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SOUTHEND-ON-SEA CITY COUNCIL

People Scrutiny Committee

Date: Wednesday, 6th July, 2022
Time: 6.30 pm
Place: Council Chamber - Civic Suite

Contact: S. Tautz (Principal Democratic Services Officer)

Email: committeesection@southend.gov.uk

AGENDA

- 1 Apologies for Absence
- 2 Declarations of Interest
- 3 Questions from Members of the Public
- 4 Minutes of the Meeting held on 15 March 2022 (Pages 1 - 2)
- 5 Minutes of the Special Meeting held on 20 April 2022 (Pages 3 - 6)

**** **ITEMS CALLED IN FROM CABINET - 14 JUNE 2022**

- 6 **Delivery of Southend 2050 Outcomes and Priorities: Annual Report and Provisional Resources Outturn 2021/22** (Pages 7 - 150)

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

**** **ITEMS REFERRED DIRECT BY CABINET - 1 JULY 2022**

- 7 **Integrated Care Partnership**

Referred direct by Cabinet

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

None

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

None

**** **OTHER SCRUTINY MATTERS**

8 East of England Ambulance Service NHS Trust - Shoeburyness Ambulance Station

The Chief Executive of the East of England Ambulance Service NHS Trust is to attend the meeting to provide an update and progress on the modelling review undertaken by the Trust and the present position with regard to the current and future operation of ambulance services from Shoeburyness Ambulance Station.

9 Community In-Patient Beds (Pages 151 - 192)

Report of Transformation Director (Mid and South Essex Community Collaborative) and Head of Insight and Engagement (Mid and South Essex Integrated Care System) attached.

10 Joint In-Depth Scrutiny Project 2021/22 (Pages 193 - 216)

Report of Interim Executive Director (Strategy, Change and Governance) attached.

11 Summary of Work 2021/22 & In-Depth Scrutiny Project 2022/23 (Pages 217 - 228)

Report of Interim Executive Director (Strategy, Change and Governance) attached.

12 Passenger Transport Services - Performance Monitoring (Pages 229 - 234)

Report of Service Manager (Integrated Transport and Fleet Services) attached.

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

Councillor L Salter (Chair), Councillor N Folkard (Vice-Chair)
Councillors B Beggs, M Berry, T Cowdrey, T Cox, A Dear, K Evans, J Harland, L Hyde, B Hooper, D Jones, K Murphy, M O'Connor, I Shead, M Stafford, A Thompson

Co-opted members

Church of England Diocese

Revd. Canon L Williams (Voting on Education matters only)

Roman Catholic Diocese

VACANT (Voting on Education matters only)

Parent Governors

(i) VACANT (Voting on Education matters only)

(ii) VACANT (Voting on Education matters only)

Southend Association of Voluntary Services

A Quinn (Non-Voting)

Healthwatch Southend
O Richards (Non-Voting)

Southend Carers Forum
T Watts (Non-Voting)

Observers
Southend Youth Council

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SOUTHEND-ON-SEA CITY COUNCIL

Meeting of People Scrutiny Committee

Date: Tuesday, 15th March, 2022

Place: Council Chamber - Civic Suite

4

Present: Councillor L Salter (Chair)
Councillors H Boyd (Vice-Chair), T Cox*, B Beggs, M Berry, J Courtenay, T Cowdrey, K Evans, N Folkard*, D Garne, B Hooper, A Line, M Stafford and A Thompson

*Substitute in accordance with Council Procedure Rule 31.

In Attendance: Councillor L Burton (Cabinet Member), M Faulkner-Hatt, S Kebbell (Southend Youth Council (Observers)), A Kubeyinje, M Marks, B Martin, S Tautz and J Williams

Start/End Time: 6.00 pm - 7.55 pm

790 Apologies for Absence

Apologies for absence were received from Councillor A Dear (Substitute: Councillor T Cox), Councillor K Mitchell (no substitute), Councillor J Lamb (Substitute: Councillor N Folkard), Councillor I Shead (no substitute) and T Watts (Southend Carers Form (Co-opted member)).

791 Declarations of Interest

The following interests were declared at the meeting:

- (a) Councillor B Beggs - Agenda Item 5 (SEND Peer Review) - Family member has special educational needs and disabilities - non-pecuniary interest.
- (b) Councillor T Cowdrey - Agenda Item 5 (SEND Peer Review) – Is qualified social worker by profession; Has regular contact with local SEND Parent Carer Forum - non-pecuniary interests.
- (c) Councillor T Cox - Agenda Item 5 (SEND Peer Review) - Family member has special educational needs and disabilities and is in receipt of an Education, Health and Care Plan - non-pecuniary interest.
- (d) Councillor K Evans - Agenda Item 5 (SEND Peer Review) – Employed by Essex County Council in the consideration of school appeals as member of Statutory Appeal Panel - non-pecuniary interest.
- (e) Councillor B Hooper - Agenda Item 5 (SEND Peer Review) - Director of Blade Education, a not-for-profit company that works with local SEND children - non-pecuniary interest.
- (f) Councillor L Burton (Cabinet Member) - Agenda Item 5 (SEND Peer Review) - Employed as a teacher at a school outside Southend-on-Sea - non-pecuniary interest.

792 Questions from Members of the Public

There were no questions from members of the public relating to the responsibilities of the Committee.

793 Minutes of the Meeting held on 8 February 2022

Resolved:

That the minutes of the meeting of the Committee held on 8 February 2022 be confirmed as a correct record and signed.

794 SEND Peer Review

The Committee considered a report of the Executive Director (Children and Public Health), setting out current progress on the delivery of the Implementation Plan arising from the findings and recommendations identified by the Local Government Association in its Independent Peer Review of the Council's provision of Special Educational Needs and Disabilities (SEND) and Children with Disability services.

The Executive Director (Children and Public Health) undertook to provide a written response to a question raised by a member of the Committee, with regard to the level of participation by relevant officers of the Council in a recent conference on Neurodiversity facilitated by the Parent Carer Form, highlighted in Recommendation 8 of the Implementation Plan.

The Executive Director (Children and Public Health) also undertook to seek written responses from the NHS Alliance Director for South East Essex to questions raised by members of the Committee with regard to the provision of SEND and Children with Disability services at the Lighthouse Child Development Centre, concerning the level of support provided to the Council, the current timescales for the completion of diagnosis and medication reviews, and the diagnosis of Attention Deficit Hyperactivity Disorder (ADHD) for children under seven years of age. The Chair requested that such questions be submitted in writing to the Executive Director (Children and Public Health) in order that they could be raised with the NHS Alliance Director.

Resolved:

1. That the report be noted.
2. That a further update on progress with the delivery of the Implementation Plan arising from the Peer Review, be made to the next meeting of the Committee.

Note: This is a Scrutiny function

795 Joint In-Depth Scrutiny Project 2021/22

The Committee received an update on progress with regard to the joint in-depth scrutiny project for 2021/22.

Resolved:

That the report be noted.

Note: This is a Scrutiny function

Chair: _____

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SOUTHEND-ON-SEA CITY COUNCIL

Special Meeting of People Scrutiny Committee

Date: Wednesday, 20th April, 2022

Place: Council Chamber - Civic Suite

5

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

*Substitute in accordance with Council Procedure Rule 31.

In Attendance: Councillors L Burton, P Collins, S Wakefield (Cabinet Members), Councillors
K Buck, S Buckley, M Dent, S George and P Wexham, R Savage (Southend
Association of Voluntary Services (SAVS) (Co-opted Member), A Barnes,
J Burr, G Gilbert, M Marks, B Martin and S Tautz

Start/End Time: 6.30 pm - 9.25 pm

904 Apologies for Absence

Apologies for absence were received from Councillor B Beggs (Substitute: Councillor T Cox), Councillor J Lamb (Substitute: Councillor A Moring), Councillor D Garston (Chair of the Policy and Resources Scrutiny Committee) and T Watts (Southend Carers Forum (Co-opted Member)).

905 Declarations of Interest

The following interests were declared at the meeting:

(a) Councillors L Burton, P Collins and S Wakefield (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 Berry - Minute 907 (Vecteo Update) - Ongoing association with member of Southend SEND Independent Forum (SSIF) around the current provision of special educational needs and disabilities (SEND) home to school transport services by Vecteo, Education Health and Care Plans and other related matters - Non-pecuniary interest.

(c) Councillor T Cowdrey - Minute 907 (Vecteo Update) - Ongoing association with a number of service users around the current provision of special educational needs and disabilities (SEND) home to school transport services by Vecteo - Non-pecuniary interest.

(d) Councillor B Hooper - Minute 907 (Vecteo Update) - Director of Blade Education, a not-for-profit company that works with local SEND children - Non-pecuniary interest.

(e) Councillor A Moring - Minute 907 (Vecteo Update) - Family member was previously in receipt of special educational needs and disabilities (SEND) home to school transport services - Non-pecuniary interest.

906 Questions from Members of the Public

The Committee noted the response of the Cabinet Member for Children and Learning to questions submitted by Philomena Johnson, Liam Slattery, Jo Richardson, Kim Drake, Becky Verrall and Louise Robinson, which had been sent to each questioner as the questions were not to be presented at the meeting.

907 Vecteo Update

The Committee received a report of the Deputy Chief Executive and Executive Director (Finance and Resources), arising from a request of the Audit Committee at its meeting on 23 March 2022 that the People Scrutiny Committee undertake an in-depth examination and scrutiny of the current provision of special educational needs and disabilities (SEND) home to school transport services by Vecteo and where service failures had occurred since the commencement of the contract with Vecteo. The Chair reported that, given the cross-cutting elements of the review requested by the Audit Committee, an invitation to attend the meeting had been extended to all members of the Policy and Resources Scrutiny Committee.

The report of the Deputy Chief Executive and Executive Director (Finance and Resources) provided an overview of the progress of elements of the in-house and external audit work to review service provision and failure that had been agreed by the Council on 25 November 2021. In response to questions raised by members of the Committee, the Cabinet Member for Children and Learning undertook to ensure that each of the final reports and recommendations arising from such audit work, be referred to a future meeting of the Committee following consideration by the Audit Committee.

The Cabinet Member for Children and Learning undertook to provide a written response to questions raised by members of the Committee, with regard to:

- the number of risk assessments so far completed as part of the provision of SEND home to school transport services by Vecteo.
- the support provided by the Council to enable all families in receipt of SEND home to school transport services to fully participate in the customer satisfaction survey undertaken in December 2021.
- the comparison of the results arising from the customer satisfaction survey undertaken in December 2021, with the findings of any previous similar surveys carried out by the Council.
- current arrangements for the provision of transport services for families of adults and children with learning disabilities.
- current arrangements for the designation of a safeguarding 'lead' as part of the provision of SEND home to school transport services by Vecteo.

Resolved:

- (1) That the following matters as set out in the report of the Deputy Chief Executive and Executive Director (Finance and Resources), be noted:
 - (a) the findings arising in respect of service provision and where failures have occurred.
 - (b) the overview of the findings of the work that has been undertaken.
 - (c) the progress that has been made with the Council's arrangements for working with Vecteo.
- (2) That a report be made to the Cabinet at the first available opportunity, to:
 - (a) note the serious safety and safeguarding failures that occurred at the start of the Vecteo contract.

- (b) consider whether Vecteo is now able to provide robust performance data that the Council can rely on.
 - (c) consider what alternative options (other than continuing with the Vecteo contract) are available to the Council for the delivery of SEND home to school transport services (and other contractual services).
 - (d) consider, with reference to Resolution 2(a)-(c) above, whether the Council should take action to withdraw from the contract/joint venture arrangement with Vecteo as soon as practicable.
- (3) That the Shareholder Board be asked to consider and report back to the Cabinet on the financial performance of Vecteo.

Note: This is a Scrutiny function

Chair: _____

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Southend-on-Sea City Council

**Report of the Deputy Chief Executive and Executive
Director (Finance & Resources) and the Executive
Director (Strategy, Change and Governance)**

to

Cabinet

on

14 June 2022

**Agenda
Item No.**

6

Report prepared by:
Pete Bates, Interim Director of Financial Services,
Caroline Fozzard, Senior Finance Lead (Strategy,
Sustainability and Governance),
Suzanne Newman, Interim Head of Corporate Strategy

**Delivery of Southend 2050 Outcomes and Priorities: Annual Report and Provisional
Resources Outturn 2021/22**

All Scrutiny Committees

Cabinet Member: Councillor Paul Collins

A Part 1 Public Agenda Item

1 Purpose of Report

- 1.1 To present Cabinet with the Annual Report for 2021/22, highlighting the achievements, successes, and challenges towards delivery of our Southend 2050 Ambition through the Southend 2050 themes.
- 1.2 To update Cabinet with the provisional revenue outturn for 2021/22, and therefore the indicative level of revenue balances going into 2022/23.
- 1.3 To advise Cabinet of the implications of the revenue outturn for 2021/22 and the potential impact on the 2022/23 budget and future Medium Term Financial Strategy.
- 1.4 To inform Cabinet of the capital investment programme outturn for 2021/22 and to seek approval for the relevant budget carry forwards and accelerated delivery requests.
- 1.5 To seek approval for in year amendments for the current approved capital investment programme for 2022/23 to 2026/27.
- 1.6 To request Cabinet to review, and to give appropriate consideration to, the affordability and prioritisation of the current approved Capital Investment Programme and the schemes currently listed as subject to viable business cases.

- 1.7 To seek approval to carry forward Community Infrastructure Levy (CIL) Main Fund receipts from 2021/22 and previous financial years, to extend the deadline for spending the CIL Ward Neighbourhood Allocations and to delegate authority to agree how the CIL Ward Neighbourhood Allocations are to be spent.

2 Recommendations

That Cabinet:

- 2.1 **Note the achievements, successes and challenges brought to life within the Annual Report 2021/22 (Section 4 and Appendix 1).**
- 2.2 **Note the provisional 2021/22 revenue outturn position for both the General Fund (Section 5) and Housing Revenue Account (HRA) (Section 6) and delegate the agreement of any final adjustments and the transfer of the actual final General Fund outturn position to the Business Transformation Reserve (Section 5.4) following the completion and audit of the Statement of Accounts to the Deputy Chief Executive and Executive Director (Finance and Resources).**
- 2.3 **Consider and approve the appropriation of revenue funds to and (from) earmarked reserves, as set out in Section 5.19 to 5.25 (General Fund) and Section 6.6 (HRA).**
- 2.4 **Note the potential revenue impact of the 2021/22 outturn on the 2022/23 General Fund budget and Medium Term Financial Strategy (Section 5.26 – 5.39).**
- 2.5 **Note that the expenditure on the capital investment programme for 2021/22 totalled £68.969M against a revised budget of £78.632M (Sections 7.4 and 7.7).**
- 2.6 **Approve the relevant budget carry forwards and accelerated delivery requests totalling a net £11.759M moving into 2022/23 and future years, as set out in Appendix 2.**
- 2.7 **Approve the virements, reprofiles, additions, deletions and new external funding for schemes, as detailed in Appendix 2 and note that this will result in an amended Capital Investment Programme deliverable by the Council of £145.906M for the period 2022/23 to 2026/27, as detailed in Appendix 3.**
- 2.8 **Note the requested changes as detailed in Appendix 2 will result in an amended total Capital Investment Programme deliverable by South Essex Homes Limited, Porters Place Southend-on-Sea LLP and Kent County Council of £55.759M, as detailed in Appendix 3.**

- 2.9 Agree to review and give appropriate consideration to the affordability and prioritisation of the current approved Capital Investment Programme and the schemes currently listed as subject to viable business cases.**
- 2.10 Note the content of the Infrastructure Funding Statement 2021/22 (included in Appendix 4) and agree to carry forward Main Fund receipts from reported year 2021/22 and previous reported years until the CIL Governance Framework and spending plans are reviewed for the reported year 2022/23.**
- 2.11 That the five-year deadline for spending the CIL Ward Neighbourhood Allocations be agreed to be extended for another three years from date of receipt (with the intention that at the end of that period any remaining neighbourhood allocations will be transferred to the CIL Main Fund).**
- 2.12 Delegate authority to the Executive Director for Growth and Housing (in consultation with Ward Members and the Cabinet Member for Environment, Culture and Tourism) to agree how the CIL Ward Neighbourhood Allocations received up until 31 March 2022 (excluding allocation to Leigh Town Council) are to be spent.**

3 Background Information

- 3.1 Southend-on-Sea City Council, along with most Local Authorities across the country, continues to face significant challenges in providing essential services to meet the needs of local residents within the level of resources it has at its disposal. As reported throughout 2021/22 the direct operational service arrangements of the Council and its partners continued to be severely impacted by the COVID-19 pandemic.**
- 3.2 Although the direct operational impact of the pandemic on the Council began to reduce during the last quarter of 2021/22, most local authorities continue to struggle with the challenges of uncertainty, financial pressures, service demands and concerns for their residents and local areas. Effectively coping with the aftermath of the pandemic has been exacerbated and made much more complex by the implications of the horrific events in Ukraine and an unprecedented rise in energy prices. This has contributed to monthly general inflationary increases at a level not seen since the 1970s. Most professional commentators are now predicting general inflation to reach over 10% in the coming weeks. This will have a huge financial impact on the Council's financial plans for 2022/23 onwards and critically create genuine cost of living challenges for local residents.**

- 3.3 Although not quite on the same scale as 2020/21, the continuing impact of the pandemic in 2021/22 resulted in additional national policy and funding responses from Central Government. The range, volume and value of different targeted financial support packages issued throughout 2020/21, continued at a lower level into 2021/22. Regular announcements containing a varied range of funding/grant support to be either passported on to local eligible businesses and residents or to be used directly by the Council to support our local response to the pandemic also continued. The total level of financial support allocated to Southend-on-Sea from Central Government for 2020/21 totalled around **£135 million**, which included £32 million of financial support that was defrayed in 2021/22. This was supplemented by a further **£31 million** in 2021/22. This combined total of circa **£166 million** is on a scale unprecedented in the history of Government funding support for Local Authorities. The terms and conditions attached to some of these grant support mechanisms were sometimes issued late or retrospectively, which is perhaps understandable given the scale and urgency to provide additional funding at such pace.
- 3.4 The Government introduced other financial support arrangements for Local Authorities such as the Income Guarantee Scheme to help with the impact of reduced levels of collection of council tax and business rates. A compensation scheme for sales, fees and charges has been implemented to try to help to partly offset significant reductions in other local income streams. Finally, additional financial support has been issued to help local authorities cope with a range of additional administrative new burdens associated with assessing and issuing funding to eligible businesses and residents where appropriate.
- 3.5 To put the scale of the extra administrative burden into context around **72,000** extra applications for support from local businesses and residents have been processed over the last 2 years. Many more have also had to be reviewed to assess eligibility. The scale and governance of this overall level of additional financial support to the Council and the associated administration and reconciliation of various grant claims to Central Government are being finalised as part of the year-end closure programme.
- 3.6 The national deadline for publishing the 2021/22 Statement of Accounts has been extended until 31st July 2022, as it was last year. The Council remains committed to trying to finalise our year-end arrangements and formal publication of our Accounts in accordance with this statutory deadline. The Council and particularly the finance team will also have to manage the finalisation of the independent external audit for both 2020/21 and 2021/22 financial years, due to the resourcing and capacity challenges that our external auditors have experienced over the last 12 months. The status of the 2020/21 audit has been reported to the Council's Audit Committee.

- 3.7 As part of the development and approval of the 2022/23 Budget and Medium Term Financial Strategy in February 2022 a new Budget Transformation Programme for 2023/24 – 2026/27 was also agreed as part of the Council’s overall budget package. This identified specific areas and themes to be analysed and reviewed further during 2022/23. The intentions will support the Council’s future financial sustainability commitment and help to target resources and re-design plans to avoid a financial ‘cliff edge’ which would require more drastic action over a shorter time frame.
- 3.8 The unpredicted and unprecedented rapid rise in inflation, together with more recent changing professional opinions on the depth and duration of continued inflationary increases, will add significant new pressures and local challenges. This new inflation forecast data has been published since the Council’s budget was approved and will mean some very difficult choices and prioritisation of existing approved spending plans for both capital and revenue during 2022/23 will have to be undertaken.
- 3.9 Other measures to support the Council’s drive towards financial sustainability and to shape our priorities include: on-going budget reviews; implementation of outcome-based budgeting principles; better linking of business planning and budgeting to service outcomes; effective and creative management of service demand; review of major contractual arrangements; further implementation of the Commissioning Framework; exploring new commercial opportunities; evaluating a range of income generation initiatives and continuing to enhance our systems, processes and internal business transformation arrangements.
- 3.10 Our ‘Getting to Know Your Business’ programme for service managers continued to be embedded in 2021/22 and will be essential in assessing the new operating environment, financial challenges and VFM of services. The ambition is that all service managers in Southend-on-Sea City Council will have a comprehensive understanding of their business areas in terms of their benchmarked operational and financial performance, key demand and cost drivers, income levels, commercial opportunities, value for money and customer insight. This programme is designed to support managers to improve productivity and efficiency in all our business areas ensuring that we secure best value but also to support a more targeted outcomes-based approach to investment.
- 3.11 This provisional outturn report builds on the financial performance monitoring information provided for period 8, which was reported to Cabinet in January 2022. It highlights the changes in the last four months of the year and provides an insight into the major variances that have contributed to the final outturn position. It also considers the potential implications that the 2021/22 outturn will have on the 2022/23 approved budget and Medium Term Financial Strategy to 2026/27 where appropriate.

- 3.12 The operating landscape continues to be uncertain as the medium to long term implications on demand and service delivery during the transition from responding to the impact of the pandemic and towards building and enabling a successful recovery are difficult to assess. This has been compounded by the unprecedented recent increases in inflationary pressures both for the Council and for local residents.
- 3.13 The Council is already learning of major concerns from lots of residents about the impacts of cost of living rises on their day-to-day lives. Price increases for food and fuel, as well as in supply chains for other goods, are leading to many more local residents 'just about managing' or actually falling into poverty. This situation was getting worse locally even before the latest price increases started to take effect.
- 3.14 Recent national announcements from the Government have attempted to ease some of this 'cost of living' burden, particularly for the poorest in society. The additional package of support announced in May 2022 was reportedly estimated at £15 Billion, which is on top of the £22 Billion announced in March 2022. A lot of this support is targeted towards the most vulnerable households – who should receive around £1,200 this year. There are estimated to be around 8 million households nationally that fall into this category.

The total national support package headlines include:

- £150 to all Council Tax Band A to D households
- £200 original discount on energy bills to be repaid over five years
- £650 for the lowest income households on Universal Credit, Tax Credits, Pension Credit and legacy benefits
- £300 for pensioner households
- £150 for individuals receiving non-means-tested disability benefits
- New £400 energy grant for all households (increased from the previous £200 discount on energy bills and removed the requirement to repay it)
- Household Support Fund increased to £1 Billion – extra £500 million

- 3.15 Locally the Council continues to work hard to assist many local households through providing access to a range of Government grants, including the Household Support Fund (HSF; £1.4m), Council Tax Energy Rebate Scheme (£10.5m), Essential Living Scheme (£270k), Discretionary Housing Payments (£400k) and schemes such as rent and deposits for qualifying people in housing need and targeted hardship support for South Essex Homes tenants. The HSF is currently only in place until September 2022. With the additional announcement by the Government in May 2022, we are expecting an additional local allocation of a similar value to further extend support in areas such free school meals, contributions to local organisations for their work to combat poverty through the provision of advice, guidance and small grants/vouchers, along with funds targeting support to pensioners.

- 3.16 A new local Tackling Poverty Strategy for Southend is under development which will include themes and advice around debt and welfare, fuel poverty, digital exclusion, housing poverty and food poverty. Key elements of this new strategy will be co-produced with local people throughout this summer. There is already a [Just About Managing](#)¹ page on the Council's website signposting people to advice, guidance, and opportunities. The Council, where it can, will try to provide an additional package of local support/mitigation/advice for the most vulnerable but recognises that it will not be able to ease the burden completely. With targeted interventions it hopes to provide additional help for those least able to cope with the severity of the forecast price inflationary pressures.
- 3.17 The Council is acutely aware of the 'cost of living' pressures experienced by our residents and businesses. The challenge is that the Council itself is also facing significant inflationary cost pressures across all services and priority programmes. Items such as utility costs, fuel prices, cost of materials and global supply chain issues are all resulting in major additional costs against the Council's approved budgets. This is driven from a combination of global pressures/factors including inflation, COVID-19, the war in Ukraine and Brexit.

4 Annual Report 2021/22

- 4.1 The Annual Place-based report celebrates our successes and achievements from 2021/22, providing an opportunity for strategic reflection and peer accountability at a partnership level. The report gives a high-level overview of how the Council has performed against its delivery of the priority outcomes for Southend 2050 (attached at Appendix 1).
- 4.2 Annual data for the 2050 performance indicators is presented, grouped by theme, providing RAG statuses against targets where applicable, and comparing our current position against the previous year where data is available.
- 4.3 The report also presents a visual journey of the Council's achievements through the milestones outlined on the 2050 Road Map, with the status for each milestone; noting any which have been affected by the COVID-19 outbreak. This can be found at page 35 through to page 42.
- 4.4 Despite just missing our target, Southend Pier saw its highest admission figures on record for four months this year. Annual visits were 7.5% higher than pre-pandemic levels and have increased by 161.1% compared to 2020/21. Alongside these positive figures, visits to the city centre have more than doubled compared with last year. High levels of interest in visiting Southend are also reflected in high visitor numbers to the Visit Southend website.

¹ <https://www.southend.gov.uk/justaboutmanaging>

- 4.5 Several crime statistics, including domestic abuse incidents, violence against the person offences and hate crime incidents, have shown an increase compared with last year. Crime and community safety data has been affected by COVID19, with police forces nationally seeing a decrease in 2020, therefore crime data included must be viewed in this context. Essex Police have launched a Crime Prevention strategy for 2021-2025 outlining 14 thematic strands which pose threat, harm and risk to people and communities, but also present the greatest opportunity for prevention. Southend Council Community Safety Unit has hosted several events, raising the awareness of crime types, ways they can be reported and providing crime prevention advice. The Community Safety Partnership will discuss at their next board meeting adopting the following as their 2022/23 priorities, in no specific order; hate crime; violence against women and girls (including domestic abuse); safe and confident communities; and serious violence.
- 4.6 At the end of this year, Southend's combined NEET and Not Known figure was 3.2%. This sees Southend remain in the 2nd quintile for this measure and is below the national average of 4.5% and below the statistical neighbour average of 5.2%. This figure reflects sustained good work from connexions but is a deterioration on last year where the end of year figure was 2.9%.
- 4.7 With OFSTED restarting school inspections, the percentage of pupils in Southend attending a good or outstanding school has improved because of several schools moving from a judgement of "Requires Improvement" to "Good". 21% of schools in the city are now "Outstanding", higher than the rate in Essex, which is at 15%.
- 4.8 This year has seen a 17.7% increase in the number of registered MySouthend users, and a 3.3% increase in the amount of MySouthend forms completed independently. Spikes for service requests this year include a raised number of missed collection reports for recycling and waste in four months out of the year.
- 4.9 It is important to reflect on the work we have done and that the report highlights the progress we have made during 2021/22; the report showcases several of our priorities for the coming year and how our Southend 2050 Outcomes and Roadmap are the vehicle for Southend's local recovery. It is more important than ever that at the heart of our work we remain collaborative, inclusive, honest, and proud.

5 2021/22 Provisional General Fund Revenue Outturn

- 5.1 2021/22 has again been an incredibly challenging year, initially due to the continued impact of the pandemic and then during the last quarter – the events in Ukraine and the first signs of rampant inflationary pressures. Here in Southend-on-Sea, the scale of the local financial impact on both expenditure and income expectations again led to major variations from our original approved plans for 2021/22 and the actual profile of spending bears little comparison to what we would expect to see in a normal year. The Council, along with the rest of the public sector, has also continued to receive unprecedented levels of additional funding support from Central Government to try to mitigate the financial impact of the pandemic. This contributed to both the abnormal pattern of spending and huge volatility in our cashflow position throughout the year.
- 5.2 Additional technical compliance requirements and accounting arrangements introduced for the Local Government Sector in 2020/21 have continued into 2021/22. This has been necessary to reflect the additional funding received but also to account appropriately for the different types of support that Central Government has provided. The area of largest change in financial terms has been the relationship between the Council's Collection Fund (which is used to record the transactions and cashflows relating to Business Rates and Council Tax receipts) and the General Fund (which in simple terms records all income and expenditure relating to services).
- 5.3 As a continued response to the pandemic, Central Government devised a considerable number of different types of rating reliefs for businesses across different sectors. This effectively reduced the value of rates that businesses were required to pay. This clearly reduced the amount of local income available to the Collection Fund and the Council. The mechanism available to compensate local authorities for this type of business rates changes was to issue what is called a Section 31 Grant of equivalent value of the total level of rate reliefs to local authorities via the General Fund.
- 5.4 The following table summarises the 2021/22 provisional revenue outturn for the General Fund and highlights the scale of spending variations. The Council has had to cope with continued additional governance responsibilities, to ensure compliance with all the terms and conditions associated with the range, variety, and volume of different types of grant income received in 2020/21 and 2021/22. Careful consideration has also been given to ensure that the Council prepares appropriately for the ongoing impact of global events and our local economic recovery aspirations in 2022/23 and the future. The 2021/22 provisional outturn has been prepared on the assumption that all appropriations to and (from) earmarked reserves proposed in this report are approved. Cabinet are invited to consider the recommended level of appropriations at Section 5.19 – 5.25 in this report.

Provisional Outturn 2021/22

Last Reported Variance £M	Portfolio*	Revised Budget £M	Forecast Outturn £M	Variance £M
(0.1)	Leader: Economic Recovery and Regeneration	8.3	7.8	(0.5)
(0.5)	Adult Social Care and Health Integration	40.6	39.2	(1.4)
2.4	Children and Learning	27.9	29.4	1.5
0.0	Communities and Housing	3.2	2.5	(0.7)
0.6	Corporate Services and Performance Delivery	19.2	18.9	(0.3)
0.9	Environment, Culture, Tourism and Planning	8.4	9.9	1.5
1.4	Public Protection	13.9	15.1	1.2
1.3	Transport, Asset Management	0.5	3.4	2.9
6.0		122.0	126.2	4.2
(1.0)	Corporate Budgets	23.9	23.1	(0.8)
4.9		145.9	149.3	3.4
0.0	Contribution to / (from) earmarked reserves	(7.3)	(7.7)	(0.4)
0.0	Revenue Contribution to Capital	1.4	0.5	(0.9)
(1.4)	COVID-19 Income Compensation	0.0	(1.9)	(1.9)
(4.7)	Non-Service Specific Grants	(6.0)	(7.5)	(1.5)
(1.1)	TOTAL	134.0	132.7	(1.3)
0.0	Funding	(131.5)	(133.1)	(1.6)
2.5	Planned contributions from reserves	(2.5)	0.0	2.5
1.4	NET	0.0	(0.4)	(0.4)

* A new political administration was formed in May 2022 which has seen a change in some responsibilities. The new Leader will be the Cabinet Member responsible for Corporate Matters and Performance Delivery and the new Deputy Leader (May-Oct) will be the Cabinet Member responsible for Environment, Culture and Tourism. The financial performance reporting arrangements for 2022/23 will reflect these changes.

- 5.5 This table shows that the variance for the overall General Fund budget moved from a net adverse variance of £1.4M at period 8 to a positive net variance of (£0.4M) by the end of the year. The key reasons for this improvement are that the Service Portfolios improved their financial position from a forecast of £6.0M to £4.2M. The funding line highlights primarily the variations between Collection Fund and General Fund as explained in Section 5.3. The headlines summarising the improved position for Service Portfolios are highlighted in the table at Section 5.10 and further commentary is included in Sections 5.11 to 5.18.

- 5.6 Despite the challenges caused by the COVID-19 pandemic over the last two years, the Council remains in a strong and financially resilient position. Through careful and prudent financial management, it has retained the ability to cope with any further unexpected challenges and is in a reasonably strong position to help support Southend's recovery in 2022/23. The continued increases in the rate of inflationary pressures though are a major concern right across the entire public sector.
- 5.7 Cabinet have received regular and detailed budget monitoring information throughout 2021/22, so most key variances and trends have previously been well documented and reported.
- 5.8 This report summarises the major variances between the period 8 forecast and the final outturn for 2021/22. Given the size and complexity of the Council's operations and the volatility caused primarily by the continuation of COVID-19 throughout the year, there are several variations from the original approved plans across individual service areas. As part of the year-end arrangements, consideration has also been given to the need to review the level of provisions for insurance, transformation, specific service considerations, bad and doubtful debts and other challenges that arose during the year.
- 5.9 Comprehensive year-end reviews are also undertaken across all revenue projects that are supported by specific grant streams. If a project, for justifiable reasons, has not been completed in year, the value of any unspent grant is carried forward into the next year through the mechanism of earmarked reserves. The major change this year shows the impact of the balance of Section 31 grants for business rate reliefs.
- 5.10 The headline variances that have occurred between what was reported at period 8 and the provisional final outturn are summarised and rounded to the nearest £0.1M in the following table:

	£Ms
Leader: Economic Recovery and Regeneration	(0.4)
Adult Social Care and Health Integration	(0.9)
Children and Learning	(0.9)
Communities and Housing	(0.7)
Corporate Services and Performance Delivery	(0.9)
Environment, Culture, Tourism and Planning	0.6
Public Protection	(0.2)
Transport, Asset Management and Inward Investment	1.6
Total Variance from Period 8	(1.8)

Summary of Movements from the Period 8 Performance Monitoring Report

5.11 Leader: Economic Recovery and Regeneration [-0.4M]

- 5.11.1 The European Regional Development Funded (ERDF) South East Business Boost programme continues to deliver grants to eligible businesses alongside free business support. The scheme has been operational since January 2017 and is due to end in March 2023. As a result of the multiple years this funding relates to and the requirement to make claims in arrears an overspend of £133k has arisen in 2021/22 which will be recovered in 2022/23 as part of the final grant claims and the associated overheads which will be received.
- 5.11.2 The Council is proposing to release £621k from the insurance provision which is calculated based on the level of outstanding claims as at 31st March 2022. This has improved the financial position at year-end by an equivalent amount.

5.12 Adult Social Care & Health Integration [-0.9M]

- 5.12.1 COVID-19 has continued to have a significant impact on Health and Adult Social Care. There has been an ongoing reluctance to take up the service throughout the year, which has impacted the residential placement budgets and homecare provision. Understandably some people were reluctant to allow care providers into their homes. There has also been an impact where the home care market has not been able to deliver the planned level of care hours. Across Adult Social Care Operations, there has been an improvement on staffing budgets by £232k where additional funding sources have been utilised to offset some costs incurred. The following areas have materially changed since the forecast position at period 8.
- 5.12.2 Learning Disabilities Service's financial position has improved by £721k. Whilst the number of clients supported by the service remained relatively stable in the last quarter of the year, there was a reduction in the cost of Direct Payments compared to previous forecasts. The year-end position reflects recovery of the under spend on direct payment accounts, this is mainly due to clients being unable to source care from the market. As a result, their actual care costs have been lower than the planned (and forecast) costs predicted for 2021/22.
- 5.12.3 Older People's financial position has improved by £257k. The Hospital Discharge Funding scheme was extended to 31st March 2022, when it was previously thought that this would cease before the end of the financial year, this has resulted in higher levels of income being received. Additionally, the impact of the market being unable to supply the full planned care levels, has resulted in a reduction in care placement costs.
- 5.12.4 Physical Disabilities Service's financial position has improved by £217k. The recovery of under spends from Direct Payment accounts, where the actual care purchased has been lower than the original forecast has resulted in an overall under spend on care placements.

5.12.5 Given the uncertainty and potential future pressures across the service range the outturn position includes an appropriation of £500k in 2021/22 to increase the Adult Social Care risk reserve to £2.5M in total.

5.13 Children and Learning [-0.9M]

5.13.1 Children and Learning services are reporting a final provisional overspend of £1.5M in 2021/22. This excludes the one off £2.5M that was set aside in the Children Social Care risk reserve for 2021/22 (which was approved as part of the 2021/22 budget). A £2.430M overspend was previously reported at period 8 (end of November 2021) so the final year end position represents a positive spend reduction movement of £0.9M to the previously reported overspend.

5.13.2 The main reason for the 2021/22 spend reduction movement is a positive and sustained reduction from 2020/21 of the number of children in care placed in external residential care placements during 2021/22. The closing position was 25 and 1 secured placement, compared to a peak of 30 residential care placements in 2020/21. In the final quarter of 2021/22 a positive reduction in the reliance of agency staff was also achieved, highlighting a more stable social care workforce. The position has also further improved by making maximum and allowable use of additional grants received in 2021/22, to offset where applicable and eligible administrative service costs applied to those grants.

5.14 Communities and Housing [-0.7M]

5.14.1 Earlier in the year it was anticipated that the Homelessness Prevention Grant would be transferred to reserves at the end of the financial year. After careful review of the updated grant conditions received, it became apparent that the grant needed to be applied in full within 2021/22. This approach has contributed to an improvement in the outturn for 2021/22 of £480k. Positively we've also been notified that we have been awarded a further allocation of this grant in 2022/23.

5.14.2 The library service reported an under spend of £235k, which is an improvement of £210k since period 8. This has been driven by a variety of factors, including the staffing restructure where recruitment to get up to full establishment has taken longer than anticipated.

5.15 Corporate Services & Performance Delivery [-0.9M]

5.15.1 After a commercial review of the Service Level Agreement (SLA) between the Council and South Essex Homes it was discovered that the number of licences required by SEH has increased significantly. The increase in costs experienced globally in the ICT sector has also resulted in an increase in charges to all 3rd parties that the Council supports. As a result of these various income stream improvements the total overspend in Digital and Technology has decreased by £350k.

5.15.2 The forecast outturn for Human Resources has improved by £600k, this is due to intentional reduced spend on commissioned training during the last quarter of the year and successful commercial negotiations for a range of services provided to other local authorities. This improved financial position is partially

offset by Legal Services, which has worsened by £100k because of costs associated with additional court hearings and Member disputes.

5.16 Public Protection [-0.2M]

- 5.16.1 After a 2-year period in which the pandemic has affected the mortality rate and therefore the number of services at the cemetery and crematorium, income within the bereavement services team started to return to pre-pandemic levels in the last quarter of 2021/22, which was sooner than anticipated. As a result of this the income projections at Period 8 were £180k higher than the actual income received at year end.
- 5.16.2 Waste disposal volumes have been significantly affected throughout the pandemic due to the range of restrictions that were imposed. The continued increase in home working had a major knock-on effect on residential waste tonnages collected and disposed of. Tonnages increased on average by 10% across 2020/21 but in the first half of 2021/22 this increased by a further 10% more for residual waste than the corresponding period in 2020/21 when the first COVID-19 restrictions were implemented. This pattern changed over the last quarter of 2021/22 where waste volumes collected and disposed of began to return to 2020/21 levels. This reduced the expected pressure highlighted at period 8 on the waste disposal budget by £480k by the end of the year.
- 5.16.3 Discussions have taken place with the collection contractor regarding any performance deductions for the contract year whilst also considering the unforeseen impacts of the pandemic on the service. An estimate has therefore been included in the outturn for these deductions pending final confirmation between both parties.

5.17 Environment, Culture, Tourism and Planning [+0.6M]

- 5.17.1 Throughout the year the Grounds Maintenance team have operated under COVID-19 protocols to limit contact and working in close proximity. A lot of the additional costs associated with these arrangements have been funded from external COVID-19 grants from the Government. It was also anticipated that vacancies in the team would not be recruited to and flexible agency working would be deployed to help to contribute to the overall additional costs. The revised working practices has not allowed this to happen and alongside other pressures such as backdated utility bills and a reduction in income generating works has resulted in a £220k increase in the pressure reported at period 8.
- 5.17.2 A range of energy efficiency schemes in the capital investment programme are funded by contributions from the revenue budget. The anticipated reduction in expenditure because of the delivery of these schemes are designed to fund future initiatives. At this time the ongoing revenue savings have not yet been delivered in full which is creating a pressure of £90k. There has also been a need to utilise extra expert consultants to support the closure and comply fully with the terms and conditions of several externally funded projects. Some of these additional costs cannot be recovered by the grants and this, together with in house staff being redeployed onto non-external funded tasks has resulted in additional pressure of £75k.

5.17.3 A number of major planning applications have been progressed in the past year and this has required a significant amount of staff resources as well as specialist support. Although additional income has come in the team due to the volume of applications, the outturn has resulted in a further pressure of £70k

5.18 Transport, Asset Management and Inward Investment [+1.6M]

5.18.1 The Council continues to support its commercial tenants in accordance with the national guidance and works with local businesses to ensure the best outcome for the City, but there is the potential that the level of rental yield from our commercial property portfolio could be significantly affected as a direct result of the impact of the pandemic and rising inflation. To prepare for this possibility we have increased our bad debt provision by £373k to reflect the possibility of some businesses not being able to fulfil their rental and service charge obligations in full for 2021/22.

5.18.2 As part of the restructure of the Highways team agreed at Cabinet in July 2020 an assumption was made that the proportion of time the team charge to the capital investment programme would remain consistent. Although 2021/22 has not been a normal year due to the various impacts of the pandemic mentioned elsewhere in this report (contractor delays, longer lead in times, scarcity of materials etc), the proportion of eligible time charged to the capital investment programme has not been at the anticipated level. This, along with a range of other minor issues, has resulted in an increase in the overspend of £500k.

5.18.3 A review has been undertaken of the provision for bad debt of decriminalised parking Penalty Charge Notices (PCN's). This review has shown that an adjustment is required to the provision following a detailed analysis over the last 4 years. This has resulted in the requirement to increase the provision by £220k in 2021/22. It was originally forecast that there would be a release of the historic provision of £590k. The total impact of this revised assessment is an increase in the level of overspend of £810k against the reported Period 8 position.

5.18.4 After a difficult start to the year due to COVID related restrictions, income from parking activity rebounded by late summer to budgeted levels. This was exceeded in March 2022, most likely due to the improved spell of dry weather which is a key factor in parking activity in our tourist areas alongside above average temperatures for this month.

Recommended Appropriations to and (from) Earmarked Reserves

5.19 The following table and supporting commentary outline the rationale and recommended appropriations to and (from) the Council's earmarked reserves for 2021/22. These proposed appropriations are subject to the approval of Cabinet, annotated as appropriate where the appropriation is materially different from what was originally planned.

Reserve Type	Opening Balance	Planned 'In-Year' Movement	Approved 'In-Year'	Proposed Final Appropriation	Closing Balance
	£000's	£000's	£000's	£000's	£000's
Capital	25,785	(3,909)	2,500	(258)	24,118
Corporate	26,025	(984)	(2,495)	3,710	26,256
Insurance	6,033	0	0	0	6,033
Services	12,690	2,240	(6,425)	2,247	10,752
Grants	30,363	(150)	(1,045)	(3,060)	26,108
Total	100,896	(2,803)	(7,465)	2,639	93,267

5.20 The planned 'In-Year' movement column is a summary of what was agreed as part of setting the Revenue Budget for 2021/22. The approved 'In-Year' column is a summary of the appropriations already approved during 2021/22.

5.21 The proposed final appropriation to our Corporate Reserves of £3.7M includes the following: £1.75M for technological transformation and systems modernisation of our internal operations and customer interfaces, £1.0M to create a new Cost of Living Reserve to provide some extra flexibility for the Council to directly support our most vulnerable residents and £1.0M to create a new reserve to deal with the direct increased inflationary pressures that the Council is beginning to experience.

5.22 The proposed final appropriations for Service Reserves of £2.2M includes top-ups of £1.0M to our existing Waste Reserve, £0.5M to our risk reserve for Adult Social Care and £0.16M to support the transition and re-organisation of the Southend Adult and Community College.

5.23 The proposed final appropriation for Grant Reserves (£3.1M) includes the following:

- Use of (£11.9M) of Section 31 Grant for Business Rates appropriated in 2020/21 and the appropriation of £7.2M to the reserve in 2021/22 to be used in 2022/23, as highlighted in Section 5.3 of this report.
- Use of (£7.8M) of COVID-19 grants appropriated in 2020/21 and the appropriation of £3.2M COVID-19 grants received in 2021/22 to be used in 2022/23.

- Plus, appropriations of £3.9M Dedicated Schools Grant (DSG), £0.7M Public Health Grant and several other smaller value specific grants for a range of initiatives totalling £1.6M.
- 5.24 The net overall impact of these proposed appropriations is to decrease the total reserves held by Southend City Council to £93.267M. To establish a 'like for like' comparison with our starting reserves position for 2021/22 – we need to exclude the requirements for grant reserves due to the impact of COVID-19. This effectively means that our overall reserves position has improved by circa £2.0M. To end yet another turbulent year with a higher level of reserves than the Council started the year is a testament to both the financial resilience and strong effective management of the Council's overall level of resources.
- 5.25 This position demonstrates the financial strength and resilience of the Council and places it in a robust position to continue to navigate the ongoing challenges of recovery from the pandemic and to help to cope with increases in demand and complexity for critical services in the future.

Implications for the 2022/23 budget and Medium Term Financial Strategy

- 5.26 A considerable amount of additional analysis and financial planning was undertaken during the second year of the pandemic. This provided a useful platform to build from but the impact and uncertainty that the pandemic has caused is very difficult to evaluate and assess across the medium to longer term. Prior to COVID-19 Southend-on-Sea was already having to respond to some high value social care demand trends. This scenario was replicated in many upper tier authorities right across the country. These pressures had been recognised locally and attempts were made to address some of these issues by increasing the revenue base of these services for both 2021/22 and 2022/23 as part of the Medium Term Financial Strategy.
- 5.27 Obvious concerns remain on the potential for currently hidden demand to surface post the pandemic and further challenges will come to light as we collectively get to grips with what 'post COVID-19' looks like and the return to normality and recovery. We are determined to try to support our communities and local economy to come back stronger and more resilient. This challenge has undoubtedly been exacerbated significantly by the current range of inflationary cost and price pressures that were not even under consideration or forecast just 6 months ago.

- 5.28 Even in these unprecedented circumstances Directors and all services are aware that it is vital to adhere to the approved level of all budgets. The operating climate, particularly in social care is incredibly challenging though and that is why it is so important to have a clear understanding of all the cost drivers within the Council's budget. Financial management and monitoring are also key to highlighting any issues as early as possible and the embedding of the 'Getting to Know your Business' programme will provide enhanced support and advice to service managers. Our approach encourages consideration over the medium term, so not only trying to achieve a balanced outturn in the current year but also to avoid putting further pressure on budget plans for future years.
- 5.29 Critical to achieving financial planning success is to understand pressures inherited from the previous year. These could manifest themselves by way of continued increases in demand and inflationary pressures, reduced income activity, undelivered planned savings, or new issues emerging from COVID-19. Detailed analysis has therefore been undertaken to provide more insight into the key messages contained in the 2021/22 outturn and to estimate the potential ongoing impact into 2022/23 and our Medium Term Financial Strategy.
- 5.30 In keeping with many councils across the country there are several areas of immediate spending pressure that will require proactive management. The areas that clearly will have a major impact in 2022/23 and beyond for Southend-on-Sea are Children's Social Care, Adult's Social Care and Waste, Highways & Transport. All Services though will be subject to close examination and monitoring due to the organisation wide impact on all costs due to the rapid increase in inflation across all areas.

5.31 Public Protection

- 5.31.1 It is widely anticipated that one permanent legacy of the pandemic will be a continued increase in the number of days people work from home. This should bring environmental benefits to the city due to reduced commuting, however increased time working from home will almost certainly result in increased household waste. It is anticipated that this increased tonnage level will continue into 2022/23 and the future, which as a disposal authority will bring additional financial pressure to the Council. It is vital that every effort is made to raise awareness and increase local recycling rates.

5.32 Adult Social Care and Health Integration

- 5.32.1 The national and local challenges in Adult Social Care have been well documented and reported throughout 2021/22.

- 5.32.2 It is anticipated that demand will start to increase in 2022/23 as the reluctance to receive care reduces and clients return to use the full range of local Adult Social Care services. This is likely to have the largest impact on the Learning Disabilities and Older People's budget. Whilst there has been significant investment in provider fees for 2022/23, the market is still highlighting pressures from the increased cost of living experienced nationally, the position is being closely monitored. Work is being undertaken to model the activity levels and range of costs for 2022/23. Careful consideration and modelling of the Government's planned social care reform is also underway.
- 5.32.3 There is a concern over potentially additional hidden demand particularly in areas such as Mental Health which has consistently been forecast as overspending throughout the year. This is likely to continue going forward and early engagement and assessment of interventions will be required.
- 5.32.4 There has been very good close working with the Health Service and extra funding has been provided for those clients who have needed care upon discharge from hospital. This funding ceased on 31st March 2022, and although there is an interim arrangement for the provision of a bridging service for the first quarter of 2022/23, there is likely to be pressure on the Adult Social Care budgets as the responsibility for the ongoing care transfers to the Council for the rest of the year.
- 5.32.5 The service has several approved savings proposals in the Medium Term Financial Strategy and work is in an advanced stage to ensure that these are implemented and delivered as planned.

5.33 Children & Learning

- 5.33.1 Despite a positive reduction in the Children & Learning spend position in 2021/22, there remains significant concerns that a large spend pressure remains within 2022/23. The main contributing factor to that spend pressure is during the last quarter of 2021/22, children in care numbers have started to rise again and there has been a continued and further reliance placed on external foster care placements. Closing 2021/22 with 90 external foster care placements is the highest proportion this has ever been out of a total of 318 children in care as at 31st March 2022. This is of course combined with an external care market where costs are continually increasing due to the overall national demand for extra placements and wider inflationary pressures, particularly where residential care is still required. This situation is being experienced in most other upper tier local authorities across the country and remains a significant risk for the Council.
- 5.33.2 The opening financial spend pressures for 2022/23 are expected to remain and potentially increase for our children in care, although given the additional staffing investments for 2022/23, we hope to see a reduction in previous spend pressures on staffing with less reliance on agency staff. A further £2.5M one off specific Children Social Care risk reserve has also been created and approved as part of the 2022/23 Budget to call on as a last resort. Children Services continue to explore areas for mitigation and target ongoing spending reductions and efficiencies.

5.34 Corporate Services and Performance Delivery

- 5.34.1 As our transition to a cloud-based ICT infrastructure continues, there will be a shift from on-site capital expenditure to a more revenue consumed ICT service solution. This will result in a physical reduction in our ICT estate but ensure enhanced security, better customer experience and up to date functionality. Working in conjunction with ICT, discussions continue to develop the requirements for this transition and assess both the financial implications as well as the longer-term operational benefits that will be secured. This transformation transition will be supported and funded by a combination of capital, revenue, and specifically earmarked technology reserves.
- 5.34.2 There is a risk that the savings approved across the ICT portfolio as part of the 2022/23 budget will come under pressure this year whilst work continues to assess the current ICT estate, systems capability and demands for changing future ways of working. There will also be a continued review of the value for money derived from the ICT contracts that are currently in place with our suppliers.

5.35 Transport, Assets Management and Inward Investment

- 5.35.1 The financial impact of COVID-19 on the income collected from the parking service has been significant. As restrictions ease and our car parks return to more consistent usage so too will the income received from 'pay & display' and via parking enforcement. The return to pre-COVID-19 activity levels and beyond has started to take shape and the impact of increased staycation breaks and events planned in Southend throughout the year should bring additional revenue for parking services in 2022/23. The Southend Pass initiative continues to have a positive impact for users and will be kept under review throughout 2022/23 with an assessment made later in the year after 12 months of non-lockdown affected activity.
- 5.35.2 The new Civil Engineering and Highways structure is partly funded by the capital investment programme. With significant investment planned in the highway's infrastructure, it is imperative that staff costs are also capitalised where appropriate. Close attention will be required to both eligibility and value of recharge between revenue and capital throughout the year. This will also provide a useful barometer on the successful delivery of the capital investment programme ambitions.
- 5.35.3 The impact of increasing utility prices will be felt significantly in this portfolio throughout the year, both across the Civic estate and street lighting. Although there is another price cap increase for domestic customers due in October 2022, prices for the Council are fixed under a 12-month contract to the end of March 2023. It will be important to continue to find ways to reduce our consumption to reduce some of the financial impact of these significant tariff increases.

5.35.4 During the pandemic the Council followed the recommendations from the Department for Transport (DfT) in relation to the level of support to bus companies which were maintained at 90% of pre-COVID level for concessionary fares payments, irrespective of the actual number of passenger journeys. The new Concessionary Travel Recovery Guidance recommends a sliding scale of a 5% reduction per month until financial support matches usage numbers and the Council have budgeted appropriately for this. Public transport companies will be faced with several cost pressures this year primarily in relation to inflation increases, cost of living pressures on their workforce and the increased price of fuel. This could increase the risk for bus routes that are currently deemed to be less commercially viable across the city.

Overall Future Mitigation Strategy

- 5.36 ALL services will need to consider the impact on their cost base and where appropriate their pricing strategies of the continuing increases in inflation. The range of specifically highlighted issues provide an indication of the potential financial pressures and uncertainty facing services at the start of the new financial year. It is too early to evaluate all these potential challenges with a lot of confidence at this stage. Directors are aware that they have a duty to work within the budget envelope provided, and therefore must make every effort to contain these pressures through in-year management action, and to try to continue to deliver better outcomes and better value for money from within their approved budget allocations.
- 5.37 In setting the 2022/23 budget, £2M was set aside within the corporate contingency budget, in recognition of the range of pressures, together with a further £1M for inflation – this clearly will come under significant pressure given the current inflation trajectory. There is no suggestion that these sums should be used immediately to meet any estimated in-year budget pressures, but they remain a useful mitigating provision.
- 5.38 The Council also holds a range of earmarked reserves specifically against some of the risks associated with the identified spending pressures. Careful consideration will be given to reviewing our complete portfolio of earmarked reserves to see if a further review and re-allocation is required to better reflect the potential risks highlighted by the 2021/22 outturn. Use of any reserves are by their very nature only a one-off mitigation and approval will be requested if required from Cabinet.
- 5.39 The challenge of designing and implementing potential mitigating strategies for 2022/23 and the future has been made far more complex due to the impact and uncertainty caused by the aftermath of COVID-19 and then the rapid rise in inflation. A better picture on potential options and an update on the financial performance against the approved budget for 2022/23 will be available as a comprehensive period 4 monitoring report at Cabinet in September 2022. We may then also have a better indication from Central Government about future funding arrangements and the planned 'levelling-up' reform intentions. The Council remains in a relatively strong financial position for 2022/23 but the challenges for the future could be very significant.

6 2021/22 Housing Revenue Account Outturn

6.1 The following table summarises the outturn for the Housing Revenue Account and the consequential use of balances for 2021/22.

	Original Budget £000	Revised Budget £000	Forecast Period 8 £000	Actual £000
Employees	206	206	206	206
Premises (excluding repairs)	798	798	798	799
Repairs	5,664	5,664	6,033	6,370
Supplies and Services	141	141	141	68
Management Fee	6,336	6,336	6,336	6,486
Internal Recharges and Overheads	1,475	1,475	1,475	1,475
Provision for Bad Debts	455	455	455	199
Depreciation, Impairment etc	6,729	6,763	6,763	6,817
Interest Charges	3,212	3,212	3,212	3,156
Debt Management	24	24	24	25
Total Expenditure	25,040	25,074	25,443	25,600
Fees and Charges	(349)	(349)	(349)	(381)
Dwelling Rents	(26,436)	(25,436)	(26,925)	(26,423)
Other Rents	(1,507)	(1,507)	(1,507)	(1,526)
Contribution from Leaseholders	0	0	0	(89)
Interest	(82)	(82)	(82)	(88)
Recharged to Capital	(727)	(761)	(761)	(495)
Total Income	(29,101)	(29,135)	(29,623)	(29,001)
Net Operating Income	(4,061)	(4,061)	(4,181)	(3,401)
Statutory Mitigations on Capital Financing	0	0	0	89
Revenue Contribution to Capital	8,334	8,334	8,334	3,126
Appropriation to Earmarked Reserves	(4,273)	(4,273)	(4,153)	(3,126)
Surplus	0	0	0	(3,312)

6.2 The previous table shows that the HRA has been subjected to a familiar pressure area that has been replicated in most areas right across the country in that repairs and maintenance costs have increased significantly during 2021/22. This has been driven by the challenges of COVID-19 and the associated increase in the cost of materials and global supply chain issues. An in-year surplus of £3.312M is being declared, principally generated through a major reduction in the planned level of revenue contribution to the Capital Investment Programme.

- 6.3 At the beginning of 2021/22 there was a major concern around the certainty of the impact of COVID-19 on collection levels and potential difficulties for tenants paying their rent and service charges due to changing circumstances, directly caused by the pandemic. Good management of void properties and early intervention of advice and support for tenants has helped to mitigate major concern. At the end of the year the actual level of rental income was very close to the budget for the year.
- 6.4 The budget report to Cabinet in February 2021 included an ambitious affordable housing acquisitions programme, with a planned revenue contribution of £8.334M. This required £4.062M of the planned surplus, as well as £4.272M to be drawn down from the capital investment reserve to fund this level of acquisitions. Due to the direct impact of COVID-19, it has not been possible to deliver that size of capital investment programme. The final funding requirement for 2021/22 was £3.126M. These ambitious plans will look to be accelerated again in 2022/23.
- 6.5 The general reserve for the HRA is considered to be at an appropriate level so an appropriation of the surplus to HRA earmarked reserves is proposed to enable further investment to be made in the Council's housing stock, creating better conditions and environments for local tenants.
- 6.6 The following table summarises all the appropriations for the HRA in 2021/22 and Cabinet is requested to approve the final appropriation to the Capital Investment Reserve of £3.312M.

HRA Reserve	Original Plan £000	Approved Period 8 £000	Proposed Final Appropriation £000	Total £000
Repairs Contract Pensions Reserve	60	0	0	60
Capital Investment Reserve	(4,332)	0	8,519	4,187
Major Repairs Reserve (Revenue)	0	0	0	0
Sub-Total	(4,272)	0	8,519	4,247
Revenue contributions to capital	8,334	0	(5,208)	3,126
Grand Total	4,062	0	3,312	7,374

7 2021/22 Capital Outturn

Overview

- 7.1 Throughout the 2021/22 financial year the capital investment programme has been subject to robust monitoring and challenge to ensure delivery and alignment with the Southend 2050 ambition and desired outcomes. As a result of this monitoring, revisions were made during the year to the capital investment programme budgets with the agreement of Cabinet. The last revision approved by Council on 21 February 2022.
- 7.2 The changes are summarised in the table below.

	£000
Original Budget 25 February 2021 Council	79,882
15 June 2021 Cabinet carry forwards from 20/21 schemes	3,878
Accelerated Delivery of 20/21 schemes	(3,747)
Re-profiles, New External funding and other adjustments agreed at 15 June 2021 Cabinet	14,669
Re-profiles, New External funding and other adjustments agreed at 14 September 2021 Cabinet	(4,646)
Re-profiles, New External funding and other adjustments agreed at 2 November 2021 Cabinet	(4,962)
Re-profiles, New External funding and amendments agreed at 15 February 2022 Cabinet	(6,442)
Revised Capital Investment Programme 24 February 2022 Council	78,632

Brackets indicate a reduction in budget.

- 7.3 It has been a difficult year for the delivery of the capital investment programme with supply chain issues causing labour shortages, cost increases in materials, labour and fuel and difficulties in sourcing plant and vehicles. The programme comprises a wide variety of projects and not all projects have been affected to the same extent.

7.4 The summary below shows the 2021/22 actual spend against budget for the different types of investment.

Scheme by area of investment	Revised Budget £000	Actual £000	Variance £000	% Spent	Notes on delivery (see paragraphs 7.9 to 7.18 for the outcomes achieved)
General Fund Housing	834	668	(166)	80.1	Less disabled facility grants delivered than anticipated due to restricted access to properties – requesting carry forward of 2021/22 budget.
Social Care	6,400	9,704	3,304	151.6	Overspend on Brook Meadows House – see paragraph 7.9.
Schools	1,520	1,213	(307)	79.8	Condition works that could not be completed in 2021/22 school holidays, now scheduled for summer 2022, school improvement project completed under budget – see paragraph 7.10.
Enterprise & Regeneration	15,264	10,464	(4,800)	68.6	Multi-year projects including Airport Business Park, Better Queensway and No Use Empty– see paragraph 7.11.
Southend Pier	4,735	4,319	(416)	91.2	Works delayed by storms in February – see paragraph 7.12.
Culture & Tourism	1,452	930	(522)	64.0	Multi-year schemes including parks and open spaces – see paragraph 7.13
Community Safety	3,177	2,958	(219)	93.1	Multi-year schemes including the CCTV equipment renewal – see paragraph 7.14
Highways and Infrastructure	22,565	20,159	(2,406)	89.3	Multi-year schemes at various stages of completion – see paragraph 7.15. £2.4M included as a net of carry forward, accelerated delivery requests and other budget adjustments.
Works to Property	1,958	1,941	(17)	99.1	Mainly Property Refurbishment and Fire Improvement Programme works – see paragraph 7.16.
Energy Saving Projects	232	85	(147)	36.6	Schemes being reviewed and will continue in 2022/23 and future years.
ICT Schemes	4,417	3,494	(923)	79.1	Multi-year schemes at various stages of completion – £922k included as carry forward requests. See paragraph 7.17
Section 106 / Section 38 / CIL	708	313	(395)	44.2	Multi-year planning and highways agreements at various stages of completion – £393k included as carry forward requests.
Council House Refurbishment	8,500	7,451	(1,049)	87.7	The Decent Homes programme and disabled adaptations are multi-year schemes which underspent against budget due to pandemic related access issues. See paragraph 7.18.
Council Housing New Build Programme	1,346	1,251	(95)	92.9	Delivery stages of several build phases, with budgets to be carried forward – see paragraph 7.18.
Council Housing Acquisitions Programme	5,524	4,019	(1,505)	72.8	The volume of acquisitions has been slowed by the prevailing housing market and properties becoming more expensive - see paragraph 7.18.
Total	78,632	68,969	(9,663)	87.7	

Brackets indicate an underspend against budget.

7.5 The outturn across strategic and other schemes is as follows:

	Revised Budget £000	Actual £000	Variance £000	% Spent
Strategic schemes				
Airport Business Park	9,183	7,218	(1,965)	78.6
Better Queensway	4,453	2,440	(2,013)	54.8
Victoria Centre	722	457	(265)	63.3
Brook Meadows House	6,250	9,632	3,382	154.1
School Improvement and Provision of School Places	160	1	(159)	0.6
Southend Pier schemes	4,735	4,319	(416)	91.2
ICT Schemes	4,417	3,494	(923)	79.1
Footways and Carriageways	11,280	11,366	86	100.8
Parking Schemes	454	425	(29)	93.6
Highways and Infrastructure – Local Growth Fund and Local Transport Plan Schemes	7,678	6,841	(837)	89.1
Levelling Up Fund Schemes	499	443	(56)	88.8
HRA – Decent Homes Programme	7,785	6,845	(940)	87.9
HRA – Construction of New Housing	1,346	1,251	(95)	92.9
HRA – Housing Acquisitions Programme	5,123	3,785	(1,338)	73.9
Total Strategic Schemes	64,085	58,517	(5,568)	91.3
Other schemes	14,547	10,452	(4,095)	71.8
Total	78,632	68,969	(9,663)	87.7

7.6 Best practice and normal accounting convention require that the approved Capital Investment Programme includes budgets for all potential capital expenditure. Therefore, the programme contains budgets for schemes such as Section 106 funding where expenditure is contingent on a condition being met, grants that are paid to the Council in full are drawn down over time and schemes managed in partnership or by other bodies, e.g. schools.

7.7 The outturn for 2021/22 shows a final spend position of £68.969m against a revised budget of £78.632m, which is an 87.7% outturn position.

- 7.8 The capital investment in the year contributed to the delivery of the desired outcomes identified as part of the Southend 2050 ambition. The key themes and outcomes are shown in the following sections:

Investment Areas

7.9 Social Care

Under the theme Safe and Well investment in this area contributes to the desired outcome that we protect and improve the quality of life for everyone in our community, including the vulnerable.

A major investment is for the re-development of the Delaware and Priors Residential Care homes and the Viking Day Centre. Brook Meadows House is a 60 bedded unit which has been designed to be agile and adaptive by initially creating an environment of 45 beds where people can undergo an intense period of assessment and reablement with a view to them returning home, not remaining in long term care. A modern and adaptive space which will be used to support people with profound learning disabilities to lead fulfilling lives. In the first instance, a proportion of the unit (15 beds) will continue to support some of the most complex and challenging older people suffering with dementia. An environment aligned to the Southend 2050 vision and locality approach. The Locality Approach focuses on supporting people to remain in their own home surrounded by their family, friends, and other assets for as long as possible.

Construction of the new care home is complete with the first residents having moved into the building in early 2022. The existing Priors Care Home will then be demolished prior to final landscaping works being completed.

For the 2021/22 financial year the project has overspent by £3.4M, with circa £0.6m of costs likely to be incurred in the 2022/23 financial year with no budget provision. The overspend has been incurred due to a number of issues including the performance of the design team. The Council is currently taking forward actions with a view to recovering significant costs incurred where these have been caused by the performance of third parties.

7.10 Schools

Under the theme Opportunity and Prosperity investment in this area contributes to the desired outcome that our children are school-ready and young people are ready for further education, employment or training.

Expenditure on the education capital programme for 2021/22 was £1.2m. £1.0M of this investment was in schools condition works within the maintained primary schools. These covered larger high cost repairs and replacements projects on roofs, curtain walling, lighting, kitchens, new classroom demountables and boilers that are beyond the budget of the individual settings. In addition, £0.1M was devolved as formula capital to the maintained schools to manage their own smaller capital works. A further £0.1M was spent to complete the extension of Prince Avenue Nursery.

The programme to expand secondary schools was a multi-year programme that started in 2016/17 and is now complete. There was a spend of £5.8m in 2017/18, £13.5m in 2018/19, £9.3m in 2019/20, £3.7m in 2020/21, with a few hundred pounds being spent in 2021/22. Over those years an additional 1,100 permanent places for year seven to year eleven pupils have been provided across the non-selective sector. The project has completed with £0.2M of budget unused.

Much of the schools capital investment programme involves multi-year projects. Request for budget carry forwards of £0.1M and budget deletions of £0.2M have been put forward as part of this report.

7.11 Enterprise and Regeneration

Under the theme Opportunity and Prosperity investment in this area contributes to the desired outcome that major regeneration projects are underway and bringing prosperity and job opportunities to the city.

A major investment is for the Airport Business Park, which is a major strategic employment site in close proximity to London Southend Airport. It is envisaged that the new Business Park will become renowned as a leading regional centre for the science, medical and technology sectors and deliver benefits for both local businesses and local communities. The development will create thousands of job opportunities for local people, attract inward investment and it is hoped it will bring lasting prosperity to the region. £6.2m of investment has been made in construction works on the Launchpad during 2021/22 towards this outcome. There has been a two month delay due to supply chain issues and construction is expected to be complete in July 2022. A budget carry forward request has been included for £2.0M. Investment of £1.0M has also been made into the Costa Coffee building which opened for business during 2021/22.

Capital investment of £0.8m was also made to resource the Council's ability to support, directly deliver, hold accountable and work in partnership with Porter's Place Southend-on-Sea LLP and Swan Housing Association to deliver the Better Queensway regeneration project.

Funding of £1.6M was also passed to Porter's Place Southend-on-Sea LLP to facilitate the delivery of the Better Queensway project, £0.5M of this was Housing Infrastructure Funding from Homes England, with the remainder being drawdowns of the junior loan facility, with an equal amount being invested by Swan Housing Association. Carry forward requests totalling £1.7M relating to these schemes have been included as part of this report.

The Council also invested £0.5m in redevelopment of units to enable lettings at the Victoria shopping centre. These refurbishment and redevelopment works will continue into 2022/23, see paragraph 7.43.

7.12 Southend Pier

Every year major investment is made in Southend's historic pleasure pier, the longest in the world. In 2021/22 capital investment of £4.3m had been made in the pier, including £2.0m on bearing refurbishment and condition works. The pier had 358,000 visitors in 2021/22 which is higher than the average of 350,000 over the three years before the pandemic when the pier had to close for various periods due to Government advice regarding the COVID-19 outbreak. The pandemic has reinforced the importance of open spaces and outside visitor attractions and residents and visitors have returned to the pier in greater numbers.

£1.2m was invested in the purchase of new electric pier trains with delivery initially scheduled for a summer 2021 launch. This was delayed due to an issue with the paint which meant the contractor had to repaint the panels, a lengthy process which required disassembly of the carriages, repainting, drying, curing and reassembly. Delivery was undertaken later in 2021/22 and the trains are now fully operational.

Investment of £0.4M was made to complete the work on the Pier Pavilion bar conversion to enhance and improve the visitor offer. Further investment of £0.7M was made in the Timber Outer Pier Head.

Much of the pier investment programme involves multi-year projects. Net carry forward and accelerated delivery requests of £0.4M have been included in this report.

7.13 Culture and Tourism

Under the theme Pride and Joy investment in this area contributes to the desired outcome that 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.

Under the theme Active and Involved investment in this area contributes to the desired outcome that 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.

Under the theme Opportunity and Prosperity investment in this area contributes to the desired outcome that Southend has a national profile for its thriving Cultural and Creative Industries sector, where culture plays a central role in the social and economic success of our diverse communities.

In the 2021 Residents' Survey, parks and open spaces were an important aspect for residents. In the future half of residents expect to continue to use Southend's parks and open spaces more than they did before the pandemic. The town has many parks, gardens and nature reserves offering a range of facilities including sports pitches/courts, children's playgrounds, skateboarding, cafés, boating lakes, fishing lakes and wildlife areas. In recognition of this, capital investment of £0.3m has been made in the town's parks and open spaces during 2021/22.

Investment of £0.4m has also been made in the Cliffs Pavilion theatre for power supply equipment, the auditorium air handling unit and for design and specification of the refurbishment and remodelling works.

Much of the culture and tourism investment programme involves multi-year projects. Carry forward requests of £0.5M have been included in this report, along with requests to delete budgets totally £0.1M.

7.14 Community Safety

The findings of the 2021 Residents' Perception Survey were that 4 in 5 respondents felt safe during the day, but only 2 in 5 felt safe after dark. In response to this, capital investment of £3.0m has been made during 2021/22 for community safety, including the installation of CCTV equipment and other security measures such as bollards in the High Street and at Marine Parade. Net carry forward and accelerated delivery requests of £0.2M have been included in this report.

7.15 Highways and Infrastructure

Capital investment of £11.4m in improvements to the town's highway and footpath network has been made during 2021/22, including repairing potholes, junction protection works and resurfacing of Zebra Crossings. 130,351m² of carriageway were resurfaced during the financial year.

Investment of £2.9m was made in improvements to the A127 Growth Corridor, to the Bell Junction and on A127 essential maintenance works. A further £2.0m was invested in public realm improvement to the City Centre.

Investment of £1.8m was made via Local Transport Plan grant funded schemes including road maintenance, street lighting, bridge strengthening, installation of traffic signal equipment and signage and upgrade of the remote traffic monitoring system.

Capital investment of £0.8m has been made during 2021/22 for flood prevention and resilience schemes. These included remedial works to the sea wall, refurbishment of the groyne field, bastion stonework refurbishments at Westcliff, and improving resilience to flooding at Eastwood Brook.

Net carry forward, accelerated delivery and other budget requests of £2.4M have been included in this report so that schemes can continue into 2022/23.

7.16 Works to Property

Major investment of £1.0m on property refurbishment and £0.7m on fire improvement works were made to ensure the Councils operational buildings remain safe, in good condition and meet current standards.

7.17 ICT

Investment of £3.5m has been made in the Council's ICT infrastructure to continue to provide the core services and to progress the Smart Council project.

This investment includes:

- Technology Device Refresh – to provide the ability for staff to work remotely with new laptops and the ability to support them remotely.
- Application Transformation – migration of applications to a stable environment to permit access for the new laptops and to mitigate technical risks.
- Digital Enablement – setting up the foundations for transformation into a Smart City.
- Security and Resiliency – implementing the fundamental security capabilities to protect remote working.
- Stabilise the Estate – remediation work to ensure the technology foundations are robust to support the new ways of working.
- Operational Requirements – the Council's infrastructure licences

This investment will continue into 2022/23 with future years Smart Council requirements currently being assessed and considered.

7.18 Council Housing and New Build Programme

Under the theme Safe and Well investment in this area contributes to the desired outcome that everyone has a good quality, sustainable home that meets their needs.

Investment of £6.8m was made during 2021/22 in the refurbishment of the borough's Council Housing, mainly via the Decent Homes programme. There were some elements delivered ahead of schedule but overall, due to access issues caused by the pandemic, a 96% decency rate was achieved. The programme will be continued into 2022/23 to achieve 100% and to continue this into future years.

Investment of £3.8m was made during 2021/22 for the acquisition of 23 dwellings, 9 for Council housing and 14 under the Next Steps Accommodation Programme which aims to provide both permanent and supported accommodation for rough sleepers. Performance for both programmes was good despite the housing market being particularly buoyant and also increased property prices. Valuations were also completed on 13 properties for the Council housing acquisitions programme and these will complete during 2022/23. The programme will continue in 2022/23 and 2023/24 with more suitable properties being purchased as they become available. The Next Steps Accommodation Programme is coming an end with £0.15M of budget being carried forward into 2022/23 for the ongoing refurbishment of the properties throughout the life of the project. A request to delete the remaining budget of £0.887M has been included in this report.

Investment of £1.3M in the construction of new Council Housing was made during 2021/22, with the different phases progressing through design, planning or construction. More significant investment is planned for 2022/23 and 2023/24 as more of the projects move into the construction phase. Four Council homes were developed as part of the Modern Methods of Construction pilot at Saxon Gardens (with two homes meeting Net Carbon Zero standards) and these homes were completed in May 2022. Phase 3 of the HRA Land Review project is to deliver circa 29 Council homes across five underutilised garage sites and surrounding land in Shoeburyness and is estimated to start on site in 2022/23. Phase 4 of the project is to deliver circa 9 units of Council housing at the North site within the Council owned Lundy Close housing estate and start on site is estimated for 2022/23. There is also Phase 2 of the Modern Methods of Construction pilots for off-site delivery methods at Archer Avenue and Saxon Gardens which are due for completion and handover in 2022/23.

Revised capital investment programme

- 7.19 A range of schemes have been identified that are funded from external contributions and grants. These have been included in the capital investment programme but there is flexibility in when these schemes are delivered either by the funder determining when it is appropriate or the Council matching delivery to available resources.
- 7.20 In total there are a number of schemes with unspent budgets in 2021/22 where the budget is needed in 2022/23 in order to complete the schemes. These schemes have started and/or are fully committed to but due to various factors have not completed or reached the anticipated stage by the 31 March 2022. These budget commitments total £12.955m and are summarised in Appendix 2.
- 7.21 In addition, some schemes have exceeded their 2021/22 budget allocation. The two causes of this are unforeseen costs being incurred or schemes spending ahead of profile in order to accelerate delivery, i.e. multi-year schemes being delivered earlier or preliminary works starting on 2022/23 schemes to ensure their prompt completion. The sum of this accelerated delivery totals £1.196m and is analysed in Appendix 2.
- 7.22 Where possible schemes that have exceeded their 2021/22 budget allocation will be financed by compensatory under spending on other schemes. The exception to this is the overspend for Brook Meadows House, where the approach is set out in paragraph 7.9. The amended budget for 2021/22 after carry-forward, accelerated delivery requests and budget adjustments have been taken into account is £65.582m.

7.23 An amended Capital Investment Programme reflecting all the changes above is attached at Appendix 3 and is summarised below:

Amended Capital Investment Programme to be delivered by the Council:

	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
Strategic Schemes	64.3	24.6	8.0	4.4	4.0	105.3
Other Schemes	25.4	7.6	4.2	1.4	2.0	40.6
Total	89.7	32.2	12.2	5.8	6.0	145.9

Amended Capital Investment Programme to be delivered by Subsidiary Companies, Partners or Joint Ventures:

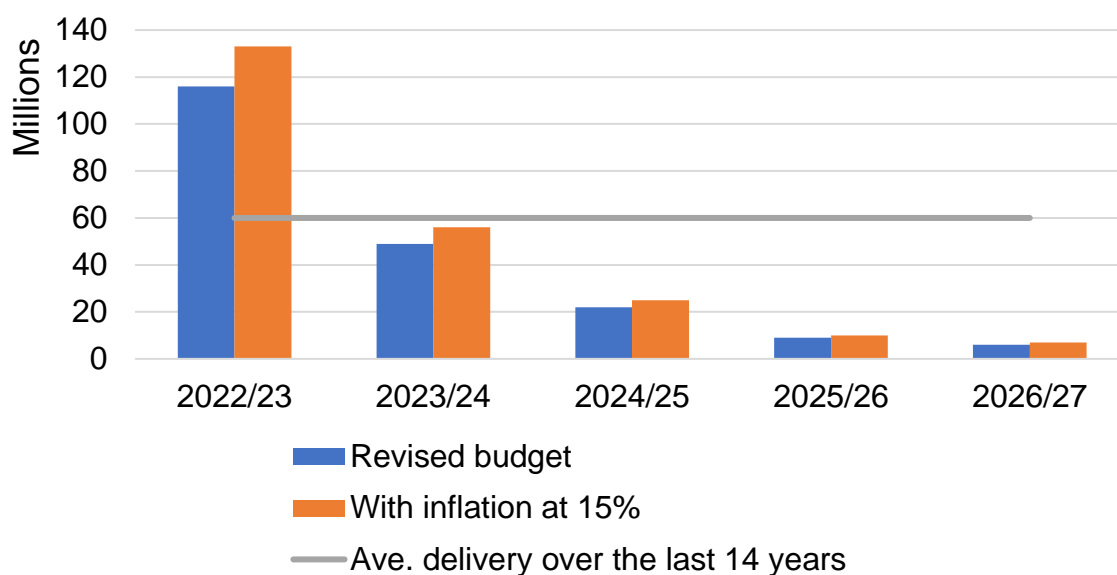
	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
South Essex Homes Limited	10.0	6.9	6.3	0	0	23.2
Porters Place Southend-on-Sea LLP	13.7	10.2	3.3	3.2	0	30.4
Kent County Council	2.2	0	0	0	0	2.2
Total	25.9	17.1	9.6	3.2	0	55.8

7.24 All Councils are being affected by inflationary pressures which will affect deliverability and affordability. There are multiple causes:

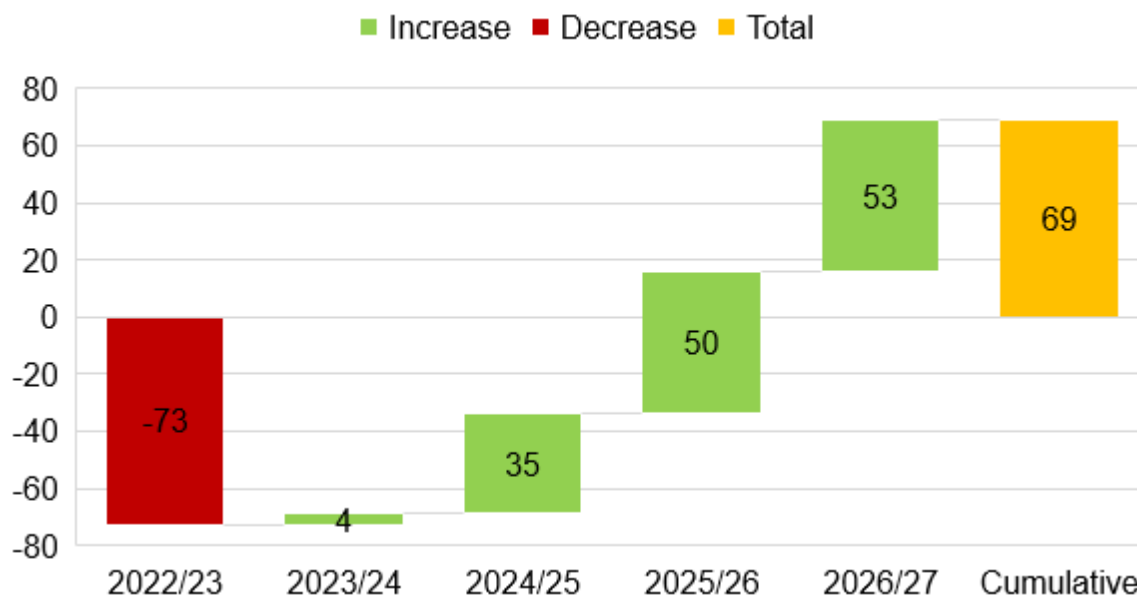
- wage inflation due to scarcity of labour.
- base material price inflation due to global demand exacerbated by supply impacts in key areas due to the pandemic and the war in Ukraine.
- energy cost inflation impacting on all areas from production to logistics to on site energy costs.
- contractor risk pricing.

7.25 Forecasts suggest that Construction Price Inflation is currently in double figures with major spikes for certain materials and products sometimes in excess of 20%. This not only has an impact on the current capital investment programme but also on future projects for which the Council may bid for funding.

7.26 The chart below shows the revised budgets over the next five years and the impact of 15% inflation on them.



7.27 The chart below shows the headroom (negative in 2022/23) for each year compared to the average spend over the last 14 years. Over the five-year period there is only cumulative headroom of £69M (£14M each year if profiled equally).



7.28 This chart should be considered in the context that there is a further list of schemes that are not in the approved programme but are subject to viable business cases. This includes schemes where the costs have been estimated, totalling £107M and schemes that are yet to be costed. There may also be urgent health and safety works that might occur that are as yet unforeseen.

- 7.29 Given the above and the Council’s finite capacity to deliver capital schemes, the Capital Programme Delivery Board has been considering four options for assessing the ongoing delivery of projects:

No.	Option Description	Considerations
1	Increase the available budget to support the project to take into account inflationary pressures	The negative impact on the affordability of the programme as a whole and the resulting budget pressure that would need to be met from savings or income generation
2	Do less – understand and accept how much less the Council can deliver with existing budgets	The negative impact on the delivery of the Southend 2050 and recovery priorities
3	Stop project delivery	Requires effective prioritisation
4	Defer or slow down delivery	This could put pressure on the programme in later years and impact on the delivery of key priorities

- 7.30 A generic approach to the programme as a whole would not be appropriate, as each project is different in the way the impact of the inflationary pressures and supply chain issues will be felt. The way that projects are funded also needs to be considered as grant and third-party funding would have to be returned if not spent or if delayed beyond the agreed expenditure timeframe. It is also recognised that these options need to be considered alongside the MoSCoW review (categorising capital projects as ‘must have’, ‘should have’, ‘could have’ or ‘will not have’ (at this time)) and the forthcoming capital challenge sessions.
- 7.31 The capital investment programme should continue to be subject to continuous review and re-prioritisation to ensure resources are aligned to the Council’s Southend 2050, recovery priorities and joint administration priorities. This will inevitably lead to some difficult decisions having to be made regarding the programme with the delivery of some schemes being scaled back, delivered over a longer timescale, paused or removed.
- 7.32 Progress of schemes will be re-assessed and some schemes may be removed from the main programme entirely and others held as ‘subject to viable delivery plans’ until it can be demonstrated that there is the capacity and resources to deliver them in the timescales indicated. Schemes can then be brought back into the main programme as and when it is appropriate to do so. This approach follows the current approach introduced two years ago when schemes can enter the programme during the financial year and not just annually at budget setting.
- 7.33 As this review progresses via challenge meetings, the Capital Programme Delivery Board and the Investment Board, re-profiles and other adjustments to the programme for 2022/23 and future years will be put forward for approval.

Financing of the Capital Investment Programme

7.34 The capital investment programme is fully financed. When the budget is set, estimates are made on the likely levels of capital receipt, grant that will be received during the year, the likely level of borrowing required as well as the proposed level of expenditure. As the actual expenditure differs from the proposed budget, the associated financing needs to be amended also to reflect this.

7.35 The capital expenditure in 2021/22 is financed as follows:

	2021/22 Actual (£m)
Total Capital Expenditure	68.969
Financed by:	
Borrowing	29.378
Invest to Save Financing	9.301
Capital Receipts	1.156
Capital Grants Utilised	17.565
Major Repairs Reserve	6.489
Other Revenue/ Capital Reserve Contributions	3.610
Third Party Contributions	1.470
Total Financing	68.969

Other changes to the budget for 2021/22 onwards

7.36 Since the approved capital investment programme was set at Council on 24 February 2022, there have been some changes to the capital budget. They are not significant in number but are required to provide a continually updated programme to enhance the delivery of schemes and are therefore detailed in Appendix 2. These changes are reflected in the amended Capital Investment Programme attached at Appendix 3.

7.37 Removal of budgets no longer required is requested for schemes such as the Next Steps Accommodation Programme (where the scheme has come to an end and only some of the budget is required for the refurbishment of the properties), the School Improvement and Provision for School Places budget (where the multi-year scheme has been completed within budget) and the remaining unused Priority Works budget (there is budget of £0.6M in each of the next five years). The overall effect for all schemes identified as needing to be deleted is a decrease of £1.75M in the level of capital budget required.

7.38 All of these changes have been reflected in the revised capital investment programme at Appendix 3.

Capital Scheme Additions

- 7.39 Despite the challenges to the delivery of the capital investment programme caused by the supply chain issues and inflation, the Council's ambition to deliver better outcomes is not diminished. In line with the approach where schemes can enter the programme during the financial year and not just annually at budget setting, there are a number of priority projects that are being recommended for inclusion into the capital investment programme. As part of the considerations leading to these schemes being put forward, a proportionate level of due diligence has been undertaken to ensure they achieve the best possible value, with independent assessments of scheme details sought where appropriate. The following schemes are the first of these:

High Street Bollards

- 7.40 The project was to provide enhanced security measures to Southend High Street by installing an automatic bollards system to replace the existing system. A requirement was identified to extend the scope of the works from the High Street to include the protection of Marine Parade. There has also been a change to imprint surfacing rather than traditional flag paving to prevent ongoing maintenance costs and additional construction amendments following correspondence with stakeholders. Therefore, an increase in the budget is required for this scheme of £315,000 in 2022/23. The project will also require a maintenance contract to be in place which will have an annual revenue cost of £16,200. This will be met within existing budgets this year and incorporated into the 2023/24 budget.

East Beach Car Park – Phase 2

- 7.41 New capital investment of £355,000 for 2022/23 was approved at 15 February 2022 Cabinet for the Phase 1 works to widen the existing vehicular entrance/exit and install a height barrier and vehicle flow plates. This new investment of £485,000 is to progress with the construction of the car park, for which planning permission has been approved. Providing a surfaced car park which will replace the current unmade ground will create a safe and usable environment for all users of the car park which include local residents, visitors and commuters.

East Beach Café

- 7.42 Planning permission has been granted for three café units which would make a significant contribution to the attraction and amenity at East Beach by enhancing the destination and providing facilities for locals and visitors to enjoy, year-round. This new investment of £1,568,000 is for the construction of the three café units but at this stage there are many variables including tender costs, build cost inflation, rental levels, tenant demand, future business rates and parking levels all of which will impact on the final financial assessment and viability. The risk associated with the level of demand can be mitigated by building only two cafés initially, then a further unit could be built at a later date. The tender and marketing will be undertaken for two and three units so that the level of demand and market

appetite can be gauged. Following the outcome of the above, the scheme will return to the Investment Board with a clear recommendation to progress with either two or three units. If the recommendation is for two units, the proportion of the budget not required would be deleted.

Victoria Centre

- 7.43 There is already £457,000 in 2021/22 and £805,000 in 2022/23 in the approve capital investment programme for some of the development costs of the units in the shopping centre. A new budget of £2,050,000 for 2022/23 is being requested for refurbishment works to the atrium roof and the Queensway roof, refurbishment of the building façade and reconfiguration and subdivision works relating to new lettings. This budget will be partly for landlord works and partly for investment that is recoverable from tenants via the service charges. These works will make a significant contribution to the attraction and amenity of the Victoria Centre and improve and enhance that end of the City Centre.

8 Infrastructure Funding Statement 2021/22

8.1 Attached as Appendix 4 is the Infrastructure Funding Statement (IFS) for the reported year 1 April 2021 to 31 March 2022. The Summary Tables from the IFS are set out below:

Summary Table 1: Community Infrastructure Levy (CIL) Funds 2021 to 2022

Reported Year 2021 to 2022	Total value of CIL set out in all Demand Notices issued in the reported year	£1,127,607.67
	Total amount of CIL receipts carried over from previously reported years	£1,979,577.69
	Total amount of CIL receipts in reported year	£1,296,881.50
	Total amount of CIL expenditure (including admin expenses) in reported year	£74,797.63
	Total overpayments returned ^[1] in reported year	£31,408.68
	Total amount transferred to other organisations in reported year	£37,678.73
	Total amount of CIL allocated but unspent in reported year	£94,878.39
	Total amount of CIL collected in any year yet to be allocated and remaining to be spent at the end of the reported year	£3,037,695.76

Summary Table 2: Section 106 (S.106) Planning Obligation Funds 2021 to 2022^[2]

Reported Year 2021 to 2022	Total amount of money to be provided under any planning obligations which were entered into during reported year ^[3]	tbc
	Total amount of money under any planning obligations carried over from previously reported years which had not been allocated and was available to spend at the start of reported year	£1,726,797.35
	Total amount of money under any planning obligations carried over from previously reported years which was allocated but not spent at the start of the reported year	£2,325,106.42
	Total amount of money under any planning obligations which was received in reported year	£141,825.94
	Total amount of money under any planning obligations which was spent in reported year	£1,207,751.34
	Total amount of money under any planning obligations transferred to other organisations in reported year	£0.00
	Total amount of money under any planning obligations which was allocated but not spent at the end of the reported year	£1,304,351.44
	Total amount of money under any planning obligations yet to be allocated and remaining to be spent at the end of reported year	£1,681,626.93

^[1] Payments are returned under CIL Regulation 75 (Overpayments) if the amount paid proves to be greater than the amount due.

^[2] Figures correct at time of preparation of this report but may be subject to adjustments.

^[3] This figure relates to either development that has yet to commence or implemented schemes for which the due date for contributions has not yet been reached i.e. the contributions have not been received and cannot be guaranteed to be received. The figure cannot be confirmed as the developments concerned included an outline planning permission, details of which have yet to be agreed.

- 8.2 The £3,037,695.76 in CIL funds retained by the Council (yet to be allocated and remaining available to spend) at the end of the reported year (as at 31 March 2022) includes:
- £2,766,558.85 in the CIL Main Fund; and
 - £271,136.91 (15% of total receipts less surcharges) as Ward Neighbourhood Allocations.
- 8.3 The Council commenced CIL charging in July 2015 and as at 31 March 2022 there was £2,766,558.85 in the CIL Main Fund. These funds, which are to be spent on strategic infrastructure to support growth, have been carried forward to date. The amount currently in the CIL Main Fund is relatively small in the context of the funding likely to be required for strategic infrastructure projects that support new development within Southend, particularly housing. Therefore, it is considered appropriate to continue to carry forward the CIL Main Fund at this time with the CIL Governance Framework and spending plans to be reviewed this year as part of the new Local Plan review.
- 8.4 Ward councillors have been reminded in the reported year that CIL neighbourhood funds received and allocated to each ward should only be carried forward for a maximum of 5 years in accordance with the [CIL Governance Framework \(2015\)](#). If funds have not been spent within 5 years of receipt, the current governance arrangements state that the neighbourhood allocations will be transferred to the CIL Main Fund for spending on strategic infrastructure projects. The first date from which there are potentially funds to be returned to the CIL Main Fund would be summer 2022, which would include any neighbourhood funds allocated to the wards during 2017/18. However, it is recommended to Cabinet that the period for ward allocation expenditure be extended for another 3 years in the interests of proportionality and reasonableness (with the intention that at the end of that period any remaining neighbourhood allocations will be transferred to the CIL Main Fund). This will take into account the fact that the pandemic has presented a variety of challenges in relation to spending of funds; and whilst members will be able to continue to spend in the manner set out in the current CIL Governance Framework, it will also enable the Council to explore alternative options for more effective utilisation of the neighbourhood funds in the future. Any funds allocated to projects that do not go ahead continue to be returned to the ward 'pots' for reallocation.
- 8.5 Section 106 spending has significantly increased in the reported year with over £1million being spent on affordable housing within Southend.

9 Other Options

- 9.1 This is a factual report setting out the 2021/22 outturn and is a reporting requirement of good financial governance. As such there are no other options. Cabinet are of course able to suggest changes to the amounts appropriated to and from earmarked reserves, which would result in a compensating adjustment to the amount taken to or from general reserves. The report also follows and complies with the good practice identified with CIPFA's Financial Management Code which became mandatory from 2021/22.

10 Reasons for Recommendations

- 10.1 To provide Cabinet with the provisional revenue and capital outturn position for 2021/22.
- 10.2 As part of the year end processes, Cabinet is required to approve any appropriations to or from earmarked reserves. This report fulfils that purpose.
- 10.3 Cabinet is required to approve capital budget carry forwards, accelerated delivery requests and in year amendments to the current approved programme.

11 Corporate Implications

11.1 Contribution to the Southend 2050 Road Map

The robustness of the Council's budget monitoring processes and the management of in-year spending pressures are key determinants in maintaining the Council's reputation for strong financial probity and effective stewardship. This approach also enables the Council to redirect and prioritise resources to ensure the delivery of agreed outcomes for the benefit of local residents, local businesses and visitors to Southend-on-Sea. This report outlines the delivery of the Council's objectives and priorities in financial terms and key achievements through the Annual Report.

11.2 Financial Implications

As set out in the body of the report and accompanying appendices.

11.3 Legal Implications

The Council is required by section 151 of the Local Government Act 1972 to plan for the proper administration of its financial affairs. The Council is also required by section 28 of the Local Government Act 2003 to monitor its budget, and take corrective action, as necessary. The Council's chief finance officer has established financial procedures to ensure the Council's proper financial administration. These include procedures for effective budgetary control and for reporting variances to interested stakeholders. To comply with these best practice arrangements, it is important that Cabinet receive information and comment accordingly on the final outturn performance of the revenue and capital budgets as set out in the report.

11.4 People Implications

None arising from this report.

11.5 Property Implications

Consideration is given to the property implications when the Medium Term Financial Strategy and Capital Investment Programme is determined.

11.6 Consultation

Consideration is given to consultation when the Medium Term Financial Strategy and Capital Investment Programme is determined.

11.7 Equalities Impact Assessment

Consideration is given to Equalities and Diversity Implications when the Medium Term Financial Strategy and Capital Investment Programme is determined.

11.8 Risk Assessment

Sound budget setting, monitoring, and reporting processes underpin the Council's ability to manage and mitigate the inherent financial risks associated with its budget, primarily caused by the volatility of service demand, market supply and price. A full risk assessment is considered when the Medium Term Financial Strategy and Capital Investment Programme is determined.

With the likely impact on both service costs and service demand pressures, caused by the rapid rise in inflation and uncertainty over the level of available future resources, it is important that the Council holds a robust position on reserves and maintains the ability to deal positively with any issues that arise during this and future financial years.

11.9 Value for Money

The approved budget reflects the Council's drive to improve value for money and to deliver significant efficiencies in the way it operates. Monitoring the delivery and reporting the financial variances of services helps to highlight areas of concern and to assist in the achievement of improved value for money. The Council's approach to evidencing value for money will be strengthened by the Getting to Know Your Business Programme and demonstrating compliance with CIPFA's new Financial Management Code.

11.10 Community Safety Implications

Consideration is given to community safety implications when the Medium Term Financial Strategy and Capital Investment Programme is determined.

11.11 Environmental Impact

Consideration is given to the environmental impact when the Medium Term Financial Strategy and Capital Investment Programme is determined.

12 Background Papers

Financial Sustainability Strategy 2022 – 2032
Medium Term Financial Strategy 2022/23 – 2026/27
Resourcing Better Outcomes - Financial Performance Report 2021/22 – Period
8

13 Appendices

Appendix 1 Annual Report 2021/22
Appendix 2 Requested Changes to the Capital Investment
Programme
Appendix 3 Amended Capital Investment Programme
Appendix 4 Infrastructure Funding Statement for 1 April 2021 to
31 March 2022

Annual Report

51 2021-2022



Table of Contents

Introduction from Leader of the Council and Chief Executive.....	3
Our achievements include:.....	5
Southend 2050 Ambition	6
What our residents have told us about the council and our services.....	7
Our city’s challenges	8
Southend-on-Sea City Profile	9
Pride & Joy.....	10
Pride & Joy performance indicators ...	13
Safe & Well.....	14
Safe & Well performance indicators ...	18
Active & Involved.....	20
Active & Involved performance indicators.....	23
Opportunity & Prosperity	24
Opportunity & Prosperity performance indicators.....	28
Connected & Smart.....	30
Connected & Smart performance indicators.....	33
Future Ways of Working.....	34
Southend 2050 Roadmap	35
Resources	43
Looking forward.....	45

Introduction from Leader of the Council and Chief Executive



Cllr Stephen George, Leader of the Council Andrew Lewis, Chief Executive

This has truly been a year like no other, with some incredible highs and desperate lows. In both, we have seen the people of Southend-on-Sea come together in a remarkable and inspiring way.

Becoming a city was an historic moment for Southend-on-Sea. The Royal Visit and celebrations to mark Southend-on-Sea turning into a city were a fantastic success, and a credit to both the city and the council. We have no doubt that Sir David Amess would have been immensely proud. We hope to honour his passion for Southend within an enduring legacy so we can move forward as a community and begin an exciting new chapter as a city.

We continue to deal with the local impact of the pandemic. Although we are starting to see life return to normal, COVID-19 remains on many people's minds. There are other challenges for our residents, including financial constraints. In 2022, many families across Southend-on-Sea are facing a cost-of-living crisis. We will continue to deliver services and protect the most vulnerable in our city.

Like the majority of local authorities across the country, the council continues to experience large increases in demand for many services, particularly for social care and the most vulnerable in society. The council has a legal obligation to remain financially sustainable, so it will continue to face some very difficult choices as it balances the response to these complex local challenges within the constraints of the level of resources it has available.

Despite encountering some challenges to overcome, the council continues to perform well and achieve changes for the better for the people and communities of Southend-on-Sea. This annual report showcases how we are:

- providing better and more affordable housing for our residents
- powering economic and community recovery in Southend-on-Sea
- pushing forward with our green city ambition
- creating better life opportunities for our children and young people
- protecting and improving the quality of life for older people in our city

We are extremely grateful for our residents, communities, businesses and organisations, who work alongside us and are key to making Southend-on-Sea the remarkable place that it is.

Looking forward, we are confident that our new city will go from strength to strength. We can build on our great assets – our businesses, transport links, services and the rich diversity of our people and communities – and create a city where all residents have the opportunity to flourish.

A remarkable community spirit exists within Southend-on-Sea. We will harness that community spirit to achieve further great successes and continue to support our residents and communities.



25 Internal Mental
Health First Aiders



Our achievements include:

- completing construction on the council's first ever zero carbon affordable homes at Saxon Gardens, Shoeburyness, using modern methods of construction to help reduce carbon emissions
- growing our pier visitor numbers, with record-breaking visitor numbers in the summer and the best January, February and March attendance figures since records began 15 years ago
- Brook Meadows House opening in Westcliff-on-Sea to provide integrated care services to those living with dementia and complex needs. Services include rehabilitation support for adults discharged from hospital, the Viking Day Service for adults with learning disabilities, and Making It Work supported employment service
- enabling 18 rough sleepers to move into housing, by completing the purchase of 18 properties for the Rough Sleepers Accommodation Programme, with all 18 let to former rough sleepers
- being awarded Purple Flag accreditation for the ninth consecutive year, highlighting our night-time economy as safe, diverse, entertaining and enjoyable
- securing 19 providers and 20 venues in Southend-on-Sea for the Holiday Activities and Food programme, which reached 1,130 children during the summer
- supporting Afghan and Ukrainian families to move safely into accommodation, ensuring they are able to access local services, and are warmly welcomed into our community
- securing funding for the Focal Point Gallery from Creative Estuary for the commission of a new major public artwork to welcome visitors and residents to the city
- completing the main works for the £8 million essential highway maintenance on the A127 and Bell junction, helping to reduce congestion, enhance pedestrian crossing facilities and improve air quality in the area
- increasing connectivity in the city through Southend-on-Sea's £30 million full fibre upgrade, which is being delivered in partnership with digital infrastructure programme CityFibre, with over 55% of the city now having access to gigabit broadband
- Southend-on-Sea officially becoming a city on the 1st of March 2022, with a royal visit from Their Royal Highnesses, The Prince of Wales and the Duchess of Cornwall. In a speech to mark the historic occasion, The Prince of Wales said:
"In the aftermath of Sir David's brutal murder, the people of Southend-on-Sea came together in a remarkable and inspiring way to bring good out of evil. In doing so, they demonstrated a deep truth: that what matters more than any name, whether of a person or a place, is the spirit. Today, Southend becomes a city. As we celebrate and honour that fact, we remember that it is always, and crucially, a community."



Photo by
Amy Wiseman

Southend 2050 Ambition

Southend 2050 is the city's shared ambition for the future. It was developed in 2018 following extensive conversations with people who live, work, visit, do business and study in Southend-on-Sea. These conversations asked people what they thought Southend-on-Sea should be like in 2050 and what steps are needed now and in the coming years to help achieve this.

The pandemic has made the Southend 2050 ambition more challenging, but it remains achievable. It will need all elements of our community to work together to make it a reality. We will also need our neighbouring boroughs and central government to play their part.

The Southend 2050 ambition has 21 outcomes, which fit into six themes. These themes (see right) provided a framework for our response to the pandemic and inform our approach to helping local economic recovery. A five-year roadmap timeline (see page 35) identifies key projects that will make the ambition a reality.



PRIDE & JOY

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



SAFE & WELL

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



ACTIVE & INVOLVED

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



OPPORTUNITY & PROSPERITY

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



CONNECTED & SMART

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



FUTURE WAYS OF WORKING

What our residents have told us about the council and our services

We are committed to listening to the views of residents, to help us understand their priorities, find out what they think of our services and check whether they feel they can influence decisions that affect them and their local area.

In July 2021, we launched a Residents' Perception Survey to gather fresh insight into how the COVID-19 pandemic has affected residents and how their priorities for the future have changed. 1,206 residents from across the city responded to the survey.

Key findings from the survey include:

- over two thirds (69%) feel that parks and open spaces for socialising and exercise have become more important to them because of the pandemic and half (51%) expect to use these spaces more than they did before the pandemic
- 3 in 4 (75%) are willing to take action to help the council achieve net zero carbon
- one in ten (11%) think it's more important to get involved in volunteering and community events following the pandemic
- respondents were positive about Southend-on-Sea's regeneration projects, with almost two-thirds (64%) agreeing that these will provide more job opportunities and half (52%) feeling that they will make people think differently about Southend-on-Sea
- more accessible/better facilities, improved safety and security and clean streets were identified as most important to respondents for a future good quality life in Southend-on-Sea.



Findings from the Residents' Perception Survey 2021 will inform delivery of the Southend 2050 ambition and outcomes. The information will also influence policy and service delivery decisions for 2022/23.

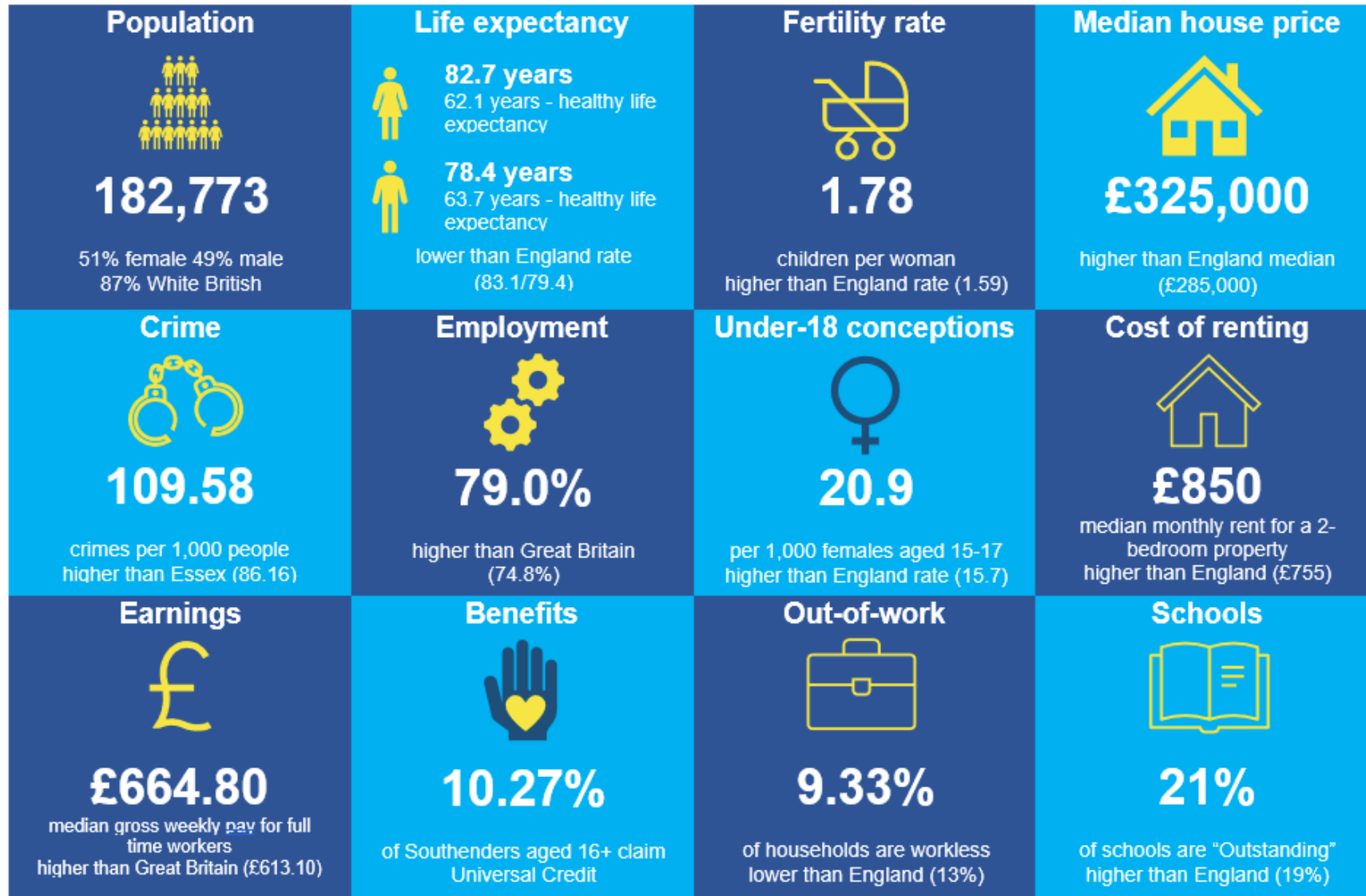
Our city's challenges

Understanding our city's challenges and their impact is an important part of our journey to achieving our shared ambition. Achieving success means improving the quality of life for all of Southend-on-Sea's residents, and as such we must acknowledge the variation in quality of life across the city. Within Southend-on-Sea, we have neighbourhoods considered to be some of the most deprived areas nationally, whilst also having neighbourhoods ranked amongst some of the least deprived.

- 39% of Southend-on-Sea's residents live in areas considered to be in the most deprived 30% in the country, with 9 neighbourhoods (out of 107) in Southend-on-Sea falling into the 10% most deprived in the country.
- 14% of Southend-on-Sea's children live in low-income households (determined by an income below 60% of the median income in the UK), with 14 neighbourhoods (out of 107) in Southend-on-Sea in the most deprived 10% of the country for income deprivation affecting children.

- There is health inequality between our wards, with a life expectancy gap of 9 years for males and 10 years for females between the most deprived and least deprived wards.
- Southend's gross value added per hour worked, which measures the value of goods and services produced, is approximately £10 an hour lower than the regional and national average. This is contrasted by Southend's employment rate and median weekly pay both being higher than the national figures.
- Although a lower number of Southend residents have no qualifications compared to the national figure, 37.9% of Southend's population is qualified at or above level NVQ4, compared to 39.5% regionally and 43.5% nationally.
- Southend has more out-of-work benefit claimants (5.2% of the population) than the East region (3.5%) and Great Britain (4.2%), and this difference is especially significant in the 18-24 age group.
- Victoria ward had a city election turnout of 22.34%, compared to 45.76% in West Leigh (average overall turnout 34.01%).
- Residents living in Kursaal, St Luke's and Victoria wards are significantly less satisfied with their local area (58%) (compared to 72% for the city) and are less likely than other residents to feel safe during the day and at night.
- 15% of residents felt their lack of digital skills or access to the internet affected their ability to get help and support from Council services during the pandemic, according to the 2021 Residents' Perception Survey.
- Half (51%) of residents have a heightened interest in doing something that makes a difference to their local community, compared to 49% who don't, according to the 2021 Residents' Perception Survey.

Southend-on-Sea City Profile





Pride & Joy

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

We act as a sustainable and green city embracing the challenges of the Climate Emergency Declaration made in 2019.

Our streets and public spaces are valued and support the mental and physical wellbeing of residents and visitors.

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

We will assess how to best manage our coastline to protect people, residential and commercial properties, designated habitats, public open spaces and agricultural land from coastal flood and erosion risk.

There is a sense of pride in the place with local people actively and knowledgeably talking up the city.

The council is addressing environmental challenges as we strive to become a green city.

As part of the council's evidence-based approach to achieving our net zero target and through our work with Project REMeDY, we presented Southend-on-Sea's carbon footprint in March 2022. REMeDY is a part-government funded project led by the council with a consortium of partners working to bring affordable low carbon heating to residents and businesses in Southend-on-Sea. The largest sources of carbon emissions in Southend-on-Sea are residential energy, commercial energy and road transport. In March, Project REMeDY also launched Green Love Southend, an engagement initiative to encourage net zero conversations, including practical advice on energy efficiency.

Construction is now complete on the council's first ever zero carbon affordable homes at Saxon Gardens, Shoeburyness, using modern methods of construction to help reduce carbon emissions. This is part of a wider project to review the council's underused land. The homes feature energy efficient materials and innovative heating and

cooling technologies such as solar panels. The council also celebrated the completion of an energy efficiency project for schools, which saw 20 primary schools across the city reduce their energy use.

Our ambition and leadership on climate action has been recognised by external organisations, with the council being added this year to the Carbon Disclosure Project's annual A List. The Carbon Disclosure Project is a not-for-profit charity that helps companies and cities to disclose and manage their environmental impacts. We are also now a recognised partner and supporter of Clean Air Day, the UK's largest air pollution campaign, providing us with a platform to build on air quality improvement initiatives and increase public understanding and action on air pollution.

We ran a consultation on our new draft Air Quality Action Plan, which outlines the actions the council will take to improve air quality in the city between 2021 and 2025. The plan has been produced as part of the council's statutory duties required by the Local Air Quality Management framework. It prioritises Southend-on-Sea's two declared Air Quality

Management Areas, as well as addressing air quality across the whole city.

In March 2022, we brought together over 30 local authorities in the first workshop of the Nature Smart Cities UK Capacity Building Programme. The project is a European funded programme led by Southend-on-Sea City Council and brings together local authorities from the UK, France, Belgium and the Netherlands to help deliver urban greening projects.

We continue to focus on enhancing our natural and built environment. Five Blue Flags and seven Green Flags awarded to Southend-on-Sea this year evidence our well-managed, safe and accessible parks, open spaces and beaches. We have extended tree canopy cover in the city, planting 648 trees this year. In addition, we have planted 50 whips and 14 fruit trees. This is part of a commitment made in 2019 to plant 1,000 new trees across Southend-on-Sea over three planting seasons.



The location of the Southend-on-Sea element of the England Coastal path, which will be the longest coastal path in the world, has been confirmed and work to install signage will begin in May 2022. The path will improve coastal access along the 58km stretch of Essex coast between Southend-on-Sea and Wallasea Island.

There have been initiatives running throughout 2021/22 to tackle litter and dog fouling and keep our streets and public spaces tidy. These include supporting Keep Britain Tidy's Great British Spring Clean, with the help of Make Southend Sparkle, and running The Big Autumn Tidy. Our anti-littering campaign, 'Your Waste Your Responsibility', supported by our partner Veolia, has been developing throughout 2021

and into 2022. Recent developments include using digital geo-targeting for the beach and seafront, with artwork tailored to location. Litter bin stickers using QR codes to report full bins have also been rolled out this year, following a successful trial in the summer.

In 2021, volunteer groups and individuals, including Friends of Leigh Library Gardens, Friends of Leigh Cliffs, Friends of Southchurch Hall Gardens and Street Champions, spent over 2,000 hours supporting our streets and green spaces, benefitting residents and visitors.

Recent lockdown periods required our cultural offer to be reimagined and the council's teams were able to support residents through innovative means. A click and collect service at the library, children's activity packs and home learning support were all part of that offer, but during the last year the culture team and partners have enabled some fantastic new experiences:

- 'Imagining a new future' at Focal Point Gallery involved residents of all ages to create artwork about topics important to them which were then shown across the city centre

- Southend played a big role in Estuary 21, a regionwide art project attracting international attention, with art installations in several locations including the Pier, Chalkwell and Shoebury
- the Museum service opened its new Wunderkammer exhibition, whilst the Beecroft Gallery saw considerable interest in the East London Exhibition
- the planetarium has been refurbished to improve ventilation and once again this hidden gem is seeing great interest
- in September a new arts festival for Southend exploded onto the scene, with music, street art, dance, art, comedy, poetry and great participation from all
- the all-new Halloween Carnival was held in October, boasting around 700 performers

20



- Luminocity, Southend's new light festival, launched in February half term, seeing over 200,000 people in the city centre over 4 nights, and following its success, is set to return again next year. Students from Southend Adult Community College were some of the first to tour the installations, and photographed the international artworks as part of their learning
- in September, Southend hosted the fourth stage of world-renowned cycle race, The Women's Tour, welcoming hundreds of elite level female athletes to the city as part of the event.

Following the pandemic, Southend's cultural offer is going from strength to strength with many new initiatives from the council and its partners.

All Southend libraries have now reopened and are being used to support ongoing community and health initiatives alongside their more traditional role. Our theatres are also both fully open again and welcoming thousands of visitors with a fantastic programme of touring shows and local productions. The City's leisure centres are open, with participation

levels for many activities back to pre-pandemic levels.

Southend's Pier has continued its progress, with the first of its brand-new battery powered trains launched and named by His Royal Highness Prince Charles. Visitor numbers to our most famous landmark have been breaking records regularly and so far into 2022, with the best start to the season for 15 years.



Pride & Joy performance indicators

Indicator	Value	Target	Aim of the indicator	Date range	Compared to last year
Number of trees planted	648	300	Maximise	2021/22	↑ 641
Pier visitor numbers	358,321	360,000	Maximise	2021/22	↑ 137,215
Visit Southend Website visitors	1,685,891	None	Maximise	2021/22	↑ 144,509
Serious defects made safe (highways)	98.3%	90%	Maximise	2021/22	↓ 98.7%
Serious defects made safe (footways)	97.1%	90%	Maximise	2021/22	↑ 96.0%
Safety inspections carried out on time (footways and carriageways)	100%	90%	Maximise	2021/22	↑ 99.5%
Percentage of respondents who are satisfied with their local area as a place to live (Residents' Perception Survey 2021)	72%	None	Maximise	2021	↓ 74% (2019)
Reduction in Council building carbon emissions	73%	None	Maximise	2012/13 – 2017/18	Next update expected 2022/23
Acceptable standard cleanliness: litter	98.14%	95%	Maximise	Cumulative 2021/22	↓ 99.62%
Acceptable standard cleanliness: detritus	95.25%	95%	Maximise	Cumulative 2021/22	↓ 99.1%
Household waste sent for reuse, recycling and composting	46.48%	50%	Maximise	Jun 2021	↓ 46.81% (Jun 2020)
Waste collections carried out on time	99.9%	99%	Maximise	2021/22	-- 99.9%
Number of Blue Flags	5	None	Maximise	2021/22	-- 5
Number of Green Flags	7	None	Maximise	2021/22	-- 7



Safe & Well

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

Residents feel safe and secure in their homes, neighbourhoods and across the city.

Everyone has a good quality, sustainable home that meets their needs.

We protect and improve the quality of life for everyone in our community with focused support for those most vulnerable.

The council has worked closely with its partners to keep people safe and well over the past year.

In February 2022, we retained the prestigious Purple Flag accreditation for our evening and night-time economy. The Association of Town and City Management awarded Southend-on-Sea Purple Flag Status in recognition of the city's offer of a safe and enjoyable night out with a vibrant and diverse mix of dining, entertainment and culture. This is the ninth consecutive year we have retained the award, having first been accredited in 2012.

Operation Heatwave ran throughout the year to make sure the city was ready to welcome visitors, and that visitors and residents enjoyed a safe time in Southend-on-Sea. Medical contractors, Triple L, provided first aid and triage in the city between April and December, providing two crewed ambulances, enabling medical teams to attend seafront and city-wide incidents.

A number of infrastructure projects have supported safety in the city during the year:

- the internal CCTV system at the Forum has been replaced, and in the city centre existing CCTV cameras upgraded and new cameras installed as part of the Eurovia works programme, a significant investment of over £2million
- Leigh and Thorpe Bay Rotary Clubs and the Carli Lansley Foundation donated, installed and maintained four defibrillators along Southend-on-Sea seafront
- local artists painted 48 multi-purpose blocks that have been installed on the seafront to provide additional safety and seating



Following engagement with residents, the council approved the introduction of the new

Leigh Public Space Protection Order to reduce anti-social behaviour in the area. We are working closely with Essex Police to enable the effective enforcement of the Public Space Protection Order.

We introduced Op Union which has provided more visible policing at busy times. This has allowed Police numbers to be uplifted in a planned way providing a safer experience for residents, visitors and businesses.

The Southend-on-Sea Community Safety Partnership co-produced their statutory Strategic Intelligence Assessment for 2022/23 with partners, identifying priorities. The partnership is also developing a Community Safety Partnership Strategy.



Campaigns to support the safety and well-being of Southend-on-Sea's residents include:

- celebrating the amazing work of foster carers, who have helped to transform the lives of children and young people, during Foster Care Fortnight
- Southend-on-Sea Libraries launched a campaign called 'Read, Talk, Share' to tackle loneliness and support mental health. The new campaign saw every library in the city provided with books from the Reading Well collections, including e-books and e-audio books through the library's digital service, BorrowBox
- the council's SeeTheSigns campaign continued to reach out to young people and their families to let them know that there is always a way out from drug gangs. This year, a campaign video was created using real transcripts from former gang members who have managed to remove themselves from county line gangs
- Southend-on-Sea Youth Council launched an anti-knife campaign to discourage people from picking up a knife. Funded by the Violence and Vulnerability Board, the campaign has been designed by young people, for young people

- we proudly supported Counter Terrorism Policing's Easing Lockdown Vigilance Campaign, which encourages communities, the public and businesses to help the police tackle terrorism by remaining vigilant and reporting suspicious behaviour
- Southend-on-Sea Safeguarding Partnership (Children's) and ActiveSouthend teamed up with National Child Safeguarding Charity, NWG, to deliver its 'Safe to Play' campaign, which 564 children and 100 parents took part in. NWG created the campaign using funding from Sport England to get parents, clubs and coaches talking openly about safeguarding, and striving to ensure that all children have positive experiences when taking part in sport, physical and extra-curricular activities.

The council and its partners have been working to support children and young people throughout school holidays, with a range of programmes providing holiday free school meals and activities.

Social Care

In December 2021, the collaborative neuro developmental pathway between children's services and health was agreed to support children and young people with complex needs and will be going live imminently. This will enable a multi-agency approach, with consultants and practitioners working together to identify and meet the needs of our children and young people.

The council has been developing a new strategy for adult social care in Southend-on-Sea to support adults with social care needs and all carers. The overall strategy is built on three core strategies named 'Ageing Well', 'Caring Well', and 'Living Well', which set adult social care priorities over the next five years. The three strategies were codesigned with people who use services and their friends and families. They focus on how the council will support people across the city, whether they are older people, those with a care and support need with learning disabilities, mental health challenges, autism, living with additional physical or sensory difficulty, or the friends and family of people with additional needs. The strategies are backed by a more than £5 million investment in adult social care

and focus on how the council will support a range of people across Southend-on-Sea over the next five years.

A new mixed-use care facility for adults, Brooke Meadows House, has been opened to provide integrated care services. Services include rehabilitation support for adults discharged from hospital, the Viking Day Service for adults with learning disabilities, Making It Work supported employment service and two services providing specialist home care.



Affordable housing

The council continues to strive to reduce homelessness and make sure everyone in the city has a good quality, sustainable home that meets their needs. Progress on housing in 2021/22 includes:

- purchasing 18 properties for the Rough Sleepers Accommodation Programme, with all 18 let to former rough sleepers
- investing £1.97 million to purchase 10 properties for use by homeless families in Southend-on-Sea
- developing four new Council homes using 'Modern Methods of Construction' with two of these meeting Net Zero Carbon standards.
- refurbishing seven properties for use as safe temporary accommodation for survivors of domestic abuse
- progressing the Better Queensway regeneration scheme, which will deliver over 600 affordable homes over the course of the project
- introducing the council's new social housing allocations policy, which provides greater priority to single people experiencing homelessness
- completing a public consultation on Housing in Later Life, which asked

residents over age 55 about their housing and support aspirations, plus any barriers to moving from their current residence.

The findings are being evaluated and reviewed

- plans to build 29 new Council homes on disused garage sites around Eagle Way in Shoeburyness being given planning approval. The plans include the development of a bungalow, houses and a four-storey block of 16 self-contained flats, with parking spaces and a cycle store. The homes will be managed by South Essex Homes.



Following public consultation, the council has introduced a Selective Licensing Agreement scheme in areas of the city which enables the council to regulate conditions, management, and occupation of properties. The scheme will help to improve housing conditions for those in the private sector, reduce anti-social behaviour, reduce levels of property-related crime, increase the number of good landlords and develop an improved offer providing higher quality rented housing, resulting in improved neighbourhoods.

The procurement process for transitional supported housing contracts for people with mental ill health, offenders, and those at risk of offending, children and young people aged 16 to 25 years and young parents aged 16 to 25 years has been completed and contracts awarded. A review across the remaining 16 to 25 accommodation and support pathway will be undertaken in 2022 with the intent of implementing a wider procurement framework for 2023.

Safe & Well performance indicators

Indicator	Value	Target	Aim of the indicator	Date range	Compared to last year
Proportion of concluded section 42 enquiries (safeguarding investigations) with a risk identified and a result of either Risk Reduced or Risk Removed	92.7%	85%	Maximise	Cumulative 2021/22	↑ 91.9%
Permanent admissions to residential care, per 100,000 population (people aged 65 years and over)	367.35	550	Minimise	2021/22	↑ 449.12
Proportion of adults in contact with secondary mental health services who live independently with or without support	68.5%	65%	Maximise	Feb 2022	↓ 69.6% (Feb 2021)
Proportion of those that received short-term service during the year where sequel was either no on-going support or support of a lower level	53.1%	75.2%	Maximise	2021/22	↓ 56.5%
Proportion of older people (aged 65 years and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	81.8%	80%	Maximise	2021/22	↑ 72.4%
Proportion of adults with learning disabilities who live in their own home or with their family	88.8%	85.5%	Maximise	Mar 2022	↑ 87.6%
Under 75 mortality rate, per 100,000 population	372.3	None	Minimise	2018-20	↓ 359.2 (2016-18)
Violent crime with injury rate, per 100,000 (average)	0.94	None	Minimise	Mar 2022	↓ 0.67
Domestic abuse incidents, per 100,000 population (average)	2.02	None	Minimise	2021/22	↓ 1.95
Violence against the person offences in the rolling year to date	9,642	8,217	Minimise	Mar 2022	↓ 8,290

Residents that feel safe after dark (Residents' Perception Survey 2021)	43%	None	Maximise	2021	↑ 40% (2019)
Residents that feel safe during the day (Residents' Perception Survey 2021)	81%	None	Maximise	2021	↓ 85% (2019)
Percentage of those at risk of homelessness that had existing or alternative accommodation secured for at least 6 months (quarterly average)	51.25%	None	Maximise	2021/22	↓ 53.25%
Number of children in temporary accommodation (quarterly average)	242	None	None	2021/22	251
Rate of households in temporary accommodation, per 1,000 households	2.47	None	None	Mar 2022	3.42
Repeat homelessness within two years of accepting a suitable private rented sector offer (priority need cases owed the main duty)	0	None	None	Mar 2022	0
Number of properties purchased by the council via the Acquisitions Programme	23	30	Maximise	Mar 2022	↑ 18
Housing delivery test result	31%	None	Maximise	2021	↓ 36%



Active & Involved

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

Enable inclusive community projects which provide opportunities for people of all ages to participate, grow skills, confidence and social connection and make a positive contribution to tackling inequalities.

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

Residents know how to get involved to improve local services.

Residents help to shape services which will provide more people with the opportunity to live an active lifestyle, including safe access to open spaces and local facilities.

Our communities, civil society, the council, and partners continue to come together in a powerful way, dealing with the impact of the COVID-19 pandemic and the lifting of restrictions, and new opportunities around city status.

Local organisations were able to apply for a share of £3 million, made available by the Government to support recovery from the COVID-19 pandemic.

The council is developing a co-produced Tackling Poverty Strategy and Action Plan to be completed by early 2023, which will reflect on best practices, local need and include people voices who have lived experience of poverty and the views of internal and external stakeholders. The associated Task and Finish Groups will address issues and recommend solutions arising around food and fuel poverty, and inequalities. We are aiming to co-produce the strategy with citizens who have lived experience of poverty.

The council and its partners have been working to support Afghan families, supporting families who are residing in Government managed bridging hotels and a number of families moving into settled accommodation within the city. Officers across the Council and key partners have also stepped up to respond to the emerging crisis in Ukraine, providing considerable resource to allow families to safely resettle into the community.

Examples of our community spirit and how we have collaborated, looked out for, and helped each other this year include:

- the Southend Emergency Fund receiving £14,000 for the Vaccine Inequalities Fund from the Mid and South Essex Care Partnership. Over twenty events were organised by local groups, reaching 2,500 residents, building capacity, and increasing uptake of vaccinations in disadvantaged and diverse communities
- securing 19 providers and 20 venues in Southend-on-Sea for the Holiday Activities and Food programme, which reached 1,130 children during the summer

- the South Essex Community Hub Youth HUB providing a summer holiday club, with activities such as gymnastics and music production
- volunteer beach welfare officers have been busy patrolling the shoreline, helping residents and visitors. The work of volunteers was celebrated during Volunteers' Week 2021 in June
- Citizen's Advice Southend-on-Sea being honoured with The Queen's Award for Voluntary Services, in recognition of the support provided to the people of Southend-on-Sea. The Queen's Award for Voluntary Services is the highest award a voluntary group can receive in the UK
- starting a review of the implementation of the Armed Forces Covenant for Southend-on-Sea to provide support to the city's armed servicemen and women and their families
- strengthening relationships through the council's OUTreach LGBT staff forum, Southend-on-Sea Pride, Youth Pride and Youth Council.



The council continued to build community relationships and support residents with projects, including the Covid Community Connectors and Covid Conversations through the Pandemic Management Programme. We worked to promote the EU Settlement Scheme and local support available, including facilitating the fledgling Southend EU national networks.

We supported the national 'Take the Knee' event with UNISON in May 2021. Lights at the Civic Centre, Porters Civic House and City Beach all turned purple in support.

Other events this year include the Feel Good Festival in the summer, which was a hugely successful event, with over 1,200 people taking part in activities such as archery, yoga, and cycling. The Southend-on-Sea Arts

Festival took place in September. Supported by the Southend-on-Sea Tourism Partnership and partly funded by the Government's Welcome Back Fund, it showcased the city's cultural and artistic talent.

The council's Faith and Belief Network continues to grow with new congregations joining meetings and the distribution list. The Faith and Belief Network, SAVS and Southend Museums organised the first ever virtual Faith and Belief Festival in May 2021 to celebrate the cultural diversity of the city. The faith community showed enormous solidarity and cohesion following the tragic death of Sir David, which culminated in the Unite in Light multifaith event, with over 23 congregation representatives and over 150 residents coming together.



The council has been working to make sure residents are involved in the design and delivery of services:

- the Health and Wellbeing Community panel was set up in 2021, in partnership with Southend Association of Voluntary Services (SAVs) and the Public Health Team at the council, as a co-production space with residents. The panel also serves as an ideas and information exchange forum. The panel has a 2022 calendar of sessions, reflecting identified priorities for health and wellbeing
- in June 2021, Music on Sea, funded by Arts Council England, asked students to share their ideas for the future of music in the city on Your Say Southend. The ideas and stories have helped to shape what is offered in Southend-on-Sea
- the council has launched consultations to understand residents' views on our parks and open spaces, the Bus Service Improvement Plan, Air Quality Action Plan and Plasticity project
- workshops have been held with businesses and community organisations in 2021 to inform the development of the council's new Social Value Strategy. Our approach to social value integrates economic, environmental and social

sustainability into our procurement and commissioning process.

The Community Investment Board, hosted by SAVs, began deciding how an up to £1.5 million community investment fund will be distributed to the community of Southend-on-Sea. The Board is made up of residents from across the city, and their first round of funding, totalling £10,000, supported organisations to improve young people's mental health. Investments by the Board included: enabling 1-1 mentoring at the Southend YMCA, music therapy courses for The Experience Project by Whittingham Mission, supporting Hamstel Junior School and Blenheim School to enhance young people's mental and emotional wellbeing, and supporting SOS Rape Crisis to deliver the activity of a girls' group.

The Community Builders project has been launched with Southend Association of Voluntary Services working with groups in three Southend-on-Sea wards; Milton, Victoria and Shoeburyness, to host three community builders. They are having strength-based conversations with residents and local groups identifying local ideas, challenges, gifts and resources, working alongside the community

to create stronger connections for community action.

Health & Wellbeing

We have worked with our partners to provide support, consultation and delivery of sport and physical activity for those within the city who carry out little or no exercise, so more people have physically active lifestyles. The Find Your Active Fund has helped drive and deliver initiatives, including gentle exercise at care homes; exercise at sheltered housing; yoga, dance, and martial arts for adults with learning disabilities at Project 49; swimming tuition; and youth outreach at Shoeburyness Leisure Centre.

Everyone Health continued to provide a range of behaviour change services to support those aged 16 and above to adopt healthy lifestyle changes.

Active & Involved performance indicators

Indicator	Value	Target	Aim of the indicator	Date range	Compared to last year
Percentage of respondents agreeing that people from different backgrounds get on well together (Residents' Perception Survey 2021)	69%	None	Maximise	2021	↑ 58% (2019)
Percentage of required members recruited to the Community Investment Board	60%	None	Maximise	Mar 2022	None available – new PI
Number of people in the city registered to vote	131,534	None	None	Dec 2021	↓ 132,779 (Dec 2020)
Reports of hate crime	829	None	Minimise	2021/22	↓ 673
Funding used to provide holiday free school meals during holidays	£1,094,703	None	None	2021/22	
Physically inactive adults completing a physical activity course	212	150	Maximise	2021/22	None available – new PI
Your Say Southend users	42,200 aware	None	Maximise	Mar 2022	None available – new PI
	21,000 informed				
	8,600 engaged				
Active A Better Start Southend Parents Champions and Ambassadors	59	None	Maximise	Mar 2022	↓ 61
Trained A Better Start Southend Parents Champions and Ambassadors	142	None	Maximise	Mar 2022	↑ 82



Opportunity & Prosperity

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

We have a vibrant, thriving town centre, with an inviting mix of retail, homes, arts, culture and leisure opportunities.

Major regeneration projects are under way and bringing prosperity and job opportunities to the city.

Our children are school-ready and young people are ready for further education, employment or training.

Southend-on-Sea has a national profile for its thriving Cultural Creative Industries sector, where culture plays a central role in the social and economic success of our diverse communities.

As part of our economic recovery, Southend-on-Sea businesses feel supported to respond to economic shocks and can thrive and grow, creating enough job roles to match the needs of the population and safeguarding fulfilling careers.

The Local Plan is setting an exciting planning framework, meeting the development needs of the city for the next two years.

The council has supported the regeneration and revitalisation of our city centre, championing initiatives that will help to reduce the number of empty units on the High Street, improve public spaces and increase footfall and dwell time:

- 'We Made That' with 'PRD' Consultants, specialists in place making and economics, were appointed to work with stakeholders and residents to devise the Southend-on-Sea City Centre Strategy and Investment plan, to be completed in summer 2022
- a City Centre Summit was the kick-off event for the new strategy and investment plan. The event marked the start of a process to listen to people across Southend about the future of the city centre area, which covers central Southend, the High Street and the central area of the seafront



- following a successful bid to the Local Growth Fund, 'The Ironworks', a community arts complex for creative, educational and immersive events, run by a Community Interest Company (CIC), is due to open in the High Street in July 2022. The project will bring a previously vacant department store into creative use over the next five years, with the CIC looking to develop a sustainable business that has a long-term presence on the High Street
- development of Victoria Shopping Centre continues, with increased demand for space and more diverse uses including phlebotomy, sexual health services, Indirock bouldering wall and a pop-up gallery

- the three projects that made up our Round 1 Levelling Up Fund bid, for Leigh Port, The Cliffs Pavilion and City Beach sustainable drainage, are due to be completed by March 2023.

We continue to look for opportunities to support and enhance the cultural creative industries sector:

- over £1 million in funding was secured from the Government's Community Renewal Fund for projects, such as the Local Cultural Education Partnership, to support community recovery throughout 2021 and 2022
- 'Estuary 2021' festival took place in May and June, across 107 miles of estuary coastline, 94 locations and 66 venues. 265 artists were involved, enabling 208,764 visits from people living locally and further afield. Estuary 2021 was delivered through a partnership between Metal and Cement Fields, with the support of 130 partners ranging from local authorities to community partners; and as part of the Creative Estuary programme funded by the Department for Culture, Media and Sport

- Focal Point Gallery was awarded funding from Creative Estuary for the commission of a new major public artwork that will welcome visitors and residents to the UK's newest city, due to launch later in 2022
- Focal Point Gallery received a commissioning project funded by Arts Council England to bring together 15 local artists to create a series of original sound works, including spoken word, experimental music and field recordings, released over 2021 and 2022
- we contributed to the 'More than a Place' report, convened by Metal and creative sector partners to look at the spatial needs of the creative and cultural industries in south Essex, to facilitate sustainable businesses and growth post-pandemic.



There has been progress on key regeneration schemes this year:

- all road and services infrastructure for the Airport Business Park have been completed. Ipeco, Costa and the Westcliff Rugby Club are fully occupied, and development is scheduled for practical completion in July
- 'The Launchpad', Airport Business Park Southend-on-Sea's new innovation business hub is set to be complete in July 2022 and expected to be operational at the end of the year. The new innovation facility hub will offer a mix of offices, workshops, research facilities and break out spaces

- full Council have endorsed use of £10 million to improve returns on the Seaway development, which is expected to come to site during 2022. Development will be anchored by Empire Cinemas, Hollywood Bowl and Travelodge and will deliver over 500 new jobs and approximately £15 million per year into the local economy
- planning permission for Fossetts Farm has been issued and permission for Roots Hall is due to follow imminently
- planning permission is in place for car park and access improvements at East Beach, which will be completed by August 2022. Planning is also in place for new cafes which will be delivered by Easter 2023
- Better Queensway has hybrid planning consent and the phase 1 reserved matter application has been submitted, which should be determined in spring/summer 2022. Plans have been developed for the first phases of the project, which will see the removal of Quantock and development on the Essex Street car park
- the Southend-on-Sea Central Area Transport Scheme has completed work at the top of the High Street as part of the £7 million London Road and Victoria Gateway improvement works. The work includes planting new trees, repaving the

area, improving lighting, introducing new seating and adding more greenery

- public realm works at Elmer Square/The Forum have begun, with the phase 1 works comprising of new paving, seating and planting, along with a new children's play area. The works aim to improve the appearance of the square and increase use by residents and visitors.

The council has been working to support businesses and organisations in an innovative and proactive way. This year we set up 'It's Local Southend', a business directory and marketing platform for Southend-on-Sea-based businesses. Any business in the city can sign up free of charge. To date, over 1,250 businesses have signed up. Southend-on-Sea also went live with a website as part of Totally Locally, a UK-wide initiative promoting local businesses. Customers can browse, shop and pay for items from multiple businesses all in one go on the website, enabling residents to support locally based businesses.



The second in a number of planned consultations to develop the new Local Plan was completed this year, receiving feedback from residents to guide future development decisions over the next 20 years. The consultation on the Local Plan 'Refining the Options' document and Big Debate surveys received around 2,000 comments.

Skills and employment

The council continues to work closely with schools and the community to support learning opportunities and address any gaps in learning as a result of the pandemic.

Following the restart of OFSTED school inspections, the percentage of pupils in Southend-on-Sea attending a good or outstanding school has increased. Provision for our most vulnerable pupils, including those

with Special Educational Needs and Disabilities, continues to grow in strength, including a successful OFSTED/CQC revisit inspection. Through our commitment to supporting and continually improving schools, the council has helped to make sure that parents and carers in Southend-on-Sea have a good choice of high-quality places. In September 2022, 88% of children in Southend-on-Sea will start at their first-choice primary school, with 96% receiving one of their top three preferences.

Residents have been supported into work in key employment sectors, including construction, health and social care, digital, cultural and creative, healthcare technology, advanced manufacturing and engineering and tourism, through council and partner led schemes:

- we launched a new Careers Hub in partnership with Careers and Enterprise Company and Thurrock Council to help schools and colleges to improve the quality and availability of careers education
- a free support system offering access to employment, training and further education in the city has been launched. The service is made up of five leading career guidance services and will help

residents to access opportunities, learn skills, retrain and find new jobs

- young people aged 16-25 have been supported through council and local business Kickstart paid work placements, with around a quarter of these young people moving into work

KICKSTART SCHEME

- construction businesses have been provided with funding to upskill their workforce. This has resulted in local people gaining higher level construction skills, enabling them to move into more sustainable work on a higher wage
- we secured significant resource to fund business, employment and skills activities for residents, including through the Community Renewal Fund and European Social Fund.



Opportunity & Prosperity performance indicators

Indicator	Value	Target	Aim of the indicator	Date range	Compared to last year
Number of out-of-work benefits claimants	5,740	None	Minimise	Mar 2022	↑ 9,020
Percentage of eligible children benefitting from 2-year-old funding	70.8%	69%	Maximise	Mar 2022	↑ 57.3%
Trainees who enrolled in and got jobs through the SECTA, HALO and PAVE sector skills projects	176	None	Maximise	2021/22	None available – new PI
Percentage of 3-4-year-old children benefitting from universally funded early education in OFSTED-rated Good or Outstanding settings	96.9%	96%	Maximise	Mar 2022	↓ 97.8%
Individuals who got jobs through A Better Start Southend's Workskills Programme	50	None	Maximise	2021/22	None available – new PI
Percentage of the city's children that are learning in OFSTED-rated Good or Outstanding schools	89.6%	88%	Maximise	Mar 2022	↑ 87.8%
Students who commenced the 60 Minute Mentor Programme	455	None	Maximise	2021/22	↑ 105
Percentage of the city's young people are not in employment, education or training (NEET) or their situation is not known (NK)	3.2%	None	Minimise	Mar 2022	↓ 2.9%
Businesses in Southend-on-Sea	91.2% micro	None	None	2021	91.3%
	7.3% small				7.2%
	1.1% medium				1.2%
	0.3% large				0.3%
Percentage of high street units occupied (BID area only)	79.6%	None	Maximise	Mar 2022	↓ 79.9%

Visits to the town centre	11,639,245	None	Maximise	2021/22	↑ 5,816,243
Successful applications to Arts Council England made from the city	29	None	None	Apr 2021 – Dec 2021	None available – new PI
External investment committed to Southend-on-Sea Cultural Organisations by Arts Council England, including Visual Arts, Theatres, Music	£1,286,346	None	None	Apr 2021 – Dec 2021	None available – new PI
Individuals, organisations, and businesses registered for the Southend Creative and Culture Network (SCCN).	200	None	None	Apr 2021 – Dec 2021	None available – new PI
Planning appeals either dismissed or receiving a split decision	70%	70%	None	Cumulative 2021/22	75%
Major planning applications determined in timescale	100%	79%	Maximise	Cumulative 2021/22	-- 100%
Minor planning applications determined in timescale	97.96%	84%	Maximise	Cumulative 2021/22	↓ 98.45%
Other planning applications determined in timescale	98.81%	90%	Maximise	Cumulative 2021/22	↑ 98.61%
Planning applications received	2,422	None	None	Cumulative 2021/22	2,324
Businesses who benefitted from direct support (including South East Business Boost (SEBB), Business in Essex, Southend and Thurrock Growth Hub (BEST) and ED Economic Development (ED) team)	3,822	800	Maximise	2021/22	↓ 6,972
Council contract spend with local suppliers	£63 million	None	Maximise	2020/21	-- £63 million
Ratio of total jobs to population aged 16-64	0.72	None	Maximise	2020	-- 0.72 (2019)



Connected & Smart

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

Facilitate a wide choice of transport that improves accessibility, connectivity and mobility to all residents. Including, working with public transport providers to deliver these long-term aspirations.

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

Southend-on-Sea 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 service.

We continue to work to ensure that our residents, visitors, and those who work in Southend-on-Sea can easily get in, out of and around our city and that we have a world class digital infrastructure.

The £8 million essential highway maintenance works on the A127 were completed in March 2022. The main highway works for the £5 million Bell Junction improvement project have also been completed, reducing congestion, improving pedestrian crossing facilities and improving air quality in the area.

We have invested £10 million into resurfacing Southend-on-Sea's roads and pavements. 46 roads and 45 pavements across the city have been resurfaced this year. 10 zebra crossings have been also been revamped to make the designated crossing zones safer for pedestrians and road users.

Potholes and road defects have been identified and fixed by our contractor Marlborough. The six-week project involved a team of spotters going out and actively finding and marking up potholes.



Work to install new pedestrian and road safety barriers across the city was completed in May 2021, as part of a £440,000 investment from the council's capital investment programme. Replacement metal road safety barriers have been installed alongside some of the city's busiest roads and replace the existing structures at several locations, including Queensway, Western Esplanade, Chichester Road, Prince Avenue, Leigh High Street, Priory Crescent and Wakering Road. Along Prittlebrook cycleway and footpath, 120 metres of safety fencing has been replaced and nine additional vehicle restriction barriers installed to prevent vehicles from driving onto the walkway.



Evidence data is being gathered to support the Local Transport Plan 4, which will provide strategic direction for improving all forms of transport in the city to 2040. Engagement with councillors, council officers, businesses, community groups and residents will be carried out in 2022.

Following on from the success of the School Streets scheme, launched by the council last year to promote active travel and improve air quality, a CCTV camera project was launched outside a local primary school and nursery, to monitor the impact of dangerous and illegal parking outside of our schools. The aim of the ongoing trial is to provide additional safety measures for children entering and leaving school.

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

In October, the council invited the public to share their opinions on the first parking strategy to be implemented within the city. The strategy will provide an overarching plan for how existing and future parking schemes across the city are implemented, to ensure that parking in Southend-on-Sea is fair, safe, consistent and transparent, and street parking is accessible for residents.

Since the launch of the Southend Pass in April 2021, over 4,700 passes have been purchased, utilising over 663,000 hours of parking. Tylers Avenue and the Western Esplanade parking bays in the City Centre have seen the most use, with 45,260 and 34,750 visits, respectively.



Technology

There have been a number of initiatives this year to increase digital inclusion across Southend-on-Sea, providing people with skills, support, access, training, equipment, guidance and awareness. These initiatives have been supported by organisations such as Job Links, Trust Centre Plus, South Essex Homes, Southend Adult Community College, Rough Sleeper Outreach, A Better Start Southend, the Community Renewal Fund, One Southend and our family centres and libraries.

Work is ongoing to design a new platform for resident services to replace MySouthend. Work has also been carried out to improve the current MySouthend system, including language and data entry requirements and improvements to the user experience. There has been integration with the waste management provider Veolia to improve resident service and experience; a new access portal has been created to provide residents with online access to Council Tax and benefits; and a portal for landlords made live, offering improved functionality for landlords to interact with the council.



CityFibre

Southend-on-Sea's £30 million full fibre upgrade, in partnership with CityFibre, has progressed quickly, with over 55% of Southend-on-Sea now having access to gigabit broadband. The completion of the upgrade will see Southend-on-Sea become one of the few places in the UK to have the fastest internet speeds possible. It is anticipated that the programme will be concluded by April 2023.

Connected & Smart performance indicators

Indicator	Value	Target	Aim of the indicator	Date range	Compared to last year
Percentage of respondents who found it easy to get around the city (all) (NHT Survey 2021)	77%	None	Maximise	2021	↑ 76%
Percentage of respondents without a car who found it easy to get around the city (NHT Survey 2021)	72%	None	Maximise	2021	↑ 67%
Percentage of respondents with a disability who found it easy to get around the city (NHT Survey 2021)	66%	None	Maximise	2021	↑ 61%
Southend Pass registrations ∞	4,715 Active	None	Maximise	2021/22	None available – new PI
	7,158 Subscriptions				
	354,516 Parking sessions				
Publicly available electric vehicle charging devices	18	None	Maximise	Jan 2022	↑ 15
Percentage of all vehicle registrations that are for ultra-low emissions vehicles	0.73%	None	Maximise	Dec 2021	↑ 0.44% (Dec 2020)
Nitrogen dioxide annualised mean concentration at the Prince Avenue Air Quality Management Area	35.72 µg/m ³	40 µg/m ³	Minimise	2021/22	↓ 34.50 µg/m ³
Registered users MySouthend	84,915	None	Maximise	2021/22	↑ 72,171
MySouthend service request forms completed independently	94.3%	None	Maximise	Mar 2022	↑ 91.0%



Future Ways of Working

Future Ways of Working is the framework for how we modernise our workforce to guide the prioritisation and delivery of Southend 2050 outcomes.

This will help us to:

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

An all-staff engagement survey and team challenge were both completed in 2021/22, giving employees the opportunity to have their say on what the future of work will look like at the council. Teams and individuals were asked to reflect on working practices developed during the pandemic.

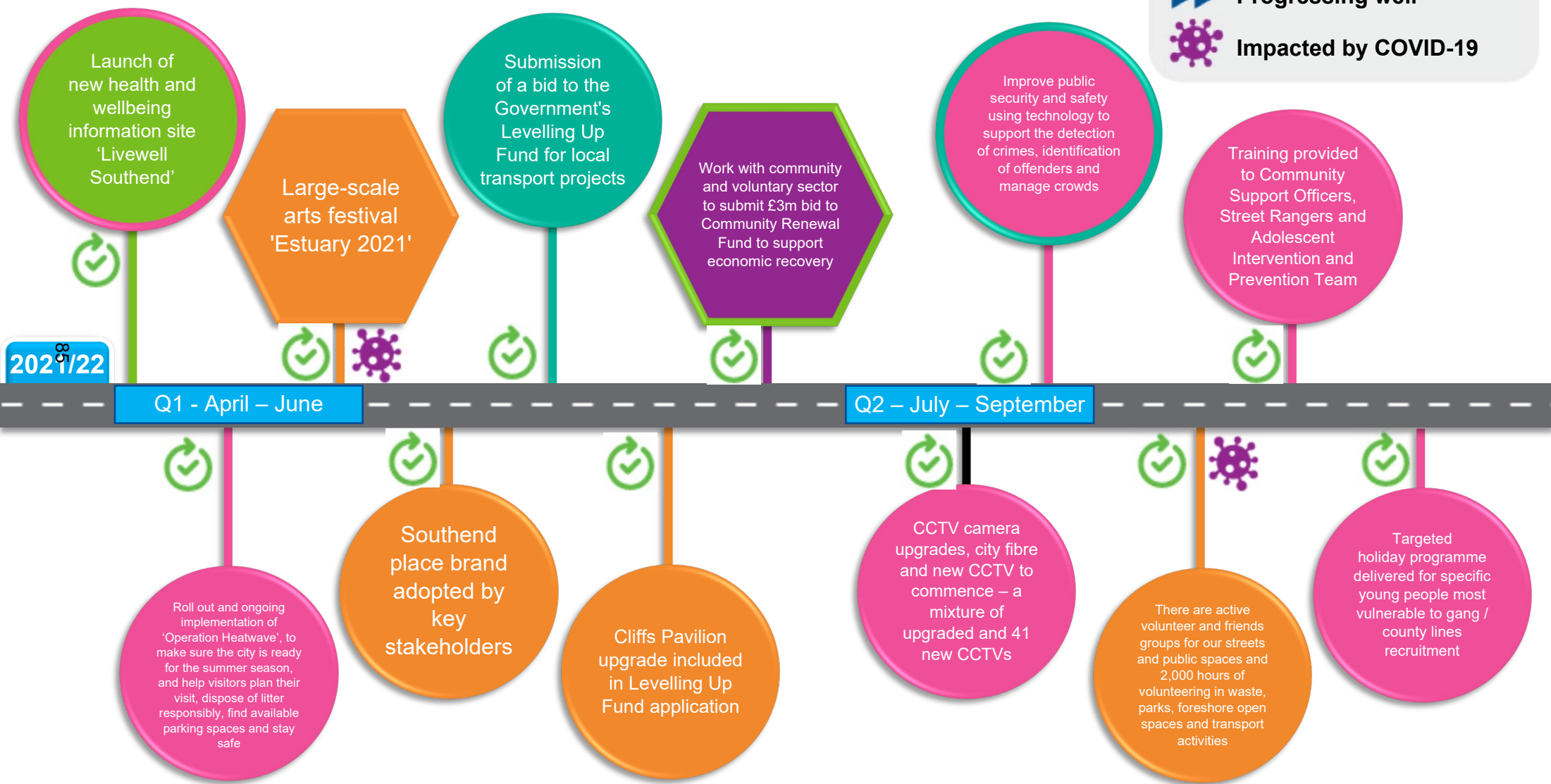
A new staff intranet has been developed, ready to be launched in May 2022. It will include a dedicated area for councillors. A competition to pick a name for the new intranet was held, with over 450 employees taking part in the competition.

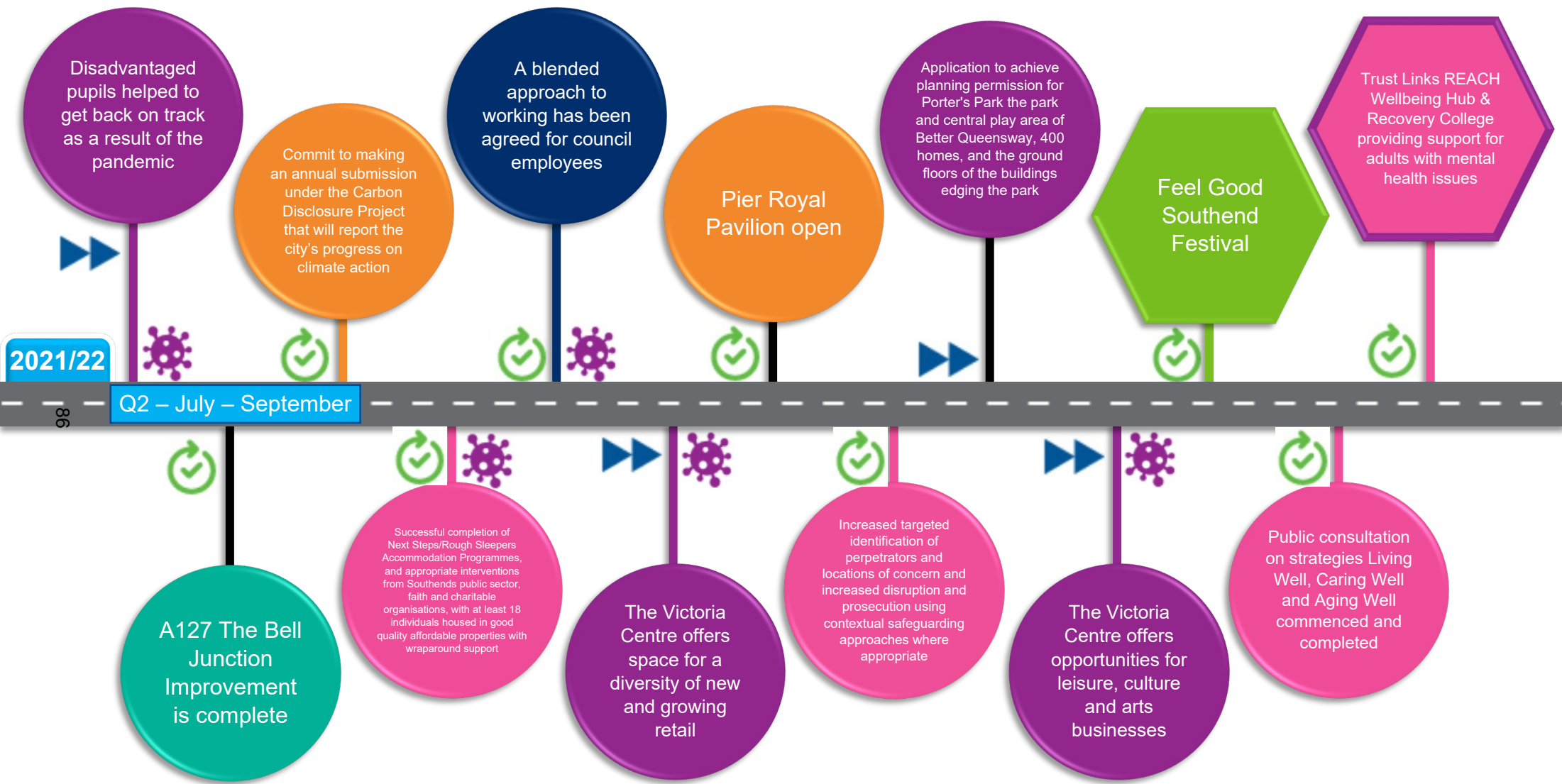
We have successfully completed laptop and desktop replacement programmes and rolled out softphones to enable employees to make calls from their computer. As well as providing council officers with access to the latest technology, to help people collaborate and communicate with others and work more efficiently and safely, we have also provided self-guided and mentor-based training on using the technology. The movement of applications to the cloud is ongoing, increasing access to reliable, optimised technology, as well as increasing productivity.

The council continues to invest in the development of our workforce. We have successfully developed a councillor training programme with a working group of councillors. A Transformational Leadership Development Programme has also been launched to provide senior leaders with group training and individual coaching.

Southend 2050 Roadmap

 **Completed**
 **On track**
 **Progressing well**
 **Impacted by COVID-19**





2021/22

87

Q2 – July – September

Q3 – October - November

Safe to Play training embedded within Southend sports clubs

Local Plan consultation to refine plan options

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

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

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

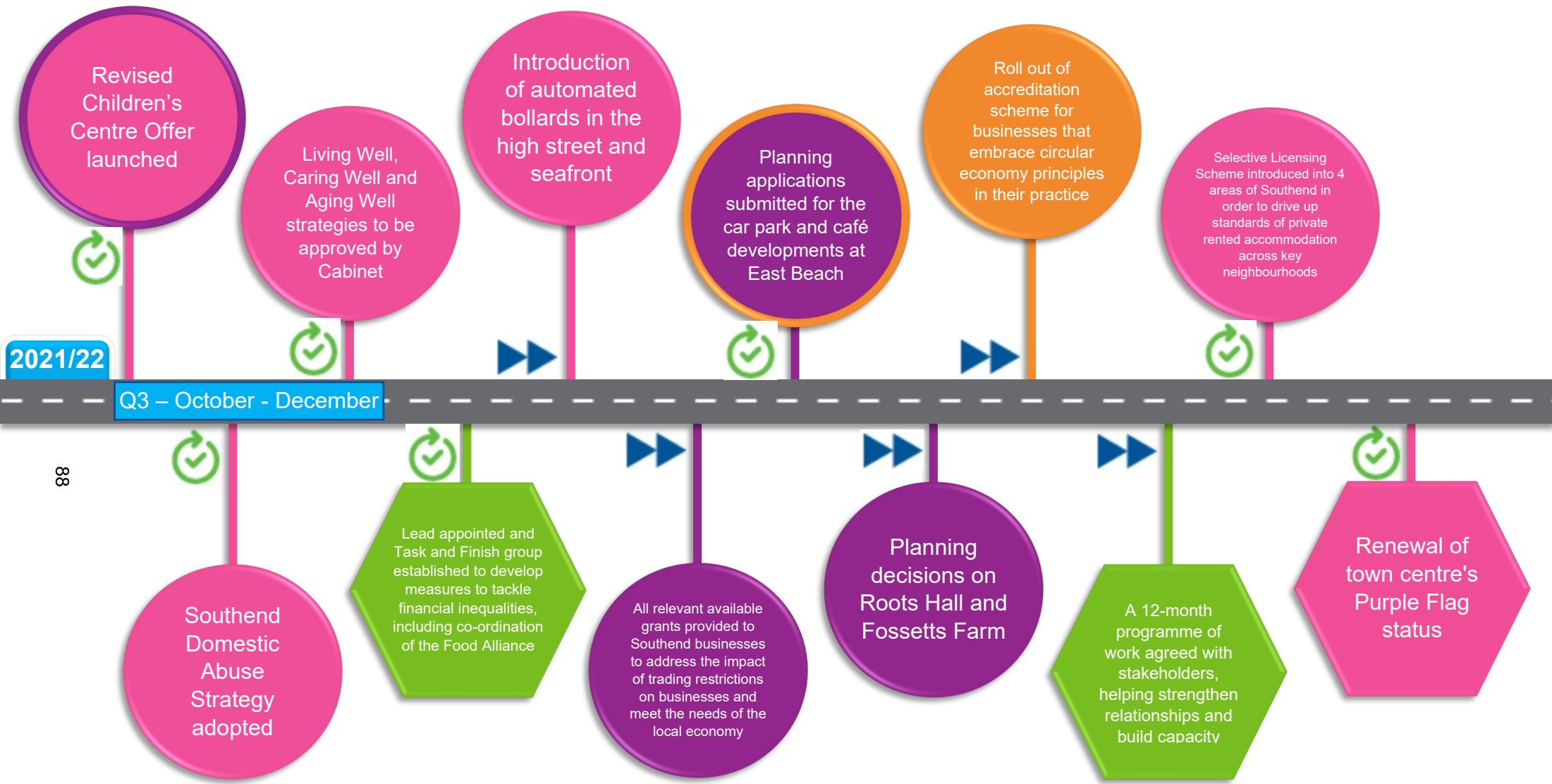
Reviewing the requirements and solution for the MySouthend resident and members portal

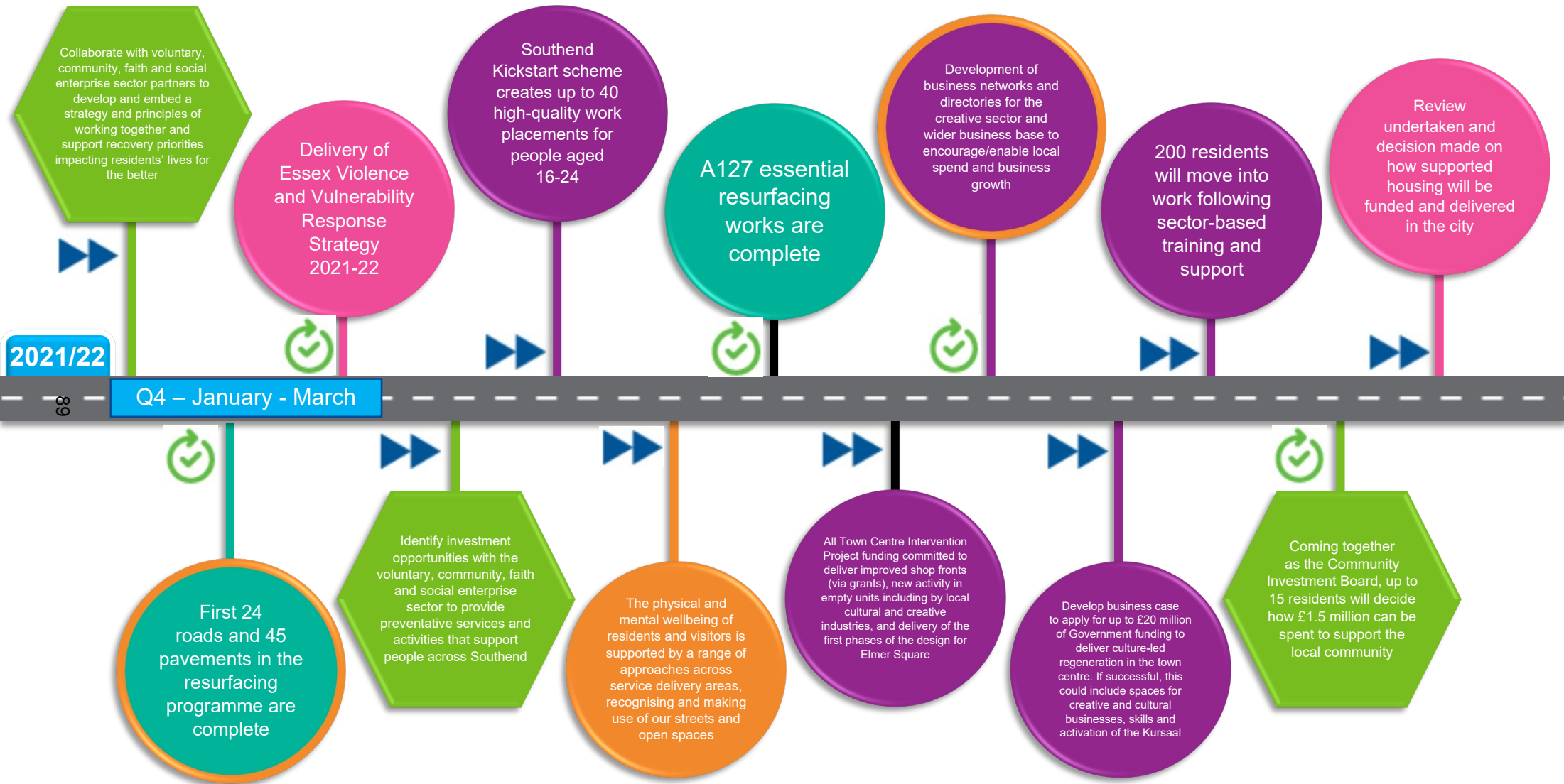
Retrofit energy efficiency measures to initial 2 South Essex homes properties identified as being in fuel poverty

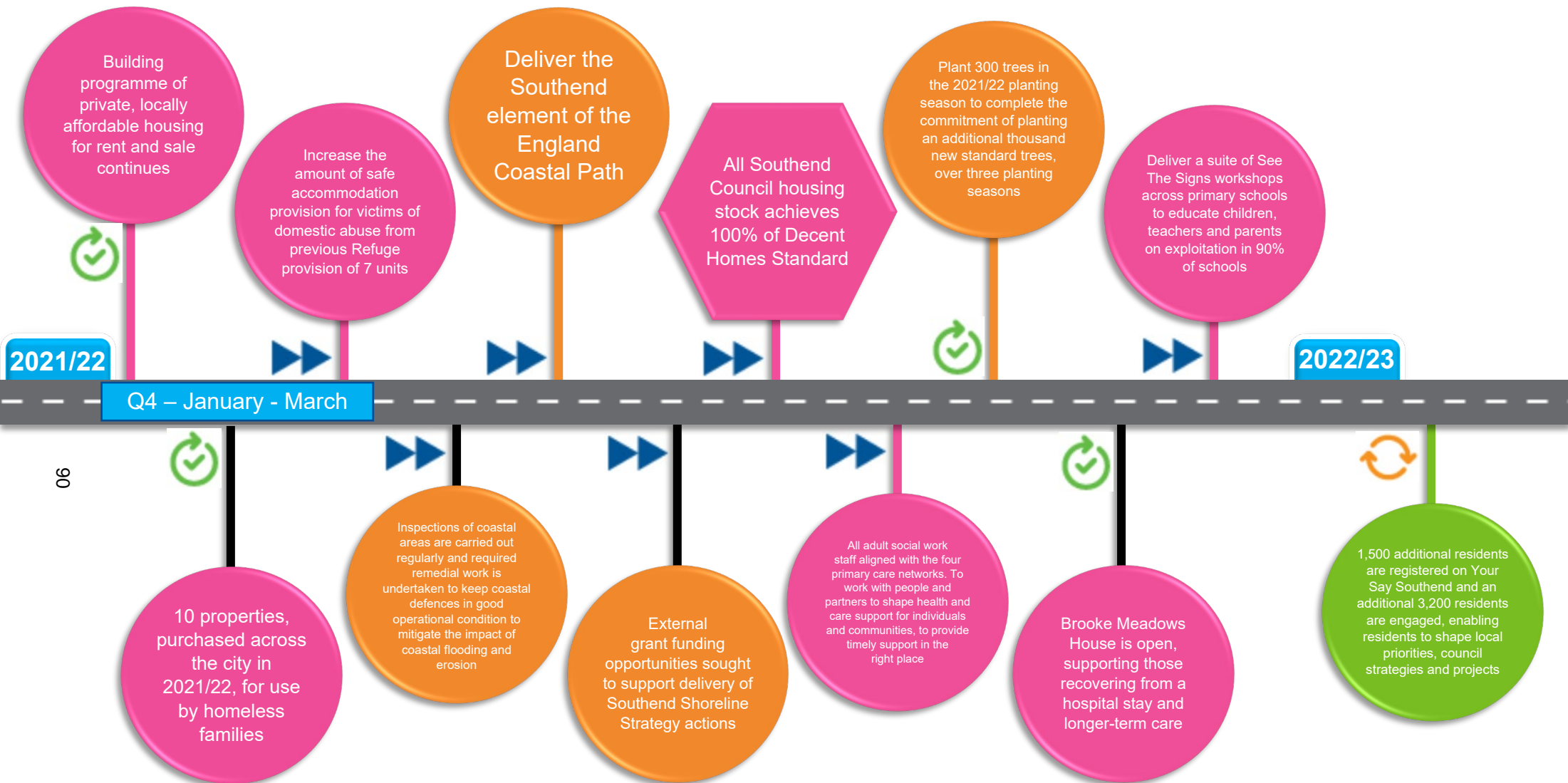
Launch 0% loans to bring empty retail/commercial units back into use across the city (No Use Empty)

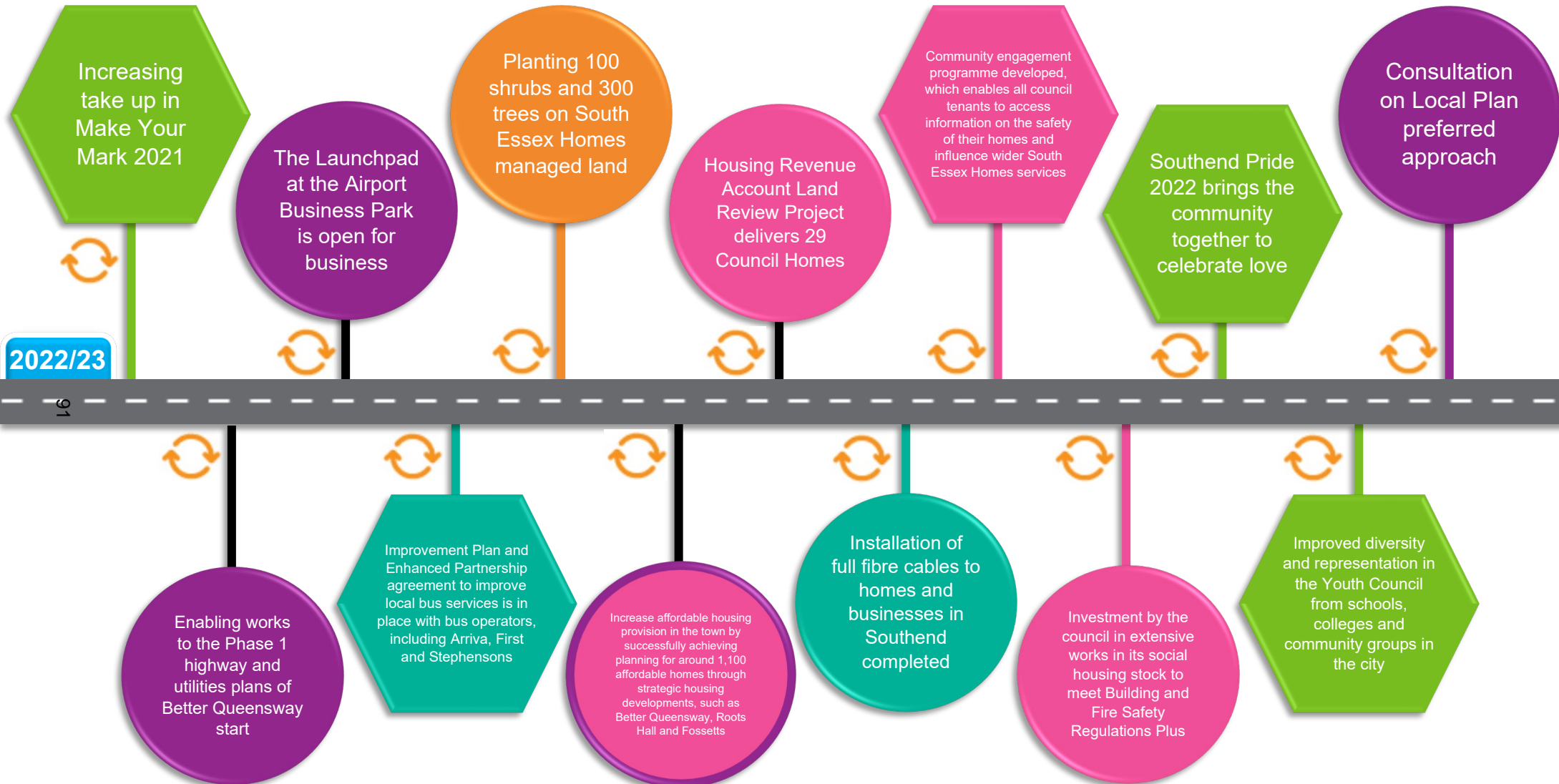
Weekend medical support for the summer safety offer for first aid and ambulance cover for accidents and injury and street triage

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









2022/23

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

All schools are supported to become or remain good or outstanding

Update to the Council Constitution

Begin implementation of the new MySouthend solution

Take digital to the people via hubs and learning

Co-produced with young people, the South Essex Community Hub Youth HUB, will provide a safe space for outside of school activities

All eligible procurement to include a measurable social value contribution

Digitally enabled healthcare at Southend Care will improve patient outcomes

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

East Beach car park constructed

Tackling litter and dog fouling

East Beach café constructed

Resources

Like most local authorities across the country, the council faces significant financial constraints.

Our social care costs have risen significantly and without an increase in government funding to match the increases. It is an ongoing challenge to provide essential services to meet residents' needs within the level of resources we have available.

Throughout the challenge of the COVID-19 pandemic our key driver has been to invest our resources in priorities that will make a tangible, positive difference to residents, businesses and visitors. Our total net revenue expenditure for 2021/22 was £X million. Significant additional investment was made available to support our most vulnerable residents. Our approach throughout the pandemic has been to carefully prioritise our limited resources to the areas of greatest need and provide support, including facilitating access to Government grants.

During this financial year, the council, funded from Government support, has been able to provide a £150 reduction to all council taxpayers in receipt of Local Council Tax Support. Over £1.5 million of direct financial support has been provided to people on low incomes via this scheme to help with their Council Tax bill.

The council has further supported residents facing financial challenges through an increased award of Local Council Tax Support. An additional 750 households have been entitled to this support, with an extra £1.3 million paid out as part of this scheme within this financial year. This has been funded by the Government.

We have helped businesses and organisations to access a variety of Government grants and support mechanisms. These arrangements have been offered to a wide range of organisations, to help with things like running costs. Those most affected by the pandemic in the retail, leisure and hospitality sectors were able to benefit from a 100% business rates discount from the 1st of April 2021 until the 30th of June 2021, followed by a 66%

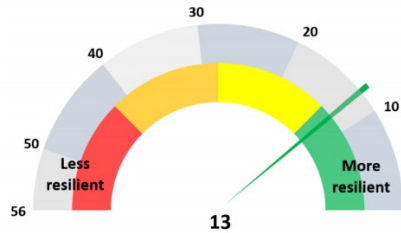
discount from the 1st of July 2021 until the 31st of March 2022. This year, over £12.1 million of business rate relief has been provided via discounts applied.

We have developed a new high-level Financial Sustainability Strategy, updated for 2022-2032 to reflect the impact of the pandemic. We have also comprehensively updated our Medium-Term Financial Strategy (MTFS) for 2022/23-2026/27. This outlines the council's desire and commitment to do everything it can to plan effectively for the future and invest in priorities that make a real positive difference locally.

Council tax in Southend-on-Sea will rise by 3.99% in 2022/23 to help deal with the ongoing pressures and demand in adult social care and fund other improvements.

Our approach and evidence of our relative financial strength is illustrated independently by the Chartered Institute of Public Finance and Accountancy's (CIPFA's) recently published Financial Resilience Index for 2021.

Southend on Sea's performance in CIPFA's Financial Resilience Index for 2021 is shown in the following graphic.



Southend-on-Sea is 13th out of 56 unitary authorities when ranked across the 16 indicators of financial stress within the Financial Resilience Index.

We are committed to ensuring that the council remains financially stable and resilient for the future. We continue to embed our 'Getting to Know Your Business' programme, which we launched in 2020. The first phase of the programme helped to establish a baseline for all council services regarding costs, income generation potential, value for money and relative performance.

The council has an ambitious capital investment programme designed to create the right conditions to attract

additional private sector investment into the local area and to directly benefit our residents, businesses and future visitors.

A high-level future Budget Transformation Programme for 2023/24-2026/27 will be developed over the coming months. It is part of our commitment to embed a more long-term view of our financial planning arrangements.

Despite the current challenges, the council is determined to build on the solid financial foundation we have worked so hard to create locally.

This will enable us to navigate the challenges of the pandemic, the cost-of-living crisis, and the unprecedented level of local demand for priority services.

By continuing to demonstrate strong leadership and proactive engagement with residents and communities, we want to take as much local control over our financial future as possible.

We believe that we are in a strong position to deliver our Southend 2050

ambition, local economic recovery and the best possible value for money services to our residents, businesses and visitors.



Looking forward

Becoming a city gives us the opportunity to create something special. We can build on the lessons learned during the pandemic, reflect on our areas of development and move forward as a community.

We can look towards building a bright future for everyone who lives in Southend-on-Sea. We will lead alongside our communities and partners, and do so with ambition, openness and purpose, to create an enduring legacy for our new city.

We draw strength and inspiration from the resilient response of our communities and businesses to the COVID-19 pandemic and the innovative ways in which people have come together.

We will continue to join with our communities and partners to celebrate events taking place in the city, including Her Majesty The Queen's Platinum Jubilee in June 2022.

We remain committed to achieving our Southend 2050 outcomes. We look to meet the aims of the Government's Levelling Up White Paper and support residents to live longer and more fulfilling lives, and benefit from sustained rises in living-standards and well-being. We also seek to meet the aims of the Government's Health and Social Care Integration White Paper, which sets out measures to make integrated health and social care a universal reality for everyone across England, regardless of their condition and of where they live.

We need to be able to adapt to quickly changing conditions, which has become a defining factor of the pandemic. The council's revenue and capital resources will be prioritised to respond to increasing demand for local services, provide targeted support to cope with the impact of the pandemic, assist with the economic and community recovery of Southend-on-Sea and deliver better outcomes aligned to our Southend 2050 ambition for residents.

The agreed £152 million revenue budget for 2022/23 contains a range of investments. These include:

- over £5 million into adult social care
- £380,000 for children's services
- £250,000 for additional community safety officers and an operations coordinator

Our capital investment programme will include investing £6 million for roads and pavements, as well as a further £2.5 million into our iconic pier.

The council remains committed to using an Asset Based Community Development approach to empower promoting the sustainable development of our communities. This will inform how we work with residents and partners, and revise the council's approach to leadership, management of assets, funding streams, commissioning, and workforce development. It will promote a more fluid and creative way for people to share ideas and resources and work together to achieve better outcomes for our residents.

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Summary - programme to be delivered by the Council:

	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
Approved Capital Investment Programme - February 2022 Cabinet	66,897	75,869	26,093	10,235	7,558	4,600	191,252
Carry Forwards	(9,339)	3,505	3,635	1,820	(981)	1,360	0
Accelerated Deliveries	896	(345)	(5)	213	(759)	0	0
Additions to the Programme	0	4,595	0	0	0	0	4,595
Schemes Removed from Programme	(1,292)	(458)	0	0	0	0	(1,750)
Virements	0	0	0	0	0	0	0
New External Funding	1	6,516	2,455	0	0	0	8,972
Proposed Investment Programme - following amendments	57,163	89,682	32,178	12,268	5,818	5,960	203,069
Total budget for 2022/23 to 2026/27:							145,906

Summary - programme to be delivered by Subsidiary Companies, Partners and Joint Ventures:

	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
Approved Capital Investment Programme - February 2022 Cabinet	11,735	23,208	16,387	9,598	3,250	0	64,178
Carry Forwards	(3,616)	2,941	675	0	0	0	0
Accelerated Deliveries	300	(300)	0	0	0	0	0
Proposed Investment Programme - following amendments	8,419	25,849	17,062	9,598	3,250	0	64,178
Total budget for 2022/23 to 2026/27:							55,759

Carry Forwards to Future Years - programme to be delivered by the Council

Scheme	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
ICT - Application Transformation	(195)	195					0
ICT - Digital Enablement	(50)	50					0
ICT - Security and Resiliency	(17)	17					0
ICT - Operational requirements	(147)	147					0
ICT - Stabilise the Estate	(50)	50					0
Software Licensing	(215)	215					0
ICT - Technology Device Refresh	(198)	198					0
Business World Bank Reconciliation Module improvements		(4)	4				0
Chalkwell Junior - Lightning Protection	(10)	10					0
Earls Hall Primary heating	(20)	20					0
Fairways Primary curtain walling	(100)	100					0
Central Museum Works	(92)	92					0
Southend Dive Pool Flooring - emergency works	(63)	63					0
Kiosks in Libraries	(5)	5					0
Branch Library Refurbishments	(53)	53					0
Community Capacity	(29)	29					0
Mental Health Funding steam	(31)	31					0
Disabled Adaptations	(109)	109					0
Disabled Facilities	(141)	141			(1,360)	1,360	0
Southend Pier - Condition Works Engineers	(4)	4					0
Southend Pier - Pier Head development Phase 1	(59)	59					0
Southend Pier - Prince George Extension (Phase Two)	(549)	549					0
Civic Campus - Efficient Use of Space	(42)	42					0
Futures Demolition	(98)	98					0
Prince Avenue Extended Nursery Provision	(6)	6					0
S106 23/04/2015 Hinguar and Saxon - public art contribution	(8)	8					0
S106 Ajax Works 0300130ful - landscaping maintenance	(1)	1					0
S106 Avenue Works 1401968AMDT - Public Art	(4)	4					0
S106 Former Balmoral 1400914FULM - public art contribution	(1)	1					0
S106 Former College 1000225FUL - Tree Replacement	(11)	11					0
S106 Garrison 0000777 Deposit - CCTV	(1)	1					0
S106 Garrison 0000777 Deposit - information boards	(2)	2					0
S106 Garrison 0000777 Deposit - Junior Play Area maintenance	(10)	10					0
S106 Garrison 0000777 Deposit - Sea Wall and Assoc Structure Maintenance	(34)	34					0
S106 Garrison 0000777 Deposit - Toddler Play Area maintenance	(6)	6					0
S106 Garrison Park Store	(1)	1					0
S106 Lifstan Way 0000273 Out - Open Space Maintenance	(6)	6					0
S106 North Shoebury Road 0301504out - Shoebury Park Enhancement	(25)	25					0
S106 North Shoebury Road 0301504out - Shoebury Park Maintenance	(6)	6					0
S106 22-23 The Leas 0700820FULM - bus service contribution	(43)	43					0
S106 Essex House 1500521FULM - bus stop improvement	(3)	3					0
S106 Former College 1500803BC4M - parking survey contribution	(10)	10					0
S106 Avenue Works 1401968AMDT - cycleway improvement	(1)	1					0
S106 Bellway Prittlebrook 1400943FULM - TRO Contribution	(2)	2					0
S106 Hinguar 1401672BC4M - highway contribution	(5)	5					0
S106 North Road and Salisbury Ave 1200056 - Highway Works Contribution	(2)	2					0
S106 Sunlight Ldry 1400411FULM - Highway Works	(2)	2					0
S106 Seec 0200500ful - Highway Works	(104)	104					0
S106 Univ H-Way0401561ul	(2)	2					0
S278 Star Lane - Great Wakering	(40)	40					0
S38/S278 Airport 0901960 Fulm	(26)	26					0
S38 Bellway Homes 14/00943/fulm	(2)	2					0
S78 Bellway Homes 14/00943/fulm	(8)	8					0

SUMMARY OF CHANGES TO THE CAPITAL INVESTMENT PROGRAMME

Appendix 2

S38 Fossetts Farm Bridleway	(1)	1					0
CIL Ward NA – Belfairs – Belfairs Memorial Bench	(2)	2					0
CIL Ward NA – Blenheim Park – Blenheim Park 'Makeover'	(1)	1					0
CIL Ward NA – Eastwood Park – Tree planting	(1)	1					0
CIL Ward NA – Milton – Milton Park improvements	(2)	2					0
CIL Ward NA – Milton – Park Street replacement bollards	(1)	1					0
CIL Ward NA – Prittlewell – Priory Park fountains restoration	(17)	17					0
CIL Ward NA – Southchurch – Southchurch Speedwatch	(1)	1					0
CIL Ward NA – Westborough – Signposting	(1)	1					0
Victoria Centre	(265)	265					0
Better Queensway - Programme Management	(141)	141					0
Airport Business Park (including Local Growth Fund)	(1,965)	1,965					0
Local Growth Fund - Southend Town Centre Interventions	(341)	341					0
Private Sector Housing Strategy - Empty Homes	(25)	(157)	(83)	265			0
Eastwood kitchen works	(6)	6					0
Energy Improvements in Culture Property Assets	(5)	5					0
Aviation Way Car Park	(4)	4					0
125 F/F Valkyrie Road void works	(18)	18					0
Fire Improvement Works	(8)	8					0
Council Affordable Housing Development (Phase3) - Shoebury	(11)	11					0
Council Affordable Housing Development (Phase4) - St Laurence	(25)	25					0
HRA Affordable Housing Acquisitions Programme	(301)	301					0
Housing Construction Scheme - Land Assembly Fund (S106)	(27)	27					0
Council Affordable Housing Development (MMC) - West Shoebury	(33)	33					0
Southend Tree Policy Review - additional trees	(29)	29					0
Playground Gates	(94)	94					0
Vehicle Restraint Replacement	(3)	3					0
Coastal Defence Refurbishment Programme	(75)	75					0
City Beach	(75)	75					0
Cliff Parade Cliff Slip	(345)	345					0
Improved Car Park Signage and Guidance Systems	(44)	44					0
Improving Resilience to flooding – Eastwood Brook Hydraulic Catchment	(67)	67					0
Junction Protection	(9)	9					0
Shoebury Common Coastal Defence Scheme	(13)	13					0
Traffic Signs Upgrade	(39)	39					0
Southend Transport Model	(15)	15					0
Bridge Strengthening - Challenge Fund	(48)	48					0
DfT Active Travel - Tranche 2	(23)	23					0
EA Innovation Resilience Programme	(496)	496					0
DfT - Belton Way East Cliff Slip	(201)	201					0
A127 Growth Corridor (Bell Junction and A127 Essential Maintenance Works)	(320)	320					0
LTP - Maintenance - Street Lighting	(60)	60					0
LTP (Integrated Transport block) - Better Networks	(105)	105					0
LTP (Integrated Transport block) - Traffic Management Schemes	(26)	26					0
LTP (Integrated Transport block) - Traffic Control Systems	(204)	204					0
Groyne Field Repair Programme	(170)	170					0
CCTV Equipment Renewal	(248)	248					0
Energy Efficiency Projects	(70)	70					0
ULV Taxi Infrastructure scheme	(77)	77					0
62 Avenue Road	(1)	1					0
Intranet development	(8)	8					0
Chalkwell Park and Priory Park Tennis Courts	(1)	1					0
"Make Southend Sparkle" Initiative	(13)	13					0
HCA Progress Road	(11)	11					0
Shoebury Common Regeneration	(33)	33					0
Cart and Wagon Shed	(14)	14					0
Acquisition of tower block leaseholds - Queensway	(197)	197					0
Allotments Water Supply Upgrade	(46)	46					0
DfT - Emergency Active Travel Fund	(116)	116					0
Council Affordable Housing Development (Phase3) - Shoebury		(4,922)	3,176	1,367	379		0
Council Affordable Housing Development (Phase4) - St Laurence		(561)	423	138			0
Council Affordable Housing Development (MMC) - West Shoebury		(65)	65				0
Next Steps Accommodation Programme	(150)	50	50	50			0
HR Recruitment Contract Implementation	(42)	42					0
Total Carry Forwards - programme to be delivered by the Council	(9,339)	3,505	3,635	1,820	(981)	1,360	0

Carry Forwards to Future Years - programme to be delivered by Subsidiary Companies, Partners and Joint Ventures

Scheme	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
Balmoral Estate Improvement and Structural works	(22)	22					0
Sprinkler System Installation Pilot	(429)	429					0
Tower Blocks Boroughwide Annunciation System	(12)	12					0
Energy Efficiency Measures	(15)	15					0
Better Queensway - Loan to LLP	(675)		675				0
Housing Infrastructure Funding	(500)	500					0
Better Queensway Energy Centre	(500)	500					0
No Use Empty – Getting Building Fund	(700)	700					0
Kitchen Refurbishments	(173)	173					0
Windows and Doors	(152)	152					0
Common Areas Improvement	(391)	391					0
HRA - SBC Buybacks Refurbishment	(47)	47					0
Total Carry Forwards - programme to be delivered by Subsidiary Companies, Partners and Joint Ventures	(3,616)	2,941	675	0	0	0	0

Accelerated Deliveries - programme to be delivered by the Council

Scheme	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
ICT - Childrens and Adults Social Care - Implementation of ContrOCC modules	3	76	8	(87)			0
Southend Pier - Timber Outer Pier Head	196	(196)					0
Property Refurbishment Programme	244	(244)					0
Disabled Facilities		159	300	300	(759)		0
Infrastructure Feasibility Studies	3	(3)					0
Housing and Development Pipeline Feasibility - HRA	30	(30)					0
Housing Construction Scheme - Phase 5/6 feasibility (S106)	2	(2)					0
Crematorium Refurbishment	42	(42)					0
Car Park Improvements	12	(12)					0
Car Park Resurfacing	2	(2)					0
Parking Signage Replacement	1	(1)					0
Footways Improvements	66	(66)					0
Carriageways Improvements	28	(28)					0
Zebra Crossing Surfacing Replacement	1	(1)					0
Leigh Port Detailed Design	18	(18)					0
LTP (Integrated Transport block) - Bridge Strengthening	150	(150)					0
LTP (Integrated Transport block) - Better Sustainable Transport	69	(69)					0
Security Measures	29	(29)					0
Acquisition of tower block leaseholds - Queensway		107	(107)				0
HRA Affordable Housing Acquisitions Programme		206	(206)				0
Total Accelerated Deliveries - programme to be delivered by the Council	896	(345)	(5)	213	(759)	0	0

Accelerated Deliveries - programme to be delivered by Subsidiary Companies, Partners and Joint Ventures

Scheme	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
Bathroom Refurbishment	9	(9)					0
Central Heating	112	(112)					0
Environmental - H&S works	66	(66)					0
Rewiring	16	(16)					0
Roofs	97	(97)					0
Total Accelerated Deliveries - programme to be delivered by Subsidiary Companies, Partners and Joint Ventures	300	(300)	0	0	0	0	0

Additions to the Programme - programme to be delivered by the Council

Scheme	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
East Beach Car Park		485					485
Security Measures		315					315
S278 Aldi Stores Limited - Priory Crescent - bond		177					177
Victoria Centre		2,050					2,050
East Beach Café		1,568					1,568
Total Additions to the Programme - programme to be delivered by the Council	0	4,595	0	0	0	0	4,595

Deletions from the Programme - programme to be delivered by the Council

Scheme	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
CIL Ward NA – St Laurence – Street sign cleaning	(1)						(1)
Devolved Formula Capital		(8)					(8)
ICT - Core Application and Database Migration	(4)						(4)
School Improvement & Provision for School Places	(159)						(159)
Chalkwell Infants - Demountable Cost Uplift	(3)						(3)
Cliffs Pavilion – external refurbishment works	(50)						(50)
Kiosks in Libraries	(30)						(30)
Priority Works	(95)						(95)
Children's Residential Care Provision	(18)						(18)
Expansion of 2 yr old Childcare Places	(3)						(3)
Resorts Services Signage	(1)						(1)
Southend Pier - Pier Entrance Enhancement	(1)						(1)
SACC Access Control System	(2)						(2)
Belfairs Park Restaurant/Golf Club Preventative Works	(4)						(4)
Cemetery - Ride on Mower	(30)						(30)
Victoria Circus - void remediation works	(4)						(4)
Housing Construction Scheme - Land Assembly Fund (S106)		(450)					(450)
Next Steps Accommodation Programme	(887)						(887)
Total Deletions from the Programme - programme to be delivered by the Council	(1,292)	(458)	0	0	0	0	(1,750)

Virements between schemes - programme to be delivered by the Council

Scheme	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
Earls Hall - Kitchen Boiler Room	(17)						(17)
Eastwood Primary - Boiler Room	17						17
ICT - Operational requirements		(628)					(628)
Software Licensing		628					628
Earls Hall - Kitchen Boiler Room	(58)						(58)
Future condition projects	58						58
Eastwood Primary - Toilets/Paving/Timber Facia	(7)						(7)
Future condition projects	7						7
Heycroft - Lighting and Fuse Boards	(62)						(62)
Future condition projects	62						62
Heycroft - Lightning Protection	(8)						(8)
Future condition projects	8						8
Leigh Primary - Lightning Protection	(15)						(15)
Future condition projects	15						15
Leigh Primary - Window Replacement (inc radiators)	(47)						(47)
Future condition projects	47						47
Chalkwell Infants - Demountable Cost Uplift	(34)						(34)
Future condition projects	34						34
Chalkwell Infants - Demountable Cost Uplift	(1)						(1)
Heycroft - Fencing	1						1
Cliffs Pavilion – Auditorium Air Handling Unit	(31)						(31)
Cliffs Pavilion – Chiller	1						1
Cliffs Pavilion - Power Supply Equipment	30						30
Southend Pier - Bearing Refurbishment (Phase One)	(53)						(53)
Southend Pier - Replacement of Pier Trains	53						53
Southend Pier - Condition Works Engineers	(650)						(650)
Southend Pier - Condition Works Surveyors	650						650
Southend Pier - Condition Works Engineers	(223)						(223)
Southend Pier - Replacement of Pier Trains	223						223
Housing Construction Scheme - Land Assembly Fund (S106)	27						27
Housing Construction Scheme - Phase 5/6 feasibility (S106)	(27)						(27)
LTP (Integrated Transport block) - Bridge Strengthening	(97)						(97)
LTP (Integrated Transport block) - Better Sustainable Transport	(10)						(10)
SCAAP – Town Centre Public Realm Improvements	107						107
Airport Business Park (including Local Growth Fund)	(10)						(10)
Airport Business Park - Acquisition	10						10
Southend Pier - Timber Outer Pier Head	(20)						(20)
Pier Pavilion Bar Conversion	20						20
Housing Construction Scheme - Phase 5/6 feasibility (S106)		27					27
Housing Construction Scheme - Land Assembly Fund (S106)		(27)					(27)
Virements already actioned							
ICT - Childrens and Adults Social Care - Implementation of ContrOCC modules				37			37
Priority Works				(37)			(37)
Total Virements between schemes - programme to be delivered by the Council	0	0	0	0	0	0	0

Virements between schemes - programme to be delivered by subsidiary companies and joint ventures

Scheme	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
Bathroom Refurbishment		94					94
Central Heating		544					544
Common Areas Improvement		(166)					(166)
Environmental - H&S works		41					41
Kitchen Refurbishments		(758)					(758)
Rewiring		718					718
Roofs		(233)					(233)
Windows and Doors		(590)					(590)
HRA - SBC Buybacks Refurbishment		269					269
Remodelling of Tied Accommodation		81					81
Total Virements between schemes - programme to be delivered by subsidiary companies and joint ventures	0	0	0	0	0	0	0

SUMMARY OF CHANGES TO THE CAPITAL INVESTMENT PROGRAMME

Appendix 2

New External Funding - programme to be delivered by the Council

Scheme	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
LTP (IT block) - Better Sustainable Transport		470					470
LTP (Integrated Transport block) - Better Networks		429					429
LTP (Integrated Transport block) - Better Networks & Traffic Management Schemes		400					400
LTP (Integrated Transport block) - Better Operation of Traffic Control Systems		113					113
LTP (Integrated Transport block) - Bridge Strengthening		250					250
Local Transport Plan Maintenance		595					595
LTP - Maintenance - Street Lighting		121					121
Highways Maintenance - Potholes		773					773
CIL Ward NA – Victoria – Balmoral Community Centre Garden	1						1
S106 Bellway Prittlebrook 1400943FULM - Cycling Infrastructure		9					9
High Needs Provision		3,356	2,455				5,811
Total New External Funding - programme to be delivered by the Council	1	6,516	2,455	0	0	0	8,972

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Proposed Capital Investment Programme 2021/22 to 2026/27 and future years - Summary by Area of Investment

Appendix 3

Scheme to be delivered by the Council	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
General Fund Housing	668	1,160	1,060	1,065	800	1,360	6,113
Social Care	6,322	263	-	-	-	-	6,585
Schools	1,213	5,170	3,286	262	-	-	9,931
Enterprise and Regeneration	8,447	11,646	-	-	-	-	20,093
Southend Pier	4,318	6,716	3,550	1,250	-	-	15,834
Culture and Tourism	923	593	-	-	-	-	1,516
Community Safety	2,958	784	-	-	-	-	3,742
Highways and Infrastructure	20,159	25,974	4,295	4,000	4,000	4,000	62,428
Works to Property	1,942	7,790	2,020	1,984	600	600	14,936
Energy Saving	85	572	200	-	-	-	857
ICT	3,494	3,132	979	52	39	-	7,696
S106/S38/CIL	315	614	35	166	-	-	1,130
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - GENERAL FUND	50,844	64,414	15,425	8,779	5,439	5,960	150,861

Total budget for 2022/23 to 2026/27: 100,017

Scheme to be delivered by the Council and Funded by the Levelling Up Fund	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
Enterprise and Regeneration - Funded by the Levelling Up Fund	442	16,865	6,755	25	-	-	24,087
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - GENERAL FUND - FUNDED BY LEVELLING UP FUND	442	16,865	6,755	25	0	0	24,087

Total budget for 2022/23 to 2026/27: 23,645

Scheme to be delivered by the Council	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
Council Housing New Build Programme	1,252	3,490	6,385	1,738	379	-	13,244
Council Housing Acquisitions Programme	4,019	4,034	2,843	950	-	-	11,846
Council Housing Refurbishment	606	879	770	776	-	-	3,031
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - HRA	5,877	8,403	9,998	3,464	379	0	28,121

Total budget for 2022/23 to 2026/27: 22,244

	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - TO BE DELIVERED BY THE COUNCIL	57,163	89,682	32,178	12,268	5,818	5,960	203,069

Total budget for 2022/23 to 2026/27: 145,906

Scheme to be delivered by the Subsidiary Companies, Partners or Joint Ventures	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
Council Housing Refurbishment	6,844	9,949	6,887	6,348	-	-	30,028
Enterprise and Regeneration	1,575	15,900	10,175	3,250	3,250	-	34,150
PROPOSED CAPITAL INVESTMENT PROGRAMME - TO BE DELIVERED BY SUBSIDIARY COMPANIES, PARTNERS OR JOINT VENTURES	8,419	25,849	17,062	9,598	3,250	-	64,178

Total budget for 2022/23 to 2026/27:

55,759

Proposed Capital Investment Programme 2021/22 to 2026/27 and future years - Summary by Strategic and Other Schemes

Appendix 3

Scheme to be delivered by the Council	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
Strategic schemes							
Airport Business Park (including Local Growth Fund)	6,172	7,265	-	-	-	-	13,437
Airport Business Park - Acquisition	1,046	-	-	-	-	-	1,046
Better Queensway - Programme Management	767	1,281	-	-	-	-	2,048
Victoria Centre	457	2,855	-	-	-	-	3,312
Brook Meadows House	6,250	-	-	-	-	-	6,250
School Improvement and Provision of School Places	1	-	-	-	-	-	1
Southend Pier schemes	4,318	6,716	3,550	1,250	-	-	15,834
ICT schemes	3,494	3,132	979	52	39	-	7,696
Footways and Carriageways Schemes	11,366	11,526	4,000	4,000	4,000	4,000	38,892
Parking Schemes	425	1,511	100	-	-	-	2,036
Highways and Infrastructure - Local Growth Fund and Local Transport Plan Schemes	6,841	5,764	-	-	-	-	12,605
Total Strategic - General Fund	41,137	40,050	8,629	5,302	4,039	4,000	103,157
Leigh Port Detailed Design	168	8,922	5,980	-	-	-	15,070
Cliffs Pavillion	274	7,178	775	25	-	-	8,252
City Beach	-	765	-	-	-	-	765
Total Strategic - General Fund - funded by the Levelling Up Fund	442	16,865	6,755	25	-	-	24,087
HRA Affordable Housing Acquisitions Programme	1,699	3,007	2,000	-	-	-	6,706
Next Steps Accommodation Programme	2,086	50	50	50	-	-	2,236
Council Housing New Build Programme	1,252	3,490	6,385	1,738	379	-	13,244
Acquisition of tower block leaseholds - Queensway	98	818	793	900	-	-	2,609
Total Strategic - HRA	5,135	7,365	9,228	2,688	379	-	24,795
Total Strategic - GF and HRA	46,714	64,280	24,612	8,015	4,418	4,000	152,039
Other Schemes	10,449	25,402	7,566	4,253	1,400	1,960	51,030
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - TO BE DELIVERED BY THE COUNCIL	57,163	89,682	32,178	12,268	5,818	5,960	203,069

Total budget for 2022/23 to 2026/27:

145,906

Scheme to be delivered by the Subsidiary Companies, Partners or Joint Ventures	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
Council Housing Refurbishment	6,844	9,949	6,887	6,348	-	-	30,028
Better Queensway - Loan to Joint Venture	1,075	2,000	3,175	3,250	3,250	-	12,750
Housing Infrastructure Funding	500	7,500	7,000	-	-	-	15,000
Better Queensway Energy Centre	-	4,200	-	-	-	-	4,200
Total Strategic - Delivered by Subsidiary Companies or Joint Ventures	8,419	23,649	17,062	9,598	3,250	-	61,978
Other Schemes	-	2,200	-	-	-	-	2,200
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - TO BE DELIVERED BY SUBSIDIARY COMPANIES, PARTNERS OR JOINT VENTURES	8,419	25,849	17,062	9,598	3,250	-	64,178

Total budget for 2022/23 to 2026/27:

55,759

Proposed Capital Investment Programme 2021/22 to 2026/27 and future years

Appendix 3

Scheme to be delivered by the Council	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
General Fund Housing							
Disabled Facilities Grant	659	800	800	800	800	1,360	5,219
Private Sector Housing Strategy - Empty Homes	-	260	260	265			785
Housing and Development Pipeline Feasibility - GF	9	100					109
Total General Fund Housing	668	1,160	1,060	1,065	800	1,360	6,113
Social Care							
Community Capacity	48	29					77
Children's Residential Care Provision	18						18
Liquid Logic Portals	6						6
AHDC Short Breaks for Disabled Children	-	64					64
Mental Health Funding Stream	-	31					31
Transforming Care Housing	-	139					139
Brook Meadows House	6,250						6,250
Total Social Care	6,322	263	-	-	-	-	6,585
Schools							
Barons Court - BMS	6						6
Chalkwell Hall Infants - New Classroom Demountables	492						492
Chalkwell Junior - Lightning Protection	-	10					10
Earls Hall - Kitchen Boiler Room	25						25
Earls Hall Primary heating	-	20					20
Eastwood kitchen works	9	6					15
Eastwood Primary boiler	22	140					162
Eastwood Primary - Toilets/Paving/Timber Fascia	23						23
Edwards Hall - Roofing	20						20
Fairways Primary curtain walling/roofing/radiators	-	100					100
Future condition projects	350	340					690
Heycroft - Fencing	21						21
Heycroft - Lighting and Fuse Boards	8						8
Heycroft - Lightning Protection	2						2
Leigh Primary - Window Replacement (including radiators)	3	100					103
Milton Hall - Fire Barriers	10						10
Devolved Formula Capital	100	92					192
High Needs Provision	-	3,887	2,986				6,873
Prince Avenue Extended Nursery Provision	105	6					111
School Improvement and Provision of School Places	1						1
Special Provision Capital Fund	16	469	300	262			1,047
Total Schools	1,213	5,170	3,286	262	-	-	9,931
Enterprise and Regeneration							
Airport Business Park (including Local Growth Fund)	6,172	7,265					13,437
Airport Business Park - Acquisition	1,046						1,046
Better Queensway - Programme Management	767	1,281					2,048
Housing Infrastructure Feasibility	5	245					250
Victoria Centre	457	2,855					3,312
Total Enterprise and Regeneration	8,447	11,646	-	-	-	-	20,093
Southend Pier							
Southend Pier - Bearing Refurbishment (Phase One)	793						793
Southend Pier - Condition Works Engineers	349	1,254	1,250	1,250			4,103
Southend Pier - Condition Works Surveyors	808						808
Southend Pier - Pier Head development Phase 1	41	1,159					1,200

Proposed Capital Investment Programme 2021/22 to 2026/27 and future years

Appendix 3

Scheme to be delivered by the Council	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
Southend Pier - Prince George Extension (Phase Two)	19	2,157					2,176
Southend Pier - Replacement of Pier Trains	1,202						1,202
Southend Pier - Timber Outer Pier Head	729	2,146	2,300				5,175
Pier Pavilion Bar Conversion	377						377
Total Southend Pier	4,318	6,716	3,550	1,250	-	-	15,834
Culture and Tourism							
Allotments Water Supply Upgrade	12	46					58
Chalkwell Park and Priory Park Tennis Courts	9	14					23
Playground Gates	24	94					118
Relocation of Badger Sett	41						41
Replacement and Upgrade of Parks Furniture	20						20
Shoebury Common Regeneration	138	33					171
Southend Tree Policy Review - additional trees	86	29					115
Kiosks in Libraries	40	5					45
Branch Library Refurbishments	90	53					143
Cliffs Pavilion – Auditorium Air Handling Unit	63						63
Cliffs Pavilion – Chiller	4						4
Cliffs Pavilion Refurbishment and Remodelling – design and specification	241						241
Cliffs Pavilion - Power Supply Equipment	70						70
Central Museum Works	4	92					96
Cart and Wagon Shed	2	146					148
Energy Improvements in Culture Property Assets	18	5					23
"Make Southend Sparkle" Initiative	-	13					13
Southend Dive Pool Flooring - Emergency Works	61	63					124
Total Culture and Tourism	923	593	-	-	-	-	1,516
Community Safety							
CCTV Equipment Renewal	1,536	498					2,034
Security Measures	1,422	286					1,708
Total Community Safety	2,958	784	-	-	-	-	3,742
Highways and Infrastructure							
<u>Cliff Stabilisation schemes:</u>							
- Cliff Parade Cliff Slip	55	345					400
<u>Flood Prevention and Resilience schemes:</u>							
- Shoebury Common Coastal Defence Scheme	28	13					41
- Bastion Stonework Repairs at Westcliff	200						200
- Coastal Defence Refurbishment Programme	75	75					150
- Groyne Field Refurbishment Programme	130	345					475
- Improving Resilience to flooding – Eastwood Brook Hydraulic Catchment	155	67					222
- EA Innovation Resilience Programme	216	496					712
- Sea Wall - Remedial Repairs	40						40
<u>Footways and Carriageways schemes:</u>							
- Footways Improvements	6,069	6,434	2,500	2,500	2,500	2,500	22,503
- Carriageways Improvements	4,031	3,472	1,500	1,500	1,500	1,500	13,503
- Highways Maintenance - Potholes	773	773					1,546
- Junction Protection	161	467					628
- Zebra Crossing Surfacing Replacement	182	230	-				412
- Improve Footway Condition Around Highway Trees	150	150					300
<u>Highways Infrastructure schemes:</u>							
- Street Lighting Infills	125	125					250
- DFT - Belton Way East Cliff Slip	49	3,151					3,200

Proposed Capital Investment Programme 2021/22 to 2026/27 and future years

Appendix 3

Scheme to be delivered by the Council	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
- Bridge Strengthening - Challenge Fund	2	947					949
- DfT - Emergency Active Travel Fund	25	116					141
- DfT Active Travel - Tranche 2	27	715					742
- Traffic Signs Upgrade	5	389	100				494
- Vehicle Restraint Replacement	152	23					175
- Victoria Circus - void remediation works	21						21
<u>Parking schemes:</u>							
- Car Park Improvements	13	247	100				360
- Car Park Resurfacing	219	281					500
- Improved Car Park Signage and Guidance Systems	111	44					155
- Gas Works Car Park	31						31
- Parking Signage Replacement	51	99					150
- East Beach Car Park		840					840
<u>Local Transport Plan schemes:</u>							
- LTP (Integrated Transport block) - Bridge Strengthening	268	250					518
- LTP (Integrated Transport block) - Better Sustainable Transport	120	751					871
- LTP (Integrated Transport block) - Better Networks	421	534					955
- LTP (Integrated Transport block) - Traffic Management Schemes	74	850					924
- LTP (Integrated Transport block) - Traffic Control Systems	11	367					378
- LTP - Maintenance	797	595					1,392
- LTP - Maintenance - Street Lighting	90	181					271
<u>Local Growth Fund schemes:</u>							
- A127 Growth Corridor (Bell Junction and A127 Essential Maintenance Works)	2,920	999					3,919
- SCAAP – Town Centre Public Realm Improvements	1,951						1,951
- Local Growth Fund - Southend Town Centre Interventions	189	1,237					1,426
<u>Other Transport schemes:</u>							
- HCA Progress Road	4	11					15
- Southend Transport Model	218	355	95				668
Total Highways and Infrastructure	20,159	25,974	4,295	4,000	4,000	4,000	62,428
Works to Property							
62 Avenue Road	4	40					44
Aviation Way Car Park	-	388					388
Civic Campus - Efficient Use of Space	20	232					252
Clearance and Fencing - Land off Sutton Road	-	2					2
East Beach Café		1,568					1,568
Futures Demolition	118	98					216
Kursaal surveys (LUF)	10						10
Seaways - HCA Condition Funding	-	170					170
SMAC Eastern Esplanade Slipway	-	27					27
Crematorium - Urgent Structural Repairs to Chimney	5						5
Crematorium Refurbishment	57	2,643					2,700
Pergola Walk Memorial Scheme	8						8
Civic Centre Boilers	12	-					12
Public Toilet Provision	-	699					699
Fire Improvement Works	742	828	820	821			3,211
Property Refurbishment Programme	962	477	600	600			2,639
8 Smallholdings boiler replacement	3						3
Shoebury Garrison - Lockable Gate	1						1
125 F/F Valkyrie Road void works	-	18					18
Priority Works	-	600	600	563	600	600	2,963
Total Works to Property	1,942	7,790	2,020	1,984	600	600	14,936

Proposed Capital Investment Programme 2021/22 to 2026/27 and future years

Appendix 3

Scheme to be delivered by the Council	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
Energy Saving							
Energy Efficiency Projects	85	439	200				724
Real Time Air Quality Measurement - Feasibility	-	56					56
Electronic Vehicle Projects	-	77					77
Total Energy Saving	85	572	200	-	-	-	857
ICT							
Data Centre	15						15
Intranet development	12	8					20
HR Recruitment Contract Implementation	2	42					44
N3 Connectivity in Civic Building	-				39		39
ICT - Technology Device Refresh	588	418					1,006
ICT - Application Transformation	769	195	-				964
ICT - Digital Enablement	308	140					448
ICT - Security & Resiliency	110	147					257
ICT - Stabilise the Estate	512	92					604
ICT - Core Application and Database Migration	2	150					152
ICT - Childrens and Adults Social Care - Implementation of ContrOCC modules	37	76	113	52			278
ICT - Operational requirements	717	1,011	862				2,590
Business World Bank Reconciliation Module Improvements	1	-	4				5
Software Licencing	421	853					1,274
Total ICT	3,494	3,132	979	52	39	-	7,696
S106/S38/CIL							
S106 23/04/2015 Hinguar and Saxon - public art contribution	1	8					9
S106 Ajax Works 0300130ful - landscaping maintenance	1	2	1	2			6
S106 Avenue Works 1401968AMDT - Public Art	9	4					13
S106 Bellway Homes contribution from Hall Road Development	63						63
S106 Bellway Prittlebrook 1400943FULM - Cycling Infrastructure		9					9
S106 Former Balmoral 1400914FULM – public art contribution	-	1					1
S106 Former College 1000225FUL - Tree Replacement	-	11					11
S106 Garrison 0000777 Deposit - CCTV	-	1					1
S106 Garrison 0000777 Deposit - information boards	-	2					2
S106 Garrison 0000777 Deposit - Junior Play Area maintenance	-	10					10
S106 Garrison 0000777 Deposit - Sea Wall and Assoc Structure Maintenance	86	34					120
S106 Garrison 0000777 Deposit - Toddler Play Area maintenance	-	6					6
S106 Garrison Park Store	-	1					1
S106 Lifstan Way 0000273 Out - Open Space Maintenance	1	10	4	62			77
S106 North Shoebury Road 0301504out - Shoebury Park Enhancement	-	25					25
S106 North Shoebury Road 0301504out - Shoebury Park Maintenance	27	36	30	102			195
S106 22-23 The Leas 0700820FULM - bus service contribution	-	43					43
S106 Essex House 1500521FULM - bus stop improvement	-	3					3
S106 Former College 1500803BC4M - parking survey contribution	-	10					10
S106 Avenue Works 1401968AMDT - cycleway improvement	-	1					1
S106 Bellway Prittlebrook 1400943FULM - TRO Contribution	-	2					2
S106 Hinguar 1401672BC4M - highway contribution	-	5					5
S106 North Road and Salisbury Ave 1200056 - Highway Works Contribution	-	2					2
S106 Sunlight Ldry 1400411FULM - Highway Works	-	2					2
S106 Seec 0200500ful - Highway Works	-	104					104
S106 Univ H-Way0401561ful	-	2					2
S38 Lidl Highway – Bond	15						15
S278 Aldi Stores Limited - Priory Crescent - bond		177					177
S278 Star Lane - Great Waking	30	40					70

Proposed Capital Investment Programme 2021/22 to 2026/27 and future years

Appendix 3

Scheme to be delivered by the Council	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
S38/S278 Airport 0901960 Fulm	-	26					26
S38 Bellway Homes 14/00943/fulm	47	2					49
S78 Bellway Homes 14/00943/fulm	-	8					8
S38 Fossetts Farm Bridleway	-	1					1
CIL Ward NA – Belfairs – Belfairs Memorial Bench	-	2					2
CIL Ward NA – Blenheim Park – Blenheim Park 'Makeover'	4	1					5
CIL Ward NA – Chalkwell – Chalkwell Speedwatch	1						1
CIL Ward NA – Eastwood Park – Rochford Corner power connection	1						1
CIL Ward NA – Eastwood Park – Tree planting	-	1					1
CIL Ward NA – Milton – Milton Park improvements	-	2					2
CIL Ward NA – Milton – Milton railway bridge artwork	4						4
CIL Ward NA – Milton – Park Street replacement bollards	-	1					1
CIL Ward NA – Prittlewell – Priory Park fountains restoration	8	17					25
CIL Ward NA – Southchurch – Southchurch Speedwatch	-	1					1
CIL Ward NA – St Laurence – Eastwood Community Centre LED lighting project	4						4
CIL Ward NA – St Laurence – Eastwood Community Centre replacement water heater	2						2
CIL Ward NA – St Laurence – Whip hedge planting	1						1
CIL Ward NA – Thorpe – Southchurch Bowls Club Irrigation System	9						9
CIL Ward NA – Victoria – Balmoral Community Centre Garden	1						1
CIL Ward NA – Westborough – Signposting	-	1					1
Total S106/S38/CIL	315	614	35	166	-	-	1,130
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - GENERAL FUND	50,844	64,414	15,425	8,779	5,439	5,960	150,861

Total budget for 2022/23 to 2026/27: 100,017

Scheme to be delivered by the Council and Funded by the Levelling Up Fund	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
Enterprise and Regeneration - Funded by the Levelling Up Fund							
Leigh Port Detailed Design	168	8,922	5,980				15,070
Cliffs Pavillion	274	7,178	775	25			8,252
City Beach	-	765					765
Total Enterprise and Regeneration - Funded by the Levelling Up Fund	442	16,865	6,755	25	-	-	24,087
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - GENERAL FUND FUNDED BY LEVELLING UP FUND	442	16,865	6,755	25	0	0	24,087

Total budget for 2022/23 to 2026/27: 23,645

	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
COUNCIL'S PROPOSED CAPITAL INVESTMENT PROGRAMME - GENERAL FUND	51,286	81,279	22,180	8,804	5,439	5,960	174,948

Total General Fund budget for 2022/23 to 2026/27: 123,662

Proposed Capital Investment Programme 2021/22 to 2026/27 and future years

Appendix 3

Scheme to be delivered by the Council	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
Council Housing New Build Programme							
Council Affordable Housing Development (Phase3) - Shoebury	39	1,138	4,551	1,517	379		7,624
Council Affordable Housing Development (Phase4) - St Laurence	5	885	1,769	221			2,880
Council Affordable Housing Development (MMC) - West Shoebury	887	800	65				1,752
Housing Construction Scheme - Phase 5/6 feasibility (S106)	9	29					38
Housing Construction Scheme - Land Assembly Fund (S106)	312	638	-				950
Total Council Housing New Build Programme	1,252	3,490	6,385	1,738	379	-	13,244
Council Housing Acquisitions Programme							
HRA Affordable Housing Acquisitions Programme	1,699	3,007	2,000				6,706
Next Steps Accommodation Programme	2,086	50	50	50			2,236
Housing and Development Pipeline Feasibility - HRA	136	159					295
Acquisition of tower block leaseholds - Queensway	98	818	793	900			2,609
Total Council Housing Acquisitions Programme	4,019	4,034	2,843	950	-	-	11,846
Council Housing Refurbishment							
HRA Disabled Adaptations - Major Adaptations	606	879	770	776			3,031
Total Council Housing Refurbishment - HRA	606	879	770	776	-	-	3,031
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME - HRA	5,877	8,403	9,998	3,464	379	0	28,121

Total HRA budget for 2022/23 to 2026/27:

22,244

	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
COUNCIL'S PROPOSED CAPITAL INVESTMENT PROGRAMME - GENERAL FUND AND HRA	57,163	89,682	32,178	12,268	5,818	5,960	203,069

Total budget for 2022/23 to 2026/27:

145,906

Proposed Capital Investment Programme 2021/22 to 2026/27 and future years

Appendix 3

Scheme to be delivered by the Subsidiary Companies, Partners or Joint Ventures	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
Council Housing Refurbishment - delivered by South Essex Homes Limited							
Bathroom Refurbishment	151	191	96	105			543
Central Heating	838	652	109	93			1,692
Environmental - H&S works	614	1,283	1,133	1,134			4,164
Kitchen Refurbishments	481	401	616	972			2,470
Rewiring	805	995	380	404			2,584
Roofs	700	648	1,074	1,040			3,462
Windows and Doors	585	723	1,064	1,013			3,385
Common Areas Improvement	1,797	2,052	1,587	1,587			7,023
HRA - SBC Buybacks Refurbishment	269	324					593
Remodelling of Tied Accommodation		81					81
Sprinkler System Installation Pilot	27	533					560
Sheltered Housing DDA works		345					345
Balmoral Estate Improvement and Structural Works	549	1,604	828				2,981
Energy Efficiency Measures	22	105					127
Total Council Housing Refurbishment	6,844	9,949	6,887	6,348	-	-	30,028
Enterprise and Regeneration - delivered by Porters Place Southend-on-Sea LLP							
Better Queensway - Loan to Joint Venture	1,075	2,000	3,175	3,250	3,250		12,750
Housing Infrastructure Funding	500	7,500	7,000				15,000
Better Queensway Energy Centre	-	4,200					4,200
Enterprise and Regeneration - delivered by Kent County Council							
No Use Empty – Growing Places Fund		1,000					1,000
No Use Empty – Getting Building Fund	-	1,200					1,200
Total Enterprise and Regeneration	1,575	15,900	10,175	3,250	3,250	-	34,150
PROPOSED CAPITAL INVESTMENT PROGRAMME - TO BE DELIVERED BY SUBSIDIARY COMPANIES OR JOINT VENTURES	8,419	25,849	17,062	9,598	3,250	0	64,178

Total budget for 2022/23 to 2026/27:

55,759

Proposed Capital Investment Programme 2021/22 to 2026/27 and future years - Schemes subject to viable business cases

Appendix 3

General Fund Schemes Subject to Viable Business Cases	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	Total Budget (all years) £000
Footways Improvements	-	4,000	4,000	4,000	4,000	16,000
Carriageways Improvements	-	2,000	2,000	2,000	2,000	8,000
Southend Pier - Condition Works				1,250	1,250	2,500
Coastal Defence Refurbishment Programme	500	500	500	500	500	2,500
Schools - Condition Works			500	500	500	1,500
Property Refurbishment Programme				750	750	1,500
Fire Improvement Works				750	750	1,500
HRA Affordable Housing Acquisitions Programme			1,500	1,500	1,500	4,500
HRA Future Investment Programme				6,160	6,160	12,320
HRA Right to Buy - Buybacks Refurbishment	325	325	325	325	325	1,625
Tree Planting						-
Better Queensway - Additional Affordable Housing						10,000
Better Queensway Housing and Commercial Property acquisitions						19,925
Regeneration Pipeline Schemes						-
Strategic and Regeneration Acquisitions						10,380
Private Sector Housing Strategy						785
ICT - Smart Council						-
Coastal Defence						-
Cliffs Stabilisation						-
Shoebury Health Centre						-
East Beach Masterplan						-
Town Centre and Seafront Security Works						-
Civic Centre Campus Masterplan						-
Cliffs Pavilion Refurbishment and Remodelling						2,000
Seafront Illuminations						-
Re-imagination of the Town Centre						-
Museums and Galleries						-
Seaway Leisure						10,000
Schools and Council Buildings Solar PV						346
Solar PV Projects						936
School Improvement and Provision of School Places						400
TOTAL SCHEMES SUBJECT TO VIABLE BUSINESS CASES (plus investment yet to be costed):						106,717

Will be profiled across the years as and when viable business cases are agreed

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Infrastructure Funding Statement

Reported Year

1 April 2021 to 31 March 2022

Contents

1. Introduction
2. Executive Summary
3. Community Infrastructure Levy (CIL) contributions for 2021 to 2022
 - 3.1 CIL Funding Summary
 - 3.2 CIL Main Fund
 - 3.3 CIL Neighbourhood Allocation
 - 3.3.1 CIL Local Council Allocation
 - 3.3.2 CIL Ward Neighbourhood Allocation
4. Section 106 (S.106) planning obligation contributions for 2021 to 2022
 - 4.1 S.106 financial contributions received
 - 4.2 S.106 financial contributions spent
 - 4.3 S.106 financial contributions not required and returned
 - 4.4 S.106 financial contributions allocated but not yet spent
5. Estimated future income from developer contributions
 - 5.1 Value of CIL set out in all Demand Notices issued in the reported year
 - 5.2 Value of S.106 planning obligations entered into in the reported year
6. Planning for infrastructure expenditure
 - 6.1 What do developer contributions deliver?
 - 6.2 Future spending priorities
7. Conclusion

Appendix 1: Southend 2050 Outcomes

Tables

[Summary Table 1: Community Infrastructure Levy \(CIL\) Funds 2021 to 2022](#)

[Summary Table 2: Section 106 \(S.106\) Planning Obligation Funds 2021 to 2022](#)

[Table 1: Total CIL Summary](#)

[Table 2: Details of CIL Ward Neighbourhood Allocations](#)

[Figure 1: CIL Ward Neighbourhood Allocations by 2050 Outcomes](#)

[Table 3: Details of S.106 income received to date in financial year 2021 to 2022 \(as at 31 March 2022\)](#)

[Figure 2: Contribution of S.106 income received to achieving 2050 Outcomes](#)

[Table 4: Details of S.106 expenditure in financial year 2021 to 2022](#)

[Figure 3: S.106 expenditure by 2050 Outcomes](#)

[Table 5: Details of S.106 financial contributions allocated to projects \(but not yet spent\) in financial year 2021 to 2022](#)

[Table 6: Details of planning obligations entered into during the reported year 2021 to 2022](#)

1. Introduction

Local authorities are required to publish an annual infrastructure funding statement (IFS) providing details of developer contributions to infrastructure¹ from the Community Infrastructure Levy (CIL)² and Section 106 (S.106) planning obligations³.

Southend-on-Sea Borough Council became a CIL Charging Authority, and commenced CIL charging, in July 2015; and has been securing developer contributions through planning obligations since the introduction of Section 106 of The Town and Country Planning Act 1990 (as amended).

For the purpose of this IFS, the Reported Year is the financial year from 1 April 2021 to 31 March 2022.

Further information regarding CIL and S.106 planning obligations can be found on the [Council's website](#) or obtained from the [Planning Portal](#) or the Government's online [Planning Practice Guidance](#).

¹ Regulation 121A of the Community Infrastructure Levy (CIL) Regulations 2010 (as amended). The matters included in this IFS reflect the requirements set out in Schedule 2 of the regulations.

² The Community Infrastructure Levy (CIL) is a charge which can be levied by local authorities on new development in their area. It is an important tool for local authorities to use to help them deliver the infrastructure needed to support development in their area.

³ Planning obligations under Section 106 of the Town and Country Planning Act 1990 (as amended), commonly known as S.106 agreements, are a mechanism which make a development proposal acceptable in planning terms, that would not otherwise be acceptable. They are focused on site specific mitigation of the impact of development.

2. Executive Summary

▼ Summary Table 1: Community Infrastructure Levy (CIL) Funds 2021 to 2022

Reported Year 2021 to 2022	Total value of CIL set out in all Demand Notices issued in the reported year	£1,127,607.67
	Total amount of CIL receipts carried over from previously reported years	£1,979,577.69
	Total amount of CIL receipts in reported year	£1,296,881.50
	Total amount of CIL expenditure (including admin expenses) in reported year	£74,797.63
	Total overpayments returned ⁴ in reported year	£31,408.68
	Total amount transferred to other organisations in reported year	£37,678.73
	Total amount of CIL allocated but unspent in reported year	£94,878.39
	Total amount of CIL collected in any year yet to be allocated and remaining to be spent at the end of the reported year	£3,037,695.76

▼ Summary Table 2: Section 106 (S.106) Planning Obligation Funds 2021 to 2022⁵

Reported Year 2021 to 2022	Total amount of money to be provided under any planning obligations which were entered into during reported year ⁶	tbc
	Total amount of money under any planning obligations carried over from previously reported years which had not been allocated and was available to spend at the start of reported year	£1,726,797.35
	Total amount of money under any planning obligations carried over from previously reported years which was allocated but not spent at the start of the reported year	£2,325,106.42
	Total amount of money under any planning obligations which was received in reported year	£141,825.94
	Total amount of money under any planning obligations which was spent in reported year	£1,207,751.34
	Total amount of money under any planning obligations transferred to other organisations in reported year	£0.00
	Total amount of money under any planning obligations which was allocated but not spent at the end of the reported year	£1,304,351.44
	Total amount of money under any planning obligations yet to be allocated and remaining to be spent at the end of reported year	£1,681,626.93

⁴ Payments are returned under CIL Regulation 75 (Overpayments) if the amount paid proves to be greater than the amount due.

⁵ Figures correct at time of preparation of this report but may be subject to adjustments.

⁶ This figure relates to either development that has yet to commence or implemented schemes for which the due date for contributions has not yet been reached i.e. the contributions have not been received and cannot be guaranteed to be received. The figure cannot be confirmed as the developments concerned included an outline planning permission, details of which have yet to be agreed.

3. Community Infrastructure Levy (CIL) contributions for 2021 to 2022

3.1 CIL Funding Summary

Table 1 sets out the CIL financial summary for 2021 to 2022 for the period from 1 April 2021 to 31 March 2022.

▼ **Table 1: Total CIL Summary**

Total CIL receipts carried over from previously reported years⁷	£1,979,577.69
Total CIL receipts⁸ in reported year including:	£1,296,881.50
CIL receipts in CIL Main Fund in reported year	£1,046,563.55
CIL receipts in CIL Neighbourhood Allocation in reported year (15% of total receipts less surcharges)	£185,473.87
CIL received for administrative expenses in reported year (5% of reported year total)	£64,844.08
Total CIL receipts carried over from previously reported years and received in reported year	£3,276,459.19
Total overpayments returned in reported year ⁹	£31,408.68
Balance of CIL receipts after overpayments returned	£3,245,050.51
Total amount of CIL applied to administrative expenses in the reported year ¹⁰	£63,273.64
Total expenditure from CIL Ward Neighbourhood Allocation in reported year ¹¹	£11,523.99
Total amount of CIL transferred to Leigh Town Council (LTC) from the reported year (Local Council Neighbourhood Allocation)	£37,678.73
Total CIL receipts in CIL Main Fund and CIL Ward Neighbourhood Allocation unspent at the end of the reported year¹²	£3,132,574.15
Total CIL Ward Neighbourhood Allocation amount allocated but unspent in the reported year ¹³	£94,878.39
Total CIL receipts in CIL Main Fund and CIL Ward Neighbourhood Allocation yet to be allocated and remaining available to spend at the end of the reported year¹⁴	£3,037,695.76

⁷ This includes all unspent receipts within the CIL Main Fund and CIL Ward Neighbourhood Allocation.

⁸ This figure comprises total funds received in financial year 2021 to 2022 only i.e. does not include the value of any unpaid invoices raised in the reported year. In addition, CIL receipts include the value of land payments and infrastructure payments made in respect of CIL charges.

⁹ Payments are returned under CIL Regulation 75 (Overpayments) if the amount paid proves to be greater than the amount due.

¹⁰ Receipts to CIL Admin Fund reduced by £ 1,570.43 to take into account overpayments returned in reported year.

¹¹ See Table 2 for a detailed breakdown.

¹² This figure can include the value of acquired land on which development consistent with a relevant purpose has not commenced OR the acquired land has been used or disposed of for a purpose other than the relevant purposes and the amount deemed to be CIL by virtue of regulation 73(9) has not been spent AND the value of infrastructure if the infrastructure has not been provided.

¹³ See Table 2 for a detailed breakdown.

¹⁴ £0.01 difference to table in section 3.2 and 3.3 due to rounding differences.

3.2 CIL Main fund

The CIL Main Fund is to be spent on strategic infrastructure that is considered essential to deliver the growth identified in the Borough's Local Development Plan. This infrastructure was initially identified in the CIL Infrastructure Delivery Plan 2015 ('IDP') but is under review as part of the new Southend Local Plan.

▼ CIL Main Fund (summary)	
Main Fund carried over from previously reported years	£1,745,122.24
Main Fund receipts for the reported year	£1,046,563.55
Total overpayments returned in the reported year ¹⁵	£25,126.94
Main Fund expenditure for the reported year	£0.00
Main Fund retained at the end of the reported year	£2,766,558.85

3.3 CIL Neighbourhood Allocation

▼ Neighbourhood Allocation (summary)	
Neighbourhood Allocation carried over by Southend-on-Sea Borough Council from previously reported years	£234,455.46
Total Neighbourhood Allocation receipts for the reported year including funds to be transferred to LTC	£185,473.87
Total CIL receipts to be transferred to LTC for the reported year	£37,678.73
Total overpayments returned in the reported year ¹⁶	£4,711.30
Neighbourhood Allocation expenditure for the reported year excluding funds transferred to LTC	£11,523.99
Total CIL Ward Neighbourhood Allocation unspent at the end of the reported year¹⁷	£366,015.31
Total CIL Ward Neighbourhood Allocation amount allocated but unspent in the reported year ¹⁸	£94,878.39
Total CIL Ward Neighbourhood Allocation yet to be allocated and remaining to spend at the end of the reported year¹⁹	£271,136.92

¹⁵ Payments are returned under CIL Regulation 75 (Overpayments) if the amount paid proves to be greater than the amount due.

¹⁶ Payments are returned under CIL Regulation 75 (Overpayments) if the amount paid proves to be greater than the amount due.

¹⁷ - £0.02 difference to Table 2 due to rounding differences.

¹⁸ See Table 2 for a detailed breakdown.

¹⁹ - £0.02 difference to Table 2 due to rounding differences

3.3.1 CIL Local Council Allocation

▼ Local parish council: Leigh Town Council (LTC)	
Total CIL receipts allocated to LTC for the reported year	£37,678.73
Ward breakdown:	
• CIL receipts within Belfairs (within LTC boundary)	£3,716.83
• CIL receipts within Blenheim Park (within LTC boundary)	£10,888.35
• CIL receipts within Leigh	£18,954.46
• CIL receipts within West Leigh	£4,119.09
Deductions ²⁰ from allocated amount in reported year	£0.00
Details of any requests for repayment of CIL receipts from LTC that have not been applied to support the development of its area within 5 years of receipt:	
• Total value of CIL receipts requested to be returned from LTC	£0.00
• Total value of CIL receipts yet to be recovered from LTC for the reported year	£0.00
Total CIL receipts to be transferred to LTC for the reported year	£37,678.73

Leigh-on-Sea Town Council's CIL Annual Reports, setting out details of expenditure, are published on the Parish Council's website:
<http://www.leighonseatowncouncil.gov.uk>

²⁰ Payments are returned under CIL Regulation 75 (Overpayments) if the amount paid proves to be greater than the amount due.

3.3.2 CIL Ward Neighbourhood Allocation

The CIL Ward Neighbourhood Allocation must be spent on schemes that will help support development of the ward area by funding either: a) the provision, improvement, replacement, operation or maintenance of infrastructure; or b) anything else that is concerned with addressing the demands that development places on an area.

Details relating to expenditure of the Neighbourhood Allocation within Southend-on-Sea Borough Council Wards in the reported year are set out in Table 2 below.

▼ **Table 2: Details of CIL Ward Neighbourhood Allocations**

Ward	Receipts in 2021 to 2022 (£)	Funds carried over from previously reported years (£)	Overpayments returned for the reported year (£)	Items to which the Neighbourhood Allocation have been applied	Total budget allocated to each itemised project (£)	Expenditure in previously reported years (£)	Expenditure for the reported year (£)	Funds retained at the end of the reported year (£)	Remaining committed funds to be deducted (£)	Available funds after commitments (£)
				Chalkwell Speedwatch	799.00	0.00	0.00	-	799.00	-
Chalkwell	8,982.18	13,715.08	0.00				0.00	22,697.26	799.00	21,898.26
				Tree planting between Eastwood and Oakwood parks	2,191.20	661.00	0.00	-	1,530.20	-
				Rochford Corner power connection	1,394.93	0.00	1,354.87	-	40.06	-
Eastwood Park	1,846.07	4,500.80	0.00				1,354.87	4,992.00	1,570.26	3,421.74

Kursaal	8,034.66	1,881.35	1,089.89				0.00	8,826.12	0.00	8,826.12
				Milton Park improvements	5,000.00	3,024.00	246.60	-	1,729.40	-
				Park Street replacement bollards	2,856.54	1,517.31	0.00	-	1,339.23	-
				Milton railway bridge artwork	3,779.03	0.00	0.00	-	3,779.03	-
				Whitegate Play Space	15,000.00	0.00	0.00	-	15,000.00	-
Milton	26,554.69	22,094.26	0.00				246.60	48,402.35	21,847.66	26,554.69
				Priory Park fountains restoration	25,000.00	0.00	7,827.52	-	17,172.48	-
Prittlewell	3,475.68	34,610.54	0.00				7,827.52	30,258.70	17,172.48	13,086.22
				Resurfacing Shoebury High Street	8,418.39	0.00	0.00	-	8,418.39	-
				East Beach improvements	4,289.19	0.00	0.00	-	4,289.19	-
Shoebury-ness	28,762.33	15,681.20	0.00				0.00	44,443.53	12,707.58	31,735.95
				Southchurch Speedwatch	444.35	0.00	0.00	-	444.35	-
South-church	351.86	1,902.10	0.00				0.00	2,253.96	444.35	1,809.61
				St Laurence whip hedge planting	174.90	0.00	120.00	-	54.90	-

				Eastwood Community Centre replacement water heaters	1,975.00	0.00	1,975.00	-	0.00	-
				Eastwood Community Centre LED lighting project	4,032.00	0.00	0.00	-	4,032.00	-
St Laurence	1,011.17	22,805.09	0.00				2,095.00	21,721.26	4,086.90	17,634.36
St Lukes	957.95	1,216.47	0.00				0.00	2,174.42	0.00	2,174.42
				Southchurch Bowls Club Irrigation System	8,500.00	0.00	0.00	-	8,500.00	-
Thorpe	4,351.83	14,203.25	0.00				0.00	18,555.08	8,500.00	10,055.08
				Balmoral Community Centre Garden	1,250.00	0.00	0.00	-	1,250.00	-
Victoria	43,613.96	58,533.80	0.00				0.00	102,147.76	1,250.00	100,897.76
West Shoebury	4,616.05	6,420.63	718.91				0.00	10,317.77	0.00	10,317.77
				Westborough Signposting	1,151.36	0.00	0.00	-	1,151.36	-
West-borough	7,803.99	5,834.45	2,902.50				0.00	10,735.94	1,151.36	9,584.58
				Belfairs Memorial Bench	1,810.00	0.00	0.00	-	1,810.00	-

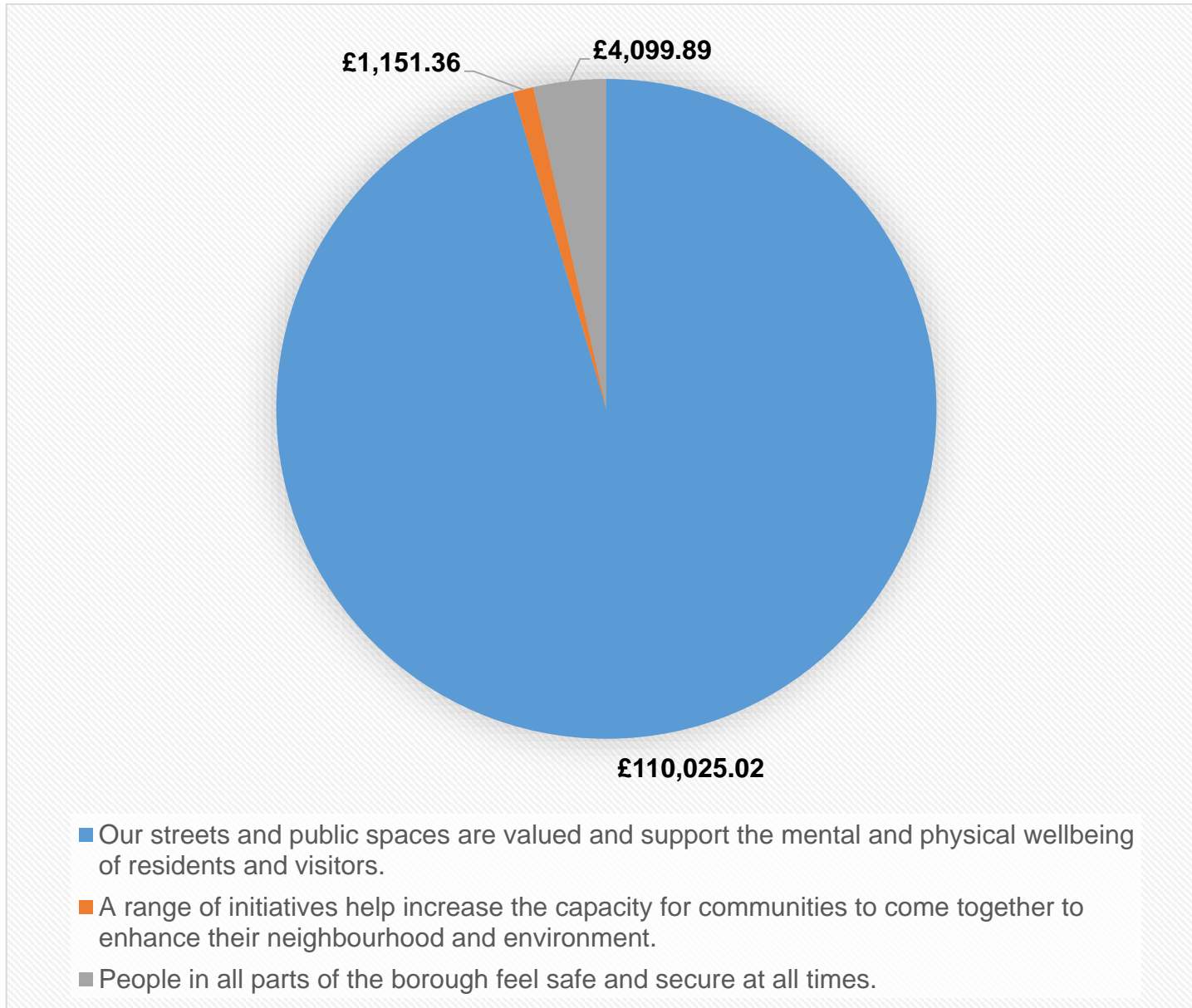
Belfairs (outside LTC boundary)	2,879.54	3,846.06	0.00				0.00	6,725.60	1,810.00	4,915.60
				Mendip Wildlife Garden	2,000.00	0.00	0.00	-	2,000.00	-
				Blenheim Park 'Makeover'	5,000.00	3,671.58	0.00	-	1,328.42	-
				Blenheim Park Gym and Games Equipment	20,210.38	0.00	0.00	-	20,210.38	
Blenheim Park (outside LTC boundary)	4,553.20	27,210.38	0.00				0.00	31,763.58	23,538.80	8,224.78
TOTAL	147,795.16	234,455.46	4,711.30				11,523.99	366,015.33	94,878.39	271,136.94

The contribution this CIL expenditure makes to particular Southend 2050 Outcomes²¹ is shown in Figure 1 below, which reflects column 6 ('Total budget allocated to each itemised project (£)') of Table 2 above. The main focus of investment has been on a range of projects to ensure that 'Our streets and public spaces are valued and support the mental and physical wellbeing of residents and visitors.'

More information on Southend 2050 is provided in Appendix 1, including a list of all the 2050 Outcomes.

²¹ See www.southend.gov.uk/southend2050 for further details.

▼ Figure 1: CIL Ward Neighbourhood Allocations by 2050 Outcomes



4. Section 106 (S.106) planning obligation contributions for 2021 to 2022

The total amount of money under any planning obligations carried over from previously reported years, which had not been allocated and was available to spend at the start of the reported year was £1,726,797.35 ²².

The total amount of money received through planning obligations, agreed in any year, retained at the end of the reported year (less £1,304,351.44 allocated funds) was £1,681,626.93 ²³.

4.1 S.106 financial contributions received

Income received during the reported year 2021 to 2022 amounted to £141,825.49.

Figure 2 below indicates the contribution of S.106 income received towards achieving 2050 Outcomes²⁴. Most of the contributions are to be targeted towards the outcome 'We are well on our way to ensuring that everyone has a home that meets their needs'. Other outcomes that will benefit from S.106 income are 'Our children are school and life ready and our workforce is skilled and job ready', and 'People have a wide choice of transport options'.

²² Correct at time of preparation of this report but may be subject to adjustments.

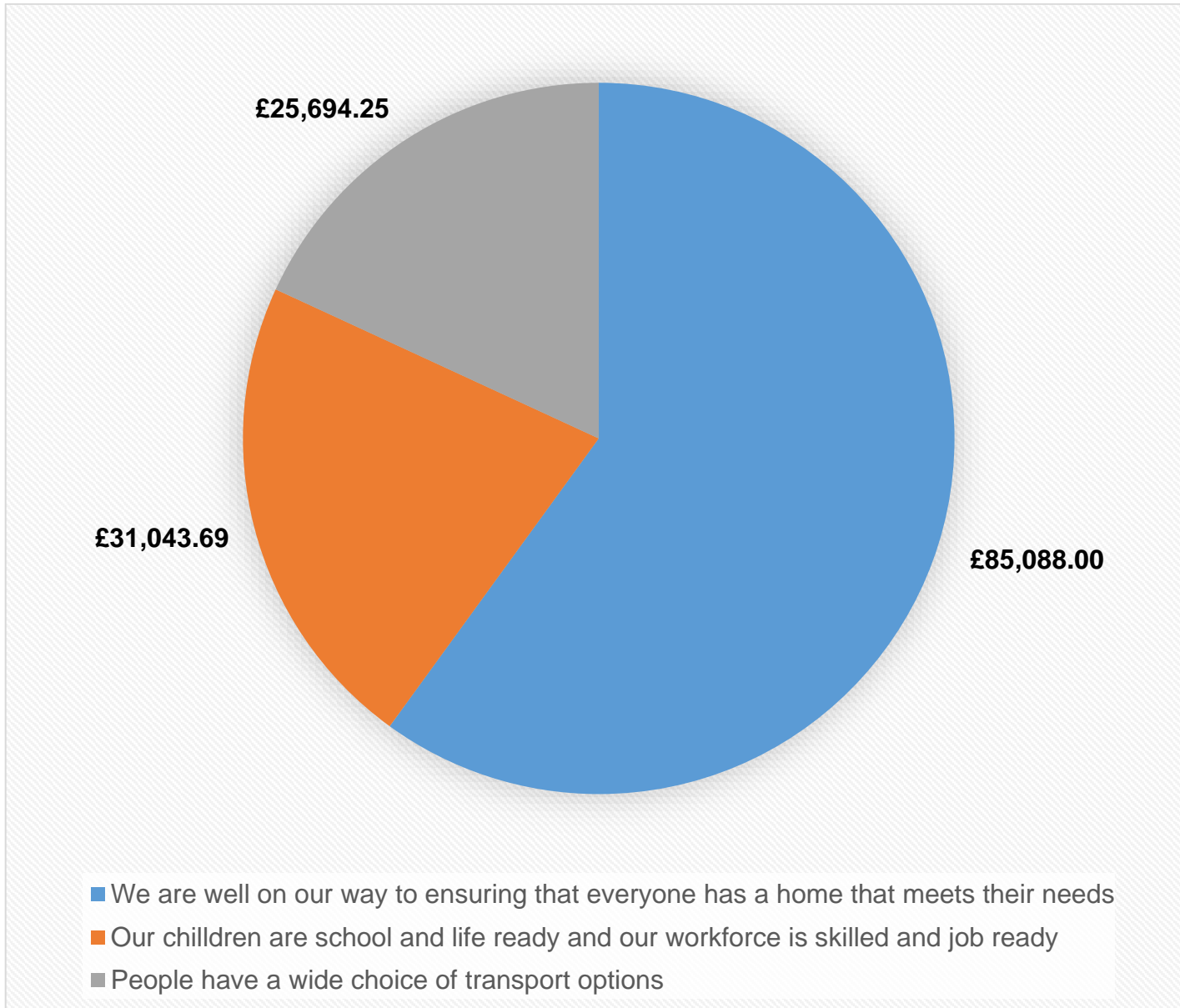
²³ Correct at time of preparation of this report but may be subject to adjustments.

²⁴ See www.southend.gov.uk/downloads/file/6148/southend-2050-ambition for further details.

▼ **Table 3: Details of S.106 income received to date in financial year 2021 to 2022 (as at 31 March 2022)**

Site Address	Application no.	Date of S.106 agreement	Amount received (£)	Date received	Service area	Purpose
1307 London Road Leigh-On-Sea Essex SS9 2AD	17/01426/DOV5	22/03/2018 (as amended)	85,088.00	05/05/2021	Strategic Housing	For the provision of affordable housing within the borough
University Of Essex Southend, Princess Caroline House 1 High Street Southend On Sea Essex SS1 1JE	04/01561/FUL	15/05/2006	10,000.00	02/08/2021	Traffic/ transport	To be spent on improving pedestrian facilities and providing cycle spaces on Luker Road and other areas within the vicinity of the development to enhance sustainability
The Esplanade Western Esplanade Southend-On-Sea Essex SS1 1EE	17/02266/FULM	05/09/2018 (as amended)	31,043.69	07/02/2022	Education	Towards the expansion of secondary places at Eastwood Academy required as a consequence of the Development to provide 4.28 additional secondary school places
The Esplanade Western Esplanade Southend-On-Sea Essex SS1 1EE	17/02266/FULM	05/09/2018 (as amended)	15,694.25	07/02/2022	Traffic/ transport	To provide a loading bay, re-provision of parking spaces, dropped kerbs and tactile paving
Total:			141,825.49			

▼ Figure 2: Contribution of S.106 income received to achieving 2050 Outcomes



4.2 S.106 financial contributions spent

The total amount of money under any planning obligations which was spent in the reported year 2021 to 2022 was £1,207,751.34.

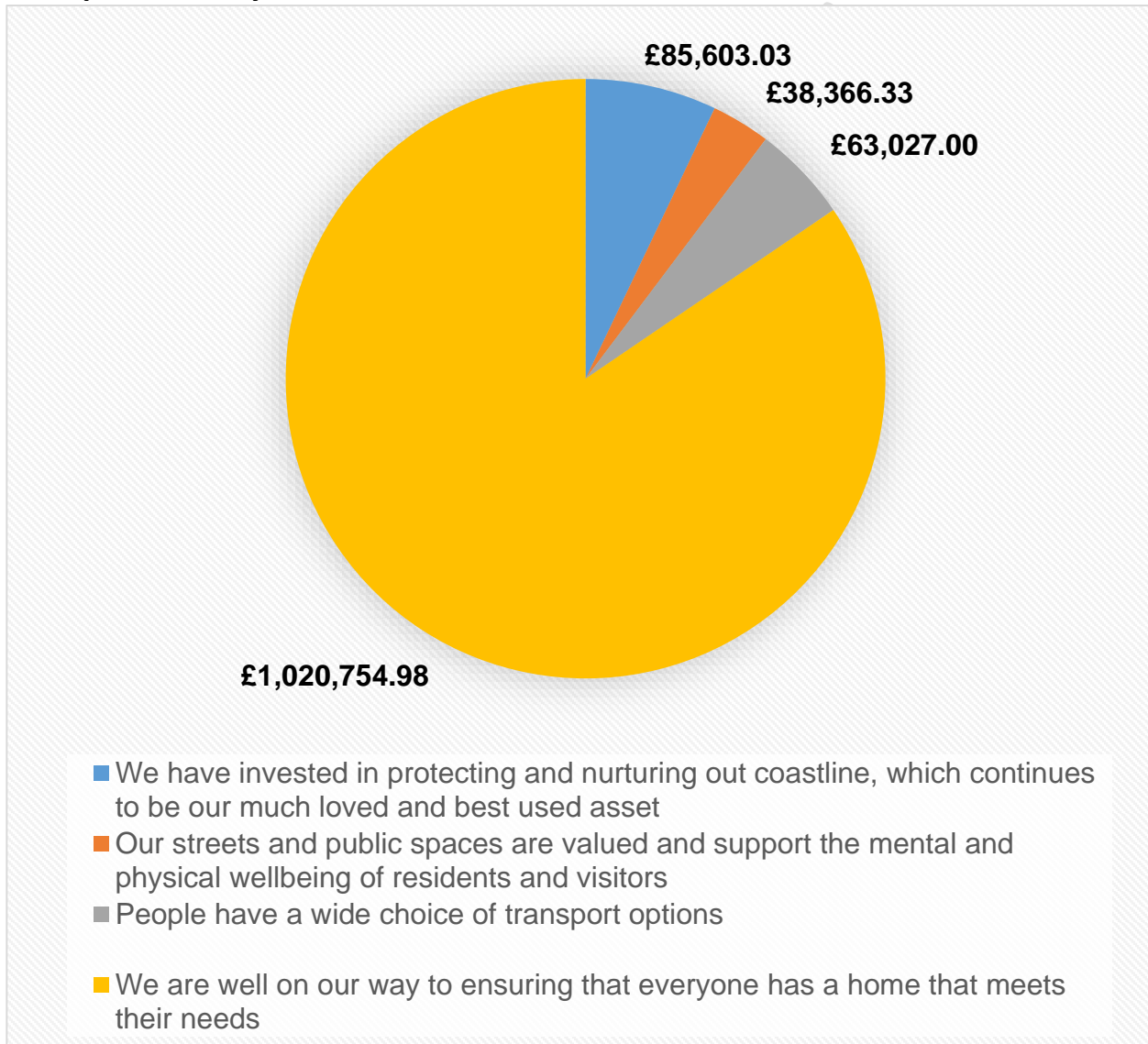
▼ **Table 4: Details of S.106 expenditure in financial year 2021 to 2022**

Site Address	Application no.	Date of S.106 agreement	Amount spent (£)	Service area	Purpose
Ajax Works, Station Avenue SOS	03/00130/FUL	05/05/2004	623.80	Parks and Open Spaces	Ongoing maintenance of the Public Open Space
Former Municipal College Playing Fields Lifstan Way Southend-on-Sea Essex SS1 2XX	00/00273/OUT	20/12/2004 and 07/01/2005	1,131.84	Parks and Open Spaces	Ongoing maintenance of the Public Open Space
Vacant Land Adj Asda North Shoebury Road Shoeburyness	03/01504/OUT	20/12/2004 and 07/01/2005	26,910.00	Parks and Open Spaces	Ongoing maintenance of Shoebury Park extension
Avenue Works Southchurch Avenue Southend-On-Sea Essex	14/01968/AMDT	05/03/2015	8,904.69	Culture	Public art provision within the vicinity of the site
Hinguar Primary School Hinguar Street Shoeburyness Southend-On-Sea Essex SS3 9AN	14/01672/BC4M	23/04/2015	796.00	Culture	Public art provision within the vicinity of the site
Land West Of Oak Road And North Of Hall Road	18/00437/NBC	01/07/2013 (as amended)	63,027.00	Traffic/ transport	Used towards highway improvements at the Bell Junction on the A127 Junction at Hobblythick Lane and Rochford Road with Prince Avenue including new signage road markings and kerb realignments which are

Rochford Essex					required to satisfy and facilitate additional traffic flow resulting from the Development.
Shoebury Garrison, Ness Road	14/00153/DOV	15/01/2015	85,603.03	Civil Engineering	Repair and maintenance of the sea wall and associated structures at Shoebury Garrison
3 Acacia Drive, Thorpe Bay, Essex SS1 3JU	16/00876/DOV	28/07/2016	165,458.00	Strategic Housing	Feasibility work for Phase 5 and 6 of the Housing Revenue Account (HRA) Land Review and acquisition of 44 Harwich Road for affordable housing.
32-36 Valkyrie Rd, Westcliff-on-Sea, Essex SS0 8BU	17/00893/DOV5	10/10/2017	146,767.00	Strategic Housing	Acquisition of 44 Harwich Road for affordable housing.
British Heart Foundation, 3-5 High Street, Southend-on-Sea, Essex SS1 1JE	15/01496/AMDT and 15/01070/DOV	23/12/2015	24,232.00	Strategic Housing	Spent on acquiring properties as part of the Next Steps Accommodation Programme (NSAP) to provide permanent and supported accommodation for rough sleepers.
St Hildas School, 13- 15 Imperial Ave, Westcliff-on-Sea, Essex SS0 8NE	17/00530/AMDT	27/06/2017	8,530.00	Strategic Housing	Phase 5 or 6 design work for HRA Land Review Project providing new affordable homes in the borough.
Heath House And Carby House Victoria Avenue Southend-On-Sea Essex	15/02019/S106BA	25/02/2016	520,610	Strategic Housing	Towards the Next Steps Accommodation Programme to provide permanent and supported accommodation for rough sleepers.
258 Leigh Road Leigh-On-Sea Essex	18/00484/FULM	03/07/2018	155,157.98	Strategic Housing	Towards the Next Steps Accommodation Programme to provide permanent and supported accommodation for rough sleepers.
Total:			1,207,751.34		

Figure 3 below indicates the expenditure of S.106 income spent by 2050 Outcomes.

▼ **Figure 3: S.106 expenditure by 2050 Outcomes**



4.3 S.106 financial contributions not required and returned

It is confirmed that in financial year 2021 to 2022 no S.106 financial contributions were returned as a consequence of not being required.

4.4 S.106 financial contributions allocated but not yet spent

The funds set out in Table 5 have been allocated to projects but not yet spent. All of the S.106 contributions set out in Table 5 have been allocated to either the Strategic Housing or Education service areas. They will contribute towards the 2050 Outcomes ‘We are well on our way to ensuring that everyone has a home that meets their needs’ and ‘Our children are school and life ready and young people are ready for further education, training or employment’. The Southend 2050 Outcomes are set out in full in Appendix 1.

Total amount of money under any planning obligations which was allocated but not spent at the end of the reported year was £1,304,351.44.

▼ Table 5: Details of S.106 financial contributions allocated to projects (but not yet spent) in financial year 2021 to 2022

Site Address	Application no.	Date of S.106 agreement	Date received	Amount allocated (£)	Service area	Purpose
Essex House, Southchurch Ave, Southend-on-Sea, Essex SS1 2LB	16/00116/DOV	06/05/2016	20/09/2016	319,588.23	Strategic Housing	Strategic land acquisition for the provision of affordable housing in the borough
3 Acacia Drive, Thorpe Bay, Essex SS1 3JU	16/00876/DOV	28/07/2016	10/02/2017	5,000	Strategic Housing	Strategic land acquisition for the provision of affordable housing in the borough
32-36 Valkyrie Rd, Westcliff-on-Sea, Essex SS0 8BU	17/00893/DOV5	10/10/2017	21/11/2017	71,233.00	Strategic Housing	Strategic land acquisition for the provision of affordable housing in the borough
845-849	16/01030/AMDT	14/07/2016	09/01/2018	142,528.00	Strategic Housing	Strategic land acquisition for the

London Rd, Westcliff-on- Sea, Essex						provision of affordable housing in the borough
St Hildas School, 13-15 Imperial Ave, Westcliff-on- Sea, Essex SS0 8NE	17/00530/AMDT	27/06/2017	09/01/2018	2,026.00	Strategic Housing	Phase 5 or 6 design work for HRA Land Review Project providing new affordable homes in the borough
H Portsmouth And Son, 1043 London Road, Leigh-on- Sea, Essex SS9 3JY	15/01545/FULM	08/03/2016	11/06/2018	279,951.00	Strategic Housing	Strategic land acquisition for the provision of affordable housing in the borough
Frankie And Bennys, 18-20 Southchurch Rd, Southend- on-Sea, Essex SS1 2ND	16/00177/DOV	22/06/2016	18/10/2018	130,232.79	Strategic Housing	Strategic land acquisition for the provision of affordable housing in the borough
258 Leigh Road Leigh-On-Sea Essex	18/00484/FULM	03/07/2018	07/07/2020	36,121.54	Education	To be used for the expansion project at St Bernard's High School
British Heart Foundation, 3-5 High Street, Southend-on- Sea, Essex SS1 1JE	15/01496/AMDT and 15/01070/DOV	23/12/2015	26/10/2017	171,686.00	Strategic Housing	Strategic land acquisition for the provision of affordable housing in the borough.

Car Park At 27 Victoria Avenue Southend-On- Sea Essex SS2 6AL	18/02151/FULM	02/07/2019	07/07/2020	145,984.88	Education	To be used for secondary school expansion projects
Total:				1,304,351.44		

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5. Estimated future income from developer contributions

5.1 Value of CIL set out in all Demand Notices issued in the reported year

The total value of CIL set out in all Demand Notices issued in the reported year (i.e. between 1 April 2021 and 31 March 2022) was £1,127,607.67.

5.2 Value of S.106 planning obligations entered into in the reported year²⁵


Table 6 below sets out the details of the planning obligations that were entered into during the reported year (i.e. between 1 April 2021 and 31 March 2022). The total amount of money to be provided under planning obligations, which were entered into in the reported year, cannot yet be confirmed as the developments concerned included an outline planning permission (dwelling numbers to be agreed as part of a reserved matters planning application, at which point formulae will be applied to developer contributions).

Table 6 includes details of non-monetary contributions such as affordable housing, open space provision, travel plans and highway works. No monetary value has been attributed to these contributions for the purpose of this report but the infrastructure benefits are noted and are set out in each Section 106 agreement as part of the planning file for each development.

It should be noted that there is no guarantee that the developer contributions set out in this section of the report will be delivered as they may relate to either development that has yet to commence or implemented schemes for which the due date for contributions has not yet been reached.

²⁵ These amounts include some contributions that are stated in Section 106 agreements as a maximum and are subject to agreement between the parties depending on final cost of infrastructure provision required; and also exclude some contributions that are subject to viability assessment or final costing post-commencement.

▼ **Table 6: Details of planning obligations entered into during the reported year 2021 to 2022**

Site Address	Application no.	Date of S.106 agreement	Obligation	£ contribution requested
245 Sutton Road Southend-On-Sea Essex SS2 5PE	19/02255/FULM	09/04/2021	RAMS Contribution	2,762.76
Suffolk House 5 - 9 Grosvenor Road Westcliff-On-Sea Essex SS0 8EP	17/02224/CLE	06/07/2021	Restriction on flats to: <ul style="list-style-type: none"> • Not dispose of any of the flats individually without the consent of the Council • Give the Council details of any disposal of the site • Limit the tenancies to 12 months (5.1.3); and • Only rely on the planning permission (and not the LDC) in respect of the lawful use of the site 	n/a
The Old Vienna Restaurant 162 Eastwood Road Leigh-On-Sea Essex SS9 3AG	19/01110/FULM	31/01/2022	<ul style="list-style-type: none"> • Education Contribution £23,359.59 • RAMS Contribution £1,654.90 	25,014.49
Part Of Fossetts Farm, Playing Fields, Jones Memorial Recreation Grd and SUFC Training Grd Eastern Avenue Southend-On-Sea Essex	17/00733/FULM		See Public Access for Planning for further details. Includes: <ul style="list-style-type: none"> • 30% affordable housing • Secondary education contribution • RAMS contribution • Transport and highway work and contributions • Continuity of provision (training pitches, associated car parking and clubhouse) • Amenity space and management plan • Car club • Local employment and skills training • Travel plan and monitoring fee • CCTV provision • Scheduled monument contribution • Community Use Agreement • Major Event Day Plan 	Details tbc (in excess of £2m)

			<ul style="list-style-type: none"> • Public art provision • Community fund • Cecil Jones Memorial Ground improvement contribution • SUCET (Southend United Community & Educational Trust) increased activities 	
The Esplanade Western Esplanade Southend-On-Sea Essex SS1 1EE	20/02071/AMDT	07/10/2021	The provisions of the agreement dated 05/09/2018 (details under planning permission ref. 17/02266/FULM) to remain in effect on implementation of this new planning permission	n/a
636 Southchurch Road Southend-On-Sea Essex SS1 2PT	21/00054/AMDT	21/09/2021	The provisions of the agreement dated 18/09/2018 (details under planning permission ref. 17/01180/FULM) to remain in effect on implementation of this new planning permission	n/a
Development Land At Fossetts Way Southend-On-Sea Essex	21/00711/FULM	16/09/2021	<ul style="list-style-type: none"> • Residential use through the release of restrictions imposed in the S106 agreement dated 8 January 2004. • 221 dwellings for affordable housing (60% shared-ownership and 40% affordable rent). • £4,000.00 for junction improvement and traffic calming Traffic Regulation Orders. • £10,000.00 for improved connectivity the site to footpath 178 from the eastern boundary. • £5,000.00 for monitoring of the travel plan. • Essex RAMS payment of £28,133.30 to mitigate the potential disturbance to European designated sites. • Land in control of the applicant and 12% of the costs associated with the implementation of the Prittlewell Camp Scheduled Ancient Monument Archaeological Conservation Management Plan (July 2020) prepared by Orion. • Details for travel packs to be distributed to future occupiers. 	Details tbc (in excess of £47k)
Car Park At 27 Victoria Avenue Southend-On-Sea Essex	20/01464/AMDT	10/09/2021	The provisions of the agreement dated 02/07/2019 (details under planning permission ref. 18/02151/FULM) to remain in effect on implementation of this new planning permission	n/a

SS2 6AL				
Queensway Development Queensway Slip Road Sw Southend-On-Sea Essex	20/01479/BC4M	03/09/2021	See Public Access for Planning for further details. Includes: <ul style="list-style-type: none"> • 17.7% units of affordable housing on site (312 units) – with 300 social/ affordable rented units and 12 units as shared equity (with the ability for additional affordable housing subject to the viability review mechanisms). • Viability review mechanisms. • Contribution towards secondary education (which was initially estimated as £718,119.05) to be calculated on a formula basis and with the ability for additional deferred contributions subject to the viability review mechanisms. • Highway Works, Travel Strategy Group and (if required) up to £90,000 towards additional on and off-site mitigation and sustainable travel initiatives. • Traffic Regulation Orders. • Stopping up Orders. • Travel Plans, Travel Plan Fund and monitoring fees of £5,000 per year for a 10-year period. • Travel Packs. • Car Club. • Open Space and Play Space provision and maintenance. • Public Art. • Cultural Provision. • Essex RAMS payment per dwelling to mitigate the potential disturbance to European designated sites. • Employment and training. • CCTV. 	Details tbc (in excess of £1m)
53 - 57 Sutton Road Southend-on-sea Essex SS2 5PB	21/01643/FULM	22/02/2022	<ul style="list-style-type: none"> • A minimum of 4 Affordable housing units comprising 3 for affordable rent and 1 unit for shared ownership; • A financial contribution towards secondary education provision of £21,664.14, specifically for refurbishment to access places at Cecil Jones Academy; • A payment of £127.30 per dwelling for 17 dwellings, (£2,164.10) under the terms of the Essex Coast Recreational disturbance Avoidance Mitigation Strategy. 	23,828.24
Roslin Hotel Thorpe Esplanade Thorpe Bay	20/01199/FULM	07/03/2022	Highways contribution - £1,500.00 per year for 5 years from first occupation for monitoring of the travel plan.	7,500

Essex SS1 3BG				
Total:				Details tbc (in excess of £3,106,105.49)

All S.106 agreements completed can be viewed on the Council's [Public Access for Planning](#) system available on our website.

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6. Planning for infrastructure expenditure

6.1 What do developer contributions deliver?

Developer contributions, secured through CIL and S.106 planning obligations, provide strategic and site specific infrastructure to support development and growth in the borough. The projects that will be funded, wholly or partly by developer contributions fall within the following infrastructure and affordable housing categories:

- education
- health and social wellbeing
- coastal flood protection
- social and community
- leisure and recreation
- public realm and environment
- affordable housing

6.2 Future spending priorities

The categories listed in paragraph 6.1 above reflect the infrastructure needs identified in the Council's [Infrastructure Delivery Plan \(February 2015\)](#) as identified for the Development Plan period. The current Southend Development Plan covers the period up until 2021 and a review is underway as part of the new [Southend Local Plan](#). This review will comprise a detailed assessment of infrastructure requirements to support growth.

More detail will be provided in subsequent infrastructure funding statements regarding what infrastructure will be delivered, including when and where once the new Local Plan is adopted. The current CIL Main Fund (as at the end of the financial year 2021 to 2022) is therefore carried forward and it is proposed that its spending will be prioritised as part of the Development Plan review, which will identify essential infrastructure required to deliver growth set out in the new Southend Local Plan. S.106 planning obligations will continue to meet the statutory tests in [regulation 122](#) of the CIL Regulations 2010 (as amended) and as policy tests in the National Planning Policy Framework. They must be:

- necessary to make the development acceptable in planning terms;
- directly related to the development; and
- fairly and reasonably related in scale and kind to the development.

In accordance with the CIL Regulations 2010 (as amended), the Council will continue to allocate 5% of total CIL receipts to administrative expenses associated with CIL; and 15% of total CIL receipts (less surcharges) to localised neighbourhood projects.

Details relating to the governance arrangements (including spending and reporting arrangements) for CIL can be found in the [CIL Governance Framework \(July 2015\)](#).

Decisions relating to S.106 planning obligation requirements are made by the Development Control Committee. Further details in relation to the Council's approach and priorities in respect of seeking planning obligations when considering planning applications can be found in the Supplementary Planning Document '[Planning Obligations: A Guide to Section 106 and Developer Contributions 2015](#)'.

7. Conclusion

Southend-on-Sea Borough Council is committed to working with its partners to ensure that CIL and S.106 developer contributions are used in a fair and transparent way to maximise the benefits and opportunities arising from development, such as new affordable homes, community infrastructure, jobs and environmental improvements.

If you have any further queries or comments about this statement, please do not hesitate to contact us via email:
S106andCILadministration@southend.gov.uk

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Appendix 1: Southend 2050 Outcomes

Southend 2050 is the borough's ambition for the future. It was developed following extensive conversations with those that live, work, visit, do business and study in Southend-on-Sea. These conversations asked people what they thought Southend-on-Sea should be like in 2050 and what steps are needed now, and in the coming years, to help achieve this. The ambition is grounded in the values of Southenders. It is bold and challenging and will need all elements of our community to work together to make it a reality.



The Southend 2050 programme is not about one single publication or statement. It is a mind-set – one that looks to translate the desires of local people and stakeholders into action, something that looks to the long term, but also at the action that is needed now and in the medium-term.



Southend 2050 is made up of the ambition, associated themes and the outcomes we want to achieve. Our Road Map²⁶, and all future delivery plans, strategies and policies will reflect this. The Road Map builds on our existing achievements and outlines what the Council wants to achieve in the coming five years. Our delivery plans will focus on achieving desired outcomes that reflect our ambition.

All the investment set out in this Infrastructure Funding Statement will contribute to achieving the 2050 Outcomes. Please see next page for a breakdown of the 2050 Themes and Outcomes.

²⁶ See www.southend.gov.uk/downloads/file/6148/southend-2050-ambition for further details.

Southend 2050 Themes & Outcomes

	<p>Pride and Joy By 2050 Southenders are fiercely proud of, and go out of their way, to champion what our city has to offer.</p>	<ol style="list-style-type: none"> 1. There is a tangible sense of pride in the place and local people are actively, and knowledgeably, talking up Southend. 2. 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. 3. We have invested in protecting and nurturing our coastline, which continues to be our much loved and best used asset. 4. Our streets and public spaces are valued and support the mental and physical wellbeing of residents and visitors.
	<p>Safe and Well By 2050 people in Southend-on-Sea feel safe in all aspects of their lives and are well enough to live fulfilling lives.</p>	<ol style="list-style-type: none"> 1. People in all parts of the borough feel safe and secure at all times. 2. Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives. 3. We are well on our way to ensuring that everyone has a home that meets their needs. 4. We are all effective at protecting and improving the quality of life for the most vulnerable in our community. 5. We act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, streets, transport and recycling. 6. Residents feel safe and secure in their homes

	<p>Opportunity & Prosperity</p> <p>By 2050 Southend-on-Sea is a successful city and we share our prosperity amongst all of our people.</p>	<ol style="list-style-type: none"> 1. The Local Plan is setting an exciting planning framework for the Borough. 2. We have a fast-evolving, re-imagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities. 3. Our children are school and life ready and young people are ready for further education, training or employment. 4. Key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities to the Borough. 5. Southend is a place that is renowned for its creative industries, where new businesses thrive and where established employers and others invest for the long term. 6. Southend provides fulfilling careers for our residents, and enough job roles to match the needs of the population. 7. Southend businesses feel supported to respond to economic shock; adapt to evolving global markets; and, have the tools to preserve their businesses by responding effectively and positively to change.
	<p>Active & Involved</p> <p>By 2050 we have a thriving, active and involved community that feel invested in our city.</p>	<ol style="list-style-type: none"> 1. Even more Southenders agree that people from different backgrounds are valued and get on well together. 2. Residents feel the benefits of social connection, in building and strengthening their local networks through common interests and volunteering. 3. Residents are routinely involved in the design and delivery of services. 4. A range of initiatives help increase the capacity for communities to come together to enhance their neighbourhood and environment. 5. More people have physically active lifestyles, including through the use of open spaces.



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

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

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Published **xxxxx**

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Translations of this document in alternative languages are also available upon request.

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Southend-on-Sea City Council

Report of James Wilson (Transformation Director - Mid and South Essex Community Collaborative) and Tina Starling (Head of Insight and Engagement - Mid and South Essex Integrated Care System)

Agenda
Item No.

9

To

People Scrutiny Committee

On

5 July 2022

Community In-Patient Beds

Part 1 (Public Agenda Item) / Part 2 (Confidential Agenda Item)

1. **Purpose of Report:** To update Southend People Scrutiny Committee on the work that the Mid and South Essex Integrated Care System (ICS) is undertaking to reconfigure the provision of community beds within mid and south Essex. This will include the work done so far and the pre-consultation engagement undertaken with a range of staff and service users across the three key service areas, intermediate care beds, stroke and frail older people.

2. **Recommendations**

The committee is asked to:

- Note this update
- Agree to receive proposals on the consultation approach at a future meeting

3. **Background**

At the Committee's meeting in late November 2021, a detailed paper was presented which set out the plans of Mid and South Essex ICS to mobilise a significant programme to review the location, configuration and focus of NHS provided community in-patient beds.

This paper is attached at Appendix 1. The paper outlined the current and pre-COVID-19 configuration of community in-patient beds, together with the case for change. Key factors driving the case for change include the need to:

- implement a **more consistent model for intermediate care beds** that is better aligned with our community-based care services and the wider out of hospital system
- address significant shortages in the way we provide bed-based community **stroke rehabilitation**
- decide whether **urgent, temporary changes made in 2020 to support the response to COVID-19 should be made permanent** or whether a different configuration is now more appropriate

The November paper signalled that, subject to more detailed work being completed on the options and the completion of pre-consultation engagement (the approach to which was set out), a period of public consultation is likely to be required later in 2022. The Committee was asked to:

- note the plans to commence engagement on the future focus and location of community in-patient beds
- agree to receive regular updates on this matter
- note that in future a request may be made to request this committee to form a joint Scrutiny Committee

Despite a delay to the programme due to Omicron, we have continued to make progress. This includes further refinement of the options, completing an external clinical review (the East of England Clinical Senate) and completion of pre-consultation engagement.

4. Progress to date

Development of the options

The Committee will recall that historically community in-patient services have been provided from six main sites across mid and south Essex. These sites are located in Billericay, Brentwood, Halstead, Maldon, Rochford and Thurrock, and included intermediate care, stroke rehabilitation and sub-acute frailty services.

Since the last update to the Committee, we have now completed detailed bed modelling for each service area, building in estimates of likely future demand to determine roughly how many beds are likely to be needed to meet the current and future needs of local people. At a headline level, the modelling suggests that the mid and south system is likely to need to make use of all existing sites in the future.

Given this, the programme's recent focus has been on identifying options for which services might be provided from each site. To support this, we have completed analysis of:

- Projected travel times for patients, carers and families
- The proposed staffing models for intermediate care and stroke rehabilitation
- The condition of the existing estate
- The likely capital and revenue requirements
- The connections between the beds and other services (for example, the hospital-based stroke pathway)

- An initial integrated impact assessment

The analysis has been regularly shared with a wide range of stakeholders, including the Directors of Adult Social Care and teams in the council who focus on capacity planning for intermediate and residential care.

The configuration options and supporting analysis are currently being refined and consolidated into a pre-consultation business case. It is anticipated that the key elements of this will be available for consideration by the Committee later in the Summer.

Clinical Senate

A key element of the programme has been to obtain an independent, external assessment of the service model and configuration options being developed. This has now been provided by the East of England Clinical Senate, who convened a panel of 12 experts to review the programme's proposals.

The Panel conducted its review in March and April 2022. The Panel included patient representatives as well as clinical leaders for stroke, intermediate care and frailty services. The questions the Senate was asked to consider were:

- Overall – are the emerging options for the future configuration of community inpatient beds likely to result in good patient outcomes and support the flow of patients through the system's beds?
- Intermediate care beds: is the clinical model for ageing well, our older peoples programme and the proposed focus and potential locations of community beds likely to contribute to improving outcomes for patients?
- Stroke: is the proposed introduction of dedicated, ring fenced stroke rehabilitation beds in the community aligned with the current evidence base and likely to improve patient outcomes?
- Sub-acute frailty: is the model that has been developed clinically sound and likely to result in at least comparable outcomes to acute in-patient wards for frail older people, and how might it be further developed over time?

The Senate report – which is owned by the Senate, not the ICS programme - will be published later in 2022. An early version has however been shared and is broadly positive in its assessment of the models of care, the work to date and the clinical pathways and the emerging options. The final report will include recommendations on how the proposals might be further developed or strengthened, which will be addressed prior to any public consultation.

Pre-consultation engagement

As part of the pre-consultation engagement, we commissioned a specialist consultancy to support our work. Kaleidoscope undertook this work in-between Jan-April 2022.

They undertook both qualitative individual and group interviews which were conducted virtually. There were semi-structured interviews and small public groups with 15 participants.

Engagement with staff was undertaken through three workshops, supported by an online survey that was available to all staff.

43 local and national insight and evidence documents were also evaluated as part of the literature review and Kaleidoscope undertook a thematic analysis of the emerging themes.

The final engagement report is attached to this paper as Appendix 2.

Highlights from the engagement report

Some of the key themes from the engagement were;

- Local access and getting care at the right time was identified as one of the most significant challenges associated with community bed-based care and very important for a patient's rehabilitation or enablement journey.
 - Challenges around transport cost and availability was a recurrent theme and 10-20 miles away, was considered a long way. There was an overwhelming consensus that the location of community beds provision should be as geographically close to patients' homes as possible.
 - Community in-patient settings provided an opportunity for more holistic, personalised care, compared to the pressures of acute hospitals, which was seen as a positive benefit.
 - Negative impact of failed discharges was a significant theme.
 - There were concerns about whether the in-patient community care workforce has the skills and training to support patients with increasingly complex needs, along with the right facilities to support those patients. It was also important to ensure that the settings are appropriate for stroke rehabilitation and that the patients have speed of access to those services.
- And finally; the 'home first' approach was widely seen to be the best approach where the relevant skills and capacity were available.

Key themes around staffing

Key messages from the staff workshops included;

- Locations require appropriate staff numbers with right skills mix and to fill vacancies quickly
- There should be less reliance on agency staff
- Multi-Disciplinary Team working is essential
- Therapy staff provision should be provided seven days a week

Conclusion

The importance of good community bed-based care was felt across all stakeholder groups with quality rehabilitation and reablement emphasised as a vital part of a patient's journey and recovery.

This should include, improved discharge planning and support to get patients home, a strong, resilient, and well-trained workforce plus good communication (both between staff and patients and carers and between community bed-based care and other parts of the system).

Community Inpatient Beds in mid and south Essex

1. Introduction

The purpose of this paper is to (a) update the Committee on the current status of community inpatient beds across mid & south Essex, following recent changes that were implemented as a result of COVID; and (b) to advise the Committee of our plans to now commence a period of engagement on the future function and location of these beds.

In discussion with the Committee, we plan to commence engagement with the public, our staff and stakeholders in November 2021 in order to help shape and refine the possible future service model, with a view to commencing public consultation in early 2022.

2. Action required

The Committee is asked to:

- Note the plans set out in this paper to commence engagement on the future focus and location of community inpatient beds in mid & south Essex; and
- Agree to receive regular updates from the mid & south Essex Health and Care Partnership on this matter; and
- Note that in future the mid & south Essex Health and Care Partnership may request that this Committee form a joint Scrutiny Committee with colleagues from Essex and Thurrock committees

3. Background and key issues

Overview

Community hospital inpatient beds provide short-term rehabilitation services to care for people who are either too unwell to stay at home or who are being discharged from hospital but require additional support. Very often, these are frail older members of the community who have been admitted to one of our main acute hospitals, or are people who have suffered a stroke and who, following a short stay in a main acute hospital, require specialist bed-based rehabilitation.

Across mid and south Essex, we have historically had around 115 community beds spread across several locations. The main sites are:

- Billericay
- Brentwood
- Halstead
- Maldon
- Rochford
- Thurrock

Over the last 18 months, an average of 200 people were admitted to these beds each month, and the average length of stay is 18 days. The most common reason for admission is rehabilitation.

Configuration of community beds – 2019

The exhibit below shows the location and number of community beds in 2019, *prior to any of the changes introduced in response to COVID*. At that point, there were two main types of beds – intermediate care (IMC), which generally provided care for people who were well enough to be discharged from a main hospital but were not yet able to return home, and stroke care beds, which provided rehabilitation for people who had suffered a stroke.

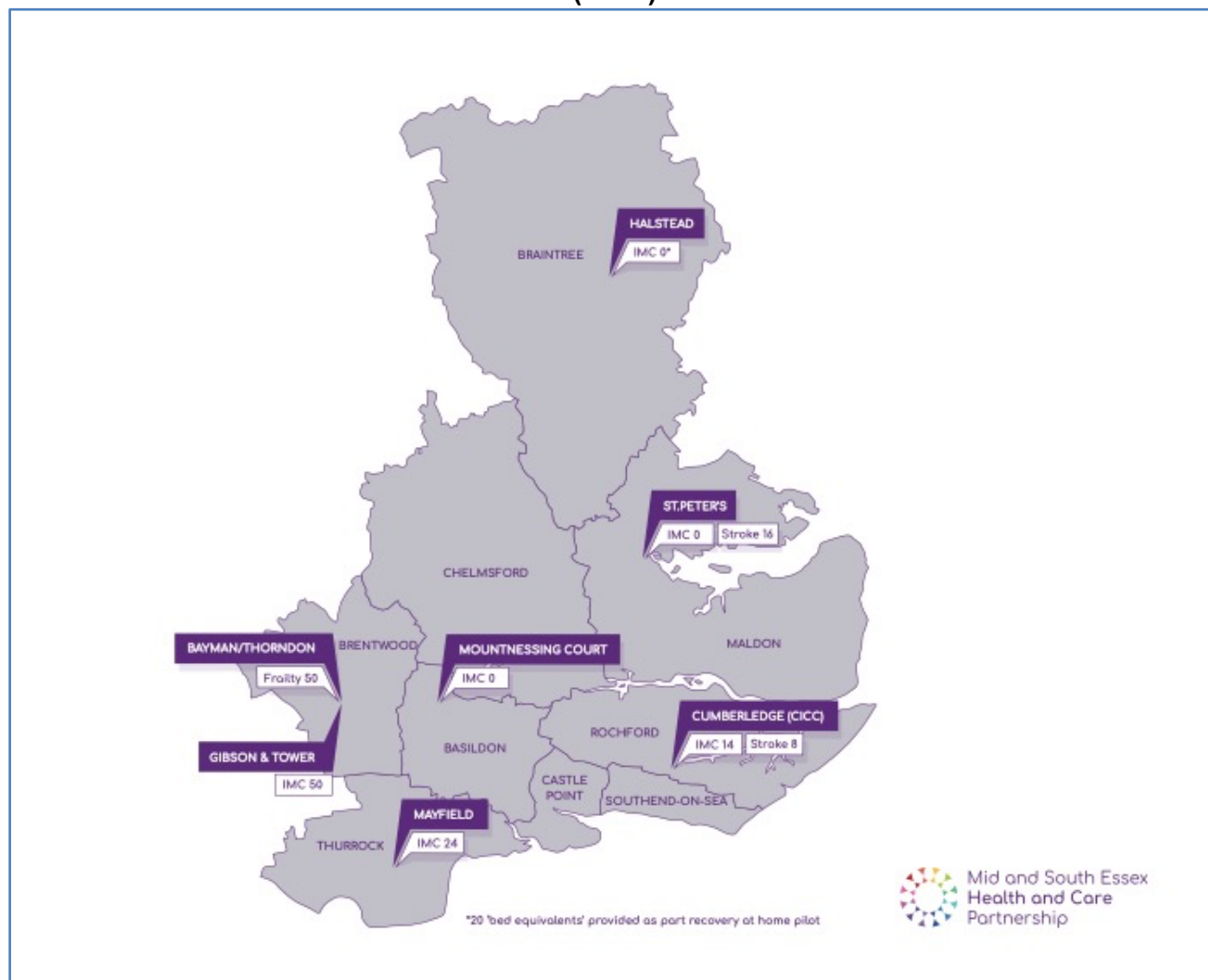
Exhibit 1: Location and number of beds (2019)



Configuration of beds - 2021

One of the many urgent changes made in response to COVID was to significantly alter the location and mix of community inpatient beds. These changes resulted in the following configuration, which remain in place currently:

Exhibit 2: Location and number of beds (2021)



A key change that was introduced involved moving two acute wards that focus on caring for frail older people from the main Basildon Hospital site to Brentwood Community Hospital. This was driven by the need to rapidly increase capacity at the main hospital to meet the additional demands of the first and second waves of the pandemic (especially the need for more critical care beds); the importance of physically separating people with and without COVID in order to minimise the spread of infection; and the need to make best use of the available staff.

In addition, as part of the urgent changes intermediate care beds were relocated from both St Peter's Hospital in Maldon, and Mountnessing Court, Billericay.

In the north of the County (Halstead), we replaced the community beds with an intensive home recovery service, with the teams who were previously based on the ward providing intensive support to people in their own homes.

The case for change

Following the urgent changes made to the configuration of community beds as part of the response to COVID, in recent months a number of our clinical leaders have been considering what the future configuration of community inpatient and acute frailty beds could look like. Our work has been driven by the twin objectives of improving outcomes for patients and ensuring we make best use of the available resources and capacity.

In considering these issues, we have been looking at four main elements: overall hospital bed capacity and flow; stroke rehabilitation; intermediate care; and frailty. These four elements form the core of the emerging case for change.

Overall bed capacity and flow

One of our key considerations is how in future we use the available bed capacity – acute as well as community hospital - to support the overall ‘flow’ through the system. Getting this right is key to ensuring that we have enough capacity to both respond to emergency pressures (including any future waves of COVID) and to reduce waiting times for elective or planned care.

Alongside a wide range of services and partners, community inpatient beds play a key role in enabling people to be discharged from our main hospitals as soon as they are medically fit; without this capacity, people’s length of stay in our main hospitals would increase, making it more difficult to ensure there are beds available for emergencies.

Alongside this, as a result of COVID we now have long waiting lists for elective or planned care. We are determined to reduce these waiting times as quickly as possible, and to do so we need to ensure there is sufficient bed capacity (including in critical care).

Stroke

There are very clear national standards for optimising stroke care, including for rehabilitation following emergency treatment at a main acute hospital. Meeting these standards will be key if we are to consistently achieve the best possible outcomes for all people across mid and south Essex who suffer a stroke.

Initial work by our clinical leaders and their teams suggests that, to meet these standards and to take account of our growing, aging population, we will need to increase the total number of stroke rehabilitation beds we have, and may need to consider consolidating the number of sites services are provided from. This is to ensure that the vital specialist skills that are required for successful rehabilitation are not diluted.

Our objective is to make sure that in future we improve outcomes for patients by developing a consistent approach to stroke rehabilitation across mid and south Essex.

This work builds on the 2017/18 consultation *your care in the best place*¹, which considered a wide range of issues, including how the three hospitals in mid and south

¹ For more detail on the 2017/18 consultation, refer to the Decision Making Business Case (DMBC), <http://v1.nhsmidandsouthessex.co.uk/decision-making-business-case/>

Essex might in the future work together to improve outcomes by separating planned and emergency care as far as is possible, and by concentrating a small number of highly specialist services (such as stroke, complex gynaecology, respiratory and urology, as well as vascular services) on to a single site. The consultation also proposed the closure of Orsett hospital, after existing services had been appropriately located, a process which was underpinned by a Memorandum of Understanding.

Intermediate Care

Intermediate care beds form one element of a much broader set of services that aim to help people remain in their own homes for as long as possible or, if they require admission to an acute hospital, support their discharge and return home.

Our clinicians have been considering the future role of community intermediate care beds as part of our wider work as part of our local response to the national Ageing Well programme, including getting the balance between beds and wider community resources right. Our initial assessment suggests that although we have roughly the right number of beds in total, there is some inequality of access across mid and south Essex, and there is unwarranted variation in the care model across the patch. We think that we could do more to embed a more consistent care pathway across mid and south Essex, building on the evidence base and our own experience.

Our objective is to ensure that in future the role of intermediate care beds is clearly and consistently defined across mid and south Essex. Within this, the engagement will enable us to ensure that any proposals for future community inpatient provision are fully aligned with emerging place-based/Alliance plans, as well as the wider pattern of services provided by other partners, including social care.

Frailty

As noted above, during COVID we moved two acute wards (approximately 50 beds) that focus on caring for frail older people off the main Basildon hospital site to Brentwood Community Hospital.

We are currently evaluating outcomes for patients in these two relocated wards. Based on this information and other information, we will need to decide whether to make this temporary change permanent; whether to move the two wards back to the main hospital site; or whether to explore alternative locations for these wards.

Timetable

We are keen to now discuss some of the thinking so far and possible models for the future configuration of community beds with the public, staff and wider stakeholders. This will help us to identify the full range of options, as well as the pros and cons of each. We plan to do this during November and December 2021.

Following this initial engagement phase, we hope to be in a position to clearly articulate the most promising options for the future number and locations of intermediate care beds, and to then use this as the basis for formal public consultation. We will work closely with this Committee on the details and timing of this, but at this point we envisage starting consultation in early 2022.

Depending on the results of any future consultation, we anticipate that we will be asking the relevant Boards to make decisions on the future configuration in the summer of 2022, with implementation commencing in the Autumn.

Proposed engagement process

The focus of our pre-consultation engagement will be on seeking the opinions of patients, carers, stakeholders and partners on the local health services to be provided in a number of community inpatient settings and to gather views on current and potential service offers.

Alongside this, we will also ask for views on the criteria that we are likely to use in future as we seek define and narrow down future options.

We will examine themes and insight from our existing engagement work, with particular reference to the conversations had around the develop of our local response to the NHS Long Term Plan.

The main focus of our approach will be on the patients and people who represent patients that could be directly affected by the potential changes in the provision of community beds. We plan to do this through targeted engagement, with a strong emphasis on the views of carers.

Will we seek to work with advocacy and support groups including Age UK Essex, The Stroke Association and Essex Carers Support to promote this dialogue.

Over the next few months our clinicians will continue to undertake detailed work to further develop possible service models. As part of this, we will be considering the potential to improve clinical outcomes and patient experience; the impact on staffing; the numbers and types of patients needing our services; and the financial requirements.

We will also be engaging with staff who currently provide services in order to gather their views and insights as we develop our thinking.

This period of pre-consultation engagement with the public and other stakeholders will help to inform and refine the possible service models and options. As part of this we will be engaging with Local Authorities in particular Adult Social Care colleagues on the whole system impacts.

This will then be incorporated into a pre-consultation business case for consideration by a range of groups across mid and south Essex, as well as by NHS England as part of the assurance process.

During this period we will also be engaging with the East of England Clinical Senate, who will provide and external clinical view of emerging thinking and service models.

The proposals contained in the final pre consultation business case will then be subject to formal public consultation. We will work closely with colleagues from the three mid

and south Essex HOSCs to agree the details of this process.

Both the pre-consultation and any subsequent formal consultation will be progressed based upon the following principles:-

- We will fulfil our statutory duties to inform staff, the public, patients and stakeholders about proposed changes in service delivery
- We will be transparent and accountable in the rationale for the current situation and future proposals
- We will consider all suggestions put forwards in the development of options
- We will seek to maintain the reputation of the NHS as a whole; and
- We will respond to questions raised by those with concerns in a timely and informative manner.

Joint HOSC

As any future consultation would span the whole of mid & south Essex, at the appropriate juncture we would be keen to discuss with the Committee the potential to form a Joint Health and Overview Scrutiny Committee (JHOSC), comprising members from Thurrock Council, Southend-on-Sea Borough Council and Essex County Council.

4. Update and Next Steps

Subject to discussions with this Committee, and with the Overview and Scrutiny Committees in Essex County and in Thurrock, we plan to start our engagement activities later in November, and to continue discussions for approximately 2 months.

We propose bringing back a summary of the main points from the engagement to this Committee in early 2022, together with a plan – for discussion – on how and when to move to public consultation on the main options. In general, ‘formal’ public consultations take place over a 12-week period, although naturally this varies depending on the topic and when the consultation is held.

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Mid and South Essex
Health and Care
Partnership

Improving community bed-based care in Mid and South Essex

**Report from pre-consultation engagement with community,
staff and patient stakeholders**

April 2022

Contents

About this report	4
The engagement	4
Acknowledgements	4
Background & Introduction	5
Background	5
Aims of this engagement	6
Methodology	6
Community engagement	6
Table 1: Summary of activities and outputs	6
Table 2: Stakeholder breakdown (community engagement)	7
Staff engagement	7
Table 3: Summary of staff engagement	7
Patient engagement	8
Community Engagement	8
General themes	8
The importance of the community care inpatient setting	9
Local access and getting care at the right time	9
Ensuring great quality care	11
Developing and supporting the workforce	12
Personalised care and patient and carer activation	12
Discharge from community bed-based care	14
Stroke	15
Personalised care	15
Holistic approach to care & maintaining a sense of self	16
Bed locations & Accessibility	17
Increased acuity in community settings and the impact on rehabilitation	18

[2 Improving community bed-based care in Mid and South Essex: Engagement Report](#)

Care for elderly patients	19
Accessibility	19
The impact of care settings	19
Effective communication	19
Holistic approach to care (understanding the whole picture)	20
Staff Engagement	21
Workforce	21
Patient Care	22
Environment/location, facilities and equipment	23
Communication	24
Patient engagement	25
Testing decision making criteria	Error! Bookmark not
defined. Figure 1: Proposed criteria slide	26
Overall	26
Patient perspective	27
Composition of the workforce	27
Local flexibility and patient choice	28
Value as opposed to cost	29
Conclusion	30

About this report

The engagement

This report presents findings from a qualitative engagement programme with community bed-based care patients, staff and community stakeholders including (representatives from carers, health and care professionals working along the pathway, VCSE organisations and members of the public within Mid and South Essex). The engagement, conducted by Kaleidoscope Health and Care, was carried out between February - and April 2022 and sought to understand what is important to stakeholders regarding the configuration of community inpatient beds. Learnings from this programme will be provided to Mid and South Essex Health and Care Partnership, to inform decision making when in the next stage of this consultation process.

Acknowledgements

Kaleidoscope Health and Care would like to thank all project team stakeholders and participants, who gave up their time to share their experiences and insights. Errors and omissions are the responsibility of the authors alone and maybe queried by contacting chloe@kscopehealth.org.uk

Background & Introduction

Background

Community hospital inpatient beds provide short-term rehabilitation services to care for people who are either too unwell to stay at home or who are being discharged from hospital but require additional support. In Mid and South Essex, these patients are often frail, older members of the community who have been admitted to one of four acute hospital sites, or are people who have suffered a stroke and who, following a short stay in a main acute hospital, require specialist bed-based rehabilitation.

The impact that the coronavirus (COVID-19) pandemic has had on NHS and social care systems cannot be overstated, catalysing changes in service delivery and lasting impacts on relationships across the sector. The pandemic has had a significant effect on the way hospitals manage and deliver services, which has had an impact on the availability and use of hospital beds. In Mid and South Essex Health and Care Partnership, these changes were driven by the need to rapidly increase capacity at the main hospital to meet the additional demands of the first and second waves of the pandemic (especially the need for more critical care beds); the importance of physically separating people with and without COVID in order to minimise the spread of infection; and the need to make best use of the available staff.

The pressures mentioned above as a result of the Covid-19 pandemic led to urgent changes being made to the location and mix of community inpatient beds. This notably included:

- Moving two acute wards that focus on caring for frail older people from the main Basildon Hospital site to Brentwood Community Hospital.
- Relocating intermediate care beds from both St Peter's Hospital in Maldon, and Mountnessing Court, Billericay.
- In the north of the County (Halstead), community beds were replaced with an intensive home recovery service, with the teams who were previously based on the ward providing intensive support to people in their own homes.

A map of these changes can be found in appendix 1

Following these urgent changes, clinical leaders across MSE Health and Care Partnership have been considering what the future configuration of community inpatient and acute frailty beds could look like; driven by the twin objectives of improving outcomes for patients and ensuring the partnership makes best use of the available resources and capacity. In considering these issues, this pre-consultation exercise is looking at four main elements: overall hospital bed capacity and flow; stroke rehabilitation; intermediate care; and frailty (or care for the elderly).

5 Improving community bed-based care in Mid and South Essex: Engagement Report

Aims of this engagement

In considering these issues, this pre-consultation exercise explored the following four areas:

- What do ideal bed based community services look like to stakeholders?
- What are people’s current experiences of bed based community services?
- What changes would improve their experience of bed based community services?
- What are the most important factors for us to consider in making decisions around how we provide community bed-based care, intermediate care, stroke rehabilitation and frailty?

This qualitative led engagement was combined with a document review to understand the issues that are important to people who are most affected, or likely to be affected, by the services and changes to them. This notably included: patients and their representatives, local advocacy, support and VCSE groups such as the Stroke Association. Furthermore, details on the method and stakeholder reach during this engagement are included in the next section of this report.

Methodology

Community engagement

Kaleidoscope designed a mixed-methods evaluation using primarily qualitative data collection methods. Between January 2022 and April 2022, the team from Kaleidoscope undertook a desktop literature review, the evidence uncovered during this review was presented as a separate report. The qualitative strand of this engagement consisted of semi-structured individual interviews and semi-structured group interviews. All interviews were conducted virtually; in part to accommodate the schedules of participants and the project team, and in part due to the ongoing pressures posed by Covid-19.

Table 1: Summary of activities and outputs

Literature Review	Reviewed (and included) 43 documents
Semi-structured interviews and small groups (public)	15 participants
Analysis	Thematic analysis of emergent themes
Reporting	Final engagement report Literature review report

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Table 2: Stakeholder breakdown (community engagement)

Stakeholder category	Number of stakeholders engaged
Healthwatch representatives	2
Community advocacy groups/residents	6
Acute clinicians	1
Stroke advocacy & VCSE organisations	5
Other VCSE organisations	1

Staff engagement

Alongside a programme of community engagement (facilitated by Kaleidoscope Health and care) Mid and South Essex Health and Care Partnership internally led a programme of engagement for staff. Staff were invited to three one-hour sessions to share their thoughts and views around the future provision of community beds in mid and south Essex. Staff members were provided with a programme narrative beforehand to explain the purpose of each session. There was a good representation of staff professions and groups at each session, including clinical and non-clinical.

Each session focused on four key questions:

- What is important to your patients and their carers and why?
- What enables you to deliver great care?
- What are the barriers to delivering great care?
- If you could change one thing about the provision of community beds in Mid and South Essex what would it be?

A survey of the same questions was available to all staff who were unable to attend or preferred a survey method.

A breakdown of activities and an estimated number of engaged staff members is summarised in table 3.

Table 3: Summary of staff engagement

Activity	Estimated number of staff engaged
Intermediate Care Workshop (24th February 2022)	20

Stroke Rehabilitation Workshop (24th February 2022)	20
Acute Care of the Elderly Medical Wards (23rd February 2022)	10
Mentimeter Survey	20 respondents

Patient engagement

A small number of patients were engaged as part of this process. Overall, patient engagement was limited (in part) due to infection control measures within wards. The project team was assisted by colleagues within the Essex Partnership University FT and North East London FT Patient Experience Services. Volunteers assisting these services were provided with a discussion guide, and instructed to interview patients within wards.

A total of 10 patients were interviewed, participating patients were aged between 68-86. 5 patients were recovering from a stroke, 5 had long term conditions (COPD, Diabetes) and had falls.

Community Engagement

General themes

This section provides an overview of the evidence emerging from community stakeholders in regards to what is important in the general provision of community bed-based services, this includes:

- The importance of the community care inpatient setting
- Access: including locality and getting care at the right time
- Ensuring great quality care
- Developing and supporting the workforce
- Personalised care and patient and carer activation
- Discharge from community bed-based care

Across this section we have avoided referring to 'intermediate care' as it was not terminology used by the stakeholders we engaged. We have identified particular themes relating to stakeholders' experiences of stroke rehabilitation and care for the elderly which will be discussed in later chapters.

The importance of the community care inpatient setting

Across the interview process, respondents emphasised the importance of community inpatient settings as a valuable point along the pathway. Some respondents discussed how community beds create an environment where patients feel safe and able to get care in a place that works for them. Stakeholders highlighted that not everyone has suitable accommodation to care

for people in their own homes and that it can create a stressful or potentially unsafe environment, preventing patients from getting the right care.

The value for community inpatient settings was particularly apparent to patients coming out of acute settings but still in need of additional support or rehabilitation in a community bed before returning home. Stakeholders across our interviews highlighted how in comparison with acute hospitals, community beds offered an opportunity for more holistic care, with more time to focus on the patient, their goals and preferred outcomes rather than just treating a condition. One stakeholder working in an acute hospital described how they felt the constant need to make pragmatic decisions to free up beds due to operational pressures. However, in community bed-based care, there is more time to support people through rehabilitation and enablement to meet their personal outcomes.

“In community care the focus on enablement and rehabilitation [means] there is the flexibility to take a bit more time to get a better outcome”.

Interestingly, this perspective is mirrored in the patient experience, as many felt acute settings were more dehumanising and had concerns around being in hospital longer than necessary and being perceived as a “bed blocker”. Whereas, stakeholders highlighted that patients in community beds did not feel rushed and were supported to maintain their sense of self.

“There is more time, effort and opportunity to treat a person more carefully and personally”.

Local access and getting care at the right time

Across the engagement, local accessibility concerns and geographical factors were identified as one of the most significant challenges associated with community bed-based care. Stakeholders emphasised that the location and distribution of beds meant that patients were often admitted to locations that are further from home, with many reporting that patients felt isolated from their homes and families, and carers and loved ones felt stressed by being unable to visit.

We identified two main contributors feeding into people’s concerns around bed locations and distances from home. Firstly, many emphasised the major challenges around transport, including the rising cost and limited public transport options across the area. Many highlighted how this sense of disconnect has been particularly heightened in the pandemic due to the lack of visiting, and inability to access public transport.

“We don’t have good bus services and not everybody can drive when you get to a certain age”

Secondly, across the interviews with carers, families and residents, there was a strong sense of connection to individual places, towns and localities. While, geographical distances between areas of Mid and South Essex and not objectively large, many residents feel so connected to their local area or community inpatient setting, that being admitted to a bed on the other side of the patch, perhaps 10-20 miles away, was considered very distant and separate to them.

9 Improving community bed-based care in Mid and South Essex: Engagement Report

“You don’t realise how much it means to people, returning back to Halstead...from the windows, you could see across Halstead and it meant other elderly relatives could visit them... When my mum died it made me feel better being where we were (local) and not in a big acute surrounded by other people on a ward”

While commissioners have limited control over public transport, and people’s sense of place, what is clear is having regular contact and connection to carers, families and loved ones is extremely important for patients in community beds. While the overall preference is the ‘closer to the family the better’, some respondents recognised that beds can’t be available in every local area. In light of this community bed-based services should consider how to support connection and contact between patients and families if geographical constraints are a concern, particularly ensuring good communication and keeping families and carers up to date with patients’ care and their progress.

Alongside local accessibility, temporal access and getting the right care at the right time were continually highlighted as important factors in people’s experiences of community bed-based care. Stakeholders highlighted how timely access to community bed based care is particularly important for a patient’s rehabilitation or enablement journey. Many highlighted this is particularly significant when patients are being discharged from an acute setting, as while they wait for a community bed they may lose strength and are unable to access the care they need. Stakeholders identified the particular resources that are more available in community bed-based care including, physiotherapy and getting people moving again to improve mobility, getting the correct medication and accessing additional professional support including psychologists. One stakeholder described the tension between wanting community beds to free up more quickly to take in stranded A&E patients but recognising the longer community patients have within their bed the better their outcomes in terms of mobility and independence.

“From the time of referral for a community bed, a patient might wait a week or longer, the difficulty is that they are not getting the therapy they need to enable them to go home. They are lying in bed, losing muscle strength, as they can’t access the rehab they need.”

One question and possible solution to bridging the gap between the transfer from acute to community hospital was raised around how much care could start before admission. One stakeholder challenged whether it would be possible to start some rehabilitation and enablement care within the acute and begin conversations pre-admission around what the patient’s personal goals are from community bed-based care, so they arrive at the community hospital with a clear set of outcomes.

Ensuring great quality care

Across our engagement, accessing high quality, compassionate and responsive care was continually highlighted as one of the most important factors in people’s experiences. Interviewees identified community inpatient facilities providing good care, including St Peters and Cumberlege. As previously discussed, it was largely considered that community inpatient settings provided an opportunity for more holistic, personalised care, compared to the pressures of acute hospitals. A community action stakeholder group representing a recently closed community

10 Improving community bed-based care in Mid and South Essex: Engagement Report

hospital emphasised the value of 'low-tech, high nursing care', which focuses on time, enabling independence, and providing the best quality of life for terminally ill patients.

"Low tech and high nursing care: lots of time to help people get better, we don't need high tech, we need time and care"

Across the engagement, a key challenge for maintaining good quality care is the increasing complexity of community bed patients. Stakeholders highlighted that the pressures of the pandemic created an emphasis on freeing up capacity in acute hospitals, in turn creating challenges for community bed based rehabilitation to take on more complex patients. In these instances, the patient's primary health problem will have been dealt with in the acute hospital, but they may be discharged to a community bed with other unmet needs. One stakeholder estimated that currently, up to 50% of community bed patients require more complex diagnostics and specialist help.

We identified three main challenges associated with the increased complexity of patients which we will further discuss below, these include:

- Patients with complex needs not able to take part in therapy and rehabilitation activities
- Slow and limited access and diagnostics between community and acute settings
- Community bed workforce don't have the skills and training needed to care for more complex patients.

Firstly, while traditionally patients were generally discharged to community beds for rehabilitation and enablement, the increased complexity of patients meant they may now they may have other health conditions that would limit their ability to take part in therapy. This sets unrealistic expectations on how quickly a patient will be able to go through rehabilitation and recover and risks patients being held in community beds longer than planned.

"Patients who would have been solely for rehab, now have other health issues, need ongoing diagnostics... This sometimes hinders their ability to take part in therapy."

Secondly, once patients have been discharged from the acute hospital to a community inpatient setting, there can be limited resources to access specialist acute care. An acute stakeholder described how urgent transfers of patients from community to acute hospitals are possible if the patient's safety is at risk, however, there is limited access to urgent diagnostics and specialists within community hospitals. They described how community hospital referrals are triaged by the acute hospital in a similar way to primary care referrals and may result in delays

Developing and supporting the workforce

Thirdly, there were concerns about whether the inpatient community care workforce always has the skills and training to support patients with increasingly complex needs. Stakeholders noted while the staff are highly capable of delivering great rehabilitation and enablement care they have varied experience in working in acute settings and managing patients with more complex needs.

11 Improving community bed-based care in Mid and South Essex: Engagement Report

This poses a risk to their ability to provide the right care needed for this new cohort of complex patients.

“In St Peters - we are taking on more complex patient needs, I have experience of working in the acute, our matron has the skills too. But the majority of the nursing team does not, they have rehabilitation and therapeutic skills. So to ask them to take on a higher number of acute cases is a risk.”

Across the engagement there was strong praise for staff resilience and supportive workforce culture. Many stressed the importance of having the right workforce and culture needed if a service is going to achieve its goals of supporting patients. Stakeholders praised the culture among frontline staff in community bed units across Mid and South Essex, including St Peters and Halstead. This is particularly significant in the context of the pandemic and a very demanding period. Stakeholders praised both the personal resilience of staff and the system and provider interventions to boost morale.

“We have been through a rough period, it’s easy for staff members to develop empathy fatigue. This is not happening in MSE, people are still going above and beyond.”

Personalised care and patient and carer activation

A major theme across the engagement is the importance of taking a personalised approach throughout community bed-based care. Stakeholders spontaneously mentioned and supported the key components of personalised care models¹, including: patient choice, shared decision making, patient activation, community-based support and personalised care and support planning. As previously discussed, community inpatient settings offer an opportunity for a more holistic approach to care with more time to focus on the patient, their goals and preferred outcomes. One stakeholder highlighted the importance of how professionals work with patients and their carers so they can visibly recognise the progress they are making. They discussed how this involves holistically reframing a patient's outcomes, and moving away from traditional medicalised bio-markers of success and towards outcomes that are personal to a patient's life.

“[An example of personalised outcomes for one patient] was making Christmas cake with their grandchild’ after being treated for bad arthritis. This is fundamental to community care particularly.”

Stakeholders highlighted that patients should be enabled to be active partners in community bed-based care delivery. This includes helping them to understand their options, and ensuring they don't feel passive but actively able to participate in choices around their care.

“Patients and carers should understand their options and have a degree of personal choice”

Good communication between healthcare professionals and patients and carers and supporting independence was seen as key contributors to enabling and activating patients in their care. Many stakeholders discussed the importance of

¹ <https://www.england.nhs.uk/personalisedcare/>

regular and consistent communication from healthcare professionals, both with the patient and carers/families. This supports all parties to feel involved with decisions around care. Additionally, many discussed the importance of promoting patients' independence while they are in a community bed, and how supporting them to look after themselves can have a positive effect on their health and recovery.

"Patients were encouraged to get up and get dressed, which was good for morale and meant people were home quicker."

One particular stakeholder highlighted the importance of co-designing community bed-based services with the patient to support meaningful improvement. They emphasised how consulting with patients can have a huge impact on the effectiveness of services, and can uncover new solutions to challenges. They highlighted a particular example of successful co-design to address high rates of falls in hospital toilets among stroke patients. After consulting with patients it was revealed that those who had left-handed strokes often fell when they had to lean to the toilet roll on the left-hand side, this led to a very simple change but drastically reduced risk and improved outcomes for stroke patients. Examples such as this highlight how small interventions engaging with patients can have a huge impact on improvement across the pathway.

"Co-design can make services really effective and responsive. How can we start those conversations around improvement? What are the outcomes in a less medicalised context? How are they co-designed with people with lived experience?"

Additionally, ensuring community bed-based services are culturally appropriate, adaptive and supportive to patients from different backgrounds was a key theme in the engagement. One stakeholder highlighted how community bed service providers need to be culturally competent through an EQIA lens and must recognise how health inequalities might impact a patient's experience. Providers should seek to support any requirements and be mindful of the particular stress or confusion that might affect patients from inequality backgrounds.

"Community bed-based services need to be sensitive to the needs of patients whose first language isn't English, have different diets or are religiously observant."

Discharge from community bed-based care

The importance of proactive discharge planning from community hospitals to a patient's home and the negative impact of failed discharges was a significant theme across the engagement. Stakeholders emphasised the need for robust discharge planning, ensuring patients have a suitable environment to be discharged to, equipment is in place and support is available when they get home. Furthermore, they highlighted the importance of ensuring that all relevant parties are linked together during discharge including community, social and primary care and families and carers. The impact of not getting this right was felt across stakeholder groups emphasising the disappointment and frustration at failed discharges. Failed discharges were felt to be major setbacks in a patient's journey and a blow to carers' and patients' morale. Suggested ways of reducing failed discharges were ensuring joined-up care is set up before a patient returns home and strengthening community teams to support emergencies.

13 Improving community bed-based care in Mid and South Essex: Engagement Report

"The process from hospital to home was traumatic for me, failed discharge after failed discharge. We were at a loss...[they said] come to collect your loved one and then get on with it. The emotional distress to the patient and the carers is immense. The transition could be a lot smoother, a link from inpatient to the outside would make a huge difference."

Furthermore, stakeholders recognised the significance of considering patients' wider determinants of health and potential health inequalities when planning for discharge. Many emphasised the importance of a more holistic view at discharge, considering beyond a patient's specific condition, but psychological needs and support, the suitability of the environment they are being discharged to, and the capacity, capability and support for the carers.

Further integration with other parts of the system was considered to be a key enabler in supporting successful discharge and providing the best transition to care at home. Several mentioned the frustration of having to continually retell your story once coming out of inpatient care, and questioned whether more could be done to link up health and care professionals during discharge. Particular examples of good practice included strong support from primary care and the VCSE sector. Stakeholders highlighted how GPs play an important role as the first port-of-call when a patient arrives home and can help to connect with other offers in the community. Similarly, many praised the wealth of support offered by the VCSE sector across Mid and South Essex, enabling patients and carers to access a variety of services to support their needs and build resilience and connection.

"The voluntary sector has been integral. This is through formal support, or befriending services, also social prescribing and community care that enables the patient to move back into where they'd like to be (closer to home)"

"GP connected them with link workers and social prescribing came in. This created a connected package of support"

Stroke

This section provides an overview of the evidence emerging from participants in regards to what is important when providing care for stroke patients. A number of these key themes align with the evidence detailed in the previous section, this includes:

- the importance of co-designing care with stroke survivors, personalised care which involves the survivor (patient) not just the carer and clinicians,
- involving and supporting the family, helping to reduce readmission
- the role of and impact of the VCSE sector,
- access for families and carers, and speed of access for a patients rehabilitation,
- changes to bed configuration needs to be supported by good transport,
- accounting for higher acuity/complexity and the impact on the pathway/impact on patient participation,
- maintaining a sense of self and the role of community hospitals play in this,

[14 Improving community bed-based care in Mid and South Essex: Engagement Report](#)

- ensuring that settings are appropriate for stroke rehabilitation

Personalised care

Care which places the patient at the centre of decisions was a key theme emerging from interviews with stroke stakeholders and underpinned several of the themes covered in this section. The merits of a personalised approach to care were mentioned both in the context of direct benefits to patients, but also to the wider system (E.g. impacts on stroke pathway, effectiveness and efficiency).

We should be moving into the co-design space for rehabilitation pathways, really thinking about what the steps in the pathways could be simplified. Having conversations between professionals and patients, getting professionals to think about outcomes beyond the medical context. We need to be co-designing with patients and people who have lived experience, building that into what we're doing. The impact on the pathway could be impressive.

Stakeholders representing stroke advocacy groups and charities agreed that there was no universally accepted approach to providing support for stroke patients, emphasising that no two strokes are the same and each patient's situation is unique. These stakeholders raised the importance of involving stroke survivors in decisions and advice regarding their care, ensuring clinicians do not alienate the survivor through only communicating with carers and families (pertinent in stroke cases where the survivor has communication difficulties).

The role of the family and carers in supporting a stroke survivor through their rehabilitation was emphasised by stakeholders, as was the support that care providers in helping to facilitate this. Stakeholders reported that actively involving the family throughout a survivor's rehabilitation helped to improve the likelihood that a survivor's rehabilitation will continue at home. Stakeholders representing stroke advocacy organisations noted the need for effective communication and training for carers and families, highlighting the associated risks of dropping families into caring responsibilities overnight without the necessary preparation. These stakeholders reported that having nominated social workers was an effective intervention, acting as a consistent, familiar conduit to the family.

Stakeholders also raised the importance of ensuring effective communication and touchpoints for information between stroke survivors, carers and services providing support, particularly following the survivor's discharge from community bed-based settings back to the home. This was raised both in relation to formal providers (I.e primary care) and the important role the VCSE sector plays in providing informal support.

The role of the VCSE sector

Stakeholders representing VCSE organisations emphasised the importance of stopping stroke survivors from feeling like 'they had been dropped off a cliff' following discharge from community rehabilitation. This included utilising resources through commissioned services, providing an informal community response such as befriending services, linking to other individuals with lived experience (both for carers and stroke survivors) and promoting self-management to enable patients to take action on their own health. These stakeholders, local to Mid and South Essex, highlighted the negative impact

[15 Improving community bed-based care in Mid and South Essex: Engagement Report](#)

Covid-19 has had on these services, warning that provision was 'patchy' across the area as a result of the pandemic.

Holistic approach to care & maintaining a sense of self

Consistent with the theme of person-centred approaches to care, stakeholders noted the importance of viewing the needs of stroke survivors (especially following discharge from community rehabilitation) holistically, in addition to their clinical requirements. This included a wider consideration of the determinants of a survivor's health and wellbeing, including psychological needs, support for their family and lifestyle achievements beyond medical progress.

In addition, stakeholders reported the importance of survivors 'maintaining a sense of self' throughout their care journey. Given the devastating impact a stroke can have on the body, survivors' sense of self can be negatively impacted including their ability to accept and reflect on their condition, make positive adjustments, and take control of their wellbeing. Stakeholders in this engagement process highlighted those care settings, and the associated level of personalisation associated, have a large role to play in helping to maintain this. Stakeholders indicated that in stark contrast to acute hospital settings, community bed-based care was more likely to provide a holistic package of care for a stroke survivor, allowing for more time to treat the person, not just the condition.

"One thing that comes out strongly when people speak about community bed-based rehab is the difference it provides compared to being in an acute hospital setting. People start to get their sense of self back. I've spoken to a client recently who was telling me about the loss of dignity in an acute setting, one example was her care team allowing her to wet herself in bed (as the care team thought it was the best option due to safety and how busy they were). They thought they were doing the right thing, but it had a devastating impact on the rest of her stay. She mentioned that no one brushed her hair, she didn't feel like herself. I think that's the difference between acute and community rehab beds, you start to get that sense of self back through a more personalised level of care".

Bed locations & Accessibility

Stakeholders highlighted the impact that the location of stroke rehabilitation beds has on experience and outcomes for stroke survivors, particularly regarding the ineffectiveness of interim care placements (such as within specific care homes). These stakeholders reported they had seen patients discharged to intermediate care settings where the services were not equipped or organised to meet their needs, leading to a patient's progress going backwards. Stakeholders also referenced specific care homes within the area where staff did not understand the formal process around discharge, leading to survivors being discharged back home without a proper impact assessment.

Accessibility was another key theme highlighted by stroke care stakeholders. This was firstly in regards to speed of access to stroke rehabilitation, helping to make progress as quickly as possible following a stay in an acute setting (and the associated impacts of immobility). Accessibility was also raised in relation to the

16 Improving community bed-based care in Mid and South Essex: Engagement Report

location of stroke services; stakeholders reported the negative impact of relocating stroke rehabilitation beds where this has an impact on the ability of friends and family to visit. This was reported both in relation to the negative impact this has on the family and carers (the pressures of being further away from loved ones), the difficulty of VCSE organisations to keep track of clients when they have been moved out of the area, and also the impact on the stroke survivor; as connection with family was seen as an integral determinant of health and part of the rehabilitation journey.

“People are angry if they can’t reach their loved ones, and for the stroke survivor themselves...to not have that connection with family (or to have it limited by public transport costs or barriers), it’s a determinant of health to have that connection with your family, it’s part of your rehab journey and if you feel disconnected this won’t aid your rehab”.

Supporting this, stakeholders reported that the pandemic had heightened the impact that continued connection with family and friends has on in-patients. Stakeholders highlighted that rising travel costs and an inadequate public transport system had made it more difficult for families and carers to visit their loved ones. This highlighted the need for bed reconfiguration to be supported by adequate local transport systems.

“The pandemic heightened access issues...people didn’t want to, or couldn’t use public transport and private taxis are too expensive. When services are reconfigured, if it’s explained properly to communities (that it’s so patients can get the right care, in the best place with the best team) they understand that...but if the transport systems don’t underpin that it becomes a massive emotive issue for everyone”.

Increased acuity in community settings and the impact on rehabilitation

Stakeholders reported the impact of discharging stroke survivors from an acute setting to a community rehabilitation setting with higher acuity. As mentioned in the previous chapter, this increase in the number of patients with complex health needs has, in part, been driven by a national emphasis to create capacity in acute hospitals (particularly post-pandemic). This means that patients are presenting care needs beyond their rehabilitation activities, care needs that previously would have been picked up by acute providers. Stakeholders highlighted that this presents the following challenges:

- Following discharge from an acute setting to a community rehabilitation setting, patients may face delays in accessing specialist care,
- delays in addressing these care needs lead to a reduction in the patient's ability and capacity to engage in their rehabilitation,
- current time limitations on community bed based rehabilitation mean that survivors who do not engage in their rehabilitation early enough may be discharged home without the proper tools necessary to continue their rehabilitation at home (leading to poorer outcomes and higher rates of readmittance)

The biggest challenge we face is that we are taking on more complex patients in community rehabilitation settings. The patients have their primary issue dealt with, which may be their stroke...but they now have unmet needs that the acute hospital could have picked up before they

17 Improving community bed-based care in Mid and South Essex: Engagement Report

send the patient to a community hospital. Their problem isn't making them critically ill but it's impacting their ability to participate in the therapy.

"The patient should be in a place where they can get the most out of their rehabilitation, not medically unwell so they can't derive benefit from it. After a stroke, patients can be depressed...every time a therapist asks if they would like to participate in their therapy, they are asked to leave them alone. They need to be supported to get the most out of their therapy/rehabilitation".

Stakeholders reported that differing scales of rehabilitation are needed to account for this increase in complexity amongst stroke survivors. Stakeholders reported cases where stroke survivors had felt rushed through the system, discharged without having the necessary tools needed to cope at home and not fully understanding their situation (i.e. the stroke they have had and the support they will need). These stakeholders suggested an increase in the number of touchpoints throughout the patient pathway, accounting for 'slow burners', or patients who face delays in engaging with their rehabilitation due to higher acuity. Stakeholders noted that this would lead to benefits for the patient and system alike, reporting that currently there was an issue with a delay in accessing ongoing community therapy for patients who had already been discharged home (going to the 'bottom of the pile') resulting in poorer progress and outcomes for these stroke survivors. These stakeholders also reported that the wider system would benefit financially from interventions that focussed on readmission avoidance.

Care for elderly patients

This section provides an overview of the evidence emerging from participants in regards to what is important when providing care for elderly patients, including those living with frailty. This includes:

- Access to services for patients, families and carers,
- care supported by good communication between patients, carers, families and clinicians,
- the value of a holistic approach (especially around the discharge process),
- and the impact of care settings

Accessibility

Access to services in a local setting was reported by stakeholders to be a key factor in shaping elderly patients' care experience. This was firstly noted in regards to the benefit to the patient themselves, this included: elderly patients nearing the end of their life having the opportunity to die in their own community, and the benefits of remaining closer to home and their families.

Accessibility was also raised in relation to the impact on the patients' families; stakeholders reported that elderly family members struggle more with transport options (i.e. elderly family members are less likely to drive) and this is heightened if they are forced to travel further away to see their loved ones, these stakeholders also highlighted that limited visiting times and inadequate local transport options compounded this issue. Stakeholders recognised that holding beds for residents was neither a reasonable nor realistic proposal, however,

[18 Improving community bed-based care in Mid and South Essex: Engagement Report](#)

these stakeholders called for a smarter approach to bed usage to mitigate the impacts of patients and families having to travel further away.

The impact of care settings

Similarly in other sections in this report, the impact of care settings was reported by stakeholders to be an important factor when considering ideal care for elderly patients. Care settings were often mentioned concerning the differences between inpatient care within acute and community hospital settings, this included:

- Getting elderly patients into settings where mobility is encouraged; beneficial to elderly patients by reducing the negative impacts of losing muscle strength,
- being in a familiar community environment as opposed to an acute setting which could be frightening, unfamiliar and pose more of a risk to elderly patients due to the acuity of the patients around them,
- community hospitals represented a controlled setting where patients could test new medication and have timely access to specialist support to aid in rehabilitation (such as psychologists and physiotherapists),
- community hospital settings were linked to a patient-centred approach, underpinned by the stakeholder perception that clinicians within these settings could spend more time with patients.

Effective communication

Stakeholders reported that effective communication was a core component of providing great care to elderly patients. This point was raised particularly in relation to patients who were living with conditions such as dementia, providing clear and accessible communication routes for families and carers to ask questions; keeping them informed about their loved ones' care needs. Stakeholders reported that ideal care would be the facilitation of a partnership between patients, carers, families and providers/clinicians. Good communication and the care that falls out of this were reportedly undermined by a lack of resources or available time amongst healthcare professionals. This was seen as an issue for patients who may require more time to engage in their care, meaning that families were left to fill in care gaps.

"In an ideal world, it would be a partnership between the patient, carers, the patient's family and the providers of care. Communication is absolutely key, particularly for bed-based care...for a person with dementia being in hospital can be very confusing...the main thing is that the family and carers feel as if they have someone to talk to within the hospital environment."

Holistic approach to care (understanding the whole picture)

Stakeholders reported that taking a holistic view of the patient and their situation at home was key to avoiding 'failed discharge'; where patients are discharged home without ensuring there is adequate support for them in that setting. Failed discharge means that patients are at (avoidable) risk, there is a higher likelihood of them returning to hospital which has negative consequences for the patient (morale, poorer outcomes) and for the system as a whole due to the financial implications. Stakeholders reported that the realities of a patient's home situation may be different to what is recorded, effective communication between clinicians, patients and families/carers (that enables choice and input) was seen as

[19 Improving community bed-based care in Mid and South Essex: Engagement Report](#)

paramount to ensure that patients are not discharged into unsafe environments or stuck in hospital settings for longer than is necessary.

Until someone has spoken to someone at home and discovered simple things like not having a downstairs shower, not having the right stuff to keep on top of their care...or if you're looking to discharge an elderly patient who's 6ft 5 and you're asking a 5ft 1 elderly partner to look after them. There is what works on paper and the realities of what is going on at home...excellence would be looking at that whole picture.

Another example raised by stakeholders, focussing on undiagnosed learning disabilities also demonstrates this point:

We've done a lot of work recently on understanding inequalities, one thing we've found is that there are a lot of people with undiagnosed learning disabilities who are living with elderly parents...it's not taking a lot for those parents to not be able to manage their care, however, if they're not known to services they don't have that package of care in place. There's a blindspot there...if mum or dad is moved into bed-based care, what is the situation they leave behind? It's the same vice versa, what happens if the parent can't manage those caring responsibilities and end up stuck in the acute or step down care as there isn't a safe space to discharge to.

Stakeholders also noted that community care teams and local community support groups should be deployed on a wider scale following discharge, to ensure adequate care for these patients. Stakeholders also reported the need to ensure that support was offered to carers after discharge, particularly for older carers. These stakeholders highlighted the potential negative impact of carers putting off their own health needs to prioritise their caring responsibilities, both on the carer themselves and the person they are caring for.

Staff Engagement

This section provides an overview of the evidence emerging from a series of engagement activities with staff members across Mid and South Essex Healthcare Partnership, this includes:

- Workforce
- Patient Care
- Environment/location, facilities and equipment
- Communication

Workforce

Workforce was seen as a vital area for further improvement in order to deliver better care. Overall, three areas were identified as needing consideration: the number of staff (which is currently perceived to be low with too many unfilled vacancies and recruitment often taking too long), the types of staff such as having the right skill mix and experience, and the passion, motivation and collaboration of staff.

[20 Improving community bed-based care in Mid and South Essex: Engagement Report](#)

For current staff, it is felt that their available time is sometimes insufficient to give the patient the best possible care. Staffing numbers were seen as a barrier to delivering great care and it was seen as key for the staffing numbers to increase, there were also specific comments regarding the need for more resources for inpatient staff numbers with a good team being described as including higher level medical colleagues, nurses, health care assistants, physiotherapists and occupational therapists, as well as more provision of the smaller professional teams such as Speech and Language Therapists and Dietetics. Staff commented that they wish to be consulted in the setting up of new services to agree adequate resourcing levels.

Staff also identified the need for more permanent (as opposed to agency) staffing to provide a solid core of full and part time staff who understand the important routines, protocols and attitude to work in a challenging environment such as a hospital ward. It was also suggested that teams need the ability to flex staffing across the acute and community to cover where needed based on changing pressures.

A need to improve working conditions, pay and morale was also raised by some people. Staff stated that they sometimes feel pressured by Key Performance Indicators which they suggest can be a barrier to the care they should be providing and that Standard Operating Procedures do not always fully reflect what they are trying to achieve. They would also like to remove some of the bureaucracy and processes which are antiquated and remove autonomy of staff.

Up to date training and development (both personal and professional development) opportunities were also important to staff as an enabler for delivering great care. One member of staff suggested increasing shadowing opportunities for both development and cooperation to increase understanding between teams and their differences or challenges.

For intermediate care and stroke teams, staff felt that there needs to be a shared reablement ethos, where every opportunity for rehabilitation activity is used to encourage patients, such as supporting them to make their own breakfast or undertake self-management such as toileting and washing where they are able to do so. All staff should be offering a rehabilitation approach to maximise patient potential.

Staff stated they should also be working together as a team as it was commented 'teamwork enables delivery of great care' and we should be setting goals with the patient that all teams are working towards in collaboration. Patients should also have access to all members of a Multidisciplinary Team (MDT) who are needed to assist the patients recover. MDT working is considered essential and MDT should also involve the wider health and care system, not just those within the community bed provision. It was felt that specialist teams are currently too inaccessible and is a barrier to delivering great care, and so across mid and south Essex there should be equal access to the right therapists in a timely manner. Joint working between therapists and families or carers should also be increased. Furthermore staff felt there needed to be provision for therapy staff seven days a week to ensure therapy is continuous and minimise delays to discharge. There also needs to be a reduction in waiting time access to psychological support, social care and community support.

Patient Care

Working through the patient journey, it was first commented that all health and care colleagues would benefit from shared patient records. For the patient, this would mean they do not have to repeat their story so frequently. For colleagues this would allow them to understand the needs of patients they are due to receive and may alleviate the current 'lack of integration of health and social care elements of intermediary care and community care.'

It was also noted that there are times where patients arrive who are too unwell to benefit from rehabilitation and the types of referrals need to be reviewed. Staff also wish to remove differences in commissioning to reduce variation and specifically suggested we 'stop trying to make patients fit a box,' and instead provide care specific to the patients needs.

Staff believe patients want and need person centred care which takes a holistic approach. For rehabilitation patients in particular, families need to be able to visit and engage with their therapy needs and be part of the rehabilitation process. Good rehabilitation should have the appropriate level of rehabilitation to optimise the patients' chances of continuing to live their lives as they choose, such as intensive therapy within community bed provision to get them home as quickly as possible. Functional independence was a point of note from staff believing the patient needs to gain as much independence and mobility or function before returning home and that we should be driven by good outcomes and recovery. Presently the opposite is felt by some staff who commented on length of stay targets leading the patient journey and putting pressure on staff to discharge to enable greater flow into the service, rather than being led by goals specific to each patient. Once a patient is discharged there is a need for a more responsive Early Supported Discharge provision to help enable discharge as soon as the patient can be safely managed at home. It was also noted there is a current lack of social care provision following rehabilitation.

Staff highlighted that patients need to trust in the care being delivered and the staff providing it with more continuity of care and more 'joined up' services supporting the patient. Patients and their families need to feel involved in decisions and care and patients need to feel a sense of progress or validation. There also needs to be greater support for the patient's families or partner to stop the patient feeling like a burden. Family members need to receive input to help support or care for the patient at home; 'support for the families if the patient requires a carer can improve their functional status and reduce the burden to acute hospital admissions.'

Other specific points for improvement identified include; making better food choices available and better quality of food, improvement in patient transport waiting times, availability of immediate medication such as pain relief in the community, and easier to navigate escalation processes if the patient becomes more unwell with comments that there are 'currently poor escalation procedures.'

In summary staff would like to increasingly develop needs-based services driven by patients rather than time limits or pathways, equity of access across mid and south Essex, flexible pathways, and community beds provision available if needed.

Environment/location, facilities and equipment

The location of care and the facilities or equipment to deliver care were of huge importance to staff, with many comments regarding a challenges over resources both in the variety and quantity.

The first point of note was that staff feel the 'home first' approach should always be the guiding principle to decide on the most appropriate care for patients. However, staff acknowledged that the patient's place of residence may not always be the optimum or safest environment, and therefore there needs to be community bed provision with the right facilities to support the patient including those with complex rehabilitation needs. The provision of hospital-based therapy provided by multidisciplinary teams can give patients the confidence to go home, as opposed to patients perhaps only receiving one visit per day to a home setting where progress may therefore be limited.

There was overwhelming consensus that the location of community beds must be as geographically close to patients' homes as possible. Staff commented that they have known patients to decline care if it's too far away from their home. It was also commented that provision needs to be as equal as possible across mid and south Essex to reduce current variations.

Location is also important in enabling families or friends to visit the patient. This was seen as key to both the patient's experience, and also care, as visits keep patients connected to home and motivated to recover while enabling the family to be involved in the rehabilitation and prepares them to support the patient at home. (See Patient Care section for further information.)

It was also strongly felt that the location of community beds should ideally be easily accessible by public transport to enable visitors as transport to community hospitals is seen as a long term problem. Patient transport services can also a barrier to preventing care with staff reporting long waits for the patient to be transferred and the time of transfers often happening too late in the day to give the patient adequate time to acclimatise to the new setting before it is time to go to bed.

Where community bed provision is required, staff described in detail the need for modern facilities and the necessary equipment to deliver personalised care relevant to the patients, especially rehabilitation. Part of this is driven by the comments described in the Workforce section that all activities should be part of rehabilitation, for example there should be kitchens which can be used with the patient at meal times, rather than just an Activities of Daily Living Assessment kitchen. The overall inpatient environment should also be made to feel or function more like a home than a hospital. Other suggestions outlined included a gym, parallel bars, riser recliner chairs, tilt in space chairs, and walking hoists. It was noted that while some of this equipment may already be available there is not enough of it to support patients. Other suggested patient facilities included; a day room for elderly care, better facilities for dementia patients, and better equipment for patients own use including televisions and telephones.

The types of bed provision were also discussed, with staff commenting that there needs to be slow stream bed provision, for further information see the previous 'Patient Care' section.

The optimal scenario for community bed provision was described as a dedicated community hospital or purpose-built rehabilitation unit, with the wrap-around

[23 Improving community bed-based care in Mid and South Essex: Engagement Report](#)

community services working in partnership with this. It should cover a wide range of patient needs including non-weight bearing patients and be able to cater for recuperation prior to rehabilitation. The community beds at place level should have seven days a week therapy provision with the Frailty Virtual wards co located.

Communication

Communication was a strong theme across all three staff groups and ranged from communication with patients to relationships with other providers.

Staff feel it is important for patients to only have to tell their story once and not repeat themselves at each stage of the patient journey or with different healthcare professionals. Good communication from health care providers to the patient was also seen as essential to give them an understanding of what has happened to them and what their options are, this will enable the patient to have a voice in their own care and share decision making. It was also expressed that better communication would help manage patient expectations, and in particular that expectations need to be set in the acute hospital settings, for patients to understand the pathway and to have a realistic view of what the rehabilitation in community bed provision will involve. Post discharge communication could also be improved through support networks and better patient follow up.

Communication between health and care providers was also highlighted as requiring improvement. Communication at the point of referral needs to provide the right information to the service receiving the patient, before the patient arrives and there is a need for robust medical information from the referring acute hospital. Examples given include miscommunication as to the reason for the transfer of patients, medical notes not always following the patient, and inappropriate referrals.

Digital systems could improve communication and staff proposed access to patient information and shared records to enable them (along with other providers) to deliver great care. Staff would like to see IT systems support better communications across the whole pathway, with particular mention of health and social care record systems.

Communication could also enable better collaboration between health and care providers, it was noted that services currently work in isolation and are lacking good relationships between organisations, which is seen as a barrier to delivering great care. A suggestion was made that providers need a shared vision and commitment to define what great care is and then to deliver it together. Staff would like transparency in communication and responsiveness across services, with onward referral services noted as currently being too unresponsive.

Patient engagement

When asked what great community care should look and feel like, patients described a number of factors that contributed to their experience. The importance of delivering care with kindness was noted by patients, ensuring that they are provided with emotional support as well as physical support. The provision of empathetic care was noted by some patients as being reliant on staff having more time, or not 'being rushed off their feet' to deal with emergencies.

[24 Improving community bed-based care in Mid and South Essex: Engagement Report](#)

These patients also made direct comparisons with the care they received in an acute hospital setting, explaining that staff in those settings had less time for person centred care.

Patients who had recently had a stroke emphasised the importance of kindness within care; made in reference to the emotional condition of an individual following a stroke and highlighting the impact that an empathetic approach has on a patients journey and recovery. Patients noted that the kindness and encouragement they had received through their care had directly impacted their will to live following their stroke.

Offer of emotional support as well as physical support is just as important. After a stroke your emotions are all over the place and every single person here genuinely cares and you can feel that as a patient. Patient

Patients also reported the impact of a positive atmosphere during rehabilitation, providing encouragement, when asked how this could be improved some patients requested more group activities (providing a fun element) and more activities to break up the care routine.

All the people are merry and make me feel grateful to be making progress. Patient

Patients also mentioned elements to their care that made them feel good about themselves, or more than just a patient. This included:

- providing patients with haircuts,
- providing quiet spaces for patients,
- providing opportunities to be sociable,
- providing amenities such as television, and computer access,
- access to natural light,
- good food,
- access to a chaplain

Patients commented on the importance of feeling prepared to go home, supported by effective communication from staff (particularly communicating when the patient should be going home), and daily therapy sessions that built up their strength and confidence (leading up to the completion of their care journey). Patients reported the importance of feeling confident in their ability to manage their health condition, or safe in the knowledge that they have support from health services should they require it.

They teach us to care for ourselves in preparation to go home. I am not nervous to go home now. Patient

The role of the family throughout the recovery process was also mentioned by patients, this included visitation times for family members and helping patients communicate with family virtually. When asked how this could be improved; some patients requested free parking for family members and a change to visitation rules, notably allowing a second person to be able to visit.

25 Improving community bed-based care in Mid and South Essex: Engagement Report

*Great care helps me to keep communicating with my family back home...the nurses have taught me how to make video calls. **Patient***

Several patients mentioned that they would like to receive community bed-based care close to home, or in their own home where possible. Although this point was not explored in detail, care close to home was raised by some patients in reference to visitors. One elderly patient highlighted that they had less visits from friends and family due to them being further away from their community.

*“Be nearer home as my visitors cannot travel this far regularly...Its far from home so my visitors cannot see me frequently (they are all in their 80s)” **Patient***

When asked about other factors they would improve, or what had not gone so well, several patients reported feelings of boredom, made worse by the fact they had been in hospital for what felt like a long time. Patients understood that this was due to issues within the discharge process.

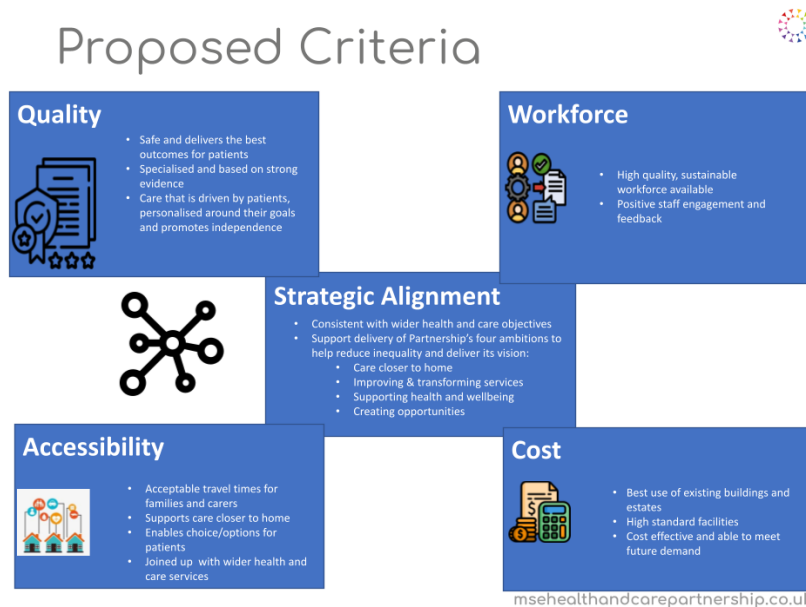
*I have been waiting to go home for weeks. I was told it's because there is a delay in my care package...It would be good if there was better communication with social services and me and my son were told what was happening. **Patient***

Testing decision making criteria

As part of the community and patient semi-structured interviews, Kaleidoscope tested a slide containing a potential set of criteria that could be used in decision-making about future service configurations in community bed-based care in Mid and South Essex.

The slide is shown in figure 1:

Figure 1: Proposed criteria slide



The team explained the proposed use of the slide but otherwise shared it without commentary, allowing time for participants to initially react to whatever seemed important to them. Participants were then invited to comment on each of the criteria individually, remarking on what they felt excellence looked like in each. Finally, stakeholders were asked to prioritise the decision-making criteria, implying a weighting that could be used in reaching decisions.

It should be stated that participants varied in their level of interest in this question, and not all engaged with it. However, some participants provided thoughtful and detailed responses which are summarised in this section.

Overall

Stakeholders were receptive to the necessary simplification of the slide, which presents a complex and interlocking decision framework as a single, static set of criteria. One stakeholder noted that it was difficult to assess the criteria in isolation from the governance process within which they would be used. A well-designed governance process, with appropriate participation from stakeholders, would locate the criteria within a conversation. Such a conversation would bring the criteria to life. It would develop and interpret them using a range of perspectives - place and system, patient and professional, intermediate care and rehabilitation. Without this context, aspects of the slide raised several questions and concerns, even while participants recognised the individual criteria as well-intentioned and appropriate.

They also observed that the criteria are not mutually exclusive. In other words, they do not represent a menu of choices from which some elements can be selected or prioritised, and others rejected or deprioritised. Rather, all elements are needed to produce a viable configuration of services. Across both community and patient stakeholder groups "quality" was identified as the pre-eminent

criterion, recognising the offered description of quality as valid. One stakeholder felt that investment should prioritise quality and the workforce, while recognising that the one leads to the other, as means to ends. Among patient groups, accessibility was also recognised as a leading decision-making criterion.

Stakeholders identified the following elements as potentially missing or under-emphasised in the existing framework:

- the patient perspective
- the composition of the workforce
- local flexibility and patient choice
- value as opposed to cost

Patient perspective

Patients and their representatives seemed to struggle slightly to see the patient voice in the criteria. “How,” one asked, “can these criteria be explained through the experience of the patient?” The slide we showed was identified as a tool for managers to make decisions on behalf of patients, rather than as a tool for co-creation. Was there a risk that services designed in this way would be “done to” patients rather than done with them? Nevertheless, stakeholders did recognise the importance of the patient-centred criteria already in place:

“If you get personalisation right it’s the gold standard.”

“Enabling choice for patients is great for people with dementia.”

Composition of the workforce

Some stakeholders wanted to see more focus on the composition of the workforce within community inpatient settings. They were concerned about continuity of care and wanted an explicit intention to minimise the use of bank staff.

“If you have someone staying on a ward for two weeks, if they see the same 5 people the care is consistent and more likely to be high quality... they can get to know the patients. If it’s bank nurses, then there is a lack of consistent care and that becomes haphazard”

Others noted the challenge presented by the fact that community settings can be staffed by people from different organisations, reporting that it was important that these staff are supported and led to evolve a shared common purpose.

“The workforce in community hospitals come from multiple providers. The community provider would normally employ the nursing and therapy staff...but there may be a clinical psychologist from another provider, doctors from acutes or GP surgeries. We need to make sure that staff from different organisations share a common goal...there is a tendency or risk of prioritising what works best for your employer.”

The varied, evolving and complex needs of patients in community settings require an equally varied range of skills. Stakeholders recognised, and valued, the contribution of and care provided by nursing staff, but noted that, as intermediate care beds are occupied by patients who are still in the early stages

of their recovery, access to specialist skills becomes necessary. These skills include but are not limited to, appropriately trained medical staff.

The need for appropriately trained staff for these complex settings raised the question of training overall, which participants felt should be brought out in the criteria.

Local flexibility and patient choice

Stakeholders recognised that the introduction of choice, both for patients and for service managers and local commissioners, adds complexity to decision-making.

“People don’t like to travel very much, but I have never heard people talk the same way about hospitals or hospital treatment. I’m sure people would like things closer but there’s only so much you can do.”

This comment implicitly recognises that there are limits to the amount of choice and flexibility that can be offered if at the same time you want to offer settings that are appropriately equipped and staffed.

Stakeholders noted the importance of local decision making. Exacerbation plans detail what happens if a person living with a long term condition becomes iller, particularly in a way that is an unfortunate consequence of their condition. They are an integral part of personalised healthcare. Local decision-making is essential to exacerbation plans, because these plans often specify that patients are not admitted to the emergency department, and identify an alternative setting. This alternative pathway may not reflect the “standard” pathways used for patients who do not have an exacerbation plan. However, in the context, it is clinically appropriate. This flexibility can only be achieved where decision-making is devolved and patients are able to make decisions with their own local services.

One stakeholder noted that choices are needed by professionals as well as patients. The system needs to be flexible enough to accommodate everyone who has a rehabilitation need, for whatever reason. At the moment, patients who do not fit the eligibility criteria can risk getting stuck in acute beds.

“Staff working for that patient will advocate for the patient...they would want the best outcome for the patient [and not necessarily the normal pathway step].”

Finally, some stakeholders stressed the need to respect local variation in the configuration of services. This reflected both variation in the services currently available, and also the need to integrate with health and social care services in the patient’s own locality, which will inevitably vary.

Against this, one stakeholder noticed the absence of the inequalities agenda from the decision-making criteria.

Value as opposed to cost

Reacting specifically to the cost criteria, some stakeholders agreed strongly with the intention to make the best use of existing resources. But others felt that an emphasis on cost as a proxy for value was misplaced. One argued for the

capability to assess the “longitudinal” or lifetime cost of patient care as part of decision-making.

“If you get the right care the first time, it will have a longer impact...there is a fiscal return on getting care right, so you avoid emergency admittance and acute care”

This longer-term perspective is perhaps reflected in the intention to create opportunities for further strategic alignment. However, this criterion was not well understood and perhaps needs reframing.

Conclusion

In conclusion, this engagement has identified the major themes of what is important to stakeholders regarding community bed-based care in Mid and South Essex. This is emphasised by the clear alignment and agreement between the community, workforce and patient stakeholder groups. The importance of good community bed-based care was felt across all stakeholder groups with quality rehabilitation and reablement emphasised as a vital part of a patient’s journey and recovery. There is strong alignment in the key themes and characteristics identified for quality community bed-based care across the community, workforce and patient stakeholders including:

- access to the right care at the right time,
- a holistic and personalised approach to care,
- good communication (both between staff and patients and carers and between community bed-based care and other parts of the system),
- discharge planning and support to get patients home,
- and a strong, resilient and well-trained workforce.

Similarly, there is clear agreement across stakeholders on the major challenges facing community bed-based care in Mid and South Essex. Particularly, the issues relating to access, the geographical location of beds and access closer to patients’ homes. While this is a challenging issue to address, especially in the context of external, transport and cultural factors in Mid and South Essex, our findings demonstrate good communication and carer and family activation can help alleviate some concerns. Additionally, the pressure of the pandemic and its strain on community bed-based care and the broader system is a major challenge identified in this engagement. As a consequence, the increased complexity of patients has had strong implications on care delivery and patient outcomes. This engagement identified potential areas to address this challenge including good MDT working, ensuring the workforce has the relevant training, development, systems and infrastructure to support them deliver care and strong connections to other parts of the system for effective admission and discharge in and out of community inpatient settings.

Southend-on-Sea City Council

Report of Interim Executive Director
(Strategy, Change & Governance)
to
Place Scrutiny Committee, People Scrutiny Committee
and Policy & Resources Scrutiny Committee

4th, 6th and 7th July 2022

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

Agenda
Item No.

10

Joint In-Depth Scrutiny Project 2021/22 – ‘Enabling Councillors to be Effective’

Part 1 (Public Agenda Item)

1. Purpose of Report

- 1.1 To present the draft report of the joint In-Depth Scrutiny Project undertaken on behalf of the three scrutiny committees for 2021/22.

2. Recommendations

- 2.1 That the report and recommendations arising from the joint In-Depth Scrutiny Project, detailed at Section 12 of the attached report, be agreed.
- 2.2 That the Chair of the Project Team for the joint In Depth Scrutiny Project (Councillor J Moyies) present the report and recommendations of the scrutiny project to a future meeting of the Cabinet.

3. Background

- 3.1 At the cycle of meetings in July 2021, the Place Scrutiny Committee (Minute 107), the People Scrutiny Committee (Minute 116) and the Policy and Resources Scrutiny Committee (Minute 134) each agreed that a single joint In-Depth Scrutiny Project be undertaken on behalf of the three committees during the 2021/22 municipal year on the theme of ‘Enabling Councillors to be Effective’, as part of the respective scrutiny work programmes for the year.
- 3.2 In the context of the Southend 2050 Vision and concerns previously raised by members in regard to the effectiveness of the current ‘Councillor Queries’ process and other arrangements to support councillors, the agreed scope of the in-depth scrutiny project was:
- (a) To identify and review current arrangements for the provision of support that councillors need to carry out their elected role, focusing on the “Councillor role” rather than the specific requirements of members of the Cabinet, the Shadow Cabinet or the chairs of committees.

- (b) To identify any 'quick wins' in terms of aspects of the main areas of focus of the project and to understand other ongoing activity that relates to the aims of the project to ensure joined-up arrangements.
 - (c) Where relevant, to feed into the separate review to be undertaken of the Council's Constitution by the General Purposes Committee, to which all members of the Council will have a separate opportunity to contribute.
 - (d) To complement the work of the design group currently looking at councillor development as part of the leadership programme.
- 3.3 The Project Team for the joint In-Depth Scrutiny Project comprised the following members appointed by the Council on 15 July 2021:
- Councillors B Beggs, K Buck, T Cowdrey, K Evans, A Line, J Moyies, D Nelson, I Shead and A Thompson.
- 3.4 Councillor J Moyies was appointed Chair of the Project Team at its meeting on 19 August 2021. The Project Team was supported by relevant officers including S Meah-Sims (Interim Executive Director (Strategy, Change and Governance)), T Row (Principal Democratic Services Officer) and S Tautz (Principal Democratic Services Officer/Project Co-ordinator). Other officer support was provided in respect of specific elements of the in-depth scrutiny project:
- 3.5 Progress with regard to the joint in-depth scrutiny project was achieved throughout the 2021/22 municipal year, including the development of an action plan, a comprehensive work programme and the receipt of relevant presentations. Although the progress of the project was delayed slightly as a result of the unfortunate local events that occurred in October 2021, efforts were made to ensure that the timescale for the delivery of the project was maintained and that the project was completed by the end of the 2021/22 municipal year.
- 3.6 The report and recommendations arising from the completion of the Joint In-Depth Scrutiny Project will be presented to the Committee by Councillor J Moyies, as Chair of the Project Team.

4. Joint In-Depth Scrutiny Project - Report and Recommendations

- 4.1 The report arising from the Joint In-Depth Scrutiny Project is attached as Appendix 1 and the recommendations of the Project Team are set out in Section 12 of the report. These have been agreed by the Project Team.
- 4.2 A number of the recommendations arising from the in-depth scrutiny project have budget implications that will require consideration as part of current and future years' budget processes prior to implementation.
- 4.3 The Committee is recommended to endorse the recommendations of the joint In-Depth Scrutiny Project, for consideration by the Cabinet.
- 4.4 In accordance with Scrutiny Procedure Rule 10 (Part 4 (e) of the Constitution), the report and recommendations of an In-Depth Scrutiny Project would normally be presented to the Cabinet by the chair of the relevant scrutiny committee. As

the scrutiny project for 2021/22 has been undertaken jointly on behalf of each the three committees, it is suggested that the report and recommendations arising from the project should be presented to the Cabinet by Councillor J Moyies as Chair of the Project Team.

5. Other Options

5.1 Not applicable

6. Reasons for Recommendations

6.1 Not applicable

7. Corporate Implications

7.1 Contribution to the Southend 2050 Road Map

As described in the report of the joint In-Depth Scrutiny Project

7.2 Financial Implications

Any recommendations with financial implications will need to go through the annual budgetary process before implementation.

7.3 Legal Implications

None

7.4 People Implications

As described in the report of the joint In-Depth Scrutiny Project

7.5 Property Implications

As described in the report of the joint In-Depth Scrutiny Project

7.6 Consultation

As described in the report of the joint In-Depth Scrutiny Project

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

Notes of meetings of the Project Team for the joint In-Depth Scrutiny Project

9. Appendices

Draft final report of the joint In-Depth Scrutiny Project - 'Enabling Councillors to be Effective.'

**People Scrutiny Committee, Place
Scrutiny Committee, Policy and
Resources Scrutiny Committee**

Joint In-Depth Scrutiny Project 2021/22

‘Enabling Councillors to be Effective’

Final Report and Recommendations (May 2022)

1. INTRODUCTION

- 1.1 Elected councillors give local government its essential legitimacy, accountability, strategic direction and community focus. The provision of support and assistance to all councillors regardless of which political party or group they belong to, whether they are Executive or 'back-bench members or whether they are part of an administration or in opposition, is essential for the purposes of enabling councillors to be effective.
- 1.2 The work of a councillor is complex and challenging and the political, legislative and local landscape in which we work is changing constantly. As more duties and responsibilities have been placed on local authorities, councillors have seen their workload increase significantly. Local residents and communities have high expectations of their elected representatives from the day of their election and throughout their period of office. Both new and experienced councillors therefore need appropriate support, guidance and personal and professional development to undertake their complex and evolving roles.
- 1.3 I would like to thank all councillors and officers for their contribution to the in-depth scrutiny project.

Councillor James Moyies
Chair of the In-Depth Scrutiny Project Team

2. BACKGROUND

- 2.1 Each of the Council's scrutiny committees (the People Scrutiny Committee, the Place Scrutiny Committee and the Policy and Resources Scrutiny Committee) has traditionally undertaken an in-depth scrutiny project each year. The in-depth projects are selected at the beginning of each municipal year and generally focus on the Council's corporate priorities or matters of local concern. Recent in-depth scrutiny projects have also been aligned with the ambition and outcomes arising from the Southend 2050 programme. The in-depth scrutiny projects lead to the development of reports and recommendations which advise the Executive and the Council on its policies, budget provision and service delivery. Participation in the in-depth projects enable councillors to be actively involved in a specific topic and to influence and shape proposals around service improvement that will result in improved outcomes.
- 2.2 In considering options for the approach to in-depth scrutiny activity for 2021/22, the scrutiny committees considered the benefits of undertaking a joint scrutiny project around the effectiveness of the current 'Councillor Queries' portal, which had generated a mixed experience for councillors since its implementation, particularly around the way that the councillor queries arrangements worked and enabled them to deliver their democratic mandate to local residents. The scrutiny committees considered 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 other appropriate matters of importance to councillors within this theme, alongside the effectiveness of the 'Councillor Queries' portal.

3. FRAMEWORK OF THE IN-DEPTH SCRUTINY PROJECT

- 3.1 At the cycle of meetings in July 2021, the People Scrutiny Committee, the Place Scrutiny Committee and the Policy and Resources Scrutiny Committee each agreed that a single in-depth scrutiny project be undertaken on behalf of the three committees during the 2021/22 municipal year on the theme of 'Enabling Councillors to be Effective', as part of the scrutiny work programme for the year.

- 3.2 There were a number of reasons for the identification of the in-depth scrutiny project. In addition to the concerns raised in regard to the effectiveness of the current 'Councillor Queries' arrangements for the handling of enquiries and questions that councillors raised with officers of the Council, other matters were agreed for inclusion as part of the in-depth scrutiny project, including problem reporting, requests for information, councillors' contact and engagement with the Council and residents and the effectiveness of the 'My Southend' platform.
- 3.3 In agreeing the nature of the in-depth scrutiny project for 201/22, the scrutiny committees acknowledged that a separate review of the Council's Constitution was taking place and that any recommendations arising from the project around constitutional matters could feed into that review process to avoid duplication. In considering the proposed scope of the in-depth scrutiny project, it was also recognised that design group was currently looking at councillor development as part of the leadership programme and that appropriate recommendations arising from the project could also contribute to that separate work activity.
- 3.4 The agreed scope of the in-depth scrutiny project was:
- (a) To identify and review current arrangements for the provision of support that councillors need to carry out their elected role, focusing on the "Councillor role" rather than the specific requirements of members of the Cabinet, the Shadow Cabinet or the chairs of committees.
 - (b) To identify any 'quick wins' in terms of aspects of the main areas of focus of the project and to understand other ongoing activity that relates to the aims of the project to ensure joined-up arrangements.
 - (c) Where relevant, to feed into the separate review to be undertaken of the Council's Constitution by the General Purposes Committee, to which all members of the Council will have a separate opportunity to contribute.
 - (d) To complement the work of the design group currently looking at councillor development as part of the leadership programme.
- 3.5 The review was set within the context of the Council's 2050 ambition and priorities and the Project Team was tasked with reviewing relevant issues and to report back to the Cabinet with appropriate findings and recommendations.
- 3.6 As a number of elements of the in-depth scrutiny project also covered issues that were considered as part of the scrutiny project undertaken by the Policy and Resources Scrutiny Committee for 2019-2021, we received a progress update on the implementation of each of the recommendations arising from that scrutiny project for 2020/21, to assist the consideration of aspects of the current in-depth scrutiny project and the formulation of appropriate recommendations arising from the project.

4. METHODOLOGY

- 4.1 The review was undertaken on behalf of the three scrutiny committees by a Project Team comprising the following members appointed by the Council on 15 July 2021:
- Councillors B Beggs, K Buck, T Cowdrey, K Evans, A Line, J Moyies, D Nelson, I Shead and A Thompson.
- 4.2 Councillor J Moyies was appointed Chair of the Project Team at its meeting on 19 August 2021.

4.3 The Project Team was supported by relevant officers including S Meah-Sims (Interim Executive Director (Strategy, Change and Governance)), T Row (Principal Democratic Services Officer) and S Tautz (Principal Democratic Services Officer/Project Co-ordinator). Other officer support was provided in respect of specific elements of the in-depth scrutiny project:

J Astle (Digital Communications Advisor)
C Foster (Head of IT Delivery)
A Keating (Strategic Communications Manager)
M Medina (Community Capacity Advisor)
P Moyo (Internal Communications Officer)
K Pachalko (Engagement and Participation Manager)
J Painter (Service Manager (Customer Services))
D Skinner (Intelligence Officer (Planning and Compliance))
C Thomas (Director of Digital and ICT)

4.4 The Project Team met on six occasions between August 2021 and April 2022. Although the progress of the in-depth scrutiny project was delayed as a result of unfortunate local events that occurred in October 2021, efforts were made by the Project Team to ensure that the timescale for the delivery of the project was maintained and that the project was completed within the 2021/22 municipal year.

4.5 The project was undertaken using an evidence-based approach to the consideration of service options, through a mixture of experiences presented by councillors and informative presentations that supported the understanding of the current provision of services to support councillors. No witness sessions or site visits were held in respect of the project, although some examples of service provision in other local authorities were presented to the Project Team. The Project Team reviewed guidance published by the Local Government Association in relation to effective councillors and the handling of casework.

4.6 A project plan and work programme for the in-depth scrutiny project was agreed by the Project Team in September 2021 and by each of the scrutiny committees during the October 2021 cycle of meetings. The project plan and work programme set out the scope and framework for the project, alongside a programme of thematic evidence-gathering activities around the following specific areas identified as key to the desired outcomes for the project:

- First Contact (resident queries dealt with by councillors and the experience of residents when contacting the Council).
- Councillor Queries (review of improvements to arrangements for the handling of councillor queries).
- Officer/Councillor Engagement (practical arrangements and the operation of the Councillor/Officer Protocol).
- Councillor Casework and Support (the benefits of a casework system to improve the management of resident issues, other support for all councillors).
- Cross-Service, External Partners and Outsourced Services (ensuring that services provided by external organisations/agencies are handled seamlessly).
- Enabling Non-Aligned Councillors (ensuring that non-aligned councillors have the ability to be effective).

4.7 The following sources of evidence were considered as part of the in-depth scrutiny project:

- (a) Councillor 'case studies', experiences and feedback.
- (b) Specific examples of issues within the scope of the project where things have not gone well.

- (c) Relevant data etc. held by the Council or obtained from published sources or benchmarking arrangements.
- (d) Performance information on key issues (e.g., response times, call handling etc.).
- (e) Customer feedback (e.g., contact with the Council, contact with councillors, use of the website etc.).
- (f) Information/feedback from relevant officer teams (e.g., 'Councillor Queries')
- (g) Benchmarking information (e.g., around member support services and the use of casework systems at other local authorities).
- (h) The presentation/demonstration of relevant systems and processes.
- (i) A review of recommendations arising from the in-depth scrutiny project undertaken by the Policy and Resources Scrutiny Committee for 2019/20-2020/21.

5. FIRST CONTACT

5.1 At the meeting of the Project Team in December 2021, we considered aspects of the work programme for the joint in-depth scrutiny project, around the 'First Contact' theme.

(a) 'My Southend'

5.2 We received a presentation from the Director of Digital and ICT and the Head of IT Delivery, on current plans for the replacement of the 'My Southend' interactive self-service portal for residents.

5.3 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.

5.4 The Project Team was advised that the 'My Southend' platform was five years old and had been designed as a replacement for paper-based forms. The Director of Digital and ICT advised us that the current platform was at end of life and that the supplier had no plans to replace or enhance the platform any further. The Director of Digital and ICT reported that ICT had been tasked with investigating options for a replacement system in July 2021, as this approach offered an opportunity to rethink the way online services were packaged and to transform service delivery, and that funding for investigation into the scope and business case for a replacement platform had been agreed by the Investment Board in September 2021, alongside the introduction of a new Revenues and Benefits portal to be integrated into the 'My Southend' platform. The Director of Digital and ICT reported that the replacement of 'My Southend' had the potential to improve the current customer engagement experience and that integration with waste management services was also planned to be introduced as part of the implementation of the new platform.

5.5 We understand that the business case agreed in September 2021 proposed the undertaking of discovery and consultation activity with councillors, officers and residents to inform the production of a full business case for the new platform. A service provider has been appointed and discovery and design is due to commence in July 2022, so that the full business case for the new platform can be submitted to the Investment Board in November 2022 and considered by the Cabinet in January 2023.

5.6 We were also advised of a number of challenges with the current 'My Southend' platform, including digital exclusion, the use of some complicated forms that did not cover all service areas, the inability to track the progress of service requests and reports, the lack of a casework management facility for councillors, a lack of ability to identify common areas of service request, and limited integration with other systems. The Director of Digital and ICT indicated that, subject to full compliance with relevant data protection legislation and the consideration of safeguards for personal data held in different service areas, it was

intended that the functionality of the new 'My Southend' portal would also extend to the Council's partners that were involved in service delivery for residents, so that services were handled seamlessly.

- 5.7 The Director of Digital and ICT advised us that the replacement of the 'My Southend' platform was currently in the discovery phase and that work had already been undertaken to understand the digital abilities of residents and improve their system experience, to understand the current use of 'My Southend' through analysis of service requests and complaints, and to develop ward-level analysis of demographics and the use of 'My Southend' using data from the 2011 Census.
- 5.8 The Project Team was assured that full programme governance would be established around the replacement of the 'My Southend' portal and that councillors and service users would be fully involved in the development of the vision and functional specification for the new portal, which was not intended to move away from the continued provision of human contact for residents.
- 5.9 We were advised that it was also intended to secure some 'quick wins' from the replacement of 'My Southend', including improvements to the language used in some on-line forms, the investigation of options for validation to enable correct enquiries to be raised first time and to reduce the level of duplicate cases, and the use of analytics and customer feedback to review existing forms and user interfaces to improve customer experience and ease of completion.
- 5.10 We welcome the plans for the replacement of the 'My Southend' interactive self-service portal for residents and have requested that the Project Team be kept up to date with ongoing progress on the replacement of the portal.

(b) Website

- 5.11 The Council's website is a suite of related web pages used to store and provide service information to external users, located under the single domain www.southend.gov.uk. The Project Team received a presentation from the Digital Communications Advisor on current plans for the development of the website.
- 5.12 We were advised that the corporate website consisted of information relating to over 400 services, complemented by additional linked websites such as 'My Southend', the Planning Portal and the Modern.Gov democratic services facility. The Digital Communications Advisor reported that extensive work had been undertaken to improve the main website, including a full relaunch in May 2020 and that accessibility and user-journeys had been a major consideration for the re-development of the website.
- 5.13 The Project Team noted that the website had recently been completely overhauled to comply with accessibility law and featured drop-down menus in line with modern websites, whilst also working better on mobile devices and providing shorter user-journeys to key content.
- 5.14 The Digital Communications Advisor reported that the updated website had an in-built ability to show results even if search criteria were mis-typed and could route straight to relevant content rather than simply displaying a list of search results. The Project Team was advised that analytics indicated that people were now able to find content far quicker and having to visit fewer pages before they found the information they required and that comments related far less to finding content than with the previous website.
- 5.15 We were advised that the website had been subject to several accessibility ranking and audit evaluations and was currently rated 87/100 (excellent) for accessibility by

SiteImprove. The Digital Communications Advisor reported that the Government Digital Service had audited and passed the website in January 2021 and that the recommendations arising from a Shaw Trust accessibility audit undertaken by people with a range of disabilities and needs when accessing information online, were currently being implemented to further improve the website.

- 5.16 The Project Team was informed that the introduction of search functionality for the linked websites was also being investigated, alongside further data-driven improvements using analytics from the website and on-site searches, and future tools to improve usability and customer experience, such as a live chat function. We strongly consider that any introduction of live chat functionality for the website should only be on the basis of human interaction rather than being automated by any form of artificial intelligence.
- 5.17 We would encourage councillors to provide details of any specific search enquiries that had proved problematic in terms of identifying information on the Council's website, directly to the Corporate Communications Team.
- 5.18 We welcome the plans for the for the development of the Council's website.

(c) Resident Queries and Experience

- 5.19 Although we did not consider the 'Councillor Queries' theme of the work programme for the in-depth scrutiny project at our meeting in December 2021, we discussed the increase in the number of resident queries being dealt with by councillors that had been perceived at the commencement of the in-depth scrutiny project, although it was currently generally felt that the level of such queries had since reduced for some members. We also received current call handling performance information.
- 5.20 We were advised that no 'Mystery Caller' type exercises around the provision of customer services have been previously commissioned but did not consider that this was necessary as part of the in-depth scrutiny project at the current time. However, we do believe that appropriate forms of 'mystery caller' or other review arrangement should be introduced wherever necessary to ensure that arrangements already put in place to ensure that the quality of the experience offered to residents when contacting the Council are being met.

6. COUNCILLOR QUERIES

- 6.1 At the meeting of the Project Team in January 2022, we considered aspects of the work programme for the joint in-depth scrutiny project around the 'Councillor Queries' theme.
- 6.2 We received a presentation from the Service Manager (Customer Services)) on the current performance of the 'Councillor Queries' portal for members and ongoing plans for the development of the portal.
- 6.3 The Project Team was advised that the 'Councillor Queries' portal had originally been established at the start of the COVID-19 pandemic in 2020, as a means of providing responses and information to councillors in respect of service enquiries around the Council's ongoing response to the impact of the pandemic. In August 2021, a team of seven officers from various service areas across the Council was established as an interim arrangement to manage the Councillor Queries arrangements, to address the lack of consistent service being experienced by councillors when submitting enquiries. The aim of the officer team was to take responsibility for the provision of responses to enquiries, whilst ensuring that responses were also consistent with a more personal approach.
- 6.4 We were advised that some aspects of 'Councillor Queries' were now considered to be working well, including the ability of the officer team to direct enquiries to the correct service

area, acting as a single point of contact for progress chasing and liaison with service areas on behalf of councillors. However, we understand that efforts will continue to be made to improve the service further, including engagement with councillors to ensure that all enquiries are directed to the dedicated 'Councillor Queries' inbox rather than directly to officers, to ensure a consistent approach. The Project Team was also advised that improved engagement with all of the political groups around the operation of the 'Councillor Queries' portal was to be developed, as only limited attendance had so far been seen at events to promote the use of the portal, and that the councillor queries team occasionally encountered difficulties in obtaining responses to enquiries from some service areas but were working with the relevant Executive Directors to improve this issue. The Service Manager (Customer Services) advised us that efforts also continued to be made to provide responses to enquiries submitted through the 'Councillor Queries' portal, within the five-day service level agreement.

- 6.5 We reviewed data on the level of enquiries submitted through the 'Councillor Queries' portal between August and December 2021, which indicated that the main areas of enquiry related to highways, parks, waste management, regulatory services and licensing. During that period, 1427 enquiries had been received through the 'Councillor Queries' portal, with smaller numbers of queries submitted by councillors through 'My Southend' (131) and Velocity (the corporate portal for the reporting of ICT related issues) (17). It was reported that the level of queries submitted through the 'Councillor Queries' portal had shown a decrease over this period, although it was likely that councillors might be raising queries directly with relevant officers, or through alternative means of contact, in some situations.
- 6.6 The Project Team considered that it was important that appropriate guidelines were in place so that councillors were clear on the best approach to use when raising enquiries, particularly when these often contained personal or sensitive information, or might concern safeguarding matters, and that members needed to exercise judgement on the best means of contact given the circumstances of specific enquiries. The Service Manager (Customer Services) advised the Project Team that the Customer Care Team also exercised judgement in terms of the 'urgency' allocated to specific enquiries received from councillors.
- 6.7 The Interim Executive Director (Strategy, Change and Governance) indicated that member support arrangements (including the 'Councillor Queries' portal) was part of the ongoing corporate review of business support functions, which would also consider the need for the provision of dedicated support for councillors and options to support member casework through the procurement or in-house development of appropriate casework management arrangements.
- 6.8 The Project Team suggested that arrangements for the improvement of existing reporting arrangements of local incidents by councillors over weekends, bank holidays and at times of other significant national or local events should be investigated, and that details of the 'Gold' command arrangements for response to an emergency or major incident available to councillors, needed to be updated. We consider that it is essential that appropriate officers of the Council and representatives of key service areas are always available given the nature of Southend as a 'weekend' destination. We consider that this information could usefully be available on the area of the new intranet proposed to be dedicated to the provision of information for councillors.
- 6.9 We support the continued use of the 'Councillor Queries' portal and consider that the Council should continue to pursue the introduction of appropriate enhancements to the portal.

7. OFFICER/COUNCILLOR ENGAGEMENT

- 7.1 We recognise that councillors and officers are indispensable to one another and mutual respect and communication between both is essential for good local government. Together, councillors and officers bring the critical skills, experience and knowledge required to manage an effective public sector organisation.
- 7.2 Although elements of the work programme for the in-depth scrutiny project contained proposed activity relating to officer/councillor engagement, we have requested the Interim Executive Director (Strategy, Change and Governance) to ensure that these aspects of the project instead be aligned with the separate work being undertaken with all councillors to implement the actions arising from the review of the Member/Officer Protocol in 2021, to avoid duplication of effort in the completion of the project by the Project Team.
- 7.3 We have therefore made no specific recommendations on this aspect of the work programme for the in-depth scrutiny project.

8. COUNCILLOR CASEWORK & SUPPORT

(a) Casework Management

- 8.1 At the meeting of the Project Team in March 2022, we received a presentation from the Interim Executive Director (Strategy, Change and Governance) with regard to current and future member casework management arrangements.
- 8.2 Dealing with enquiries from local residents is a key part of a councillor's democratic role and a significant large part of Members' time is spent responding to enquiries from the public. We considered that being able to deal with residents and understand the issues and concerns they faced, whilst being equipped with the skills, confidence and ability to take action in response to their queries, was an important and valued role of councillors. The issues that local people raise with councillors are often referred to as 'casework' and usually deal with the resolution of an individual problem.
- 8.3 The Project Team considered examples of the types of contact with councillors that could be regarded as 'casework', which can arise from a variety of sources:
- Letters, phone calls, email and social media.
 - Councillor surgeries, advice sessions and doorstep calls.
 - Campaigning and other political activity
- 8.4 Dealing with casework requires councillors to develop and maintain their own arrangements for managing information and tracking progress. The amount of casework that a councillor receives depends on the nature of the area they represent, although research suggests that the higher the level of deprivation in an area, the more casework there is likely to be. We consider that the Council currently only provides very limited casework support facilities for councillors and that there is room for improvement in current arrangements for handling casework.
- 8.5 We believe that it is important to be able to define what 'casework' means to the Council, but that this could include any query made to a councillor or any query that a councillor might have but might also include helping people to help themselves to avoid members taking on too much personal responsibility in seeking to resolve matters for constituents. We received a copy of guidance published by the Local Government Association in 2017 in relation to effective councillors and the handling of casework, which we found to be helpful.
- 8.6 We received initial details of two commercial casework management systems that were currently in use by other local authorities. Members considered that it was important to

ensure that, whilst any adopted casework management system enabled councillors to securely track and manage constituent casework efficiently and effectively, it was essential that any such system was compatible with the Council's existing ICT infrastructure and could integrate fully with other relevant systems in use across the authority. The Project Team was advised of the general findings of discussions in respect of casework management systems that Councillor Cowdrey had undertaken with other councillors across the country and suggested that it would be beneficial for access to specific cases within any adopted system, to be able to be shared between ward members. Councillors also highlighted the need for any adopted casework management system to be fully compliant with data protection legislation.

- 8.7 In terms of the resource implications of the procurement and implementation of a casework management system for councillors, the Interim Executive Director (Strategy, Change and Governance) indicated that it would be important to consider whether the development of an appropriate facility could be managed in-house or alongside existing member support arrangements and that it would also be necessary to identify capacity within the ICT Section to implement any adopted system, as well as efficiencies that could be generated through the adoption of a casework management system and its delivery as part of the ongoing review of existing business support arrangements across the Council.
- 8.8 We strongly believe that the implementation of a casework management system would significantly improve the effectiveness of councillors through the provision of a more efficient service to residents and would make casework easier to deal with for both councillors and officers. The introduction of such a system would also supplement the Council's ability to identify patterns and themes around issues of service provision or performance.
- 8.9 If an appropriate casework management system is introduced, we consider that it will be necessary to encourage all councillors to fully utilise the facility. Additional training may be required for members and for those officers across the Council who will be required to support the roll-out and operation of the system. The introduction of a casework management system arising from the recommendations of the Project Team will, if endorsed by the scrutiny committees and agreed by the Cabinet, lead to significant investment and commitment to strengthening the quality of service and experience for councillors. The success of this work will be partly dependent upon all councillors using the proposed casework management arrangements.
- 8.10 We suggest that it might be appropriate for any adopted system to be rolled-out on a phased basis. We also consider that it is important that a range of accessible channels are always made available to facilitate contact with councillors, including support for members of the public and constituents that might not be able to utilise electronic or web-based methods of contact.
- 8.11 The Project Team considered that it would be beneficial to councillors in terms of supporting them in the effective handling of constituency casework, for a regular survey (or similar) exercise to be undertaken to assess current casework levels and the type and nature of resident queries received by councillors. We also supported a suggestion that a comprehensive 'library' of frequently asked questions (FAQs) could be developed for councillors, as a means of supporting members to deal with common types of issue raised by the public and constituents, and that such facility could also provide for the development of 'model' responses/answers to frequently raised issues.
- 8.12 The Project Team considers that the Council should therefore pursue the introduction of an appropriate web-based system to facilitate effective casework management arrangements, through the development of a fully costed business case for the adoption of the eCasework casework management system.

(b) Member Support Arrangements

- 8.13 The Project Team also reviewed options presented by the Interim Executive Director (Strategy, Change and Governance) for the future provision of member support arrangements, arising from opportunities and efficiencies identified by the corporate review of business support arrangements.
- 8.14 We believe that the Council should seek to improve the effectiveness of councillors through the development of enhanced member support arrangements to provide administrative assistance to all councillors to enable them to be effective within their roles. We consider that the establishment of any new resource for councillors should provide support for all members of the Council, alongside specific support services for the Leader and Cabinet, across areas such as casework activity, learning and development, communications and service signposting etc.
- 8.15 The Project Team expressed support for an option presented by the Interim Executive Director (Strategy, Change and Governance) for the establishment of a member support team utilising resources identified by the review of business support arrangements, based on a Member Support Office structure. In supporting this approach, we requested that any such member support team should be located in the existing members area of the Civic Suite once established and have a 'visible' on-site presence at all times, whilst also accepting the ongoing principle of remote working arrangements. The Interim Executive Director (Strategy, Change and Governance) advised that appropriate training would need to be provided for officers of the member support team in order that it could function effectively in support of all councillors.
- 8.16 We also considered whether the establishment of a new support resource for councillors should include any form of political assistant service. Whilst we recognise the potential value of political assistants to undertake research activities for the main political groups within a local authority and allow the separation of professional officer and political roles to enable the provision of advice to councillors that officers are prevented from providing as a result of political restriction, we do not consider that this approach would be appropriate or necessary for the Council at the current time.
- 8.17 We consider that the introduction of a dedicated member support team would also help to improve the effectiveness of councillors and that the Council should pursue the introduction of the proposed member support arrangements for all members of the Council.

9. CROSS-SERVICE, EXTERNAL PARTNERS AND OUTSOURCED SERVICES

- 9.1 At our meeting in March 2022, we also considered the aspect of the work programme theme around 'Cross Service, External Partners and Outsourced Services'.
- 9.2 We were keen to ensure that appropriate arrangements were in place to ensure that enquiries received from local residents that concerned services provided by partner organisations or other external agencies, are always passed on seamlessly rather than being referred back as not the responsibility of the Council.
- 9.3 The Interim Executive Director (Strategy, Change and Governance) advised us that it was intended that the establishment of the dedicated member support resource supported by the Project Team as part of our consideration of the future provision of member support arrangements, would help to deliver the aspiration of the in-depth scrutiny project that queries concerning services provided by other organisations were effectively handled through a 'right first time' approach. The Interim Executive Director (Strategy, Change and Governance) indicated that it was equally important for officers of the Council to be aware

of how queries concerning services provided by external organisations should be handled and that appropriate training would therefore need to be provided around the establishment of the new member support resource to ensure that officers had ready access to appropriate information on service provision by the Council and other organisations.

- 9.4 Whilst we recognised that the establishment of the dedicated member support resource would help to ensure that queries concerning services provided by other organisations were dealt with on a 'right first time' approach, we consider that going forward, efforts should also be made to continue to improve customer engagement experiences through the integration of relevant systems with those of the Council and its service providers, as part of the procurement or replacement of relevant systems.
- 9.5 We considered that it was important that the Council was able to respond flexibly to queries that involved external organisations and that responses were coordinated with other organisations involved in a particular issue, where appropriate. We suggested that the proposed development of a library of frequently asked questions and model responses proposed as part of our discussions around the introduction of a casework management system for councillors, would also help to support members to deal with issues that involved services provided by external organisations.

10. ENABLING NON-ALIGNED COUNCILLORS

- 10.1 The work programme for the in-depth scrutiny project made provision for the project to ensure that non-aligned councillors had the ability to be effective and to identify any barriers that restricted the ability of non-aligned councillors to represent residents effectively, through discussion with non-aligned councillors.
- 10.2 As a result of the delay caused to the progress of the in-depth scrutiny project as a result of the unfortunate local events of October 2021, it was not possible for us to complete this aspect of the work programme before the end of the municipal year. However, representation on the Project Team by a non-aligned councillor was maintained throughout the delivery of the in-depth scrutiny project and no specific issues in this regard were brought to the attention of the Project Team for consideration.
- 10.3 We are aware that the allocation of seats on the Council's committees etc. is undertaken in accordance with Sections 15 and 17 of the Local Government and Housing Act 1989, whereby the authority is required to allocate seats to 'political groups' and that non-aligned councillors are not therefore included in the calculation for the allocation of seats on committees.
- 10.4 Our recommendations later in this report in respect of councillor casework and member support, recognise the need for effective support services to be provided for all councillors.
- 10.5 The provision of support and assistance to all councillors applies equally to those members that are not aligned to a political (or other) group on the Council. We consider that the identification of barriers that restricted the ability of non-aligned councillors to represent residents effectively could therefore be raised as part of the separate ongoing review currently being undertaken of the Council's Constitution, to which all members have an opportunity to contribute.

11. OTHER ISSUES

- 11.1 At the meeting of the Project Team in April 2022, we considered several matters that arose from previous consideration of aspects of the work programme for the joint in-depth scrutiny project:

(a) Intranet

- 11.2 The intranet is the private internal network used by the Council to store information and to help collaboration. We received a presentation from the Strategic Communications Manager and the Internal Communications Officer with regard to current plans for the development of the Council's new intranet, which went live in early May 2022.
- 11.3 The Project Team recognised that the previous intranet was not now fit for purpose, as it didn't serve multiple audiences in an intuitive way and, with particular relevance to the in-depth scrutiny project, did not have a dedicated section for the provision of information for councillors. We were advised that the current intranet facility could not be accessed 'on the move' and that the existing platform was old, unsupported by Microsoft, and had significant limitations. We had also received concerns from councillors that the internal telephone directory facilities within the current intranet were not fit for purpose.
- 11.4 We were advised that action to ensure that the contact telephone numbers and email addresses of all officers of the Council were available in the internal telephone directory had been addressed as part of the development of the new intranet, which would also act as a repository for the Council's policy documents in order to increase the availability of such policies to members.
- 11.5 The new intranet has been designed to fully support officers and councillors to carry out their roles effectively and incorporates a dedicated and exclusive area for councillors alongside an improved 'active directory' to enable councillors to search for contact details for officers and service areas, together with a range of quick links to enable councillors to find and access information easily. We have been advised that the new cloud-based intranet will be fully integrated with Microsoft 365, Microsoft Teams and other systems, so that officers and councillors will be able to access it on any device where they are logged in and 'on the move.'
- 11.6 We were advised that there were tangible benefits to be achieved from the new intranet, in that it aimed to be much more intuitive and simpler to navigate, particularly around contact details for individual officers and team structures and finding documents and links to specific information. We consider however, that it is important for the new intranet to have an effective search function, to enable the identification of relevant strategies and policies. In this respect, we consider that it is necessary for all strategies and policies to be able to be searched using tags appended to each individual document, and which also contains details of relevant publication/review dates and responsible officers.
- 11.7 The Project Team considers that it would be helpful for the dedicated councillor's area of the intranet to also reflect links to national policy information and contain frequently asked questions with regard to individual service areas. We have also suggested that the intranet should additionally include an expanded 'Councillors' section to provide details of Cabinet membership and portfolio responsibilities, appropriate links to ward profile data and access to the Pentana corporate performance management system.
- 11.8 The Interim Executive Director (Strategy, Change and Governance) has advised us that part of the rationale for the new intranet is that it will become a useful tool to help officers and councillors in delivering services effectively and we welcome the opportunity for councillors to work with officers to develop the new intranet further and to champion its use as a tool for councillors.
- 11.9 We welcome the plans for the replacement of the Council's intranet, including the provision of a dedicated area for councillors. We understand that the new intranet will continue to be developed and would encourage all councillors to use the intranet and to identify whether

the dedicated area for councillors covers everything that members need and whether the addition of further links to specific information should be considered.

(b) 'Your Say Southend'

- 11.10 We received a joint presentation from the Engagement and Participation Manager, the Community Capacity Advisor and the Intelligence Officer (Planning and Compliance), with regard to the 'Your Say Southend' engagement and consultation platform.
- 11.11 The 'Your Say Southend' platform was launched in November 2020 to provide residents with an opportunity to participate in engagement and consultation across Southend-on-Sea. 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. The platform is used to complement, but not replace, traditional face-to-face methods of engagement and consultation activity and 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.
- 11.12 The 'Your Say Southend' 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 and also helps the Council to establish and share good practice, use resources effectively, maximise the use of consultation findings and to co-ordinate effort and avoid duplication.
- 11.13 We have asked the Engagement and Participation Manager to explore the links between 'Your Say Southend', the Council's Petitions Scheme and the 'My Southend' platform, to improve the journey of local residents through the various portals. We consider that the petition scheme should be signposted within the 'Your Say Southend' platform.
- 11.14 The Project Team understands that, at the time of the development of 'Your Say Southend', it was not possible for the portal to be facilitated as part of an existing platform or via a joint procurement arrangement with the development of 'My Southend.' We have also asked the Engagement and Participation Manager to work with the Director of ICT to review this approach going forward when the contract for 'Your Say Southend' is next due for renewal, to enable consideration to be given to the integration of 'Your Say Southend' and 'My Southend' and the possible development of a joint gateway to these systems.
- 11.15 We have been advised that the sharing of results of consultation and engagement activity will also now be available on the Council's new intranet as well as through the 'Your Say Southend' platform. The Project Team additionally considered that it would be helpful for appropriate benchmarking information to be prepared around the effectiveness of 'Your Say Southend' and for a simple profile of registered users of the platform to be prepared, to support its continued development. We have also suggested that promotion of the opportunities for involvement presented by 'Your Say Southend' should be included within the information booklet produced for inclusion with the annual Council Tax bills.
- 11.16 The Project Team was pleased to be advised by the Interim Executive Director (Strategy, Change and Governance) that the Local Government Information Unit had expressed interest in working with the Council to promote the success of the 'Your Say Southend' platform.

11.17 We welcome and support the continued development of the 'Your Say Southend' platform alongside traditional forms of engagement and consultation and would encourage all councillors to consider how best they can use the platform to support local engagement and consultation activity. Relevant officers have indicated that they would be able to provide a one-to-one demonstration of the uses of the platform to any councillor that would appreciate this.

12. RECOMMENDATIONS

12.1 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 local circumstances that arose in October 2021, the proposed outcomes for the project have been achieved.

12.2 We have identified some 'quick wins' in terms of aspects of the work programme for the in-depth scrutiny project as set out in this report, alongside other substantive recommendations to improve the effectiveness of councillors. We therefore recommend as follows:

'My Southend'

- (1) That the current plans for the replacement and improvement of the 'My Southend' interactive self-service portal for residents be welcomed.
- (2) That the Director of Digital and ICT and the Head of IT Delivery progress the holding of appropriate engagement and evidence gathering sessions for councillors to inform the development of the specification for the replacement of the 'My Southend' portal.
- (3) That the Director of Digital and ICT and the Head of IT Delivery investigate the possible rebranding of the 'My Southend' portal to complement appropriate opportunities for corporate rebranding as part of the award of city status to Southend-on-Sea.

Website

- (4) That progress to date and current plans for the further development of the Council's website be welcomed.
- (5) That the Strategic Communications Manager investigate appropriate opportunities for the provision of user feedback as part of the updated website experience. To inform the further improvement of the website
- (6) That the Strategic Communications Manager consider whether the presentation received by the Project Team should be made to the wider cohort of councillors and, if appropriate, to newly elected members of the Council as part of the member induction process.

Resident Queries and Experience

- (7) That the suite of the Council's policy documents be published on the website and/or intranet and that arrangements be made for specific policy documents to be provided to councillors on request.
- (8) That the Interim Executive Director (Strategy, Change and Governance) investigate appropriate opportunities for the holding of a regular member survey to assess casework levels and the type and nature of resident queries received by councillors.

Councillor Queries

- (9) That the current performance of the 'Councillor Queries' arrangements for members be noted and that the plans for the development of the portal as part of the proposed introduction of a casework management system for councillors, be supported.
- (10) That the Service Manager (Customer Services) consider options for the possible development of a 'template' form for enquiries submitted through the current 'Councillor Queries' portal, for use until a casework management system for councillors has been implemented.
- (11) That the Interim Executive Director (Strategy, Change and Governance) progress the proposed improvements to the 'Councillor Queries' arrangements, that we have outlined in this report.
- (12) That the Interim Executive Director (Strategy, Change and Governance) and the Service Manager (Customer Services) consider options for improved reporting arrangements of local incidents by councillors, over weekend and bank holiday periods and the inclusion of appropriate contact information on the proposed councillor's area of the new intranet.

Casework Management

- (13) That options for the development of a comprehensive library of frequently asked questions and 'model' responses/answers to support members to deal with common types of issues, be investigated.
- (14) That the implantation of a casework management system for councillors be progressed and that the Interim Executive Director (Strategy, Change and Governance) undertake the development of a fully costed business case for the adoption of the eCasework casework management system.
- (15) That the Interim Executive Director (Strategy, Change and Governance) progress the areas of functionality for the implementation of a casework management system that we have outlined in this report, as part of the development of the business case for the eCasework casework management system
- (16) That the Director of ICT and Digital consider options for the possible in-house development of an appropriate casework management system and the integration of such in-house or externally procured system with the Council's ICT infrastructure and relevant systems already in use by the Council to support councillor casework.

Member Support Arrangements

- (17) That the proposed establishment of a new support resource for all councillors and the suggested support offer based on a Member Support Office structure, be endorsed.
- (18) That the Interim Executive Director (Strategy, Change and Governance) progress the development of a business case for the new support resource for councillors as part of the corporate review of business support arrangements.
- (19) That the Interim Executive Director (Strategy, Change and Governance) include the preferences expressed by the Project Team for the location of the new support resource for councillors, within the development of the appropriate business case.

- (20) That the proposed new support resource for councillors should not include any form of political assistant service.

Cross Service, External Partners and Outsourced Services

- (21) That the establishment of the proposed member support resource supported by the Project Team at Recommendation (17) above, be utilised to deliver the aspiration of the in-depth scrutiny project that enquiries concerning services provided by the Council and relevant external organisations are handled seamlessly.
- (22) That, wherever possible, customer engagement experiences be improved through the integration of relevant systems with those of the Council and its service providers, as part of the procurement or replacement of relevant systems.

Enabling Non-Aligned Councillors

- (23) That the identification of barriers that restrict the ability of non-aligned councillors to represent residents effectively, be considered as part of the review currently being undertaken of the Council's Constitution.

Intranet

- (24) That progress to date and current plans for continued development of the new intranet, including provision for the incorporation of a dedicated area for councillors, be welcomed.
- (25) That the Interim Executive Director (Strategy, Change and Governance) progress the proposed additional areas of functionality for the new intranet, including matters for inclusion within the dedicated area for councillors, that we have outlined in this report.
- (26) That all councillors be requested to consider whether the dedicated councillor area of the new intranet covers everything that members need and whether the addition of further links or access to specific documents should be implemented.

'Your Say Southend'

- (27) That progress to date and current plans for the continued development of the 'Your Say Southend' engagement and consultation platform, be supported.
- (28) That the Interim Executive Director (Strategy, Change and Governance) progress the proposed additional areas of functionality for the platform, that we have outlined in this report.
- (29) That all councillors be encouraged to promote the use of 'Your Say Southend' as an opportunity for residents to participate in ongoing engagement and consultation activity.

12.3 Although the scope of the in-depth scrutiny project provided an opportunity for it to feed into the review of the Constitution where relevant, we have made no specific recommendations on constitutional matters as part of our work.

12.4 We have similarly made no recommendations around councillor development, which is currently being considered as part of the leadership programme, although some of the recommendations that we have made will have implications for ongoing training and

development requirements for councillors, particularly in terms of induction arrangements for new members.

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Southend-on-Sea City Council

Report of Interim Executive Director
(Strategy, Change and Governance)

to

Place Scrutiny Committee, People Scrutiny Committee
and Policy & Resources Scrutiny Committee

4th, 6th and 7th July 2022

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

Agenda
Item No.

11

Summary of Work 2021/22 & In-Depth Scrutiny Project 2022/23

A Part 1 Agenda Item

1. Purpose of Report

- 1.1 For the Committee to review the work that it carried out during the previous municipal year.
- 1.2 For the Committee to consider a possible approach to in-depth scrutiny activity for 2022/23.

2. Recommendations

- 2.1 That the Committee note the summary of the scrutiny work that it has undertaken during the 2021/22 municipal year.
- 2.2 That the completion of the joint in-depth scrutiny project undertaken for 2021/22, around the theme of 'Enabling Councillors to be Effective', be noted.
- 2.3 That the Committee consider the proposed approach to in-depth scrutiny activity for 2022/23, as set out in this report.
- 2.4 That, subject to the agreement of the proposed approach to in-depth scrutiny activity for 2022/23, no other topic(s) be selected by the Committee for additional in-depth scrutiny during 2022/23.

3. Work Undertaken by the Scrutiny Committees 2021/22

- 3.1 A summary of the work undertaken by each of the scrutiny committees during the 2021/22 municipal year is attached at Appendix 1 to this report.
- 3.2 The Committee is requested to note the summary of the work it has undertaken during 2021/22.

4. In-Depth Scrutiny Project 2021/22 - 'Enabling Councillors to be Effective'

- 4.1 As the Committee will be aware from the report included elsewhere on this agenda, the joint in-depth scrutiny project undertaken on behalf of the People

Scrutiny Committee, the Place Scrutiny Committee and the Policy and Resources Scrutiny Committee for 2021/22, has recently been completed

- 4.2 The report and recommendations arising from the completion of the joint in-depth scrutiny project will be considered by each of the scrutiny committees during the current cycle of meetings.

5. In-Depth Scrutiny Projects 2022/23

- 5.1 As councillors will be aware, each of the scrutiny committees has traditionally undertaken an in-depth scrutiny project each year. The scrutiny projects are selected at the beginning of each municipal year and have generally been focussed on the Council's corporate priorities or matters of local concern. Recent in-depth scrutiny projects have also been aligned with the ambition and outcomes arising from the Southend 2050 programme. Details of the in-depth scrutiny projects previously undertaken by the scrutiny committees are attached as Appendix 2 to this report.
- 5.2 The delivery of the in-depth scrutiny projects inform the development of a report and recommendations which advise the Executive and the Council on its policies, budget provision and service delivery in specific areas. Each project is driven through a member Programme Working Party (Project Team), supported by relevant officers. Participation in the in-depth scrutiny projects enables councillors to be actively involved in a particular topic and to influence and shape proposals around improvement that will result in benefits and outcomes for residents and service users.
- 5.3 The undertaking of the annual in-depth scrutiny projects is not a statutory requirement and is derived from the power set out in Section 9(c) (Policy Review and Development) of the Scrutiny Procedure Rules at Part 4(e) of the Council's Constitution, which provides that the scrutiny committees may hold enquiries and investigate options for future direction in policy development.
- 5.4 At this meeting, the Committee would normally agree the nature of the in-depth scrutiny project that it wishes to undertake during the municipal year. As already indicated, the undertaking of the annual in-depth scrutiny projects is not a statutory requirement and is based on local practice over a number of years.
- 5.5 The undertaking of individual in-depth scrutiny projects for each scrutiny committee can be resource intensive. Each Programme Working Party (Project Team) must be fully supported throughout the scoping, delivery and outcome reporting of the project and appropriate specialist capacity is often required to facilitate aspects of projects. In addition, it has regularly been necessary to arrange and undertake appropriate site visits, conduct public surveys, hold public meetings, and commission research etc. to inform the delivery of in-depth scrutiny projects.
- 5.6 As a consequence of the ongoing response to the COVID-19 pandemic and the continued need to also focus on local recovery priorities going forward, the traditional approach to the undertaking of separate in-depth scrutiny projects was not considered the best use of resources and capacity for 2021/22 and the single project around the theme of 'Enabling Councillors to be Effective' was therefore undertaken jointly on behalf of each of the scrutiny committees, as it was

considered important that scrutiny activity recognised the level of resources and capacity available to support projects.

- 5.7 Joint in-depth scrutiny projects have also previously been conducted by the scrutiny committees on a number of occasions. In 2016/17, a joint project was undertaken by the Policy and Resources and Place Scrutiny Committees, to investigate whether there was a need for additional enforcement resources for Southend. A joint scrutiny project was also undertaken during 2018/19, also by the Policy and Resources and Place Scrutiny Committees, looking at the re-imagining the town centre in the context of the vision for Southend 2050.
- 5.8 It is suggested that a single joint in-depth scrutiny project could again be undertaken for 2022/23 on behalf of each of the scrutiny committees. The following issues have been identified by Corporate Management Team as matters of particular importance to councillors and residents, which could constitute a possible focus for joint scrutiny activity during the year:
- The Cost of Living Crisis - Exploring how the Council provides supportive and streamlined service for citizens of Southend.
 - 'MySouthend' - Co-designing and recommending future digital solutions, whilst considering services that are inclusive and accessible to all.
- 5.9 The Interim Executive Director (Strategy, Change and Governance) will provide further detail around the possible scope of these suggested themes for in-depth scrutiny project activity.
- 5.10 The undertaking of a joint scrutiny project as described above would enable scrutiny activity to be coordinated and directed towards areas of key importance to members, without the need to dedicate resources and capacity to separate projects. This would therefore have advantages in terms of a reduced and beneficial impact on other work to support local COVID-19 recovery and the delivery of key schemes, than would be case if separate projects were to be undertaken.
- 5.11 If the nature of such a joint in-depth scrutiny project is agreed by the scrutiny committees, further consideration will be given to the scope of the project and the development of an appropriate project plan and work programme for agreement at the next cycle of meetings. The scoping of the proposed joint scrutiny project will also need to consider how the project could be undertaken and delivered by a Programme Working Party comprising members of each of the scrutiny committees. Member appointments to the individual Programme Working Parties were made by the Council at its meeting on 19 May 2022 (Appendix 3) and appointments to a joint Working Party would also need to be made by the Council.
- 5.12 It is therefore recommended that, subject to the agreement of each of the scrutiny committees, a single in-depth scrutiny project around one of the issues identified at paragraph 5.8 of this report be undertaken jointly on behalf of each scrutiny committee during 2022/23 and that, in light of the proposed scrutiny project, no additional topic(s) be selected by the Committee for in-depth scrutiny activity during the year.

5.13 This report will be considered by each of the scrutiny committees during the current cycle of meetings and the views of councillors on the proposed approach to in-depth scrutiny activity for 2022/23 will be reported to each meeting.

6. Corporate Implications

Contribution to the Southend 2050 Road Map

Becoming an excellent and high performing organisation.

Financial Implications

There are costs associated with organising in-depth projects relating to officer time, but this will all be contained within existing resources.

Legal Implications

None

People Implications

None.

Property Implications

None

Consultation

As described in report.

Equalities and Diversity Implications

None

Risk Assessment

None

7. Background Papers

None

8. Appendices

Appendix 1 - Summary of work of the Scrutiny Committees for 2021/22

Appendix 2 - Previous In-Depth Scrutiny Projects

Appendix 3 - Membership of Programme Working Parties for 2022/23

PEOPLE SCRUTINY COMMITTEE WORK PROGRAMME 2021/22 - EVALUATION

During the 2021/22 municipal year, the People Scrutiny Committee held **7** meetings and met on the following dates: 6 July 2021, 1 September 2021, 5 October 2021, 30 November 2021, 8 February 2022 15 March 2022 and 20 April 2022 (Special Meeting). A special meeting scheduled to be held on 8 November 2021 was cancelled as a result of the unfortunate local events that occurred in Southend-on-Sea during October 2021.

During the year, the Committee undertook the following scrutiny work:

Call-In/References from Cabinet

The Committee considered **5** reports that were called-in from the Cabinet or referred directly by the Cabinet for scrutiny. No items were called-in from the Forward Plan. During the year the draft General Fund Revenue and Capital Budget for 2022/23 to 2026/27 was referred directly to each of the scrutiny committees by the Cabinet for review, as was the annual Comments, Complaints and Compliments report for 2020/21, the review of the Corporate Risk Register and the annual review and refresh of the Southend 2050 outcomes and roadmap milestones. An update on the action being taken by the Council in response to the COVID-19 pandemic to support local residents and businesses, was also referred directly to each of the scrutiny committees by the Cabinet.

At the request of the Audit Committee, the Committee undertook an in-depth examination and scrutiny of the current provision of special educational needs and disabilities (SEND) home to school transport services by Vecteo and where service failures had occurred since the commencement of the contract with Vecteo (Minute 907).

The Committee referred **no** matters up to the Council for consideration in accordance with Procedure Rule 39 during the year.

The Committee referred **no** items back to the Cabinet for reconsideration during the year.

Pre-Cabinet Items

The Committee considered **no** pre-Cabinet items during the year.

Scheduled Items (each meeting as appropriate)

- A total of **17** questions received from members of the public were responded to by the relevant Cabinet Member, many which related to the Committee's examination and scrutiny of the current provision of special educational needs and disabilities (SEND) home to school transport services by Vecteo, on 20 April 2022 (Special Meeting).
- Joint In-Depth Scrutiny Project 2021/22 - Progress Report (each meeting).

In-Depth Scrutiny Project

A joint in-depth scrutiny project was undertaken on behalf of the People Scrutiny Committee, the Place Scrutiny Committee and the Policy and Resources Scrutiny Committee for 2021//22 on the theme of 'Enabling Councillors to be Effective,' which was agreed at the meeting of the Committee on 6 July 2021 (Minute 116). A project plan and work programme for the in-depth scrutiny project were agreed at the meeting on 5 October 2021 (Minute 376). No additional topics were selected by the Committee for in-depth scrutiny activity during 2021/22.

The report and recommendations arising from the in-depth scrutiny project were to be considered at the first cycle of meetings of the scrutiny committees for 2022/23 and, subject to their agreement, subsequently by the Cabinet.

Health Scrutiny

- Community Inpatient Beds in Mid and South Essex (30 November 2021 (Minute 500))
- Community Children's Services - South-East Essex (8 February 2022 (Minute 675)).

As a result of the continued impact of the COVID-19 pandemic during 2021/22, it was not possible for the Chair of the Committee and member representatives on the former Joint Health Overview and Scrutiny Committee to hold regular informal meetings with the Chief Executive of Mid and South Essex NHS Foundation Trust. It is hoped that such meetings will be able to be resumed during 2022/23.

Other Matters

- Outcome Letter Following SEND Area Revisit (6 July 2021 (Minute 115)).
- Independent SEND Peer Review (1 September 2021 (Minute 264), 5 October 2021 (Minute 374), 30 November 2021 (Minute 503), 15 March 2022 (Minute 794)).
- Home to School and Vulnerable Adult Transport Services (30 November 2021 (Minute 502), 20 April 2022 (Minute 907)).
- Children's Services Improvement Board (8 February 2022 (Minute 676)).
- Summary of Work 2020/21 and In-Depth Scrutiny Project 2021/22 (Minute 116).

In-Depth Scrutiny Projects

Since 2000, the Council has undertaken a range of annual in-depth scrutiny projects. The following projects have been carried out since 2013/14.

People Scrutiny Committee

- The appropriate use of reablement for older people (65 and over) when discharged from hospital, to maximize the number of people at home after period of 91 days (2019/20-2020/21).
- In context of vision for Southend 2050, what is the vision for young people which improves their lives and what are the pathways to achieve this ambition (2018/19).
- Connecting communities to avoid isolation (2017/18).
- Alternative provision – off site education provision for children and young people (2016/17).
- Transition arrangements from children to adult life (2015/16).
- How the Council assists and excites individuals and community groups to achieve healthier lifestyles (2014/15).
- Southend primary schools' falling grammar school entry figures (2013/14).

Place Scrutiny Committee

- To review the level of domestic waste recycling in the Borough, in order to examine what influences residents in terms of their recycling habits and the barriers to achieving a higher rate of recycling and to consider ways of working with residents to improve domestic waste recycling (2019/20-2020/21).
- Maximizing the use of technology (2017/18).
- 20mph speed limits in residential streets (2015/16).
- Understanding erosion taking place on the foreshore (2014/15).
- Promoting a positive image for the town (2013/14).

Policy & Resources Scrutiny Committee

- How the Council and councillors communicate with local people and stakeholders (2019/20-2020/21).

- Additional enforcement resources for Southend (2017/18).
- Control of personal debt and the advantages of employment (2015/16).
- The Council's community leadership role in promoting safer communities (2014/15).
- Impact of welfare changes (2013/14).

Joint Scrutiny Projects

- Enabling Councillors to be Effective (People Scrutiny Committee, Place Scrutiny Committee, Policy & Resources Scrutiny Committee) (2021/22).
- Re-imagining the town centre in the context of the vision for Southend 2050 (Place Scrutiny Committee, Policy & Resources Scrutiny Committee) (2018/19).
- To investigate the case for additional enforcement resources for Southend (Place Scrutiny Committee, Policy & Resources Scrutiny Committee) (2016/17).

Appendix 2

POLICY & RESOURCES SCRUTINY PROGRAMME WORKING PARTY (PROJECT TEAM)

(NB: Policy & Resources Scrutiny Committee members only)

Party	Members	Total 8	Substitutes
CON	David Garston Dan Nelson Chris Walker	3	All (Except Cabinet Members)
LAB	Tricia Cowdrey Aston Line Maxine Sadza	3	All (Except Cabinet Members)
IND	Ian Shead	1	All (Except Cabinet Members)
LD	Rob McMullan	1	All (Except Cabinet Members)

PLACE SCRUTINY PROGRAMME WORKING PARTY
 (PROJECT TEAM)
 (NB: Place Scrutiny Committee members only)

Party	Members	Total	Substitutes
CON	Kevin Buck James Courtenay Jack Warren	3	All (Except Cabinet Members)
LAB	Martin Berry Matt Dent Anne Jones	3	All (Except Cabinet Members)
IND	Nick Ward	1	All (Except Cabinet Members)
LD	Peter Wexham	1	All (Except Cabinet Members)

**PEOPLE SCRUTINY PROGRAMME WORKING PARTY
(PROJECT TEAM)**

(NB: People Scrutiny Committee members only)

Party	Members	Total 8	Substitutes
CON	Alan Dear Nigel Folkard Lesley Salter	3	All (Except Cabinet Members)
LAB	Tricia Cowdrey Kathy Murphy Mandy O'Connor	3	All (Except Cabinet Members)
IND	Mike Stafford	1	All (Except Cabinet Members)
LD	Ashley Thompson	1	All (Except Cabinet Members)

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Southend-on-Sea City Council

Briefing Note For the People Scrutiny Committee

12

6 July 2022

Report prepared by: Anne Warburton
Service Manager – Integrated Transport and Fleet Services
Civil Engineering Group

Vecteo Ltd – Progress Brief on the Provision of Key Performance Indicators

Cabinet Member: Councillor Laurie Burton (Cabinet Member for Children, Learning and Inclusion)

1. Purpose of Briefing Note

- 1.1 To update members of the People Scrutiny Committee with a briefing note advising of the progress to-date of monitoring our Joint Venture Company (JVC) Vecteo Ltd.'s service performance.

2. Background

- 2.1 The JVC went live on 1 March 2020 approximately two weeks prior to the first Covid-19 lockdown on 26 March 2020. This meant key members of staff were working from home causing a significant challenge to the implementation, including, training, recruitment and securing an office. During this time Vecteo Ltd advised they were not in a position to implement their software system Cordic.
- 2.2 The service was running at approx. 20% of the usual capacity and due to restrictions of the first lockdown the service was measured differently with only a few SEND students being transported to school. These children were travelling in bubbles by previously experienced sub-contractors with minimal issues or headteacher concerns.
- 2.3 In June 2020, there were three SCC management meetings and no concerns or issues with the service were raised by Vecteo or SCC.
- 2.4 The Cordic system was populated with the sub-contractors' details by various office staff and training in the system was provided. SCC officers were working in Vecteo's office during this time and had evidence that this system was being put into place and staff were receiving training in using this system.
- 2.5 In March 2022 Vecteo had recruited a new member of staff to populate Cordic, which went live on the 1 June 2022.
- 2.6 The PWC audit report's recommendations on the alignment of the KPIs to the minimum service requirements (MSRs) have been addressed and agreed by both parties. There are 27 KPI's and 11 of these have been classed as a priority (ranked 10). These are attached as Appendix (1).

2.7 All previous KPI's since mid-March 2022 up to the Cordic go live date have been manually counted and collected. KPI's are due on the 15th of each month to give the contract management team time to review ready for the Operational Management Group monthly meeting (OMG) held on the last Monday of each month. Due to the report timings, we are not able to update on this paper however, this information will be included in subsequent briefing notes. Below is a summary of the information the service has received and this shows a performance improvement.

3.0 Work underway by Vecteo in providing KPIs and, by SCC reviewing them

3.1 On the 5 May Vecteo Ltd provided retrospective KPI reports from March, which partially reported against 6 of the 11 priority KPIs.

3.2 On the 17 May Vecteo submitted KPI's along with Management reporting. They were able to report on 9 of the 11 priority KPIs. Of the remaining 16 KPIs, 1 was noted as quarterly so not due. Therefore, of the 15 KPIs, 7 were reported on. After reviewing the contract management team fed-back where data was missing, seeking further clarification, along with advice on how to fully report against the KPI's.

3.3 The main outstanding areas where Vecteo Ltd have received feedback and are currently working on to provide are:

- being able to evidence that all staff have received the necessary training.
- Complaints are being recorded. But a new procedure of automatic sharing is currently being adapted
- being able to evidence the recording/measuring mechanism to accurately report on the outstanding KPI's
- being able to accurately record timelines, where necessary

3.4 In both April and May there have been no Safeguarding issues raised that fall under the LADO threshold; Overall complaints have dramatically reduced and the level of hazard/risk being reported has greatly reduced and are more about timings than safety issues.

3.5 SCC at this point can advise that the data that has been provided and verified by our compliance inspections shows that there is a better standard of service being provided by Vecteo operational staff.

3.6 SCC are working with Vecteo Ltd to ensure that all KPIs within the Services Agreement will be captured and reported in the near future. Vecteo are not in a position currently to provide sub-contractor performance KPIs, however SCC are carrying out random compliance inspections on sub-contractors to ensure safety performance is to the required standards. Vecteo are currently working to produce procedures to be in a position to robustly contract manage their sub-contractors and provide SCC with KPI reporting in line with the Services Agreement.

4.0 **Financial Implications**

4.1 None

5.0 **Legal Implications**

5.1 There are no Legal implications as a result of this brief.

6.0 **People Implications**

6.1 There are no People implications as a result of this brief.

7.0 **Property Implications**

7.1. There are no implications as a result of this brief.

8.0 **Equalities and Diversity Implications**

8.1 There are no Equality or Diversity implications as a result of this brief.

9.0 **Risk Assessment**

9.1 None

10.0 **Value for Money**

10.1 N/A

11.0 **Community Safety Implications**

11.1 None.

12.0 **Environmental Impact**

12.1 None

13.0 **Other Options**

13.1 There are no other options proposed.

14.0 **Background papers**

14.1 Appendix 1

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Appendix 1

Service Criteria	KPI	Rank	Service Required
Passenger Management	Full written report of accidents by 5pm if occurring in the morning and by 11am the following working day if occurring in the afternoon	10	100% reporting
Co-ordination	Specialist equipment i.e. harnesses ordered within 3 working days of completed risk assessment.	10	98%
	1 hour "end to end journey time" for primary school Service Users where journeys are to and from within the borough of Southend	10	90%
	One hour and 15minutes "end to end journey time" for secondary school age or adult Service Users where journeys are to and from within the borough of Southend	10	90%
Customer Service	Pre transport phone calls to introduce the Partnership, the Drivers and Passenger assistant and to arrange a pre meet and greet (if required by parent)	10	100%
	Response times to the Council's requests for further information relating to safeguarding issues within 3 hours	10	95%
	Acknowledge receipt of complaints within 3 working hours	10	90%
Customer Service	Respond to complaints within 3 days of receipt	10	100%
Management information	Training and DBS records of all staff to be provided at each review meeting	10	100%
Data Protection & Security	Immediate notifications of data protection breaches which the provider becomes aware of including whereby the provider or anyone in its supply chain is responsible	10	100% reporting
	All staff to be data protection regulation trained	10	100%

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