action Plan have its scope widened to develop a strategic approach to prevention of anti-poverty measures. Such an approach will co-ordinate, prioritise and add value to the breadth of current and future activity and align that work to a set of strategic objectives, and ensure services are integrated to better meet the individual needs of a person or family to lift them out of the many determinants of deprivation, encapsulating all relevant services within the Council.

11.2. Corporate Implications

11.2.1 Contribution to the Southend 2050 ambition, outcomes and road map and Forward Ways of Working.

This work supports the Southend 2050 ambition, the Council's values, and behaviours as well as the activity of the Forward Ways of Working programme.

11.3. Financial and value for money implications

11.3.1 There is a financial ask associated with the Project Manager resource. This role enables the project to be delivered at pace so that benefits can be realised much sooner. The development of a strategy and action plan provides a targeted approach for activity which avoids duplication, therefore optimising the benefits of the Council's and its partners interventions.

11.4. Legal

11.4.1 There are no legal implications.

11.5. Equalities and diversity Implications

11.5.1 This work will address inequalities across the Borough and an Equality Impact Assessment will be completed.

11.6. Other corporate implications

11.6.1 People – Officers will be asked to participate in the development and delivery of this work. Senior officers will be consulted and asked to consider capacity of resources committed. The Project Manager role could act as a seconded development opportunity for an existing member of staff.

Property – None at this time

Empowerment, Co-design/production and Consultation – It is proposed that this work is completed and informed alongside partners and stakeholders.

Risk – The risk to effectively embedding the strategy and action plan is reduced by identified a senior accountable officer.

Community Safety – None at this time, although consideration will be given to community aspects relating to poverty within the borough

Green City/Environment/Climate Change – None at this time

Data Protection – None at this time. The Project Manager will need to consider data protection advice when establishing a task and finish group with external stakeholders.

ICT – None at this time

Health – None at this time

Health & Safety – None at this time

Commissioning/Procurement – None at this time

11.7. Background Papers

12.1 Food Justice Report, Housing and Communities Working Party, 15th February 2021
Bradford Anti-Poverty Strategy, [Exec8JanDocAGApp1.pdf \(moderngov.co.uk\)](#)

New Policy Institute, International and historical anti-poverty strategies: evidence and policy review, [International and historical anti-poverty strategies: evidence and policy review \(npi.org.uk\)](https://npi.org.uk)

Public Health England, [Inclusive and sustainable economies: leaving no-one behind, Inclusive and sustainable economies: leaving no-one behind - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

Joseph Rowntree Foundation, [Destitution in the UK 2020](https://www.jrf.org.uk), [Destitution in the UK 2020 | JRF](https://www.jrf.org.uk)

Southend-on-Sea Borough Council

Report of Executive Director (Legal & Democratic
Services)

to

Cabinet

on

27 July 2021

Agenda
Item No.

8

Report prepared by: S. Tautz (Principal Democratic Services
Officer)

**In-Depth Scrutiny Project - 'How the Council and Councillors Communicate with
Local People and Stakeholders.'**

**Relevant Scrutiny Committee(s): Policy & Resources Scrutiny Committee
Cabinet Member: Councillor P Collins
Part 1 (Public Agenda Item)**

1. Purpose of Report

- 1.1 To present the final report of the In-Depth Scrutiny Project – 'How the Council and Councillors Communicate with Local People and Stakeholders.'

2. Recommendations

- 2.1 **That Cabinet approve the report and recommendations arising from the in-depth scrutiny project, detailed at Paragraph 14 of the attached report.**

3. Background

- 3.1 At its meeting held on 11 July 2019, the Policy and Resources Scrutiny Committee agreed that an in-depth scrutiny project be undertaken to consider how the Council and councillors communicate with local people and stakeholders (Minute 201 refers). The project plan for the in-depth scrutiny project was agreed by the Committee at its meeting on 10 October 2019 (Minute 411 refers).
- 3.2 The project was led by a member Project Team for which appointments were agreed by the Council at its meeting on 16 May 2019. The Project Team comprised the following members: Councillors M Davidson, S Habermel, C Walker, M Dent, I Shead and P Collins, and former councillors B Ayling and H McDonald. Former Councillor Ayling was appointed Chair of the Project Team in November 2020 and Councillor D Garston attended meetings of the Project Team as Chair of the Policy and Resources Scrutiny Committee.
- 3.3 Officer support for the project was provided by Stephen Meah-Sims (Head of Corporate Strategy), Adam Keating (Strategic Communications Manager), Nick Constantine (Service Design Manager), Ellen Butler (Head of Customer Services), Kamil Pachalko (Engagement and Participation Manager), Boglarka

Nemeth (Community Capacity Advisor) and Fiona Abbott/Steve Tautz (Project Co-ordinators).

- 3.4 Progress with regard to the review was achieved in the first half of the 2019/20 municipal year, including the development of the project plan and the receipt of relevant presentations. However, the completion of the projects was subsequently delayed from late-2019 as a result of a number of issues including reduced officer capacity in key service areas.
- 3.5 From March 2020, the impact of the COVID-19 pandemic also further delayed activity with regard to the completion of the review, reflecting the Council's response to the pandemic, including the necessary focus on priority activities and the delivery of key services to local residents. As a result, it was not possible for the in-depth review to be completed by the end of the municipal year and the Committee agreed that it be carried forward into the 2020/21 municipal year.
- 3.6 The draft final report and recommendations arising from the in-depth scrutiny project was agreed by the Policy and Resources Scrutiny Committee at its meeting on 8 July 2021 (Minute 133 refers). An overview of the evidence considered by the Project Team is set out in the report.
- 3.7 The scrutiny committees have agreed that a joint approach be taken to in-depth scrutiny activity for 2021/22 around the theme of 'Enabling Councillors to be Effective' and the scoping of such project will incorporate appropriate matters of importance to councillors within this theme, including the improvement of the 'Councillor Queries' process. It is intended that this joint project will complement work currently being carried out around councillor development and the separate review to be undertaken of the Council's Constitution, to which all members will have an opportunity to contribute

4. Recommendations

- 4.1 In accordance with Scrutiny Procedure Rule 10 (Part 4 (e) of the Constitution), the report of the in-depth scrutiny report is attached at Appendix 1 for approval by the Cabinet.
- 4.2 The recommendations from the review are set out in Section 14 of the report. There are no recommendations arising from the review that have budget implications that require consideration as part of future years' budget processes prior to implementation.
- 4.3 The overarching recommendations from the review are as follows:

COVID-19 Pandemic

- (a) That the efforts of the Council in engaging with local communities across a wide range of issues during the period of the COVID-19 pandemic, be recognised.

Engagement & Consultation – 'Your Say Southend'

- (b) That the continued development of the 'Your Say Southend' engagement and consultation platform that provides local residents with an opportunity to participate in discussions and consultation exercises, be supported.

Member Support Hub & Councillor Queries

- (c) That the establishment of the Member Support Hub to provide dedicated support for councillors to communicate and engage with residents effectively be welcomed, and that the continued development of the facilities offered by the Hub be supported.
- (d) That work to further develop the 'Councillor Queries' facility, that provides a direct contact route for councillors to raise queries with regard to their community casework activities, be supported. This includes a recommendation to put Councillor Queries forward as a future In-Depth Scrutiny Project, to be developed rapidly as a co-designed councillor/officer improvement project.

Customer Services

- (e) That appropriate steps be taken to ensure that the contact telephone numbers and email addresses of all officers of the Council, especially new employees, are added to the internal telephone directory as soon as possible.
- (f) That councillors be encouraged to provide details of any specific search enquiries that have proved problematic in terms of identifying information on the Council's website or intranet.

Social Networks

- (g) That an approach be developed for the use of social media by councillors as a tool to share information with people and groups in their communities and to engage residents in productive two-way conversation.
- (h) That councillors identify any areas in which they could help to improve the Council's communications activities, or how officers can support councillors to communicate and engage with residents effectively, particularly through the appropriate use of Facebook groups and other social media platforms by councillors as a means of engaging successfully with their communities.

Resident Information

- (i) That the information booklet produced for inclusion with the Council Tax bills for 2021/22 be welcomed and that this approach to the provision of relevant Council and partner information be continued for 2022/23 and future years.
- (j) That the Corporate Communications Team continue to work with service areas to expand the number of e-newsletters to help those service areas communicate effectively with their target audiences.

- (k) That the enhancement of councillor-officer communications be included as part of the action plan for the new Protocol on Councillor/Officer Relations that was adopted in December 2020.

Professional and Consistent Tone and Message

- (l) That investigation be made of opportunities for increased data sharing across the authority to support the provision of seamless services, including appropriate benchmarking with other similar local authorities.
- (m) That a review be undertaken of relevant 'standard' correspondence currently in use across the Council's service areas to ensure the consistent use of a clear and concise style and tone that demonstrates respect for residents and other stakeholders.
- (n) That consideration be given to the identification of opportunities to increase the number of the Council's documents that currently have Crystal Mark accreditation, to ensure that the authority communicates clearly in all relevant situations.

4.4 The Cabinet is requested to endorse the recommendations arising from the in-depth scrutiny project.

5. Other Options

5.1 To note the report but not progress any of the recommendations.

6. Reasons for Recommendations

6.1 Not applicable

7. Corporate Implications

7.1 Contribution to the Southend 2050 Road Map

In the context of the Southend 2050 ambition and priorities, the following proposed outcomes were set for the project:

- To support the development of a new engagement portal to replace the current consultation portal.
- The development of a new Participation and Engagement Strategy.
- Ensuring that the Council and councillors communicate in both a broadcast and two-way sense.

7.2 Financial Implications

A number of the recommendations arising from the in-depth scrutiny project have financial implications that will require consideration as part of future years' budget processes prior to implementation. The financial implications of these recommendations will be identified as proposals for their implementation are developed.

7.3 Legal Implications

None

7.4 People Implications

None

7.5 Property Implications

None

7.6 Consultation

As described in the report

7.7 Equalities and Diversity Implications

None

7.8 Risk Assessment

None

7.9 Value for Money

None

7.10 Community Safety Implications

None

7.11 Environmental Impact

None

8. Background Papers

None

9. Appendices

Final report of the In-Depth Scrutiny Project (Appendix 1)

This page is intentionally left blank

**Policy & Resources Scrutiny
Committee**

In-Depth Scrutiny Review

1. INTRODUCTION

- 1.1 Effective communication and engagement arrangements are of vital importance to everything that the Council does.
- 1.2 In the current climate, it is important that our residents, local businesses, partners and other stakeholders are clear on the challenges that the Council faces and its plans to tackle them and, as councillors and officers we all have responsibility for the effectiveness of our communications. Effective communication is not just the role of any one team. Every member of staff and councillor has an important role to play. Each phone call, email or face to face interaction has the ability to shape the perception of the Council, communicate what it is trying to achieve and build relationships with our residents and stakeholders.
- 1.3 Successful communication helps to ensure local people understand the local services available to them, and provides a mechanism to engage, consult and ask for feedback on those services. Communications can also inform residents about local and national issues, shapes the way that people hear about the achievements of the Council, provides a vital role in warning and informing in emergency situations, and much more. Those who feel that they are well-informed about the Council tend to be more positive about the authority on a wide range of issues and are less likely to feel that the Council is remote and impersonal or out of touch with local people and are more likely to feel that the authority offers local people good value for money and provides a good quality of service overall. Good external communication can also have a positive impact on overall satisfaction levels.
- 1.4 Effective internal communication and engagement aims to ensure that the Council's staff are informed, involved, engaged and motivated to achieve its priorities and objectives. Employees are more likely to stay and succeed if they have a clear understanding of what the Council is trying to achieve and how they contribute to this.
- 1.5 We would like to thank all councillors and officers for their contribution to the in-depth scrutiny review.

In-Depth Scrutiny Review Project Team

Councillors M Davidson, S Habermel, C Walker, M Dent, I Shead and P Collins

2. BACKGROUND

- 2.1 Communication is essential to the delivery of the Council's services. It helps keep people informed and supports service take-up, transformation programmes and reputation management, and the delivery of the Council's ambition and priorities. The stakeholders that the Council communicates with, include:
 - Residents and service users
 - Our employees
 - Our elected councillors
 - Partner bodies/organisations
 - Our business community and potential investors
 - Local groups and forums
 - People who help inform and influence the opinion of others
- 2.2 Good communication arrangements enable the Council to:
 - Better understand the needs of the community
 - Raise resident satisfaction, trust and confidence
 - Raise the profile of Southend-on-Sea
 - Attract businesses and employment to the Borough

- Make best use of technology to innovate and engage with hard-to-reach groups such as young people
- Proactively challenge

2.3 The Council's communicates through a wide range of methods, including:

- Face-to-face*
- Email
- Telephone
- Letter
- Website and social media
- Local, regional and national media
- Service information
- Community engagement
- Consultation
- Councillors, though their role as ward representatives
- Staff briefings provided by Corporate Management Team
- Other mechanisms

* Under current Covid-19 pandemic conditions, the ability to interact face-to-face has been significantly reduced.

2.4 Different forms of communication appeal to people of different ages, social groups, and demographics, so it is important that the Council ensures that all options for increasing and improving communication are considered in order to communicate effectively with everyone.

2.5 The Council and councillors value the role of the local media which scrutinises local decision making and services. It is an important communication channel that the council takes a positive and proactive approach too, as it is helpful to the effectiveness of the Council's communications activities and ensuring that residents and stakeholders are aware of the work, services and decisions of the council.

2.6 The Strategic Communications Team is responsible for making official statements to the press or media relating to the functions and business of the Council, in consultation with the relevant Cabinet Member or chief officer as appropriate, and for dealing with day-to-day press or media enquiries. Southend-on-Sea has an active local media, and will also frequently talk directly to councillors from across the political spectrum to ascertain their views on local matters and council policy for example.

2.7 This in-depth scrutiny project has sought to assess the overall effectiveness of current arrangements, particularly around how the authority and its councillors communicate with local people and stakeholders and facilitate engagement and participation, given the importance of resident engagement as a key priority for the Council.

3. FRAMEWORK OF THE REVIEW

3.1 At its meeting on 11 July 2019, the Policy and Resources Scrutiny Committee agreed (Minute 201 refers) that an in-depth scrutiny review be undertaken to consider how the Council and councillors communicate with local people and stakeholders, as part of its work programme for 2019/20.

3.2 There were a number of reasons for the identification of the in-depth scrutiny project. These included concern about performance and capacity around call-handling and the communication of relevant information to residents following the cessation of the publication of the former 'Outlook' magazine for residents.

3.3 The Committee agreed that the framework for the review should be:

“How the Council and councillors communicate with local people and stakeholders.”

3.4 The review was subsequently extended to also consider how the Council and councillors facilitated engagement and participation. The scope of the review was to consider:

- How the Council and councillors communicate and engage with local people, stakeholders and each other, and where improvements or changes could be made, to ensure that wherever possible the Council is projecting a professional and consistent tone and message
- The emphasis on co-production, participation and engagement and moving towards becoming a participatory Council that truly listens and acts on the concerns of its residents
- How services are designed to maximise listening and learning
- Engagement and participation
- Effective communication
- Customer Services

3.5 The review was set within the context of the Council's 2050 ambition and priorities and the following proposed outcomes for the project were agreed:

- Advice and recommendations to support the development of a new engagement portal to replace the current consultation portal
- Development of a new Participation and Engagement Strategy
- Recommendations on how the Council/Councillors communicates in both a broadcast and two-way sense

3.6 Progress with regard to the review was achieved in the first half of the 2019-20 municipal year, including the development of an action plan, and the receipt of relevant presentations. However, the completion of the project was subsequently delayed from late-2019, as a result of a number of issues connected to capacity in key service areas.

3.7 From March 2020, the impact of the COVID-19 pandemic delayed activity with regard to the completion of the review, reflecting the Council's approach to the handling of the pandemic, including the necessary focus on the delivery of key communication and engagement activity in regard to the local response to the pandemic. In addition, the dedication or redeployment of officer capacity that would have supported the review and the adoption of ongoing remote working and meeting arrangements for councillors and the Council's employees further delayed progress with the project and, as a result, it was not possible for the in-depth review to be completed by the end of the municipal year.

4. METHODOLOGY

4.1 The review was undertaken on behalf of the Scrutiny Committee by a Project Team comprising Councillors M Davidson, S Habermel, C Walker, M Dent, I Shead and P Collins, and former councillors B Ayling and H McDonald. Former Councillor Ayling was appointed Chair of the Project Team in November 2020 and Councillor D Garston regularly attended meetings of the Project Team as chair of the Policy and Resources Scrutiny Committee.

4.2 The Project Team was supported in its review by a team of relevant officers including S Meah-Sims (Head of Corporate Strategy), A Keating (Strategic Communications Manager), N Constantine (Service Design Manager), E Butler (Head of Customer Services), K Pachalko (Engagement and Participation Manager), B Nemeth (Community Capacity Advisor) and F Abbott/S Tautz (Principal Democratic Services Officers/Project Co-ordinators).

- 4.3 The Project Team met on four occasions between July 2019 and February 2021.
- 4.4 The project was undertaken using an evidence-based approach to the consideration of a range of options, through a mixture of desk top research and informative presentations that supported our understanding of the provision of current communication and engagement activities. As a result of the restrictions imposed by the national and local response, no witness sessions or site visits were held in respect of the project, although third party examples were presented to the group by officers.

5. COVID-19 PANDEMIC

- 5.1 During the ongoing COVID-19 pandemic, the Council has communicated and engaged with local communities at an unprecedented level and pace across a wide range of issues. Effective prioritisation has been used throughout the period of the pandemic to plan all communications activity on a campaign-led approach, with the aim of safeguarding and protecting the health and wellbeing of residents, businesses and staff. Where other agencies and partners have led communications activity in support of the handling of the pandemic, the Council has sought to support their work through the sharing of key messages and content.
- 5.2 The Council's corporate communications team has ensured ongoing engagement and communication with citizens and stakeholders throughout the pandemic, on behalf of the Local Outbreak Control Oversight and Engagement Board established to provide oversight, assurance and scrutiny of plans to prevent, contain and manage local outbreaks of COVID-19. A dedicated Coronavirus advice and support page was added to the Council's website in March 2020 and has been maintained throughout the pandemic.
- 5.3 The Project Team was advised that a wide range of communication had been issued during the pandemic, including messages that reinforced the 'Stay at Home' and social distancing approach to COVID-19 taken by the Government, the communication of local service changes and the 'Don't Visit Southend' initiative, alongside regular public health related communication in liaison with the Director of Public Health. Members were reminded that a regular 'councillor briefing' approach had been launched alongside the new Member Support Hub, together with an ongoing programme of business support communications and targeted social media campaigns. Methods of communications have been across the board, ranging from media work and multi-channels campaigns, through to direct communications and engagement in the form of virtual briefings with specific community groups and stakeholders, leaflets delivered directly to residents and the recruitment of 'community connectors' to act as champions and a point of contact in the community.
- 5.4 Although options for the live streaming of more Council meetings to encourage participation in local democracy was already being considered, the response to the pandemic has seen a significant increase in the number of meetings that are webcast through the internet and the Council's website.

6. ENGAGEMENT & CONSULTATION - 'YOUR SAY SOUTHEND'

- 6.1 It can be easy for the Council to issue communication messages without engaging with stakeholders or listening to what they have to say and involving them in service planning. By offering opportunities for conversation and feedback, the Council can gain better insight into what matters to residents, businesses and partners and develop its services accordingly.
- 6.2 One of the proposed outcomes from the in-depth scrutiny project was to support the development of a new engagement portal to replace the current consultation portal and the

development of a new Participation and Engagement Strategy. At the commencement of our project, we received a number of case studies relating to the implementation of engagement portals by other local authorities, including the 'Bang the Table' platform that has been implemented locally by the Council as ['Your Say Southend'](#).

6.3 During the period of the scrutiny project, the 'Your Say Southend' engagement and consultation platform was launched in November 2020 to provide local residents with an opportunity to participate in discussions and consultations that are ongoing in the Borough. The platform offers residents a way to provide feedback, share ideas and influence decisions that matter to them and to facilitate engagement with individuals that might otherwise be hard to reach and will be used to complement, but not replace, traditional face-to-face methods of engagement and consultation activity. The platform is designed to support the outcomes of engagement and consultation based on the following objectives:

- Informing decisions, providing opportunities for the community to contribute to decision-making processes
- Building capacity, educating the community on a specific theme or issue to increase knowledge or change behaviours
- Strengthening relationships, building new relationships and/or improving relationships with the community.

6.4 A presentation on the 'Your Say Southend' platform was provided for all councillors in November 2020. The platform can be used to facilitate any form of local engagement, not just formal types of consultation exercise, through the use of tools to gather ideas, create forums and mapping. The platform has been used to gather stories of neighbour to neighbour and volunteer support during the COVID-19 pandemic and these stories have been reflected back to the public through the Council's social media channels, to nurture confidence and pride among the residents. It is important that local residents tell the Council about the issues, the positives and negatives on the subjects that it consults on, to help formulate inclusive improvements, projects and policies for the Borough.

6.5 The 'Your Say Southend' platform requires minimum data (username, password, email address) to be provided by residents in order for them to register for the submission of consultation responses etc, which allows the tracking of demographic data to ensure that responses to consultations etc. are representative of the local population and that conversations are kept respectful. Support is available to assist members of the public in this regard and the 'guestbook' functionality of the website enables residents to submit comments without having to formally register.

6.6 The 'Your Say Southend' engagement and consultation platform also helps the Council to:

- Establish and share good practice
- Use resources effectively
- Maximise the use of consultation findings
- Co-ordinate effort
- Avoid duplication

6.7 The ['Good Neighbours'](#) project has also shown how the Council can encourage and facilitate citizen participation by sharing best practice ideas without unnecessary bureaucracy or the formalising of helping activity. A ['Community Connectors'](#) programme has also been developed in conjunction with Southend Association of Voluntary Services and other partner organisations, to help communicate or signpost local people to facts and support about the COVID-19 pandemic. However, we have also recognised the importance of local councillors as community leaders.

- 6.8 Project owners are also encouraged to use other interactive tools as to gather ideas and stories and a number of small-scale engagement groups have been developed in liaison with the Public Health Team.
- 6.9 We consider that the continued development of the 'Your Say Southend' engagement and consultation platform should be supported.

7. MEMBER SUPPORT HUB & COUNCILLOR QUERIES

- 7.1 The primary role of our elected councillors is to represent their ward and its residents to provide a bridge between the community and the Council. As well as being an advocate for local residents and signposting them to the right people at the Council, councillors need to keep them informed about the issues that affect them, respond to queries and investigate concerns. The Member Support Hub was established as a step towards strengthening this area.
- 7.2 The Hub was introduced in 2020 following a review of the existing provision of member support services within the Democratic Services and Corporate Strategy Teams, in advance of a review of business support services and functions across the authority that is to be undertaken during 2021.
- 7.3 The services and responsibilities of the Member Support Hub currently include:
- Contributing towards the co-ordination of general councillor queries and casework
 - The provision of diary management for the Leader and Cabinet Members and the handling of Leader's mail
 - The handling of enquiries and queries from Members of Parliament
 - Member briefings
 - Contributing towards Member's communication
 - The co-ordination of Member training and development
 - Co-ordination of business for the Executive Briefing with CMT
- 7.4 The intention for the Hub was to start it with a focus on a small range of areas, but ultimately offering support to all councillors. This has been gradually progressing with communications and co-ordination around Member training and development, and the general coordination for Councillor Queries
- 7.5 As part of the Councillor Queries work, we have learned that multiple routes to raise queries have created some confusion and frustration amongst councillors and officers alike, who want the system to clear, simple, respectful and speedy for everyone concerned. The current experiences are connected to 'legacy' systems and processes associated with previous structures and teams.
- 7.6 Work is ongoing to improve the 'Councillor Queries' process, taking onboard the current feedback from all councillors and officers. There is a need to ensure that the experience that councillors have through this process, right now, has signs of improvement, whilst a longer term, sustainable solution is found, that works with the resources available.
- 7.7 We consider that the ongoing work to further develop the 'Councillor Queries' facility should be supported.

8. SELF-SERVICE - 'MY SOUTHEND'

- 8.1 Self-service facilities offer residents a convenient way of managing their Council services, reporting issues and contacting the authority with service requests or comments, without

having to wait in a phone queue or navigate websites. The Council has introduced the 'My Southend' platform as its interactive self-service portal for residents.

- 8.2 We have been advised that feedback in respect of the 'My Southend' platform indicates that the facility is generally working well. A specification for the letting of a new contract for the platform is currently being developed and will incorporate experience and learning from the use of the system to date. We understand that there will be member involvement in this process going forward.
- 8.3 The Project Team considers that it would be helpful if there were greater levels of 'status' indicators applied to issues reported through 'My Southend', to give increased transparency to the progress of issues raised by residents and service users. We understand that this approach will be dependent upon the integration of the platform with service-based management systems but that this will be considered as part of the development of the specification for the letting of a new contract for the platform.

9. CUSTOMER SERVICES

- 9.1 One of the reasons for the identification of the in-depth scrutiny project was concern about performance and capacity around call-handling. We have received and reviewed relevant call-handling performance data as part of the in-depth scrutiny project, for the key areas of:
- General Enquiries.
 - Council Tax.
 - Benefits.
 - Switchboard.
- 9.2 The most recent performance information that we reviewed as part of the project was for the three-month period from November 2020 to January 2021.
- 9.3 Depending on the nature of an enquiry, the Council has set response targets for staff to achieve. These focus on how quickly calls are answered and how many customers end their call before it is connected (abandoned calls). A current measure of success is how many calls are answered, which shows how consistently Customer Services perform. For November and December 2020, the percentage of answered calls in each of the service areas identified in Paragraph 9.2 above was better than the current target of 80%. Unfortunately, for January 2021 the percentage of answered calls in the General Enquiries, Council Tax and Benefits service areas was below target, as a result of significant capacity issues arising from the COVID-19 pandemic.
- 9.4 A second measure of customer experience is assessed by the percentage of 'abandoned' calls (where the caller hung up while in the waiting queue) made to the Council. For November and December 2020, the percentage of abandoned calls in each of the service areas identified in Paragraph 9.2 was better than the target of 10%. Unfortunately, for January 2021 the percentage of abandoned calls in the General Enquiries service area was below target, also as a result of the capacity issues arising from the COVID-19 pandemic.
- 9.5 The highest call volumes during the period from November 2021 to January 2021 were for General Enquires. On average, customers waited less than five minutes for calls to the Benefits service area to be answered during January 2021, and less than four minutes for calls to the General Enquiries and Council Tax service areas and the average wait time for Switchboard calls to be answered during this period was less than one minute. We have been advised that steps have been taken to increase current officer capacity in the service areas where performance was below target in January 2021.

- 9.6 We believe that arrangements for the management of call queues and the length of wait time should be investigated, alongside the identification of 'repeat' calls where a previous call has been abandoned by the customer, as the telephony system does not currently provide such data.
- 9.7 The Project Team has considered whether further steps should be taken to improve call handling performance and reduce abandoned calls through the review of current performance targets. However, we understand that high levels of customer satisfaction are currently regarded as a better measure of success in this area and that the speed of answer of calls made to the Council, is regarded as an outdated measure of performance.
- 9.8 Current call handling performance has generally been above target during the period of the project and is considered to be acceptable, as no complaints have been received in this regard. The further improvement of current call handling performance would require the identification of dedicated resources and we believe that it would therefore be preferable to continue the Council's channel-shift focus on moving contact away from the telephone towards online activity wherever possible, in response to changing customer demands and expectations, and to free up resources to give staff time to deal with more complex enquiries.
- 9.9 As part of our project, some members have identified the importance of the internal telephone directory as a means of identifying contact information for officers of the Council. Improvements to the internal telephone directory were most recently implemented in advance of an upgrade of the telephony system, alongside the introduction of a facility for officers to 'self-update' their respective directory data. The directory is also updated when officers join, leave or move within the authority. ICT also conduct a quarterly comparison with data held in Microsoft Outlook to either update or provide the detail for telephone directory updates where discrepancies are identified. Although any internal directory entry that appears to be incorrect or does not have the information that members require, can also be reported to worklife@southend.gov.uk so that the entry can be updated as required, we consider that steps should also be taken to ensure that the contact telephone numbers and email addresses of all employees, especially new employees, are entered into the internal directory as soon as employment commences.
- 9.10 The Project Team has been advised that contact details for officers are also available through the Microsoft Teams platform that the Council has utilised widely throughout the COVID-19 pandemic. We understand that Teams can be easily used to contact officers and that support in the use of the platform is available for members.
- 9.11 The Project Team was advised that call-handling technology proved problematic during the initial COVID-19 lockdown period, particularly around remote working, where domestic broadband capability had proved to be slower than at the Civic Centre. We have noted that, whilst such issues have generally now been resolved, real-time call handling data is currently only available for officers working from the Civic Centre and that an analysis of call traffic is to be undertaken.
- 9.12 The COVID-19 pandemic placed significant challenges on the Registration Service, as some services could not be provided remotely. Although some customer service staff are now working from the Civic Centre once again, the ongoing impact of the COVID-19 pandemic meant that the number of birth registration appointments had to be limited, although in situations where birth registration was urgent or was nearing the legal timescale for completion, arrangements were in place for this to be undertaken.
- 9.13 The Project Team suggested that it was not always easy to find information on the Council's website or intranet using the respective search facilities, particularly in respect of details relating to meetings of committees etc., although it is already possible to search for information using generic search criteria related to services. As a result of this feedback, a

number of improvements to the search function on the website have now been implemented by ensuring that a search for 'meetings' for example takes a user straight to the Modern.Gov democracy system, which manages publicly available information related to democratic functions (councillors, committees and meetings etc.).

- 9.14 The Council welcomes petitions and recognises that they are a way in which residents can let the authority know their concerns. Anyone who lives, works or studies in the Borough (including under 18's) can sign or organise a petition. We have considered whether there is any reluctance on the part of the public to use the Council's on-line petition system, as anecdotal evidence appears to suggest that people are sometimes reluctant to 'register' on the Council's website to start a new petition or to provide a 'signature' in support of an existing petition. We have been reminded however that it is important that safeguards are in place to protect against any abuse of petitions through the uncontrolled acceptance of 'signatures'.

10. SOCIAL NETWORKS

- 10.1 The way we communicate as a society has continued to change as the media landscape shifts from traditional media to social and digital media, and the Council needs to ensure that its communications adapt to reach stakeholders. This includes supporting residents to do things digitally, as well as continuing to reach those who aren't online
- 10.2 Social media is a quick and easy way to get in touch or stay up to date and most local authorities have comprehensive cover across social media channels. The use of social media in local government has increased rapidly over recent years as organisations have seen the benefits of engaging with residents and customers through social media channels.
- 10.3 The Council uses Twitter, Facebook, LinkedIn, Instagram and other social media networks to reach out to local communities. Several of the Council's service areas such as culture and tourism also have their own social media (Facebook and Twitter) accounts. The Council's main corporate social media channels are monitored by the Corporate Communications Team. The corporate Twitter and Facebook accounts comprise of:
- Council news and events.
 - Updates and promotions of the Council's services, decisions and policies.
- 10.4 These feeds will also often share information from relevant partner organisations or other council accounts run by other teams.
- 10.5 Social media networks can be very useful in communicating information about councillors' activities well as providing links to sources of information or signposting to other organisations. We consider that it is important that members of the Council should be able to use social media as a tool to share information with people and groups in their communities and to engage residents in productive two-way conversation.
- 10.6 Social media can be a useful way of finding out what people are talking about locally, and their concerns and interests. It can also be useful for finding out about breaking news and news from the Council and is a good way of making residents more aware of the work that their councillors do. Councillors are an advocate for local residents and signposting them to the right people and services at the Council and its partners, councillors also need to keep them informed about decisions and issues that affect them.

11. RESIDENT INFORMATION

- 11.1 Another of the reasons for the identification of the in-depth scrutiny project included concern about the ongoing communication of relevant information to residents following the previous

cessation of the publication of the 'Outlook' magazine for residents that was produced on a quarterly basis and distributed to all households in the borough, as well as being available at libraries etc.

- 11.2 As a result of budget pressures, the publication and distribution of 'Outlook' was ceased from 2016/17 in favour of other forms of targeted communication including on-line and other forms of social media already available to the Council, to keep residents informed about services.
- 11.3 We understand that it is not intended that the publication of 'Outlook' magazine be reinstated but have been advised that some relevant Council information that was previously contained in the publication, would be included as a separate information booklet insert with the Council Tax bills for 2021/22. The booklet features an introduction from the Chief Executive and includes information about the following:
- Councillor information (link to the Council's website).
 - Service information (contact details for specific service areas).
 - Recycling and waste services.
 - 'My Southend' (for reporting local issues).
 - Southend Adult Community College.
 - Southend Pass.
- 11.4 The booklet for 2021/22 necessarily also includes a significant amount of information about the COVID-19 advice and support that is available from the Council and its partners, including:
- Southend Coronavirus Action (for help whilst self-isolating).
 - How to treat coronavirus symptoms at home.
 - COVID-19 testing.
 - Mental health support (contact details for specific service providers).
 - Financial hardship (information on specific support services).
- 11.5 We have been very impressed with the form and content of the information booklet produced for inclusion with the Council Tax bills for 2021/22 and consider that this approach to the provision of a range of relevant information from the authority and its partners should be continued for 2022/23 and future years. We recognise however that there are limitations on the amount of information that can be included in the booklet, in order to keep this within the budget for the distribution of the Council Tax bills and that the timeframe for the compilation of the booklet needs to meet the demands of the annual Council Tax billing process.
- 11.6 We have considered whether the information booklet included with the Council Tax bills this year could also incorporate a brief a single statement from each of the political and non-political groups that comprise the Council. However, we understand that the Recommended Code of Practice for Local Authority Publicity, which provides guidance on the content, style, distribution and cost of local authority publicity, does not generally permit the use of public funds for the promotion of political parties.
- 11.7 An e-communication system was launched in 2019 to enable local residents and anyone else to sign-up to receive news updates from the Council by email. This system currently has nearly 16,000 subscribers who are signed up for a range of bulletins ranging from general news to weekly planning applications. The council's Communications Team is working with various service areas to maximise the use of this system, with a number of teams such as early years and South Essex Homes using it to communicate with their key stakeholders.

12. COUNCILLOR-OFFICER COMMUNICATIONS

- 12.1 Effective communication between councillors and officers is essential if the partnership necessary for the effective running of the Council is to be successful. Councillors and officers are indispensable to one another and respect and communication between both is essential for good local government. Together, they bring the critical skills, experience and knowledge required to manage an effective council. Mutual respect, trust and good communication are key to establishing good councillor and officer relations, and councillors and officers must be able to communicate clearly and openly, avoiding ambiguity and the risk of misunderstanding.
- 12.2 A new Protocol on Councillor/Officer Relations was adopted by the Council in December 2020, to improve the effective working relations between councillors and officers. An action plan to help embed the new Protocol and enhance positive working relations was also agreed as part of the new Protocol.
- 12.3 The Project Team considers that it is important that councillors should always feel able to identify any areas in which they could help to improve the Council's communications activities, or how officers can support councillors to communicate and engage with residents effectively and suggest that improved councillor-officer communication arrangements should be linked to the delivery of the action plan for the new Protocol on Councillor/Officer Relations. We also consider that the appropriate use of Facebook and other social media platforms by councillors as a means of engaging successfully with their communities, should be part of this work.

13. PROFESSIONAL AND CONSISTENT TONE AND MESSAGE

- 13.1 We believe that the Council should communicate in a simple, straightforward and consistent way, to project a positive, engaging and professional image to local residents and partners though a consistent style, although we recognise that the tone of communications will often need to be adapted for relevant situations.
- 13.2 We appreciate for example that legal communications or committee etc. reports must often take a formal tone and structure but consider that use of the 'wrong' tone or jargon, can have a negative effect on how well communication is received, as the recipient may react negatively. We feel that there have been some examples of correspondence issued by the Council that could be construed as being threatening in tone and consider that, where it is necessary to issue 'negative' correspondence (i.e., relating to the refusal of something), this should be gracious and understanding in tone, rather than imposing. Additionally, we believe that correspondence should express sympathy and be caring and friendly where relevant, without being patronising to the recipient. We want to make sure that the tone of communications and correspondence is positive, whilst avoiding being officious or over-authoritative. A consistent tone is also important to ensure that internal and external stakeholders have the right perception of the Council.
- 13.3 However, we do recognise that some types 'standard' correspondence (particularly some of that used by the Council Tax Section) currently in use across service areas needs to set out a factual position which unfortunately residents and councillors do not always like to hear. We have been reminded that the Council has a duty to collect Council Tax and must comply with the law in terms of collection and recovery action and how this is communicated to residents.
- 13.4 We consider that greater use should be made by the Council of the Plain English Campaign's 'Crystal Mark' accreditation for the clarity of documents, which we believe is the only internationally recognised accreditation for organisations that want to provide the clearest possible information. Although the Council is listed on the website of the Plain English

Campaign as an organisation that currently has a Crystal Mark on one or more of its documents, no information appears to be available to indicate the number of the Council's documents that currently have Crystal Mark accreditation. We consider that it would therefore be appropriate for a full review to be made of 'standard' letter and email type correspondence currently in use across service areas.

- 13.5 The Project Team considers that the Council does not always bring together all the information that it holds about residents or service users to deliver seamless services, and that residents are too often requested to re-supply information that has already been provided to another service area. We consider that, particularly in the case of the local elderly population, that this can often be confusing for people.
- 13.6 Although we fully recognise and support the principles of current data protection legislation to protect the processing of the personal data of our residents and service users, we believe that thorough investigation should be made of opportunities for increased data sharing across the authority, to change and improve how we work with people to better reflect the 'bigger picture' and the emotional intelligence that might be possessed by the Council to help meet customer needs and expectations. We fully understand that this work would not be able to be undertaken on a purely service-specific basis and that a corporate commitment would be required in view of the significant number of different systems and process in use across the Council.
- 13.7 We believe that increased data sharing wherever possible, would also go some way towards addressing our concerns with regard to the use of a professional and consistent tone as part of the Council's communications and have been advised that appropriate benchmarking by the Corporate Strategy Group with other similar local authorities, could be an appropriate first stage in this process.

14. RECOMMENDATIONS

- 14.1 We consider that the review was undertaken within the context of the Council's 2050 ambition and priorities and that, whilst allowing for the impact of the COVID-19 pandemic, the proposed outcomes for the project have been achieved, albeit in a different context to that originally established in July 2019 when the scope of the project was determined.
- 14.2 We recommend the following:

COVID-19 Pandemic

- (a) That the efforts of the Council in engaging with local communities across a wide range of issues during the period of the COVID-19 pandemic, be recognised.

Engagement & Consultation – 'Your Say Southend'

- (b) That the continued development of the 'Your Say Southend' engagement and consultation platform that provides local residents with an opportunity to participate in discussions and consultation exercises, be supported.

Member Support Hub & Councillor Queries

- (c) That the establishment of the Member Support Hub to provide dedicated support for councillors to communicate and engage with residents effectively be welcomed, and that the continued development of the facilities offered by the Hub be supported.
- (d) That work to further develop the 'Councillor Queries' facility, that provides a direct contact route for councillors to raise queries with regard to their community casework

activities, be supported. This includes a recommendation to put Councillor Queries forward as a future In-Depth Scrutiny Project, to be developed rapidly as a co-designed councillor/officer improvement project.

Customer Services

- (e) That appropriate steps be taken to ensure that the contact telephone numbers and email addresses of all officers of the Council, especially new employees, are added to the internal telephone directory as soon as possible.
- (f) That councillors be encouraged to provide details of any specific search enquiries that have proved problematic in terms of identifying information on the Council's website or intranet.

Social Networks

- (g) That an approach be developed for the use of social media by councillors as a tool to share information with people and groups in their communities and to engage residents in productive two-way conversation.
- (h) That councillors identify any areas in which they could help to improve the Council's communications activities, or how officers can support councillors to communicate and engage with residents effectively, particularly through the appropriate use of Facebook groups and other social media platforms by councillors as a means of engaging successfully with their communities.

Resident Information

- (i) That the information booklet produced for inclusion with the Council Tax bills for 2021/22 be welcomed and that this approach to the provision of relevant Council and partner information be continued for 2022/23 and future years.
- (j) That the Corporate Communications Team continue to work with service areas to expand the number of e-newsletters to help those service areas communicate effectively with their target audiences.

Councillor-Officer Communications

- (k) That the enhancement of councillor-officer communications be included as part of the action plan for the new Protocol on Councillor/Officer Relations that was adopted in December 2020.

Professional and Consistent Tone and Message

- (l) That investigation be made of opportunities for increased data sharing across the authority to support the provision of seamless services, including appropriate benchmarking with other similar local authorities.
- (m) That a review be undertaken of relevant 'standard' correspondence currently in use across the Council's service areas to ensure the consistent use of a clear and concise style and tone that demonstrates respect for residents and other stakeholders.
- (n) That consideration be given to the identification of opportunities to increase the number of the Council's documents that currently have Crystal Mark accreditation, to ensure that the authority communicates clearly in all relevant situations.

[ENDS] 1.0

This page is intentionally left blank

Southend-on-Sea Borough Council

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

Agenda

Item No.

98

Report prepared by: Andrew Barnes – Head of Internal Audit

Corporate Risk Register – June 2021 update

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

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

1 Purpose of Report

- 1.1 To consider the updated summary Corporate Risk Register.

2 Recommendations

That Cabinet considers the updated summary Corporate Risk Register and the position at 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

This page is intentionally left blank

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%

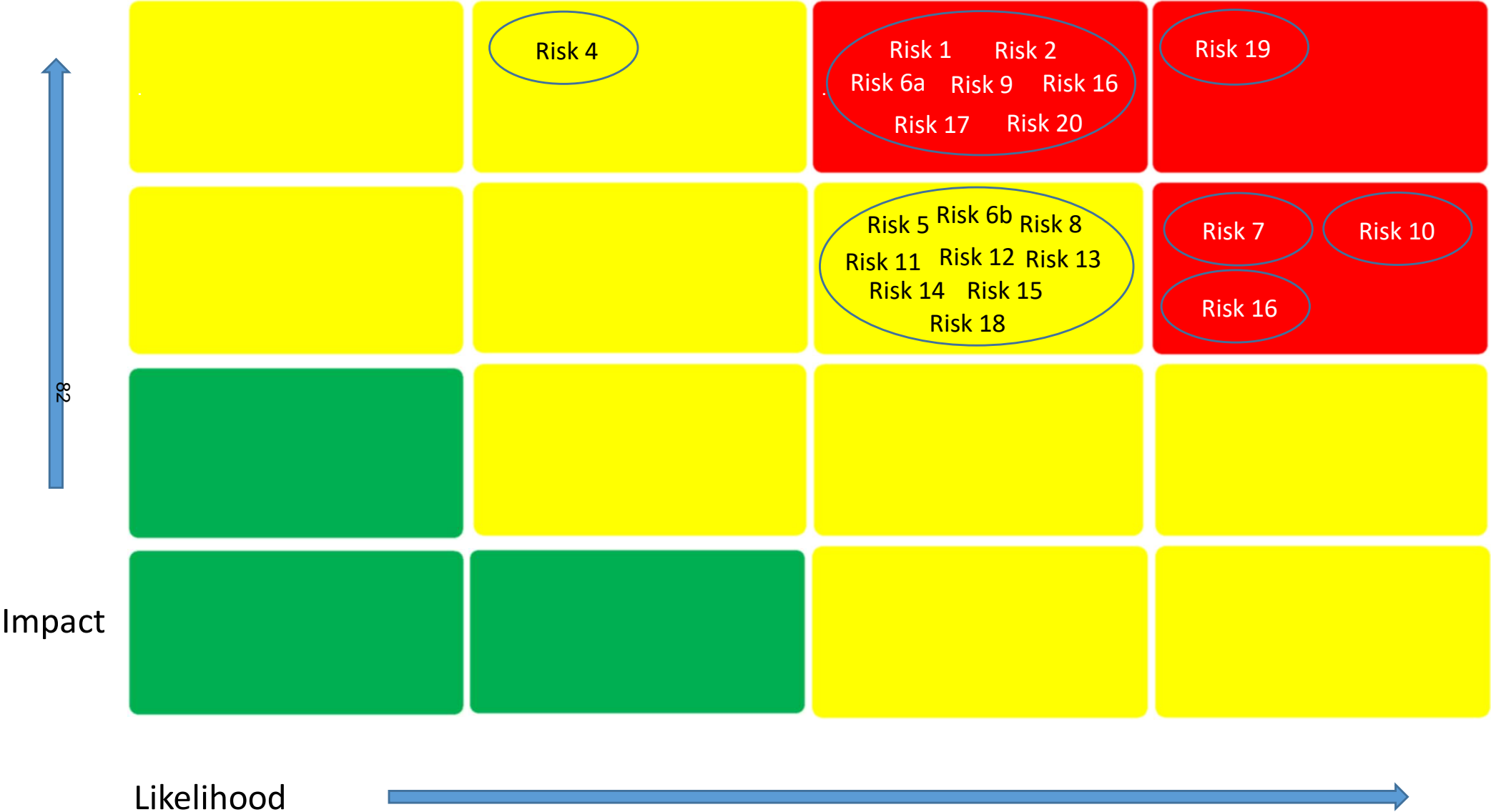
Risk acceptance level (activity below which attracts minimum effort and resources)

Risk Register Heat Map: Risk numbers

181

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 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





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	Covid-19 pandemic 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>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

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		
2	Financial sustainability 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.	<ol style="list-style-type: none"> 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. 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. 3. Management oversight of budget setting process for 2022/23 through challenge provided by: <ul style="list-style-type: none"> • Senior members, Chief Executive and Director to Director challenge to each other and services on proposed savings and resultant budgets • reports to CMT and Cabinet. 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. 5. Increased focus on the budget and transformation through the refreshed roadmap for the short to medium term. 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. 	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	Public services landscape 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.	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'. 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. 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. 4. ASELA / Local Government Reform working party constituted and a programme with 10 workstreams being delivered. 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.	2	4	8	Andy Lewis / Leader

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		
5	<p>Workforce</p> <p>Risk that the Council will not have the appropriate staffing resources, with the right skills, doing the right things, working in the right places through collaborative teams.</p> <p>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>	<p>1. Refreshed the transformation work to become Future Ways of Working included as a sixth theme within Southend 2050 to align with the Ambition</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>5. Appropriate governance and oversight on all recruitment, redeployment, learning & development and redundancies to ensure that the Council is making the best use of it's human resource and enabling all employees to reach their full potential in line with the Southend 2050 ambition</p> <p>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.</p>	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>Cyber security event</p> <p>Risk of a cyber security event causing significant operational, financial and reputational damage to the Council, caused by:</p> <p>a) failure to ensure the Council has a coherent and comprehensive approach to cyber security and data protection, including strategy, tools and processes</p> <p>b) a data breach</p> <p>c) remote working creating a wider footprint for attack.</p> <p>Opportunity to build resilience by ensuring that staff have the necessary digital skills.</p>	<ol style="list-style-type: none"> 1. New ICT operating model being embedded with a specific Head of Security focussed on enhancing the Council's cyber security arrangements and enhanced structure to deliver improved digital arrangements. 2. Cyber security strategy in place and being embedded, including rollout of new hardware that is in progress, including for Councillors. 3. Cyber Incident Planning and Response with key members of ICT team having attended CESG accredited training and role based training in place. 4. Implementation of security tools including: Multi-Factor Authentication, Conditional Access, Modern Authentication, Microsoft Level E5 security and a Ransomware protection tool. 5. Membership and use of threat intelligence networks to enable quicker response to emerging threats. 6. Compulsory Me-learning training sets for all staff, Phishing simulation test exercises and vulnerability testing taking place. Specific cyber-security briefing for Councillors 7. Monitoring and response processes in place, with regular reporting to the Good Governance Group. 8. Resilience and Business Continuity plans in place. 	3	4	8	Joanna Ruffle / CM for CS & PD



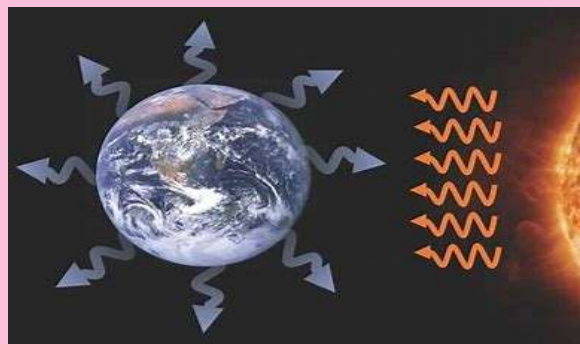
CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
6b	Data Protection Risk that a failure to comply with responsibilities as a Data Controller (under DPA/GDPR or 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.	1. Changes to processing of personal data and new processing, including COVID-19 related matters, risk assured in line with the Data Protection by Design and Default Policy and Procedure. 2. Annual Information Governance Toolkit assessment undertaken with a report prepared from the independent assessment and actions to improve. 3. Senior Information Risk Owner in place, monitoring issues and progress, and produces an Annual SIRO report on data protection to Cabinet. 4. Regular reporting to Good Governance Group and Corporate Management Team with reports to and minutes of meetings.	3	3	9	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	Capital Investment Programme Delivery 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.	<ol style="list-style-type: none"> 1. Member input to budget and programme creation to ensure focus on the key priorities and deliverables. 2. Committed resources, both human and financial to deliver the programme. 3. Project plans and managers in place for all projects upon entry to the programme, as presented to and approved by Investment Board, for onward presentation to and approval by Cabinet. 4. Capital 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. 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. 6. Reporting to CMT / Cabinet to provide overall oversight and scrutiny. 	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	Safeguarding responsibilities 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.	1. Local Safeguarding Partnerships in place to complement and oversee the work of the Children's and Adult's services. 2. Principal Social Worker – lead role in assuring quality of policy and practice and ensuring adherence to key frameworks e.g. safeguarding 3. Review mechanisms in response to serious incidents – ensuring learning from Serious Case Reviews / Safeguarding Adults Reviews is embedded to minimise future risk. 4. Care Quality Arrangements – working alongside key partners e.g. NHS/CQC to ensure safe, good quality care provision 5. 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.	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		
9	<p>Adapting to climate change</p> <p>Risk that failing to implement changes needed to reduce the Borough's carbon footprint will cause an inadequate contribution to the reduction in carbon emissions required. This will result in significant adverse impact on the Borough, and if the climate adaptation measures being implemented are also inadequate, there will be further implications for the Council in needing to respond to climate events in the Borough.</p>	<ol style="list-style-type: none"> 1. Council declaration of a climate emergency in October 2019, providing initiatives to be pursued. 2. Green City Action Plan approved by Cabinet January 2021 detailing the actions to be taken to become a Green City. 3. Management restructure to create a new Head of Service for Climate Change with a team to deliver a new Climate Change Strategy that will be developed by that team. 4. Updated governance structure to manage the delivery of Climate Change response, to ensure full consideration of all issues. 5. Oversight of Green City Southend 2050 outcome that includes carbon reduction activity through: reports to Theme leads, CMT and Cabinet with challenge at and minutes of meetings. 6. Member Environmental Working Party with reports to and minutes of meetings. 	3	4	12	Anna Eastgate / CM for E, C, T & P



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
10	<p>Health inequalities</p> <p>Risk that the health inequalities, particularly the physical and emotional health and wellbeing of residents, will increase due to the impact of Covid-19 and the 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"> 1. Effective use of the Local Outbreak Management Plan mechanisms and the cell structure reporting into Health Protection Board and the Local Outbreak Control Oversight & Engagement Board. 2. Mid and South Essex Integrated Care 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. 3. South East Essex Alliance who alongside the Council provide a leadership role in understanding need and providing oversight and challenge of arrangements and delivery. 4. Health and Wellbeing Board that receive the Joint Strategic Needs Assessment (JSNA) that provides the intelligence needed to determine targeted action required, with reports to and minutes of meetings. 5. Annual Public Health Report helps to focus our efforts on tackling health inequalities. 	4	3	12	Michael Marks / 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	Child welfare 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.	1. Children's Safeguarding Partnership in place to complement and oversee the work of the Children's service. 2. Delivering the actions and desired outcomes from the External review of Children's Safeguarding undertaken. 3. 6 month pilot of new quality assurance model for Children's Services commencing in July 2021, feedback to be shared with Improvement Board. 4. Principal Social Worker – lead role in assuring quality of policy and practice and ensuring adherence to key frameworks e.g. safeguarding. 5. Review mechanisms in response to serious incidents – ensuring learning from Serious Case Reviews is embedded to minimise future risk.	3	3	9	Michael Marks / CM for C & L

**SAFE
& WELL**



CGI from Better Queensway transformation consultation

94

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

**SAFE
& WELL**



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>Adult social care</p> <p>Risk that difficulties being experienced in the adult social care market will cause provider failure and further difficulty in meeting increasing demand for support, resulting in worsening outcomes for those in need of that support. The impact of 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"> Market Position Statement Commissioning Strategies. <p>2. The Care Governance Process provides quality assurance arrangements, oversight and support for the local market, including external assessment of services through the Care Quality Commission.</p> <p>3. Provider Failure Policy in place to direct action in the event of provider difficulty.</p> <p>4. Independent diagnostic undertaken resulting in a Recovery Plan to address the financial challenge and transformation work being undertaken on service delivery, overseen by the Recovery Programme Board.</p>	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	<p>Social cohesion</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"> 1. Support for young people including promotion of apprenticeship opportunities and Kickstart schemes. 2. LGA peer remote peer project on support for younger people aged 18 -25 with funding secured to build on the recommendations. 3. New and innovative routes to access mental health support, including ChatHealth. 4. Multi-agency Southend Community Safety Partnership (CSP) work together to tackle crime, disorder and anti-social behaviour. 2. Community Safety Unit (CSU) in place with CCTV and officers providing a visual presence and enforcement activity. 3. OpUnion tactical coordination group to ensure a partnership Police / Council response to increased demand in key areas. 4. Public Spaces Protection Orders being put in place to help manage problematic areas. 5. Daily Partner briefings to share information and intelligence across the Borough. 6. Enforcement Review of the Council's functions involving enforcement activity to optimise the effectiveness of that resource at addressing the various enforcement roles required by the Council. 	3	3	9	Andy Lewis / CM for C & H, CM for ASC & HI and CM for PP



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
15	<p>Waste management</p> <p>Risk of contractor failing to meet contractual requirements to effectively manage waste arrangements results in a loss of service quality and additional financial liability for the Council.</p> <p>Additional risk that the council will not have suitable arrangements in place for October 2023 when the current contract ends.</p> <p>Further risk that the enhanced service being sought from the revised future arrangements will not provide a solution that will deliver the outcomes in respect of adaptation to climate change and recycling that is being sought by the Council.</p>	<p>1. Regular contract management meetings with suppliers with reports to and minutes of meetings.</p> <p>2. Data set monitored by DMT / performance board and senior managers with reports to and minutes of meetings.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>6. Negotiations are continuing to extend the current contract.</p>	3	3	9	Anna Eastgate / CM for E, C, T & P and CM for PP



Proposed Roots Hall development

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
16	<p>House building programme</p> <p>Risk that not achieving the development and delivery of the house building pipeline through effective engagement and arrangements with the market and developers that have been impacted by Covid-19, will result in an inability to deliver the anticipated housing supply, causing additional pressure on the housing market and an impact on the delivery of the desired outcomes of the Council, with an impact on Local Plan housing targets (see also CRR18).</p>	<p>1. House building pipeline in place and being managed with Cabinet agreement to specifically focus on five key workstreams, including:</p> <ul style="list-style-type: none"> a) Council acquisitions programme b) HRA infill development programme c) Next Steps accommodation programme (all delivering additional housing numbers) <p>2. Methodology for working with developers in place, to ensure that the right considerations are made about potential developers.</p> <p>3. Updated partnership arrangements with developers to address the changed market circumstances, as a result of Covid-19.</p> <p>4. Regular reporting to Corporate Management Team and Cabinet, with reports to and minutes of meetings.</p>	3	4	12	Andy Lewis / Leader



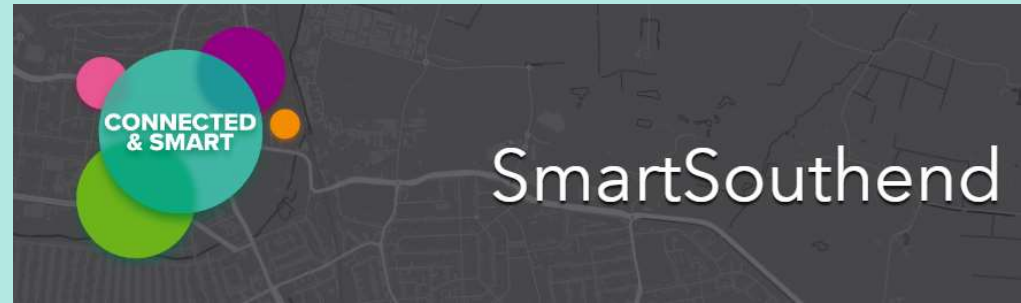
CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
17 66	<p>Regeneration and major projects</p> <p>Risk that failure of partners to progress major infrastructure developments (e.g. Queensway, Seaways, Fossett Farm and Airport Business Park) will result in not achieving delivery of the plans and necessary sequencing of developments, resulting in the dependencies for the chain of regeneration not being delivered and the opportunities for improvement of the borough and delivery of anticipated outcomes not being achieved, as well as significant financial and reputational damage to the Council.</p>	<ol style="list-style-type: none"> 1. Strategic planning for Borough in place and being managed. 2. Methodology for working with developers in place, to ensure that the right considerations are made about potential developers. 3. Project Board arrangements in place to govern progress with delivery, with reports to and minutes of meetings. 4. Regular and formal monitoring / reporting arrangements in place with key funders, such as the Local Enterprise Partnership (SELEP) and Homes England (HE). 5. Regular reporting to Corporate Management Team and Cabinet, with reports to and minutes of meetings. 6. Progress on delivery of key projects including: planning approval for Better Queensway met first HIF funding delivery milestone, exchange of the lease on Roots Hall and SELEP funding for the APB innovation centre that is due to be completed in May 2022. 	3	4	12	Andy Lewis / Leader & Deputy Leader & CM for E, C, T & P



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
18	<p>Visitor destination</p> <p>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.</p> <p>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.</p>	<ol style="list-style-type: none"> 1. Refreshed tourism strategy 'Destination Southend' developed in partnership with key stakeholders on the Southend Tourism Partnership built on feedback from key stakeholders including residents and visitors. 2. Cultural Vision refreshed built on feedback from key stakeholders including residents and visitors that will inform investment decision and actions to be progressed. 3. Effective management of local attractions including engagement with key stakeholders 4. 'Visit Southend' website to promote events and attractions available to visitors. 5. Visit Southend Safely campaign to manage public expectations and behaviour to help ensure a safe, enjoyable visit given the circumstances of the pandemic. 	3	3	9	Tandra Forster / CM for E, C, T & P



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
19 101	<p>Economic recovery and income inequalities</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"> 1. Increased focus on economic recovery through the three critical Council priorities for the short term, with gold and silver cells established including representatives from businesses and the job centre, focussed on a programme of workstreams. 2. LGA peer support provided to explore how the Council and partners can more effectively support younger people, aged 18 – 25, with a particular focus on their employment, skills, education and training. An action plan is in place and a dedicated workstream operating within the O&P theme. Modelling being undertaken on the impact of the end of furlough and the end of the evictions embargo. 3. Engagement with businesses, including but not limited to the Southend Business Partnership, and other wider partners to understand the impacts of the pandemic and is providing specific interventions which will support recovery 4. Engagement with funders of employment and skills projects to refocus delivery on job and business retention with associated changes to how projects are delivered to suit a virtual environment (e.g. SEBB, SECTA, A Better Start Southend WorkSkills, 60 Minute Mentor) 5. Development of 3 Levelling Up Funding bids with colleagues across the organisation and partners, focussed on Highways, Visitor Economy and Culture Led Regeneration and Town Centres available to support recovery. 6. Development of ASELA proposition for inward investment offer for South Essex which initially focuses on retention and support for businesses. 	4	4	16	Andy Lewis / Leader



credit: Forward Motion

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
20	Local plan 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.	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. 2. Local Plan being prepared in the context of a South Essex Joint Strategic Framework and other key Council strategies (including Corporate Plan, Southend 2050, Housing Strategy, Climate Change Emergency Declaration). 3. Member Environment, Culture, Tourism and Planning Working Party with reports to and minutes of meetings. 4. Joint working with partners being managed to address the current duty to cooperate, including on infrastructure. 5. Regular reports to Corporate Management Team and Cabinet with reports to and minutes of meetings.	3	4	12	Andy Lewis / CM for E, C, T & P

Southend-on-Sea Borough Council

Report of Executive Director (Finance and Resources)

To

Cabinet

On

27 July 2021

Report prepared by:

Alan Richards – Director of Property & Commercial

Agenda
Item No.

10

PSP Southend LLP

Relevant Scrutiny Committee(s): Policy and Resources Scrutiny Committee
Cabinet Member: Councillor Ron Woodley

Part 1 Public Agenda Item

1. Purpose of Report

To recommend 4 sites are conditionally opted into PSP Southend LLP for delivery.

2. Recommendations

- 2.1 That Cabinet notes that the high-level business plan, future updates to it and progress against it will be presented to Shareholder Board in due course together with the financial performance of PSP Southend LLP (the LLP).
- 2.2 That the sites listed in section 3.4 of this report are conditionally opted into the LLP for delivery in line with the objectives set out subject to the completion of all relevant due diligence required through PSP Stages e2 and e3 (including completion of the best value review by CIPFA). Operational decisions on the development of the sites going forward will be taken by the LLP Partnership Board (through the Council's LLP Representatives).
- 2.3 That officers continue to engage with the partnership through regular liaison meetings on the future pipeline of development opportunities to ensure that the business plan can be serviced and there is a continuous pipeline of delivery to optimise and support the viability of the LLP.
- 2.4 That Cabinet note that the £5m identified for the delivery of Ilfracombe Avenue will no longer be required and can be released from the Capital Programme and that officers and the LLP are pursuing potential funding via the Homes England ASELA fund to assist with viability and delivery.

3. Background

3.1 Partnership Arrangements

The [report to Cabinet on 25 February 2020](#) set out the background to the Council's PSP Southend LLP partnership and the proposed changes to it, principally to align it to the Council's other companies which now report into Shareholder Board. Cabinet [minute 857](#) refers.

3.2 Business Plan

It has been identified that the Council and the LLP would benefit from a business plan to bring together the strategic objectives of the partnership with the operational objectives for individual projects.

The business plan is being developed. At recommendation 2.1 of this report, Cabinet is asked to note that it will be presented to Shareholder Board in due course once it has been agreed by the LLP Partnership Board.

3.3 Delivery to date and the 4e's model

To date, the Council has delivered the developments at the Former Hinguar Primary School, Saxon Lodge and the nursery and housing at Constable Way, all in Shoeburyness through the [PSP](#) model with a good degree of success.

Sites progress through the LLP in a structured way through the following stages:

e1 - Explore e2 - Evaluate e3 - Examine e4 – Engage

These stages take opportunities from their earliest stages through to delivery in a manner that is compliant with all relevant finance, governance, statutory and procurement rules.

Sites can be looked at for e1 and into e2 before Cabinet approval is required for them to progress. At the point when Cabinet is asked to agree sites to be progressed through the LLP, high level objectives for the site will be set out and then incorporated into the business plan. All further decisions will then be made within the LLP provided that they are aligned to the agreed objectives and the LLP will report to Shareholder Board on performance against the agreed objectives.

3.4 Sites recommended to be delivered by the LLP.

Following initial due diligence, and work through the Housing & Development Pipeline project, it is recommended that the following sites are now opted into the LLP for further work.

- Land at (formerly) Futures High School
- Ilfracombe Avenue Car Park (previously agreed but delivery method to change)
- Thorpedene Campus
- Land East of Brendon Way

These sites have cleared the e1 stage and, subject to Cabinet agreement, are now able to be progressed through the LLP. The paragraphs below set out the background, opportunity and proposed objectives for each:

3.5 Land at (formerly) Futures High School, Southchurch Boulevard.

This land was released following the Council's purchase of the former Procat building and its subsequent reconfiguration and transfer to Southchurch High School (Academy). As part of the Secretary of State's consent, the land of the former school was agreed to be transferred to the Council for development with the proceeds being used to retrospectively part-finance the acquisition and conversion costs.

Since Southchurch High School vacated the old buildings, demolition has progressed so that the site is available for development (some works remain to be completed at the time of writing).

Through engagement with cabinet members (and subject to planning), the site has been identified as being suitable for residential development of approximately 30 homes of a range of sizes and tenures.

The LLP's role in this site would be a land promotion role where they will provide the skills and capacity to prepare the site for the market (assembling all relevant due diligence reports and preparing a planning brief) before seeking a suitable developer to deliver the objectives. The Council, through its LLP role will have full visibility of this and the facilitation fee payable to PSP will be agreed at e3 stage to reflect the work, investment and added value and the project, including the PSP return, will be tested by CIPFA's best value analysis prior to proceeding to the final delivery stage.

The Council and PSP are trying to secure c.£800k of Homes England funding via Association of South Essex Local Authorities (ASELA) which would contribute to the cost of securing, hoarding and demolishing the site including the significantly increased asbestos removal costs suffered during the project. This funding would greatly assist in securing the expected land receipt.

The proposed objective for this site is to maximise the capital receipt to the Council (to retrospectively part-finance the Procat acquisition).

3.7 Ilfracombe Avenue

This site has previously been agreed to be opted into the LLP however the objectives and delivery mechanism have proved to be unviable therefore the LLP has reviewed a range of possible options and it is now proposed that this follows a land promotion arrangement, with a deferred repayment arrangement similar to the Hinguar, Saxon and Constable Way developments which have proved very successful.

Most recently the site was agreed to be opted in for delivery using the PSP's housing model with funding being provided by the Council using public works loan board funding. The return to the Council was proposed to be 2-fold, a return on the development finance plus a profit rent. It was agreed that the revenue surplus may be used to support the refurbishment/replacement of the building housing Southchurch Library. Previously on

this basis whilst still marginal, the development was viable. There has however been a significant increase in build costs and on review, there is insufficient margin for the development to proceed on this basis.

Therefore, because the delivery mechanism proposed is now different, a fresh Cabinet authority is sought.

The Council and PSP are trying to secure (c.£500k) of Homes England funding via ASELA. This would contribute to the cost of diverting a water main beneath the land, relocating a mobile phone mast on the corner of the site and to the costs of bringing in utilities, planning and project management plus, potentially delivering EV charging facilities on site. This funding would greatly assist in securing the expected land receipt from the land.

It is therefore recommended that the site remains with the LLP for delivery but that, following examination of a range of other delivery options, the LLP's role in this site would be a land promotion role where they will provide the skills and capacity to prepare the site for the market and secure a suitable development partner to deliver the objectives. The Council, through its LLP role will have full visibility of this. The facilitation fee payable to PSP will be agreed at e3 stage to reflect the work, investment and added value and the project, including the PSP return, will be tested by CIPFA's best value analysis prior to proceeding to the final delivery stage.

It is recommended at 2.7 of this report that the £5m previously allocated in the Capital Programme for development finance is released from the Capital Programme as it will no longer be required.

The proposed objective for this site is to maximise the capital receipt to the Council which may then be used to support the Capital Programme and potential investment in the building housing Southchurch Library.

3.8 Thorpedene Campus

This site includes the site of Delaware House, Thorpedene Library (closed), Thorpedene Clinic, the shared car park, the on-site accommodation and Thorpedene Community Centre.

The new development at Burr Hill Chase is scheduled for completion in financial year 2021/22. As part of the business case for the new development at Burr Hill Chase, the capital receipt from the sale of Delaware House and the wider site is an important part of the financing package. Therefore, it is important to maximise the capital receipt from the land.

Following the merging together of Friars (now redeveloped also by PSP) and Thorpedene Libraries into part of Shoebury Youth Centre, the first floor which was home to Thorpedene Library is now obsolete and ready for redevelopment. The NHS is redoubling its efforts to deliver the Shoebury Health Centre project which will leave the clinic on the ground floor surplus and vacant.

Thorpedene Community Centre's primary occupier is a playgroup, and it is proposed that in any redevelopment, new community facilities would be provided which could

accommodate the Early Years provision subject to the usual demand and quality tests and agreement of terms.

The delivery model for Thorpedene is yet to be concluded as the next stages of due diligence will be costly and time consuming. The site does however offer the LLP a good development opportunity and agreeing in principle to opt the land in will enable the Council and PSP to work closely together with the NHS and current occupiers to plan and assess the viability of the site for a range of options including a) a residential led development; or b) a Health Centre led development subject to further conversations with the NHS. In either scenario, community facilities would also be part of the essential requirement to be delivered.

As a mid-sized site with potential for a range of development options, it is recommended that these are explored further through the LLP, again conditional on satisfactorily meeting the e2 and e3 tests before proceeding to e4 (Delivery). PSP will bring its private sector skills, resource and capacity to the consultation, feasibility and planning for the site to help the Council achieve its objectives for the land.

The Council and PSP are trying to secure (c.£2.8m) of Homes England funding via ASELA. This would contribute to the cost of site preparation, consultation, demolition, asbestos removal, dealing with gradient, access and rail licences, ecology and community facilities. This funding would greatly assist in securing a full land receipt from the land.

The proposed objectives for this site are:

- a) To deliver a purposeful consultation on future use, including full engagement with the NHS on the potential for the land to support the Shoebury Health Centre project**
- b) To deliver mixed residential development including new community facilities and, if identified as a preferred option, Shoebury Health Centre in partnership with the NHS**
- a) To maximise the capital receipt to the Council to retrospectively part-finance the new residential facility at Burr Hill Chase.**

3.9 Land north of Prince Avenue (including land east of Brendon Way)

This site is the subject to the outcome of the separate paper on this Cabinet Agenda on Land north of Prince Avenue.

The land presents a range of opportunities including potential for some housing to the west of the site adjacent to existing housing.

This site is potentially challenging given its proximity to the flight path however it is some way outside the public safety zone and there are several close development precedents.

The site is currently being considered as part of the Local Plan and if allocated, may be suitable for low-rise, low carbon residential development. New development would of course consider its setting and environment and could be designed having regard to its location and constraints such as the proximity to the airport and access. The land may well suit modular housing and could be promoted exclusively for net zero carbon, precision-built homes.

The land is part of a much wider strategic land holding which presents several opportunities as set out in the separate report referenced above.

In addition to the PSP role in delivering the potential housing, PSP are also able to provide a range of consultancy services and can be directly procured through a framework (Bloom) for such matters. With Cabinet's agreement, engaging PSP in both the delivery of the housing and in supporting the Council in the planning and delivery of the wider site presents a good opportunity for the Council to benefit from resource, experience and capacity and to remain fully involved in the development through the LLP. It is too early at this stage to decide if PSP is the right partner for this wider strategic piece at this time however it is appropriate to explore this further and to return to Cabinet with a conclusion in due course.

PSP is however well placed to deliver the housing element of the site and it is recommended that the land east of Brendon Way is explored further through the LLP, again conditional on satisfactorily meeting the e2 and e3 tests before proceeding to e4 (Delivery). PSP will bring its private sector skills, resource and capacity to the consultation, feasibility and ultimately planning for the site to help the Council achieve its objectives for the land.

The proposed objectives for this site are:

- b) To deliver mixed residential development of net zero carbon homes (estimate 40-50 homes)**
- c) To deliver best consideration to the Council for its land.**

Separately in relation to the wider site opportunity, to consider the role the LLP may play in the wider land holding and report back to Cabinet in due course.

Affordable Housing

Progressing several sites through the LLP together opens up opportunities for flexibility around the delivery of affordable housing.

As a matter of principle, any housing development promoted through the LLP must deliver a level of affordable housing which is at least compliant with the Council's planning policies (in some circumstances this may include conversion to a commuted sum where that is most appropriate). It may be possible, as was the case with the sites at Hinguar and Saxon Lodge, for the affordable housing to be delivered more efficiently on one site, cross funded by another site being all private housing.

Where there are opportunities to optimise returns and the amount and quality of affordable housing delivered, these can be explored by bundling sites together within the LLP for planning and delivery.

3.10 Future pipeline

The business plan will recognise the importance of working to identify a future pipeline of potential sites to assist the Council's delivery programme, for the LLP's own sustainability and because bringing forward development takes considerable time.

The LLP has previously been identified and agreed as a key delivery vehicle for the Council and one which has the potential to deliver both with and for the Council, particularly across the mid-sized sites which fall between the small HRA and garage sites and the very complex/large sites which are likely to require a bundled and/or procured joint venture approach.

It is therefore recommended at 2.3 that work continues to consider potential future sites for delivery through the LLP.

3.11 Use of internal resources (development cost/capitalised salaries)

In addition to being able to benefit from the additional expertise and resource via the LLP, a further benefit is that the Council can use its internal skills to offer services into the LLP. For example, surveying, architectural or engineering services can be provided by Council staff (where capacity allows) and these services can then be charged back to the LLP as development costs.

This has the benefit of not only reducing the costs for the LLP and enabling the Council to recover costs but also in upskilling and developing staff and providing opportunities to work closely alongside private development colleagues to gain experience and look at sites from a private sector perspective bringing improved commercialisation back to their teams and therefore the wider Council.

4. Other Options

The Cabinet could not agree to opt some or all of the proposed sites into PSP Southend LLP for delivery and to either consider direct delivery (having regard to the scares internal resources) or alternative delivery vehicles. Either of these options will however delay delivery and it should be noted that the e3 stage requires CIPFA to endorse the projects and that they deliver the best value for the Council before moving to e4 where the land is committed (in legal terms).

5. Reasons for Recommendations

To capture the benefit of the additional and external resources available through the partnership.

Best consideration can be tested along the way and via the CIPFA best value review as part of stage e3.

To provide opportunities for internal resources to be charged into the LLP and recovered as development costs while also benefiting staff development and commercialisation through closer working with the private sector.

To use this additional tool available to the Council to move forward into delivery on the identified mid-sized sites while internal resources are focussed on direct delivery of the HRA development programme, acquisitions programme and the key regeneration schemes.

It is important for the Council to maintain housing delivery across a range of development sites and types to help meet market demand and to contribute to the overall housing targets. All development also delivers local employment and helps the recover the economy.

6. Corporate Implications

6.1 Contribution to the Southend 2050 Road Map

The proposed developments contribute to a range of Southend 2050 outcomes including the following:

- We act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, streets, transport and recycling.
- We are well on our way to ensuring that everyone has a home that meets their needs.
- We are all effective at protecting and improving the quality of life for the most vulnerable in our community.
- Residents feel safe and secure in their homes.
- A range of initiatives help increase the capacity for communities to come together to enhance their neighbourhood and environment.

6.2 Financial Implications

The financial implications are set out generally in the report.

The £5m identified in the Capital Programme for the development funding for Ilfracombe Avenue can be released as the proposed alternative delivery method will mean that this is no longer required.

The previous proposal to generate revenue from Ilfracombe Avenue to finance borrowing to invest in the building which houses Southchurch Library is replaced by a mechanism which will deliver a capital receipt which, subject to much further work, a review of services and investment board agreement, may be used to invest in the replacement or major refurbishment of the building which houses Southchurch Library.

The Procat building and conversion was part funded (in advance) via the capital receipt generated from the sale of the Futures Land.

The Capital investment in the new care facility was built up including the capital receipt from the land at Thorpedene Campus (and Avro/Viking and the land adjacent to the new care home).

The opportunities to capitalise salaries into the LLP and recover them as development costs is identified and will help the Council to manage its revenue budgets – the details and extent to which this can be exploited is as yet not known and will vary case to case and depending on the availability of resources.

The Council tax and business rates income from the various schemes should also be considered although as the precise development mixes are not known at this stage figures for this are not reported. It is also important to note that with additional development comes pressure on social infrastructure generally which the Council Tax and Business Rates will assist with. In addition, the sites will be subject to Community Infrastructure Levy (CIL) and where applicable s.106 to further support the delivery of social infrastructure as appropriate.

6.3 Legal Implications

As set out in the report – any legal transactions will require the usual legal due diligence prior to exchange.

6.4 People Implications

As set out in the report there are opportunities for staff development, learning and commercialisation through working closely with private sector partners.

6.5 Property Implications

As set out in the report.

6.6 Consultation

The proposed sites have been subject to various Councillor briefings as part of the Housing and Development Pipeline work.

The development of sites will be subject to the usual planning consultation process.

6.7 Equalities and Diversity Implications

All new housing will meet current standards for accessibility and affordable housing provision.

6.8 Risk Assessment

Each development will be subject to the relevant risk assessments at the appropriate time as the individual projects are developed and risks will be reported through the Partnership Board and on to Shareholder Board as appropriate.

It should be noted that where sites are used to cross-deliver affordable housing both the planning and disposal strategies need to be aligned and may well require the use of a common development partner meaning schemes may only be able to be delivered as fast as the slowest part so this may not always be optimal.

6.9 Value for Money

There are several references to the CIPFA best value reviews which are undertaken at the end of the e3 stage prior to transacting and moving into delivery – these provide an independent review and assurance that the Council is receiving best value through the use of the LLP, the proposed development and transaction.

6.10 Community Safety Implications

This will be considered through the design and planning process as with any development projects.

6.11 Environmental Impact

There are opportunities to deliver high quality, low, or net zero carbon homes across the sites proposed. These opportunities will be considered and explored in detail as the various sites progress through the design and review stages and in to planning.

7. Background Papers

The [report to Cabinet on 25 February 2020](#) which also references further background papers.

8. Appendices

None

Southend-on-Sea Borough Council

Report of Executive Director (Finance and Resources)

To

Cabinet

On

27 July 2021

Report prepared by:

Alan Richards – Director of Property & Commercial

Agenda
Item No.

11

Land North of Prince Avenue – Future Land Uses

Relevant Scrutiny Committee(s): Policy and Resources Scrutiny Committee
Cabinet Member: Councillor Woodley

Part 1 (Public Agenda Item)

1. Purpose of Report

To set the strategic principles and agree the way forward for the potential future development of the Council's land north of Prince Avenue and shown on the plan at **Appendix 1**.

2. Recommendations

- 2.1 That the development principles set out in section 4.2 of the report are agreed.
- 2.2 That the land is appropriated for planning purposes pursuant to s.122 Local Government Act 1972.
- 2.3 That future capital receipts from the land are used to finance a budget of £200,000 (Capital) to be applied to the workstreams identified in section 4.9 of this report.
- 2.4 That to the extent that they may fall outside the scope of the delegations in the Constitution, that the detailed land transactions for each element are delegated to the Executive Director Finance and Resources in consultation with the relevant Cabinet Members.

3. Background

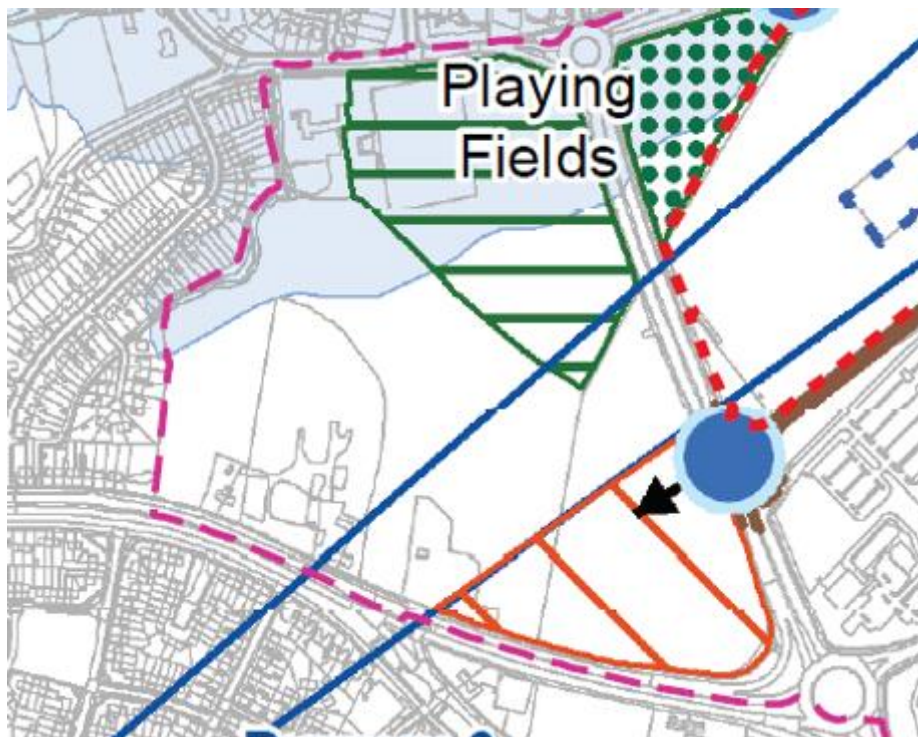
3.1 Land ownership details:

- 3.2 The Council owns approximately 25 acres of farmland lying to the north of Prince Avenue and the west of Nestuda Way as shown on the plan at **Appendix 1**. The land is currently subject to an agricultural tenancy. The Council's wider land ownership is indicated on the plan at **Appendix 2**.

- 3.3 The land was transferred from Essex County Council when Southend-on-Sea Borough Council was established as a unitary authority in 1998 and has, since this time been subject to farm tenancies.
- 3.4 The land is also subject to a lease to London Southend Airport in relation to their 'Instrument Landing Systems' which are located in the field and in line with the runway which lies to the north and east of the land on the other side of Nestuda Way. A small part of the land was surrendered several years ago and has been used as a site compound for various highways works in the vicinity.
- 3.5 The roundabout at Nestuda Way, which was constructed to enable the construction of St Laurence Way and the extension of the runway, was constructed with a spur to open up and enable the development of this land in the future.
- 3.6 There are two other short-term licence agreements (one for a garden extension and one for grazing) which are affected as identified in section 6.5 below. Both can be terminated on notice at the relevant time. It may be possible to draw in further areas of land immediately adjacent and these will be considered through the feasibility process where they may add benefit either to an initial phase, or later phases of development. There is also a pillbox in the centre of the land which is on the Historic Environment Register and a public footpath running north to south across the site which will both need due consideration.

3.8 Brief Planning Context:

- 3.9 Part of the land is already identified for development in the Joint Area Action Plan (JAAP) which was adopted by Rochford District Council and Southend-on-Sea Borough Council in December 2014. The allocated part is indicated below hatched orange and is referenced in the JAAP as area 'xi':



- *Area–xi - Land south-west of Nestuda Way – the area currently contains football pitches and facilities and agricultural land. While parts of the site are restricted in terms of development, and there are no proposals related to the football facilities, the area does have the potential to provide some additional employment land.*

Proposal –An area of land to the south of the Public Safety Zone is allocated for B1 development, as shown on the Proposals Map and set out in Policy E7 (Nestuda Business Park).

Policy E7 - Nestuda Way Business Park

Within the proposed Nestuda Way Business Park applications for development within Use Class B1 will be expected in the period post 2021. It is expected that the site is capable of accommodating 10,000 sq. metres of floorspace. The design, sustainability and quality of buildings within the business park will need to be carefully considered and provide an appropriate visual frontage to the A127.

- 3.10 The JAAP Implementation Delivery Plan identified Nestuda Way Business Park (Key Project 2) to be delivered after 2021. It did however indicate that demand for office and other space would need to be monitored.

4. Current situation:

- 4.1 The Council's tenant farmer has confirmed to the Council that following the UK's exit from the European Union and the changes to farming subsidies, the land is no longer viable for her to farm and has advised that once the current crop is taken off the land, the tenancy will be surrendered to the Council (summer 2021).

4.2 Development Principles - Proposal for new land uses:

- 4.3 The Council's land in this location now presents a timely and excellent array of opportunities for the Council to bring forward to assist with a range of Southend 2050 outcomes and to contribute to the ASELA¹ priorities (housing, connectivity and public transport, commercial development).
- 4.4 To bring the land forward with certainty into the market, the recommendations at 2.1 - 2.4 are necessary to enable the land to be strategically planned and positioned for delivery.
- 4.5 For the purposes of this section, the land is that shown on the plan at **Appendix 3**.
- 4.6 Subject to further investigation, the land has the potential to contribute to some or all of the following objectives/development principles:
- Land released for low-rise housing (c.40-50 houses, potentially via PSP Southend LLP as a mid-sized strategic site which may also be suitable for

¹ Association of South Essex Local Authorities: <https://www.southessex.org.uk/priorities>

off-site construction to the far west of the land. A separate report on this Cabinet agenda refers)

- Employment land – job creation and contribution to the wider social infrastructure through Community infrastructure Levy (CIL) and s.106 as appropriate and deemed necessary.
- Enable part of strategic road construction (sufficient to open up the development plots but not to link out to the A127 at this stage).
- Land receipt(s) and/or increased rent.
- Positive re-purposing of land for economic benefit
- Electric vehicle (EV) and/or hydrogen charging site/EV vehicle sales/hire forecourt and potentially other linked energy generation initiatives and a wider EV strategy to support the work towards the Climate Emergency and net zero by 2030.
- Potential for a wider joint venture with EV occupier and transport partners to deliver a park and ride offer for example, and supporting the key growth areas and the town centre, removing traffic from the network earlier.
- Satisfy high demand from the sector for a small supermarket (job creation and high land value to enable other uses)
- Other land ancillary land uses required to assist viability and/or as part of above (For example, the EV charging facility could incorporate a coffee shop and touchdown workspaces as part of its business plan).

4.7 Next steps and resources required:

4.8 To progress with the development of these opportunities a capital budget of £200,000 is required to provide capacity to undertake the following elements:

- a) feasibility / viability planning
- b) land surveys (including archaeological assessment) and ground sampling and topsoil strategy
- c) consideration of potential flood risk and noise issues in nearby residential areas
- d) detailed land and procurement strategy including discussions with London Southend Airport on the joint venture potential.
- e) Consideration of appropriate landscaping, possible amenity space and planting across the site.
- f) Consideration of the potential for a Park and Ride offer, and electric vehicle infrastructure as part of the wider transport strategy for the town
- g) marketing of the site
- h) detailed design and cost planning of required elements including site access, services grid connection costs
- i) outline planning
- j) legal and other professional fees
- k) resources & capitalisation of salaries
- l) the above list will not be exclusive therefore other surveys and studies as required.

4.9 It is proposed that this budget is forward-funded and paid for using capital receipts generated from the land in due course.

5 Appropriation of Land

- 5.1 The general power to appropriate land is conferred on principal councils under the Local Government Act 1972 s.122. A principal council may appropriate land:
- Belonging to that council;
 - That is no longer required for the purpose for which it is held;
 - For any other purpose for which it is authorised by statute to acquire land.
- 5.2 The land was acquired as described above as part of the transfer of land from Essex County Council when the Council was established as a unitary authority and at the time of transfer, the land was subject to agricultural tenancy and has continued to be so since that time.
- 5.3 Once the tenancy is surrendered (or otherwise ended), the land will no longer be required for the agricultural use for which it is held.
- 5.4 For the proposed uses to be enabled therefore it will be necessary for the Council to appropriate the land for 'planning purposes'. Recommendation 2.2 of this report refers.

6. Other Options

The Council could:

- a) seek a new farmer tenant.
- b) look to include the land in the Airport Lease
- c) self-deliver the proposed developments
- d) market the land for sale as it is (whole or parts).
- e) consider alternative uses for all or parts

7. Reasons for Recommendations

- 7.1 The proposed development principles set out a strategy for this land which seeks to provide some flexibility whilst also enabling the development objectives and is considered to be the optimal way to bring the land forward to have the greatest impact across a range of Southend 2050 outcomes.

8. Corporate Implications

8.1 Contribution to the Southend 2050 Road Map and Recovery Priorities

The proposals will contribute significantly to the economic recovery and climate change recovery priorities and to many of the Southend 2050 outcomes including:

Safe and Well;

- we are well on our way to ensuring that everyone has a home that meets their needs.
- we act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, streets, transport and recycling.

Opportunity and prosperity:

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

- we have a fast-evolving, re-imagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities.
- key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities to the Borough.
- Southend is a place that is renowned for its creative industries, where new businesses thrive and where established employers and others invest for the long-term.
- Southend provides fulfilling careers for our residents, and enough job roles to match the needs of the population.

Connected and Smart:

- working with public transport providers to enhance and encourage the use of the existing provision moving towards a long-term aspiration to open new routes, enabling a wider accessibility to public transport options.
- people have a wide choice of transport options.
- we are leading the way in making public and private travel smart, clean and green.
- Southend is a leading digital city with world class infrastructure that reflects equity of digital provision for the young, vulnerable and disadvantaged.

ASELA Priorities

The combined projects will also contribute to the ASELA priorities, in particular through the potential release of land for housing, the delivery of commercial development to enable employment and the improvements in connectivity and public transport.

Recovery Priorities:

The combined projects will support economic recovery both during construction and in operation and will contribute towards the Council's housing targets, environmental sustainability agenda by encouraging and accelerating the move towards electric vehicles and away from petrol and diesel and helping to provide affordable and viable alternatives to driving for visitors, workers and residents in the borough.

8.2 Financial Implications

That £200,000 is identified in the Capital Programme across 2021-22 – 2022/23, funded initially from the business transformation reserve and then treated as a development cost and reimbursed from the proceeds from the land in due course.

The Capital identified will enable the project to be resourced through the next stages. Note – it will not be sufficient to see through the delivery of the full development proposals. If the projects do not progress, any capital expended would fall back on the Council's revenue budget.

As part of any joint venture discussions, the Airport would also need to make a financial commitment to resource the feasibility and development of any proposals relating to those elements.

The developments will be liable to Community Infrastructure Levy (CIL) and where applicable s.106 to support the delivery of social infrastructure.

8.3 Legal Implications

The land was subject to a shared value clause requiring any value derived from a disposal of the land to be shared with Essex County Council 50:50 until March 2019.

The appropriation of land is dealt with in section 3.6 above.

The next stages of feasibility work will include structuring (in legal terms) of the various arrangements including the potential joint ventures and advice will be secured on this as required.

All land transactions will need to meet best consideration requirements.

8.4 People Implications

The Capital identified will enable the project to be resourced through the next stages. There are no wider staff or people implications.

8.5 Property Implications

As set out in this report, including the appropriation of the land.

The land will remain subject to the Airport Runway End Safety Area lease for the section accommodating the instrument landing equipment.

A small area of land fronting Prince Avenue is subject to a grazing licence with notice provisions.

A further small area is subject to a garden licence which again is terminable on notice.

An area around the topsoil business is included and can be taken back by the Council at no cost.

Other adjacent land areas could be acquired and/or considered as the proposals are developed where they add value. The parameters have been drawn deliberately so that all land can be assembled using the provisions in agreements.

As part of the feasibility work, consideration will be given to the appropriate disposals options and means of delivering best consideration. This is likely to include a combination of market exposure for elements of the land and direct conversations where necessary – for example in relation to development around the Instrument Landing Equipment and near to the Public Safety Zone will require direct conversations with the Airport.

8.6 Consultation

High-level discussions have been held with the Airport who are supportive of the principles and the general approach to the commercial objectives.

In relation to the proposal for some residential development to the west of the land, the Airport has identified that they have received, and do regularly receive complaints from a small number of residents of nearby residential areas.

The Airport has advised that their approach to this would most likely be to respond to the planning consultation and request an informative be added with regard to proximity to airport / flight paths / aircraft noise.

They would also respond with requirements under planning policy for noise insulation (if applicable) and would have to physically safeguard the development. The main consideration would be height and the impact of the public safety zone (See **Appendix 4**) although they would also give consideration to matters such as lighting, and solar panels and would be required to have any proposed development assessed by a third party to ensure that there is no impact on instrument flight procedures.

There is strong market interest (speculative) in relation to the retail plot and the Electric Vehicle charging infrastructure.

Initial conversations with councillors across parties have provided positive feedback on the proposals.

PSP have undertaken some initial work on the housing feasibility for the westernmost part of the site.

Parts of the land have been presented for consideration under the Local Plan for allocation for various purposes.

8.7 Equalities and Diversity Implications

There are no implications for staff.

Any effects of the specific proposed developments will be considered and analysed if and as the projects progress.

The farm tenant wants to exit the land/lease.

8.8 Risk Assessment

The risks and opportunities will be considered as each of the projects is unlocked and brought forward.

8.9 Value for Money

The procurement of contracts within contract procedure rules, enabling a competitive process where possible and securing best value for any land transactions through market testing and/or clear benchmarking will ensure value for money.

8.10 Community Safety Implications

Community safety implications will be considered as the specific elements of the development are planned in detail and progressed.

The site boundaries will be secured to reduce the risk of unauthorised access and other mitigation measures, such as periodically ploughing the field may assist.

8.11 Environmental Impact

The environmental impact of any development of the land will be considered carefully as the strategy is developed and progressed through planning.

The land uses generally are intended to help to contribute to the climate change agenda as described in this report.

9. Appendices

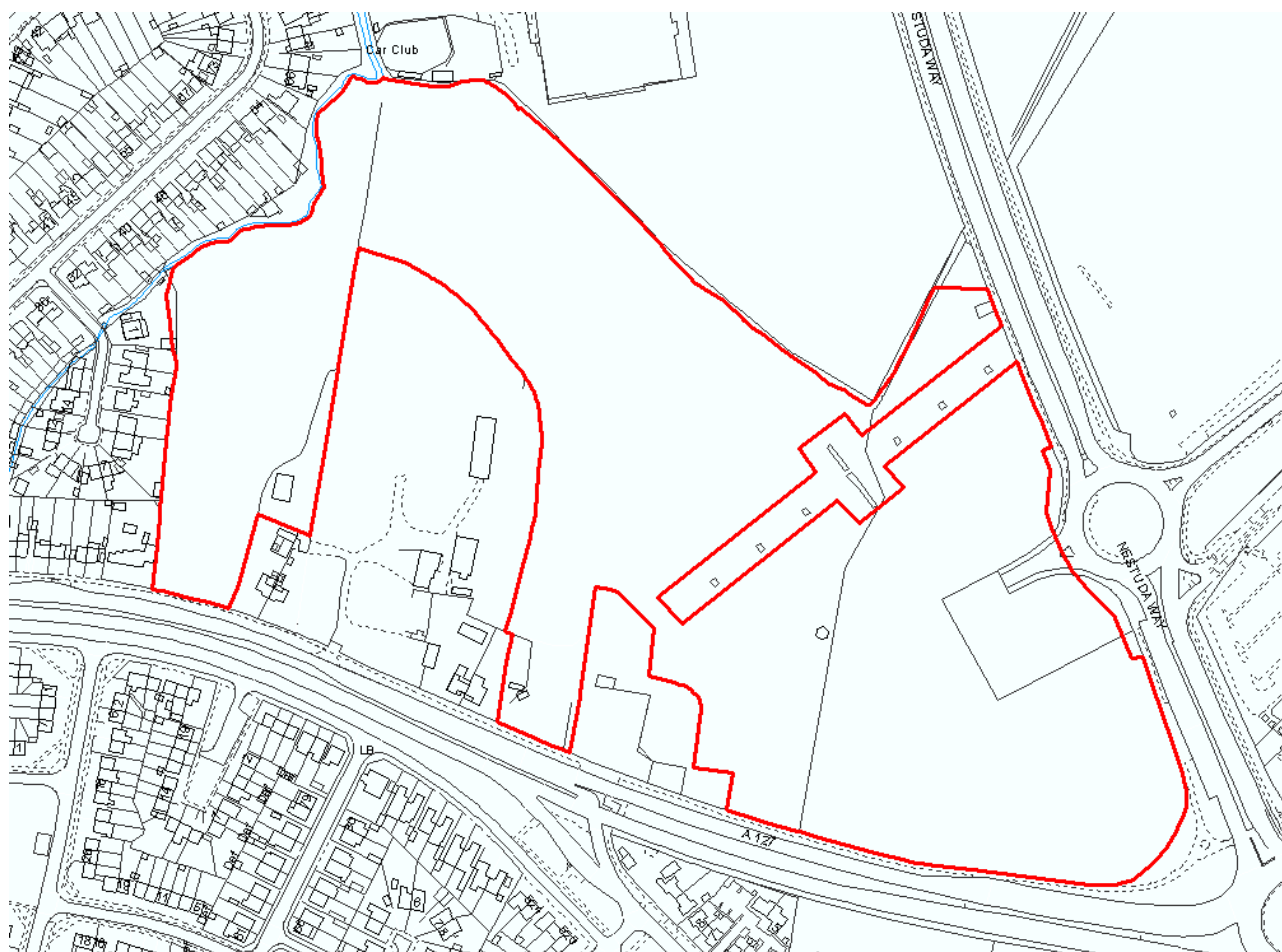
Appendix 1 – Plan of the current farmland due to be surrendered.

Appendix 2 – The Council's wider land ownership in the vicinity.

Appendix 3 – The land to which the development principles relate.

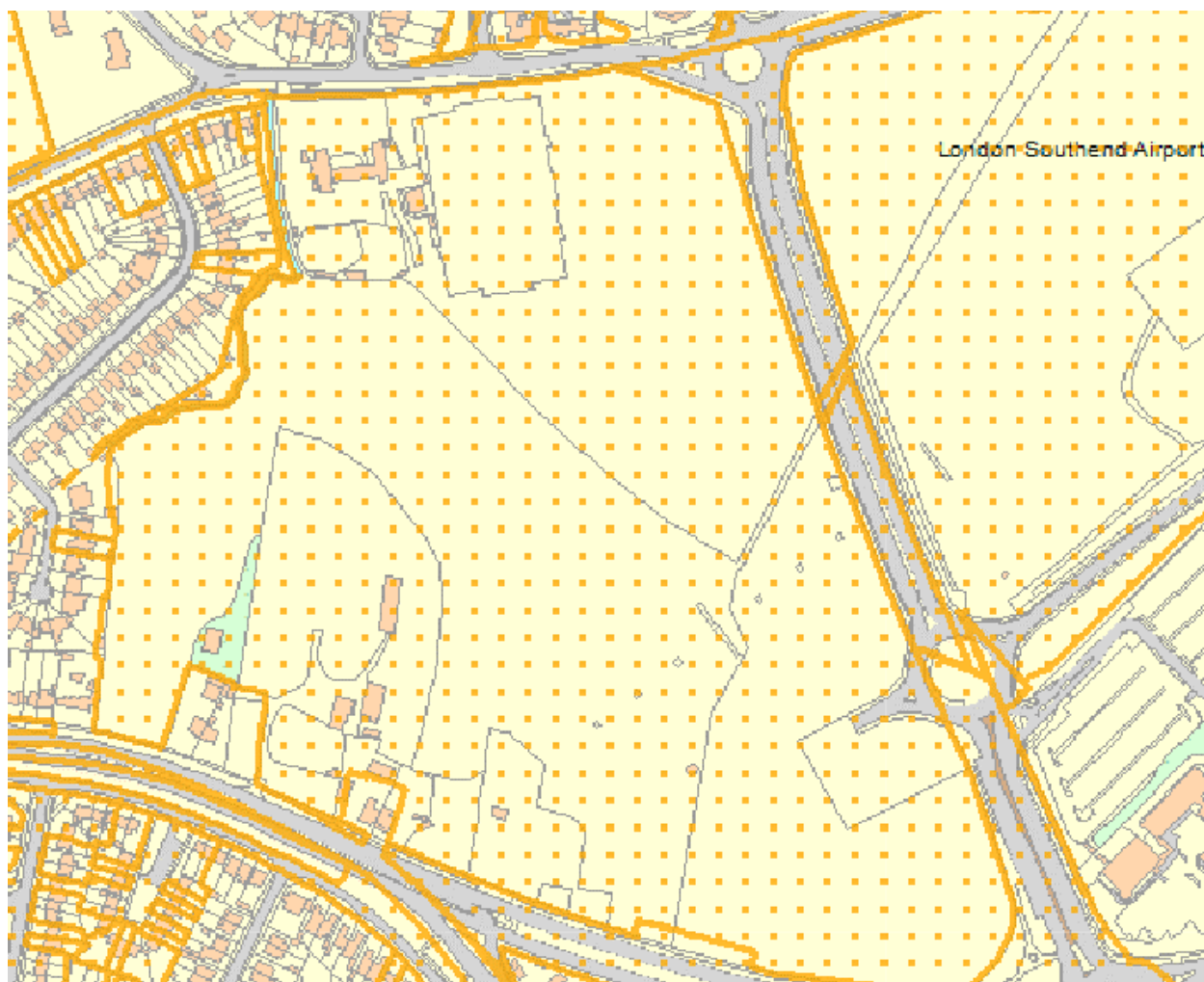
Appendix 4 – Airport Public Safety Zone (PSZ)

Appendix 1 – Farm Tenancy land

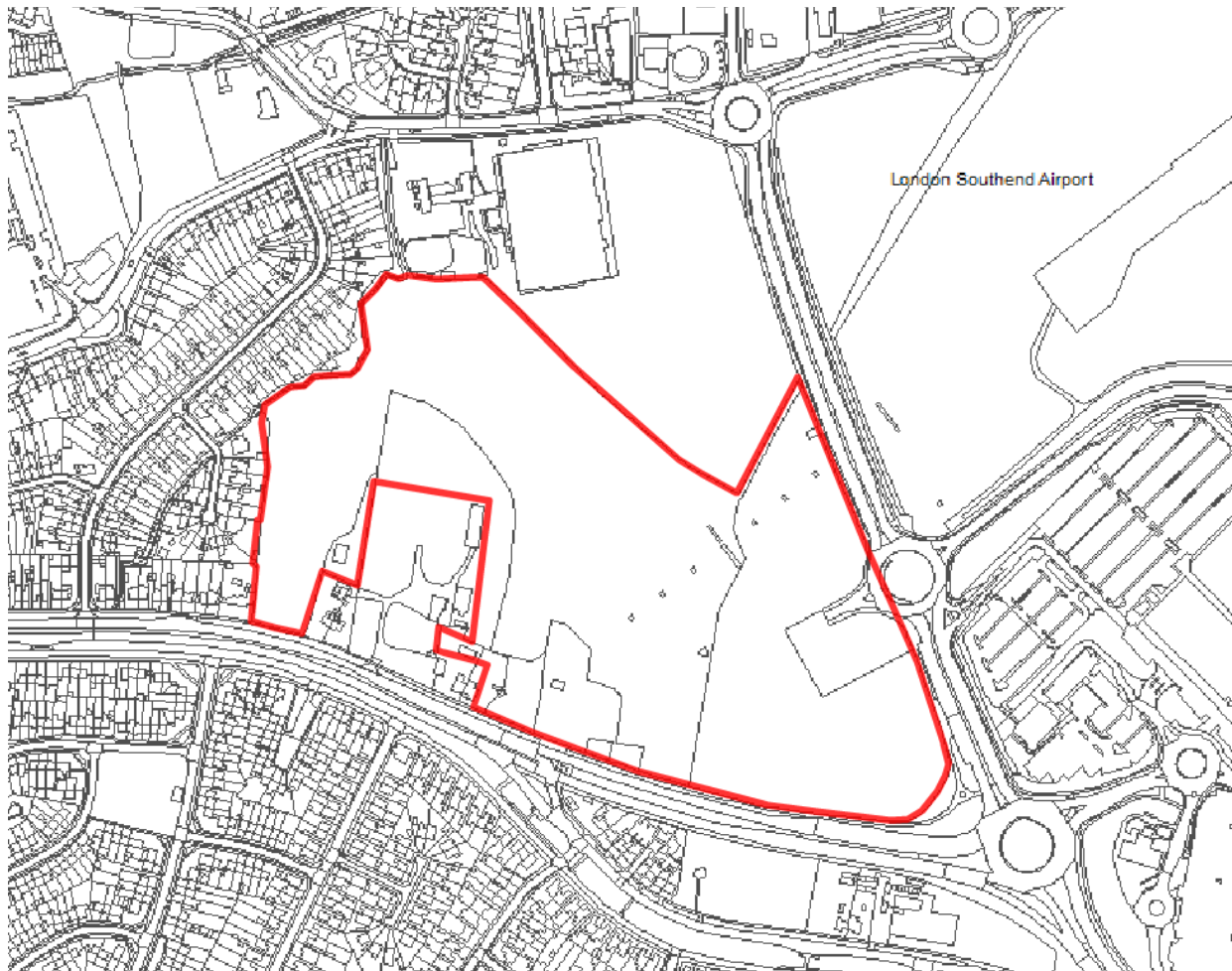


Appendix 2 – The Council's wider land interest

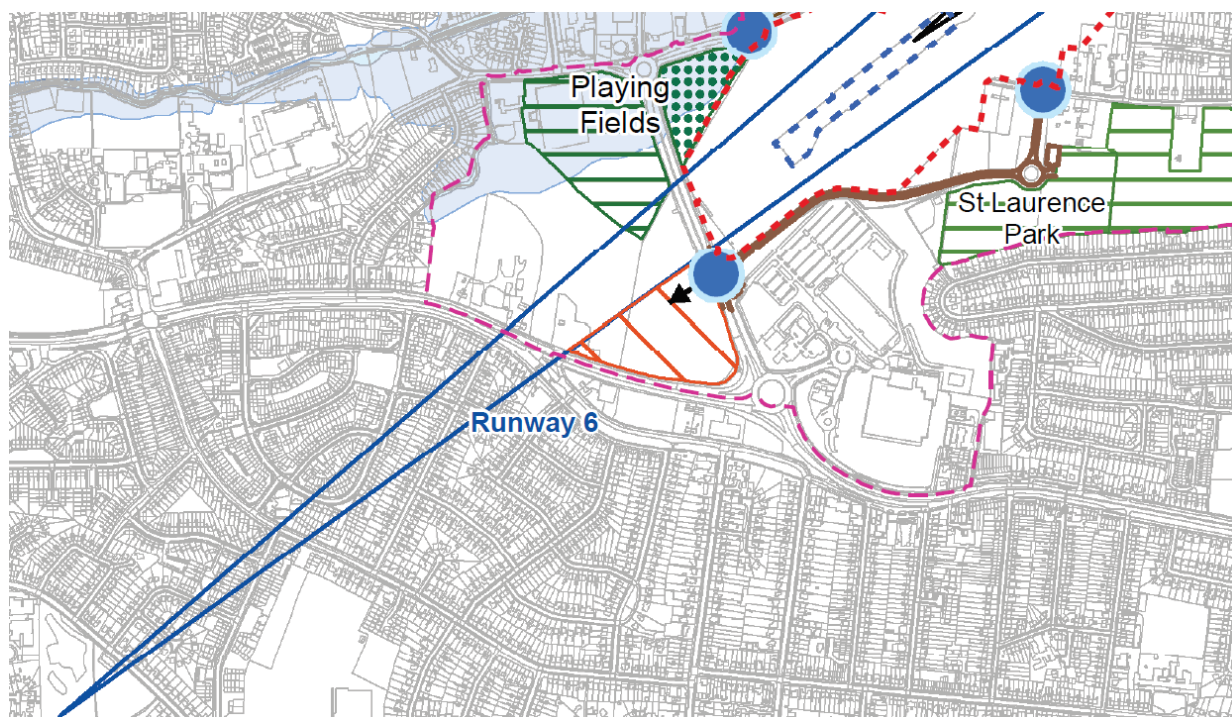
The Council's registered freehold land is shown edged and dotted orange which is subject to various other agreements in places.



Appendix 3 – The land to which the proposed development principles would apply at this stage.



Appendix 4 – Airport Public Safety Zone (PSZ)



This page is intentionally left blank

CABINET

Tuesday, 27th July, 2021

COUNCIL PROCEDURE RULE 46

The following action taken in accordance with Council Procedure Rule 46 is reported. In consultation with the appropriate Cabinet Member(s):-

1. The Executive Director (Finance and Resources) authorised:

1.1 Community Renewal Fund (CRF) Application for Funding

The endorsement of the work done by the CRF Assessment Panel and the approval, as lead authority, of the submission of the bid to Government. This is grant fund for pilot projects which test ways to help people gain new skills, move into employment, and/or support the renewal of community. Southend has been identified as one of 100 priority places across the UK.

2. The Executive Director (Neighbourhoods and Environment) authorised:

2.1 Permission to commence public consultation on the Council's Statement of Licensing Policy for Gambling

Approval to commence public consultation on the Council's draft Statement of Licensing Policy for Gambling which must be in place by the end of 2021. Unfortunately, due to the extra work required as part of the Council's response to the Covid pandemic this year the timescales for completing the draft policy have been considerably reduced and it has not been possible to submit the draft policy to Cabinet in time to enable consultation to be approved.

The changes to the policy are very minor and are either cosmetic or reflect changes in the gambling environment, such as the impact of the reduction of maximum bets on B2 machines (also known as fixed odds betting terminals.) The Licensing Team carried out a complete overhaul of the policy in 2017 and it has not been significantly tested or challenged since. The Gambling Commission have not changed their guidance to local authorities since the last review of our policy, and there is therefore nothing new to reflect from their point of view.

The final policy will be submitted to Cabinet for approval.

This page is intentionally left blank