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SOUTHEND-ON-SEA CITY COUNCIL

**People Scrutiny Committee**

Date: Wednesday, 31st August, 2022

Time: 6.30 pm

Place: Council Chamber - Civic Suite

Contact: S. Tautz (Principal Democratic Services Officer)

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

**AGENDA**

- 1 Apologies for Absence
- 2 Declarations of Interest
- 3 Questions from Members of the Public
- 4 Minutes of the Special Meeting held on 20 April 2022 (Pages 1 - 4)
- 5 Minutes of the Meeting held on 6 July 2022 (Pages 5 - 12)

\*\*\*\* **ITEMS CALLED IN/REFERRED DIRECT BY CABINET - 26 JULY 2022**

- 6 **Corporate Risk Register** (Pages 13 - 44)  
Minute No. 191 (Cabinet Agenda Item No. 7 refers)  
Called-in by Councillors Cox, Davidson and Woodley
- 7 **Annual Public Health Report** (Pages 45 - 84)  
Minute No. 192 (Cabinet Agenda Item No. 8 refers)  
Called-in by Councillors Cox and Davidson
- 8 **In-Depth Scrutiny Project - 'Enabling Councillors to be Effective' Final Report** (Pages 85 - 108)  
Minute No. 193 (Cabinet Agenda Item No. 9 refers)  
Called-in by Councillors Cox and Davidson

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

None

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

None

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

**9 Passenger Transport Services - Performance Monitoring (Pages 109 - 122)**

Report of Interim Executive Director (Neighbourhoods and Environment) attached. At its meeting on 25 November 2021, the Council requested that a report on the monitoring of the performance of the Vecteo contract be made to each meeting of the People Scrutiny Committee.

**10 In-Depth Scrutiny Project 2022/23 - 'Providing First Class Services for Families with Children with Special Educational Needs & Disabilities'**

To receive an update on the progress of the in-depth scrutiny project for 2022/23.

**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

### Special Meeting of People Scrutiny Committee

Date: Wednesday, 20th April, 2022

Place: Council Chamber - Civic Suite

# 4

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

### Meeting of People Scrutiny Committee

Date: Wednesday, 6th July, 2022

Place: Council Chamber - Civic Suite

# 5

Present: Councillor L Salter (Chair)  
Councillors N Folkard (Vice-Chair), 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 and A Thompson

In Attendance: Councillors L Burton, P Collins, K Mitchell and S Wakefield (Cabinet Members), O Richards (Healthwatch Southend, R Savage (Southend Association of Voluntary Services) (Co-opted Members), T Forster, G Gilbert, N Hoskins, S Meah-Sims, S Tautz and A Warburton

Start/End Time: 6.30 pm - 9.10 pm

#### 97 Apologies for Absence

Apologies for absence were received from Councillor M Stafford (no substitute), A Quinn (Southend Association of Voluntary Services (Co-opted Member)), T Watts (Southend Carers Forum (Co-opted Member)) and Revd. Canon L Williams (Church of England Diocese (Co-opted Member)).

#### 98 Declarations of Interest

The following interests were declared at the meeting:

- (a) Councillors L Burton, P Collins, K Mitchell and S Wakefield (Cabinet Members) - Interest in the called-in items; attended pursuant to the dispensation agreed at Council on 19 July 2012, under S.33 of the Localism Act 2011.
- (b) Councillors L Burton, P Collins, K Mitchell and S Wakefield (Cabinet Members) - Interest in the referred items; attended pursuant to the dispensation agreed at Council on 19 July 2012, under S.33 of the Localism Act 2011.
- (c) Councillor T Cowdrey - Minute 99 (Questions from Members of the Public) – Known to one of the public questioners.
- (d) Councillor L Salter (Chair) - Minutes 102-108 (All agenda items) - Husband is a consultant surgeon at Southend Hospital; Daughter is a consultant at Basildon Hospital; Son-in-law is a general practitioner in Southend-on-Sea - Non-pecuniary interests.
- (e) Councillor L Hyde – Minute 102 (Delivery of Southend 2050 Outcomes and Priorities: Annual Report and Provisional Resources Outturn 2021/22) - Colleague ward councillor (Councillor D Cowan) is a governor at Prince Avenue Nursery.
- (f) Councillor K Mitchell (Cabinet Member) - Minute 102 (Delivery of Southend 2050 Outcomes and Priorities: Annual Report and Provisional Resources Outturn 2021/22) - Close family member has a learning disability and is resident in supported living accommodation.

(g) Councillor B Hooper - Minute 102 (Delivery of Southend 2050 Outcomes and Priorities: Annual Report and Provisional Resources Outturn 2021/22) - Director of Blade Education, a not-for-profit company that works with local SEND children and MENCAP.

(h) Councillor L Hyde - Minute 103 (Integrated Care Partnership) and Minute 105 (Community In-Patient Beds) - Close family friend employed by Essex Partnership University NHS Trust.

(i) Councillor K Murphy – Minute 103 (Integrated Care Partnership) and Minute 105 (Community In-Patient Beds) - Employed by the NHS.

(j) Councillor N Folkard (Vice-Chair) - Minute 103 (Integrated Care Partnership) and Minute 105 (Community In-Patient Beds) - Relative employed at Broomfield Hospital.

(k) Councillor T Cowdrey – Minute 106 (Joint In-Depth Scrutiny Project 2021/22) and Minute 107 (Summary of Work 2021/22 & In-Depth Scrutiny Project 2022/23) - Works with families of Children with Special educational Needs and Disabilities.

(l) Councillor L Burton – Minute 108 (Passenger Transport Services - Performance Monitoring) - Employed as a teacher at a school outside Southend-on-Sea - non-pecuniary interest.

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

The Committee noted the responses of the Cabinet Member for Children, Learning and Inclusion to questions submitted by Julia Hopper and the responses of the Cabinet Member for Adult Social Care and Health Integration and the Cabinet Member for Children, Learning and Inclusion, to questions presented by David Webb.

## **100 Minutes of the Meeting held on 15 March 2022**

Resolved:

That the minutes of the meeting of the Committee held on 15 March 2022 be confirmed as a correct record and signed.

## **101 Minutes of the Special Meeting held on 20 April 2022**

The Chair reported that the minutes of the special meeting of the Committee held on 20 April 2022 would be confirmed at the next meeting.

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

The Committee considered Minute 4 of the meeting of the Cabinet held on 14 June 2022, which had been called-in for scrutiny by each of the scrutiny committees, together with a report of the Executive Director (Finance and Resources) presenting the Southend 2050 Outcomes and Priorities Annual Report for 2021/22 and the provisional resources outturn for 2021/22.

In response to questions raised by a member of the Committee, the Cabinet Member for Adult Social Care and Health Integration undertook to provide a written response outlining the Council's current plans and maintenance arrangements for the Viking Day Centre, pending any redevelopment of the site.



In response to questions raised by a co-opted member of the Committee, the Cabinet Member for Asset Management and Inward Investment undertook to provide a written response outlining the Council's approach to working with the NHS around the utilisation of resources arising from the Community Infrastructure levy to reduce pressure on local health service provision.

Resolved:

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

"1. That the achievements, successes and challenges brought to life within the Annual Report 2021/22 (Section 4 and Appendix 1 to the submitted report), be noted.

Recommended:

2. That the provisional 2021/22 revenue outturn position for both the General Fund (Section 5) and Housing Revenue Account (HRA) (Section 6), be noted and that 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 of the report) following the completion and audit of the Statement of Accounts be delegated to the Deputy Chief Executive and Executive Director (Finance and Resources).
3. That 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) of the report, be approved.
4. That 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 of the report), be noted.
5. That it be noted 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 of the report).
6. That 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 to the report, be approved.
7. That the virements, reprofiles, additions, deletions and new external funding for schemes, as detailed in Appendix 2 to the report, be approved and it be noted 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 to the report.
8. That it be noted that the requested changes as detailed in Appendix 2 to the report 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 to the report.
9. That a review take place and appropriate consideration be given to the affordability and prioritisation of the current approved Capital Investment Programme and the schemes currently listed as subject to viable business cases.
10. That the content of the Infrastructure Funding Statement 2021/22 (included in Appendix 4 to the report), be noted and that the Main Fund receipts from reported year 2021/22 and previous reported years be carried forward until the CIL Governance Framework and spending plans are reviewed for the reported year 2022/23.
11. That the five-year deadline for spending the CIL Ward Neighbourhood Allocations be approved and 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).

12. That authority be delegated 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.”

Note: This is an Executive function, save that Recommendations 2-12 are Council functions

Cabinet Member: Councillor P Collins

### **103 Integrated Care Partnership**

The Committee considered Minute 68 of the meeting of the Cabinet held on 1 July 2022, which had been referred directly to the Committee for scrutiny, together with a report of the Executive Director (Adults and Communities) setting out the reforms to NHS structures and the establishment of integrated care systems in accordance with the new Health and Care Act 2022.

Resolved:

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

“1. That Southend City Council makes arrangements to become a member of a new statutory joint committee (to be known as an Integrated Care Partnerships, or ICPs) between NHS integrated care boards and Essex County Council and Thurrock Council, the relevant upper tier authorities in the areas affecting Mid and South Essex (covering Basildon, Braintree, Brentwood, Castle Point, Chelmsford, Maldon and Rochford plus the unitary authorities of Southend and Thurrock).

2. That the terms of reference for the joint committee as appended to the submitted report be approved and that authority be delegated to the Monitoring Officer, in consultation with the Leader, to agree on behalf of Southend City Council any final amendments to the constitution/terms of reference of the joint committee.

3. That the Chief Executive, in consultation with the Leader, will:

(i) Nominate representative(s) to sit on the new NHS Integrated Care Board and will work with other authorities to agree joint nominations where possible; and

(ii) Agree and confirm who will be the statutory nominee of Southend City Council on the Integrated Care Partnership; and

4. That the Executive Director (Adult and Communities), in consultation with the relevant Cabinet Member, be authorised to update, amend, transfer or replace existing section 75 arrangements between the Council and Essex clinical commissioning groups to the new NHS integrated care boards.

Recommended:

5. That the Southend Health and Wellbeing Board update and refresh its membership to reflect changes to NHS organisations and structures.”

Note: This is an Executive function, save that Recommendation 5 is a Council function  
Cabinet Member: Councillor K Mitchell

## **104 East of England Ambulance Service NHS Trust - Shoeburyness Ambulance Station**

The Chief Executive of the East of England Ambulance Service NHS Trust (EEAST) attended 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.

The Committee received a report of the Chief Executive of the Trust in respect of its current performance in Southend-on-Sea and was advised that the Trust was making good progress on moving out of special measures. Members were advised that ambulance response times for the most serious incidents and for patients suffering chest pains and strokes had improved in Mid and South Essex, as a result of the introduction of 11 additional ambulances each day across the area.

The Chief Executive of the Trust reported that demands on ambulance services nationally had increased over the last year and that further work was being undertaken to understand how response times could be further improved, given that national target times are still not being met. The Committee was advised that, as part of this work, the Trust was seeking to recruit and train additional frontline clinicians during the current financial year and that the Trust continued to work with partners across the system to try to minimise the turnaround times at hospitals

The Committee was informed that the Care Quality Commission (CQC) had carried out an inspection of the Trust in May 2022 on the 'well-led domain' and that the inspection report of the CQC was anticipated to be issued shortly and that an update of the findings and recommendations of the CQC would be made to a future meeting of the Committee.

The Chief Executive of the Trust confirmed that EEAST had no plans to close Shoeburyness Ambulance Station in the current financial year and that ambulances would continue to operate and be staffed from the current site and that any future plans would be developed through proactive engagement with stakeholders, including the People Scrutiny Committee.

Resolved:

1. That the current performance of the East of England Ambulance Service NHS Trust in Mid and South Essex, be noted.
2. That the present position with regard to the current and future operation of ambulance services from Shoeburyness Ambulance Station, be noted.

Note: This is a Scrutiny function

## **105 Community In-Patient Beds**

The Committee received an update from the Transformation Director for the Mid and South Essex Integrated Care System (ICS) on the current work to reconfigure the provision of community in-patient beds across Mid and South Essex, following the report made to the meeting in November 2021.

Members were advised that, since November 2021, the ICS had completed detailed modelling to determine how many beds were likely to be needed to meet current and future need and to identify options for services that might be provided from each of the community in-patient sites across Mid and South Essex.

The Transformation Director reported that a key element of the programme had been to obtain an independent, external assessment of the service model and configuration options being developed, which had been provided by the East of England Clinical Senate. Members were advised that the report of the Clinical Senate was due to be published later in the year, although indications were that the assessment was broadly positive in relation to the models of care, the work to date and the clinical pathways and the emerging options.

The Committee received a copy of the pre-consultation engagement report commissioned to support the ICS in relation to the reconfiguration of community inpatient bed provision, which emphasised the importance of community bed-based care, rehabilitation and reablement, including improved discharge planning and support to get patient's home.

Resolved:

1. That the update on work to reconfigure the provision of community in-patient beds across Mid and South Essex, be noted.
2. That a further report the consultation approach developed by the Mid and South Essex Integrated Care System, be made to a future meeting of the Committee.

Note: This is a Scrutiny function

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

The Committee considered the draft final report arising from the joint in-depth scrutiny project for 2020/21 that had been undertaken on behalf of the Place Scrutiny Committee, the People Scrutiny Committee and the Policy and Resources Scrutiny Committee.

In considering the recommendations of the project that concerned the enhancement or development of digital systems, the Committee was advised that the corporate commitment of the Council to ensure that its services were fully inclusive and that alternative means of contacting the authority would continue to be offered where digital systems might exclude residents and service users.

The Committee was advised that the report of the joint in-depth scrutiny project had been agreed by the Place Scrutiny Committee at its meeting on 4 July 2022.

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

Resolved:

1. That the report and recommendations arising from the joint in-depth scrutiny project, detailed at Section 12 of the report, be agreed.
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.

Note: This is a Scrutiny function

#### **107 Summary of Work 2021/22 & In-Depth Scrutiny Project 2022/23**

The Committee received a report of the Interim Executive Director (Strategy, Change and Governance) providing information on the work carried out by the scrutiny committees during the previous municipal year and seeking agreement to a possible joint approach to in-depth scrutiny activity for 2022/23.

Whilst members considered that there could be benefit to the undertaking of the suggested joint scrutiny project around the current cost of living 'crisis', exploring how the Council provided supportive and streamlined services for local residents, the Committee indicated that it wished to undertake its own in-depth scrutiny project for 2022/23, to ensure that the Council provided the best possible services for families with children with Special Educational Needs and Disabilities (SEND).

Resolved:

1. That the summary of the scrutiny work undertaken by the Committee during the 2022/23 municipal year, be noted
2. That the completion of 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, around the theme of 'Enabling Councillors to be Effective', be noted.
3. That an in-depth scrutiny project be undertaken on behalf of the Committee during the 2022/23 municipal year, on the theme of 'Providing First Class Services for Families with Children with Special Educational Needs and Disabilities.'
4. That no other topics be selected by the Committee for additional in-depth review during 2022/23.

Note: This is a Scrutiny function.

## **108 Passenger Transport Services - Performance Monitoring**

The Committee received a report in relation to the ongoing monitoring of the performance of the Vecteo Joint Venture Company established for the provision of passenger transport services.

In response to questions raised by members of the Committee, the Cabinet Member for Children, Learning and Inclusion undertook to consider whether each of the reports and recommendations arising from the audit work already undertaken in respect of the provision of special educational needs and disabilities (SEND) home to school transport services by Vecteo that had previously been requested, could now be provided to all members of the Committee prior to the consideration of the reports by the Audit Committee.

The Cabinet Member for Children, Learning and Inclusion and the Cabinet Member for Highways, Transport and Parking also undertook to provide written responses to all members of the Committee, in respect of the following matters raised at the meeting:

- The circulation of the full schedule of key performance indicators applicable to the contract with Vecteo for the provision of SEND home to school transport services.
- The provision of a report on the performance of Vecteo against each of the key performance indicators applicable to the contract to each future meeting of the Committee, setting out actual performance figures rather than percentages.
- The provision of a progress report on each of the issues raised at the special meeting of the Committee held on 20 April 2022.
- Details of performance against each of the Minimum Service Requirements for the contract for the provision of SEND home to school transport services.
- Details of the number and type of any safeguarding issues identified as part of the provision of SEND home to school transport services.

- Details of the performance of Vecteo in relation to 'missed' and 'late' morning/afternoon school collections as part of the provision of SEND home to school transport services.
- Details of the number of families no longer using home to school transport services since the commencement of the contract with Vecteo (not including children subject of home schooling arrangements).
- Details of any legal requirements for the maximum number of wheelchairs that can be carried in vehicles used for the delivery of SEND home to school transport services.

Resolved:

That the report be noted.

Note: This is a Scrutiny function.

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

# Southend-on-Sea City Council

Report of Chief Executive and Town Clerk  
To  
**Cabinet**  
On  
**26 July 2022**

Agenda

Item No.

**6**

Report prepared by: Andrew Barnes – Head of Internal  
Audit

## Corporate Risk Register – July 2022 update

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

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

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### **1 Purpose of Report**

1.1 To consider the updated summary Corporate Risk Register.

### **2 Recommendations**

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

### **3 Summary Corporate Risk Register**

3.1 The Council's Corporate Risk Register sets out the key risks to the successful delivery of the Council's corporate Southend 2050 Ambition and Outcomes and outlines the key management arrangements in place to mitigate and reduce risks, or maximise opportunities.

3.2 Updates on the Corporate Risk Register are discussed with and reported to Corporate Management Team (CMT) and the summary position is reported to Cabinet twice a year in June / July and January / February. The updated position on each risk or opportunity and management arrangements to mitigate these are included in Appendix 1.

3.3 The presentation of the risks reflects the alignment to the Southend 2050 Themes and reports the management actions being taken to mitigate the risks, or maximise the opportunity and includes the lead officer and relevant Cabinet Member for each risk. The differing roles of Members, in determining priorities and policies, and Officers in managing delivery of those priorities and implementing those policies should be remembered.

3.4 The re-introduction of a Corporate Plan from 2022/23 has provided the opportunity for a review of the Council's governance framework that underpins the delivery of the expectations of the Corporate Plan, and therefore a team is reviewing the current governance arrangements and will make recommendations to deliver improvements that will seek to implement the Council's aim of simple and effective governance.

3.5 Effective risk management is a key element of the governance framework and will therefore provide a key element of the updated governance framework. Work is being undertaken on updating the risk management policy statement and strategy as part of the review of governance arrangements, with the aim of ensuring that risk awareness and horizon scanning is business as usual for all teams.

- 3.6 In the period since the last report to Cabinet there have been further changes to the context that the Council is operating within as a result of the continuously changing impact of the ongoing Covid-19 pandemic, and the increasing impact of the inflation and cost of living pressures, that have the potential to cause far reaching consequences and impacts across the whole of the Council's activities, the ways that services and officers are required to operate and the support that needs to be provided to the City.
- 3.7 As a result the focus for this period, as agreed by Members, has been on
- the prioritised roadmap milestones for delivery
  - response to the Covid-19 pandemic
  - economic recovery
  - sustainability – financial, environmental and our transformation as an organisation.
- 3.8 Within this context CMT and other Directors have identified the following risks to be managed, monitored and reviewed as part of the Corporate Risk Register (with the relevant Scrutiny Committee for each risk in brackets):
1. Covid-19 pandemic (Policy & Resources / People)
  2. Financial sustainability (Policy & Resources)
  3. Inflation and cost of living pressure (Policy & Resources / People) – escalated to CRR
  4. Public services landscape (Policy & Resources)
  5. Workforce (Policy & Resources)
  - 6a. Cyber security event (Policy & Resources)
  - 6b. Data protection (Policy & Resources)
  7. Capital investment delivery programme (Policy & Resources)
  8. Safeguarding responsibilities and child welfare (People)
  9. Mitigating for and adapting to climate change (People / Place)
  10. Health inequalities (People)
  11. LGA peer review of Special Educational Needs and Disability (SEND) and Children With Disabilities (CWD) (People)
  12. Housing (Place)
  13. Adult social care (People)
  14. Social cohesion (People)
  15. Waste management service (Policy & Resources)
  16. House building programme (Place)
  17. Regeneration and major projects (Place)
  18. Southend as a visitor destination (Place)
  19. Economic recovery and income inequalities (Policy & Resources / People)



20. Local plan (Place).

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

#### **4 Reason for recommendation**

The Accounts and Audit Regulations 2015 require that a relevant authority must ensure it has a sound system of internal control which facilitates the effective exercise of its function and the achievement of its aims and objectives, ensures that the financial and operational management of the authority is effective and includes effective arrangements for the management of risk.

## 5 Corporate Implications

### 5.1 Contribution to the Southend 2050 ambition, outcomes and road map

The Corporate Risk Framework underpins the operational effectiveness of the Council's Corporate Governance arrangements and specifically monitors progress of managing key risks associated with the successful delivery of the 2050 Ambition and Outcomes.

### 5.2 Financial implications

Any financial implications arising from identifying and managing risk will be considered through the normal financial management processes. Proactively managing risk can result in reduced costs to the Council by reducing exposure to potential loss.

### 5.3 Legal Implications

The Accounts and Audit Regulations 2015 require that:

*A relevant authority must ensure it has a sound system of internal control which facilitates the effective exercise of its function and the achievement of its aims and objectives, ensures that the financial and operational management of the authority is effective and includes effective arrangements for the management of risk.*

### 5.4 People Implications

Any people and property implications arising from identifying and managing risk will be considered through the Council's normal business management processes.

### 5.5 Property Implications

None specific.

### 5.6 Consultation

Consultation has taken place with key stakeholders of the corporate risk register.

### 5.7 Equalities and Diversity Implications

Corporate equalities considerations have been considered in the drafting of the register and any specific equality related risks have been identified for the Council.

### 5.8 Risk Assessment

Failure to implement a robust assurance framework which includes fit for purpose risk management arrangements increases the risk that Council ambition and outcomes will not be delivered.

### 5.9 Value for Money

Effective forecasting and timely management of risk is a key factor in preventing waste, inefficiency and unnecessary or unplanned use of resource.

### 5.10 Community Safety Implications

None specific.

### 5.11 Environmental Impact

None specific.

**6 Background papers**

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

**7 Appendices:**

**Appendix 1 – Summary Corporate Risk Register as at July 2022**



OUR  
SHARED  
**AMBITION**



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

**Corporate Risk Register**  
**July 2022**

## Southend BC Risk Matrix

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

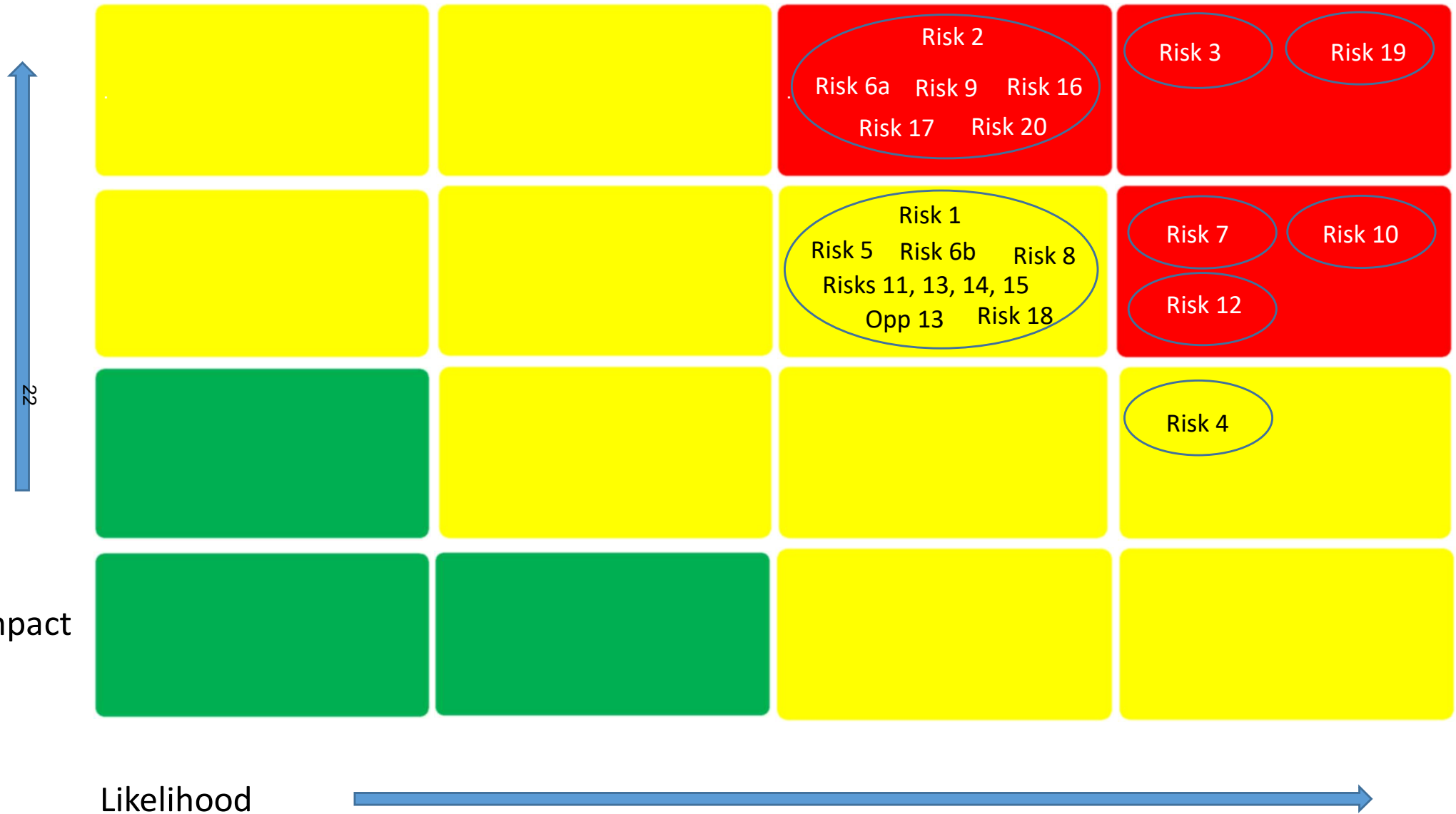
Catastrophic / exceptional opportunity	4	8	12	16
Severe / significant opportunity	3	6	9	12
Material	2	4	6	8
Negligible	1	2	3	4
	Unlikely <25%	Likely 25-50%	Very Likely 50-75%	Almost Certain >75%

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

# Risk Register Heat Map: Risk numbers

Risk	
1 – Covid-19 pandemic	11 – LGA peer review of SEND & CWD
2 – Financial sustainability	12 – Housing
3 – Inflation and cost of living pressures	13 – Adult social care
4 – Public services landscape	14 – Social cohesion
5 - Workforce	15 – Waste Management
6 – a) Cyber security b) Data protection	16 – House building programme
7 - Capital investment programme delivery	17 – Regeneration and major projects
8 – Safeguarding responsibilities and child welfare	18 – Visitor destination
9 – Mitigating for and adapting to climate change	19 – Economic recovery and income inequalities
10 – Health inequalities	20 - Local Plan

# Risk Register Heat Map: Current risk score







CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
1 23	<p><b>Covid-19 pandemic</b></p> <p>Risk that the Covid-19 pandemic causes an outbreak of ill-health in the City resulting in health and care services being unable to cope with the volume of cases, and significant disruption to the operational activities of the Council and other public service organisations in the City.</p>	<p>1. This risk continues to evolve as the pandemic situation continues to change and the management of the risk is adjusted accordingly.</p> <p>2. Civil contingency arrangements redeployed as necessary, including the Local Outbreak Management Plan (revised May 2022), Health Protection Oversight and Engagement Board and the Health Protection Board, with representation from UK Health Security Agency (UKHSA) and links into the Essex Resilience Forum and central government.</p> <p>3. The Health Protection Board and the Health Protection Oversight and Engagement Board are now responsible for dealing with wider public health protection issues and will ensure the system remains vigilant and optimises local resilience to respond.</p> <p>4. Collaborative working to deliver a vaccination programme targeted at the most vulnerable, including care home residents and staff, front line NHS and social care workers, with numerous sites operating across the City and the Civic Centre operating as a hub, preparing for the next round of vaccination.</p> <p>5. Further redeployment of some Council staff to support the ongoing public health response has been agreed and additional training will be provided.</p>	3	3	9	Andy Lewis / Leader and CM for ASC & HI



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
2	<p><b>Financial sustainability</b></p> <p>Risk that failure to address the financial challenges by effectively managing the growing demand for services, managing the costs of the impact of covid-19, inflation and the cost of living, while enhancing local income streams as part of recovery will threaten the medium to long term financial sustainability of the Council, leading to a significant adverse impact on Council services and the ability to deliver the outcomes desired by the Council, to address the financial position.</p>	<ol style="list-style-type: none"> <li>1. Budget setting process identified required investment and efficiencies to deliver a robust budget for 2022/23 and agreement to a robust programme of ongoing activity to deliver budget sustainability into the medium term.</li> <li>2. Budget monitoring of revenue, capital and medium term programme of reviews to ensure the overall budget is effectively managed through the year, delivered and progress made towards future years budget setting.</li> <li>3. Management oversight of budget setting process for 2022/23 through challenge provided by Cabinet, CMT and Director to Director challenge to each other and services on proposed savings and resultant proposed budgets. Regular reports and monitoring to CMT and Cabinet.</li> <li>4. Medium Term Financial Strategy (MTFS), including budget pressures to regularly consider financial impact of inflation, cost of living and Government policy reported to CMT, Cabinet and Council to provide assurance, with reports to and minutes of meetings. This includes close attention to the Comprehensive Spending Review and Local Government Settlement along with a watch alert on the Government's finance reform plans for 2023/24.</li> <li>5. Increased focus on the budget and transformation through the refreshed roadmap for the short to medium term with early start on 2023/24 budget process planned.</li> <li>6. Know your business workstream developed as part of FWOV to ensure that appropriate focus on achieving value for money and the optimum approach to the delivery of the Southend 2050 outcomes is being made by all services.</li> </ol>	3	4	12	Joe Chesterton / Leader and CM for AM & II



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
3	<p><b>Inflation and cost of living pressures</b></p> <p>Risk that failure to address the pressures caused by inflation and cost of living cause budgetary control difficulties and growing demand for services, that the Council is unable to address, threatening the financial sustainability of the Council.</p> <p>Risk that impact on the supply chain (causing labour shortages, cost increases in materials, labour and fuel and difficulty in sourcing plant and vehicles) and finance to deliver the increased costs of the capital programme, lead to a significant adverse impact on Council services and the ability to deliver the outcomes desired by the Council.</p>	<ol style="list-style-type: none"> <li>1. On-going budget reviews; 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.</li> <li>2. Medium Term Financial Strategy (MTFS), including budget pressures to regularly consider financial impact of inflation and cost of living reported to CMT, Cabinet and Council to provide assurance, with reports to and minutes of meetings.</li> <li>3. Assisting many local households through providing access to a range of Government grants, including the Household Support Fund (£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.</li> <li>4. A new local Tackling Poverty Strategy is under development that 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.</li> <li>5. A Just About Managing 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.</li> </ol>	4	4	16	Joe Chesterton / Leader and CM for AM & II



credit: ActiveSouthend

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
4	<p><b>Public services landscape</b></p> <p>Risk that failure to address and engage with the different models and public service governance arrangements being discussed will result in the organisation and the City being left behind and ultimately unable to deliver the Council's ambition and outcomes.</p>	<p>1. Actively engaged in the Association of South Essex Local Authorities (ASELA) and a member of the Joint Committee that is managing the outcomes desired for the economic corridor and engage with the Government's devolution agenda to secure investment for infrastructure led growth, with the 'Growth and Recovery Prospectus 2020' focussed on delivery of 5 'anchor programmes'.</p> <p>2. Mid and South Essex Integrated Care System, spanning more fully health and local government, takes effect from 1 July 2022. The Council has a seat on the Board and will continue to champion population health and community-based approaches to health and wellbeing through this partnership.</p> <p>3. The South East Essex Alliance has relationships across the SEE system, with shared immediate priorities and long term themes. The Council played an active role in the development of the agreed plan of current priorities and longer term themes for the Alliance to deliver.</p> <p>4. ASELA / Local Government Reform working party constituted and a programme with 10 workstreams being delivered.</p> <p>5. Partners have been engaged in the development and refresh of Southend 2050, including through a series of stakeholder events to develop a partners' timeline and roadmap. Partners have also taken Outcome lead roles for future delivery.</p>	2	4	8	Andy Lewis / Leader



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
5 27	<p><b>Workforce</b></p> <p>Risk that the Council will not have the appropriate staffing resources, with the right skills, doing the right things, working in the right places through collaborative teams.</p> <p>Cross-council specific pressures relating to attracting talent in a competitive market, or straining existing resources, due to significant staffing changes and operational pressures are impacted by the significant changes to ways of working implemented in response to covid-19, leading to reduced workforce capacity causing a failure to effectively address the challenges posed by covid-19 and financial pressures in the short term and achieve the Council's desired outcomes in the longer term.</p> <p>Further risk caused by the number of changes to CMT, that may impact on the capacity to progress with delivery of desired outcomes.</p>	<ol style="list-style-type: none"> <li>The council has agreed a new corporate planning model, that will focus the priorities of the council over the next 4 years, starting June/July 2022.</li> <li>Part of a new corporate planning approach includes a new approach to transformation, and this too will change to be in line with our new 4-year Corporate Plan.</li> <li>The updated transformation programme is being established, and drivers for it will centre around future proofing our ways of working to deliver quality services, within a financially sustainable context.</li> <li>Workforce is managed as a key strategic issue, from attraction, pay, reward and retention, to the way the workforce works in a modern, flexible and agile way.</li> <li>Workforce outcomes for the Corporate Plan will be part of the Corporate Plan, delivered through a new programme of governance and transformation. As part of this approach, the management of risk will be monitored and mitigated where appropriate.</li> <li>Appropriate governance and oversight on all recruitment, redeployment, learning &amp; development and redundancies to ensure that the Council is making the best use of it's human resource and enabling all employees to reach their full potential in line with the Southend 2050 ambition</li> <li>Managing the capacity of CMT by backfilling for those acting up as they lead the organisation through this transitional period and 'double teaming' so that they are able to cover for each other.</li> </ol>	3	3	9	Stephen Meah-Sims / Leader and CM for AM & II



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
6a  28	<p><b>Cyber security event</b></p> <p><b>Risk of a cyber security event causing significant operational, financial and reputational damage to the Council, caused by:</b></p> <p>a) failure to ensure the Council has a coherent and comprehensive approach to cyber security and data protection, including strategy, tools and processes</p> <p>b) a data breach</p> <p>c) remote working creating a wider footprint for attack.</p> <p><b>Opportunity to build resilience by ensuring that staff have the necessary digital skills.</b></p>	<ol style="list-style-type: none"> <li>1. New ICT operating model being embedded with a specific Head of Security focussed on enhancing the Council's cyber security arrangements and enhanced structure to deliver improved digital arrangements.</li> <li>2. Cyber security strategy in place and being embedded, including rollout of new hardware that is in progress, including for Councillors.</li> <li>3. Cyber Incident Planning and Response with key members of ICT team having attended CESG accredited training and role based training in place.</li> <li>4. Implementation of security tools including: Multi-Factor Authentication, Conditional Access, Modern Authentication, Microsoft Level E5 security and a Ransomware protection tool.</li> <li>5. Membership and use of threat intelligence networks to enable quicker response to emerging threats.</li> <li>6. Compulsory Me-learning training sets for all staff, Phishing simulation test exercises and vulnerability testing taken place. Specific cyber-security briefing for Councillors</li> <li>7. Monitoring and response processes in place, with regular reporting to the Good Governance Group.</li> <li>8. Resilience and Business Continuity plans in place.</li> </ol>	3	4	12	Stephen Meah-Sims / CM for AM & II



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (Lxl)	Leads
			Likelihood	Impact		
6b 29	<p><b>Data Protection</b></p> <p>Risk that a failure to comply with responsibilities as a Data Controller (under DPA 2018 / UK GDPR) leads to personal data being compromised, resulting in harm to individuals, loss of trust from residents, businesses and others, regulatory action, financial penalty and reputational damage.</p>	<ol style="list-style-type: none"> <li>1. Changes to processing of personal data and new processing, including COVID-19 related matters, risk assured in line with the Data Protection by Design and Default Policy and Procedure.</li> <li>2. Annual Information Governance Toolkit assessment undertaken with a report prepared from the independent assessment and actions to improve.</li> <li>3. Annual Data Protection refresher training rolled out in June 2022.</li> <li>4. Senior Information Risk Owner in place, monitoring issues and progress, and produces an Annual SIRO report on data protection to Cabinet.</li> <li>5. Regular reporting to Good Governance Group and Corporate Management Team with reports to and minutes of meetings.</li> </ol>	3	3	9	Stephen Meah-Sims / CM for AM & II

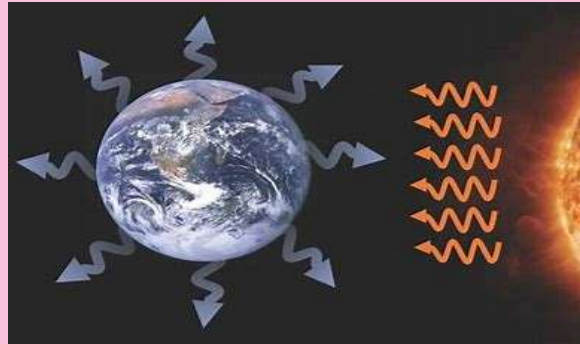


CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
7  30	<p><b>Capital Investment Programme Delivery</b></p> <p>Risk that a failure to deliver the agreed Capital Investment Programme leads to a lack of progress on the intended improvements to infrastructure and facilities for the City anticipated to support Southend 2050 and the recovery priorities, resulting in reduced inward investment from businesses, missed employment opportunities for residents and reputational damage for the Council. Risk that impact on the supply chain (causing labour shortages, cost increases in materials, labour and fuel and difficulty in sourcing plant and vehicles) and finance to deliver the increased costs of the capital programme, lead to a significant adverse impact on the ability to deliver the outcomes desired by the Council.</p>	<ol style="list-style-type: none"> <li>1. Member input to budget and programme creation to ensure focus on the key priorities and deliverables.</li> <li>2. Committed resources, both human and financial to deliver the programme.</li> <li>3. Project plans and managers in place for all projects upon entry to the programme, as presented to and approved by Investment Board, for onward presentation to and approval by Cabinet.</li> <li>4. Capital Programme Delivery Board (CPDB) overseeing and monitoring progress to ensure that plans are delivered with updated Terms of Reference on the roles of the Investment Board and the CPDB in place.</li> <li>5. Capital Challenge sessions (x2) chaired by Cabinet member for CS and PD to support the final proposed capital investment programme budget for 2022/23 to 2026/27.</li> <li>6. Reprioritisation review undertaken by the CPDB to assess the resources in place to deliver the programme and ensure focus of resources on the right priorities.</li> <li>7. Reporting to CMT / Cabinet to provide overall oversight and scrutiny.</li> </ol>	4	3	12	Joe Chesterton / CMT / CM for AM & II





CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
8 31	<p><b>Safeguarding responsibilities and child welfare</b></p> <p>Risk that the Council will not be able to effectively deliver it's statutory safeguarding responsibilities as a result of a lack of understanding, resources and the additional challenges posed by covid-19 restrictions, and that this causes a failure to deliver the outcomes anticipated for vulnerable people that are in need of support.</p> <p>Risk of failure to ensure that there are consistently good or better outcomes for children and families accessing children services, particularly the vulnerable that face the greatest exposure to those threats, resulting in worsening outcomes for those in need of that support.</p>	<ol style="list-style-type: none"> <li>1. Local Safeguarding Partnerships in place to complement and oversee the work of the Children's and Adult's services.</li> <li>2. Principal Social Worker – lead role in assuring quality of policy and practice and ensuring adherence to key frameworks e.g. safeguarding.</li> <li>3. Review mechanisms in response to serious incidents – ensuring learning from Serious Case Reviews / Safeguarding Adults Reviews is embedded to minimise future risk.</li> <li>4. Care Quality Arrangements – working alongside key partners e.g. NHS/CQC to ensure safe, good quality care provision.</li> <li>5. Establishment of a new Adult Quality Assurance Framework to assure social work practice and regular audits introduced in 2022, to be embedded by 2023.</li> <li>6. Embedding the new quality assurance model for Children's Services following the pilot and results from the Improvement Board. We are looking to embed this model as BAU from April 2022</li> <li>7. Annual Safeguarding Report taken to Cabinet in November.</li> </ol>	3	3	9	Michael Marks & Tandra Forster / CM for CL & I and CM for ASC & HI



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



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
10	<p><b>Health inequalities</b></p> <p>Risk that the health inequalities, particularly the physical and emotional health and wellbeing of residents, will increase due to the impact of Covid-19 and the cost of living pressures.</p> <p>In the longer term the changes resulting from the Health and Care Bill may result in an Integrated Care system for Southend and Thurrock, impacting on the implementation of the Localities Model, that does not result in effective health and social care outcomes for residents, resulting in increased health inequalities, worsening health outcomes and significant cost increases.</p>	<ol style="list-style-type: none"> <li>1. Effective use of the Local Outbreak Management Plan mechanisms and the cell structure reporting into Health Protection Board and the Local Outbreak Control Oversight &amp; Engagement Board.</li> <li>2. Mid and South Essex Integrated Care Partnership, spanning more fully both health and local government, in place. The draft 5 Year Strategy and Delivery Plan aims to identify any health inequalities emerging (including as a result of the pandemic), and to identify strategies to prevent needs escalating.</li> <li>3. South East Essex Alliance who alongside the Council provide a leadership role in understanding need and providing oversight and challenge of arrangements and delivery.</li> <li>4. Health and Wellbeing Board that receive the Joint Strategic Needs Assessment (JSNA) that provides the intelligence needed to determine targeted action required, with reports to and minutes of meetings.</li> <li>5. Core population health management datasets identify the problems to be addressed. Developing a strategy to deal with premature mortality in respect of Cancer, Respiratory and COPD</li> <li>6. Annual Public Health Report helps to focus our efforts on tackling health inequalities.</li> </ol>	4	3	12	Michael Marks & Tandra Forster / CM for ASC & HI



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



CGI from Better Queensway transformation consultation

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
12 35	<p><b>Housing</b></p> <p><b>Risk that a failure to implement plans to address rising homelessness and failure to implement the Housing, Homelessness and Rough Sleeping Strategy will lead to further street and other homelessness, increased use of temporary accommodation (TA) &amp; an inability to meet rising housing demand over the next 20 years, leading to worse outcomes for residents and an inability to deliver the outcomes for the City desired by the Council.</b></p> <p><b>Risk is increased by the impact of the cost of living pressures on those just about managing no longer being able to manage, causing an increase in homelessness.</b></p> <p><b>Risk is increased by pressure to accommodate refugees causing additional demand on housing stock and also because some property used for temporary accommodation is identified for redevelopment.</b></p>	<ol style="list-style-type: none"> <li><b>1. Housing, Homelessness and Rough Sleeping strategy approved and being delivered. Progress reported to Cabinet, with reports to and minutes of meetings.</b></li> <li><b>2. Core Strategy and Local Development Plan in place with reports to and minutes of meetings.</b></li> <li><b>3. Cabinet and Scrutiny Panels review and challenge, with reports to and minutes of meetings.</b></li> <li><b>4. Member Housing Working Party with reports to and minutes of meetings.</b></li> <li><b>5. Operational delivery is being managed as caseloads are high, challenging capacity.</b></li> <li><b>6. A 'Just About Managing' 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.</b></li> </ol>	3	3	9	Alan Richards / Leader and CM for ER, R & H



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
13 36	<p><b>Adult social care</b></p> <p>Risk that difficulties being experienced in the adult social care market will cause provider failure and further difficulty in meeting increasing demand for support, resulting in worsening outcomes for those in need of that support. The impact of and response to covid-19 and inflation has heightened these risks in the short term, increasing the pressure on capacity in the market.</p> <p>Opportunity has been identified to reduce the number of people in residential care, using reablement and the community to support people to stay at home for longer.</p>	<p>1. The Council influences the market for care by signalling the future expectation of requirements through:</p> <ul style="list-style-type: none"> <li>• Market Position Statement</li> <li>• Commissioning Strategies.</li> </ul> <p>2. The Care Governance Process provides quality assurance arrangements, oversight and support for the local market, including external assessment of services through the Care Quality Commission.</p> <p>3. Provider Failure Policy in place to direct action in the event of provider difficulty.</p> <p>4. Fair Cost of Care Exercise and development of a Sustainability Plan, supporting strategic focus as well as sustainability of future care provision.</p> <p>4. Independent diagnostic undertaken resulting in a Recovery Plan to address the financial challenge and transformation work being undertaken on service delivery, overseen by the Recovery Programme Board.</p> <p>5. Short term options to provide additional short term capacity being explored.</p>	4	3	12	Tandra Forster / CM for ASC & HI



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
14 37	<p><b>Social cohesion</b></p> <p>Risk that the impact of the cost of living pressures on both young people and those living in challenging circumstances, cause them to be particularly worried about the future and experience mental health issues, isolation and fears, resulting in a reduction in social cohesion and an increase in undesirable behaviour.</p> <p>Increased footfall to beach and public spaces with increased unmanaged drinking leading to anti-social behaviour and an increased need to manage the public spaces.</p> <p>Refugees perceived as utilising resources causing additional tensions.</p> <p>These impact on the ability of the City to deliver the outcomes desired by Southend 2050 and damage the reputation of the City.</p> <p>Opportunity for the celebration of City status to re-set and re-focus direction galvanising the community.</p>	<ol style="list-style-type: none"> <li>1. Support for young people including promotion of apprenticeship opportunities and Kickstart schemes.</li> <li>2. LGA peer remote peer project on support for younger people aged 18 -25 with funding secured to build on the recommendations.</li> <li>3. New and innovative routes to access mental health support, including ChatHealth.</li> <li>4. Multi-agency Southend Community Safety Partnership (CSP) work together to tackle crime, disorder and anti-social behaviour.</li> </ol> <ol style="list-style-type: none"> <li>2. Community Safety Unit (CSU) in place with CCTV and officers providing a visual presence and enforcement activity.</li> <li>3. OpUnion tactical coordination group to ensure a partnership Police / Council response to increased demand in key areas.</li> <li>4. Public Spaces Protection Orders being put in place to help manage problematic areas.</li> <li>5. Daily Partner briefings to share information and intelligence across the City.</li> <li>6. Enforcement Review of the Council's functions involving enforcement activity to optimise the effectiveness of that resource at addressing the various enforcement roles required by the Council.</li> </ol>	3	3	9	Andy Lewis / CM for ER, R & H, CM for ASC & HI and CM for PP



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
15  38	<p><b>Waste management</b></p> <p>Risk of contractor failing to meet contractual requirements to effectively manage waste arrangements results in a loss of service quality and additional financial liability for the Council.</p> <p>Additional risk that the council will not have suitable arrangements in place for October 2023 when the current contract ends.</p> <p>Further risk that the enhanced service being sought from the revised future arrangements will not provide a solution that will deliver the outcomes in respect of adaptation to climate change and recycling that is being sought by the Council.</p>	<ol style="list-style-type: none"> <li>1. Regular contract performance undertaken, formal contract management meetings in place with reports and minutes as appropriate.</li> <li>2. Data set monitored by DMT / performance board and senior managers with reports to and minutes of meetings.</li> <li>3. Cabinet and Scrutiny overview with reports to and minutes of meetings, including an in depth scrutiny project on barriers to recycling that is complete with Environment Working Group report completed.</li> <li>4. Market engagement undertaken in Mar and Apr 22 to understand broad concepts of service delivery against council aims and objectives.</li> <li>5. Two stage procurement to be undertaken: Stage 1 to submit two outline proposals: one being a full weekly collection service and the second being the bidders proposals to meet the Council's aims and objectives. Stage 2 to submit full proposals against the service model determined by stage 1.</li> <li>6. Timetable in place to complete stage 1 and determine a service model by February 23, stage 2 to award contract by October 23 and then mobilise service for commencement in May 24.</li> <li>7. Existing service with current provider extended beyond Oct 23 (subject to negotiation) to allow the procurement process to take place and mitigate for delays.</li> </ol>	3	3	9	John Burr / CM for E, C, & T and CM for PP





Proposed Roots Hall development

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
16 39	<p><b>House building programme</b></p> <p>Risk that not achieving the development and delivery of the house building pipeline through effective engagement and arrangements with the market and developers that have been impacted by Covid-19, inflation and supply chain issues, will result in an inability to deliver the anticipated housing supply, causing additional pressure on the housing market and an impact on the delivery of the desired outcomes of the Council, with an impact on Local Plan housing targets (see also CRR20).</p>	<p><b>1. House building pipeline in place and being managed with Cabinet agreement to specifically focus on five key workstreams:</b></p> <ul style="list-style-type: none"> <li>a) Council acquisitions programme</li> <li>b) HRA infill development programme</li> <li>c) Next Steps accommodation programme (all delivering additional housing numbers)</li> <li>d) PSP Southend LLP projects</li> <li>e) Major Schemes (Better Queensway / Roots Hall &amp; Fossetts Farm)</li> </ul> <p><b>2. Methodology for working with developers in place, to ensure that the right considerations are made about potential developers.</b></p> <p><b>3. Updated partnership arrangements with developers to address economic challenges.</b></p> <p><b>4. Regular reporting to Corporate Management Team and Cabinet, with reports to and minutes of meetings.</b></p>	3	4	12	Alan Richards / CM for ER, R & H



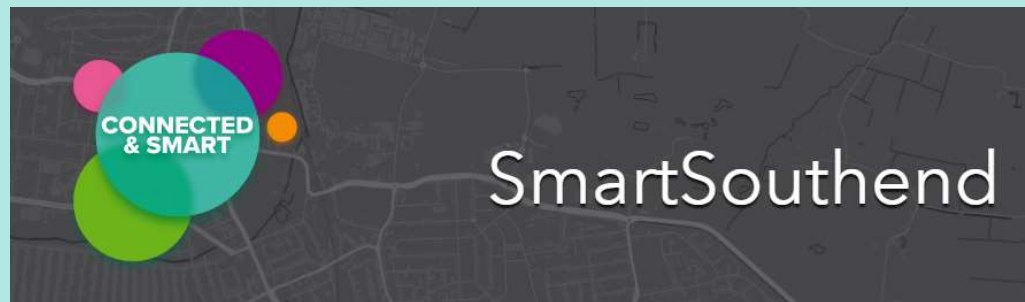
CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
17 40	<p><b>Regeneration and major projects</b></p> <p>Risk that failure of partners to progress major infrastructure developments (e.g. Queensway, Seaways, Fossett Farm and Airport Business Park) will result in not achieving delivery of the plans and necessary sequencing of developments, resulting in the dependencies for the chain of regeneration not being delivered and the opportunities for improvement of the City and delivery of anticipated outcomes not being achieved (jobs &amp; skills, housing, linked spend, economic growth, housing delivery etc), as well as significant financial and reputational damage to the Council.</p>	<ol style="list-style-type: none"> <li>1. Strategic planning for the City in place and being managed.</li> <li>2. Methodology for working with developers in place, to ensure that the right considerations are made about potential developers.</li> <li>3. Project Board arrangements in place to govern progress with delivery, with reports to and minutes of meetings.</li> <li>4. Regular and formal monitoring / reporting arrangements in place with key funders, such as the Local Enterprise Partnership (SELEP) and Homes England (HE).</li> <li>5. Regular reporting to Corporate Management Team and Cabinet, with reports to and minutes of meetings.</li> <li>6. Progress on delivery of key projects including: planning approval for Better Queensway met first HIF funding delivery milestone, exchange of the contracts and agreements for lease on Roots Hall and Fossetts Farm, and SELEP funding for the Launchpad that is due to be completed in August 2022.</li> </ol>	3	4	12	Alan Richards / Leader, CM for ER, R & H and CM for AM & II



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
18 41	<p><b>Visitor destination</b></p> <p>Risk that the competing demands and needs of residents and visitors will impact on the City's ability to meet the needs of its residents or provide a suitable destination for visitors, and that cost of living pressures impact on the ability of the City to provide an attractive proposition for visitors, with a resultant impact on the economic strength of the City and employment opportunities for school leavers.</p> <p>Opportunities arising from City Status and people holidaying in the UK, but with potential increase in visitor numbers needing to be enabled to be done safely and ensure the offer made by businesses is sustainable.</p>	<ol style="list-style-type: none"> <li>1. Refreshed tourism strategy 'Destination Southend' developed in partnership with key stakeholders on the Southend Tourism Partnership built on feedback from stakeholders including residents and visitors.</li> <li>2. Cultural Vision refreshed built on feedback from key stakeholders including residents and visitors that will inform investment decisions and actions to be progressed.</li> <li>3. Culture led regeneration of High Street working with stakeholders and partners towards a new Masterplan to shape the offer of the City Centre, supported by Levelling Up Funding awarded.</li> <li>4. Effective investment in and management of local attractions including engagement with key stakeholders.</li> <li>5. 'Visit Southend' website to promote events and attractions available to visitors.</li> <li>6. Visit Southend Safely campaign to manage public expectations and behaviour to help ensure a safe, enjoyable visit given the circumstances of the pandemic.</li> </ol>	3	3	9	Tandra Forster / CM for E, C, & T



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
19	<p><b>Economic recovery and income inequalities</b></p> <p>Risk that the impact of covid-19, inflation and cost of living pressures result in reducing economic activity causing a reduction in employment opportunities for 18-25 year olds and an increase in unemployment across the City. The impact is likely to be experienced unevenly across sectors with the retail, hospitality, leisure and tourism sector adversely affected causing further risk to traditional shopping centres and the town centre, as well as a further increase in income inequalities and disparity between different parts of the City.</p> <p>However, the reduction in restrictions and the move to City status provides the opportunity to attract new businesses and employers into the City, providing new and additional employment that can contribute to the delivery of the ambition and outcomes for the City led by the major regeneration schemes driven by the Council.</p>	<ol style="list-style-type: none"> <li>1. High focus on economic recovery and led through the economic recovery cell which includes representatives from businesses, DwP, Citizens Advice amongst others.</li> <li>2. LGA peer support provided to explore how the Council and partners can more effectively support younger people, aged 18 – 25, with a particular focus on their employment, skills, education and training. An action plan is in place and a dedicated workstream operating within the O&amp;P theme.</li> <li>3. Engagement with businesses, including but not limited to the Southend Business Partnership, and other wider partners to understand the impacts of the pandemic and wider economic pressures and is providing specific interventions which will support recovery</li> <li>4. Engagement with funders of employment and skills projects to refocus delivery on job and business retention with associated changes to how projects are delivered to suit a virtual environment (eg. SEBB, SECTA, A Better Start Southend WorkSkills, 60 Minute Mentor)</li> <li>5. Development of 3 Levelling Up Funding bids with colleagues across the organisation and partners, focussed on Visitor Economy and Town Centres (awarded £19.9m), Culture Led Regeneration of the City Centre and Highways (submission July 2022) available to support recovery.</li> <li>6. Development of ASELA proposition for inward investment offer for South Essex which initially focuses on retention and support for businesses.</li> </ol>	4	4	16	Alan Richards / CM for ER, R & H



credit: Forward Motion

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

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# Southend-on-Sea City Council

Agenda  
Item No.

7

Report of Director of Public Health

to  
**Cabinet**

on  
**26<sup>th</sup> July 2022**

Report prepared by: Public Health Team

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**The Annual Report of the Director of Public Health (2021-22)**

**Cabinet Member: Cllr K Mitchell**

**Relevant Scrutiny Committee: People Scrutiny Committee**

**Part 1 (Public)**

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**1. Purpose of Report**

1.1 To present the 2021 Annual Report of the Director of Public Health.

**2. Recommendation**

2.1 That CMT/Cabinet considers and comments on the content and highlighted actions of the 2021 Annual Report of the Director of Public Health.

**3.0 Background**

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

3.2 Southend became a City in February 2022 in memory of Sir David Amess and his tragic death. As we aspire to accelerate our growth as a City, the public sector, businesses and the voluntary sector will all need to play a much bigger part and embrace every opportunity to enhance our partnering endeavours. The pace of our spatial planning and regeneration will also need to step up in ensuring that we experience a marked transition into cityhood, including the Better Queensway and Marina development as well as a remodelled and rejuvenated City centre.

## 4.0 The 2021 Annual Report of the Director of Public Health

4.1 The Report this year provides an update on last year's report (2020 Annual Public Health Report) and covers the following six themes:

- ✓ **Tackling Health Inequalities** – Focus on improving Life Expectancy; tackling the key health Risk Factors, including Weight Management; improving the uptake of Vaccinations, including MMR in young children.
- ✓ **Developing a Food Environment policy** - Making Southend a Healthy City; collaboration in tackling Food Poverty/Insecurity; extending A Better Start Southend (ABSS) Legacy.
- ✓ **Mental health and wellbeing** – Focus on Suicide Prevention, including in young people with complex needs; further drive to tackling Harmful Behaviours including gambling addiction.
- ✓ **Improvement in Air Quality & Transport strategy** – Further interventions to improve Air Quality; development of a refresh Transport Plan to support the Modal shift in Travelling.
- ✓ **Learning to Live with COVID** and building up our resilience.
- ✓ **Support for Economic Recovery** – Improving Jobs Opportunities; Skills Development and Raising Aspirations; improving Workplace Health and seeking better Social Value contribution for our neighbourhoods.

4.2 In 2020, we highlighted that we had a focus on two key themes:

- **Health Protection** - Flu & COVID immunisation; COVID-19 Impact;
- **Tackling Wider Inequalities** – Mental Health and Wellbeing; Adult Obesity & Weight Management; Food Environment; Drug & Alcohol; Social Prescribing – Loneliness and Self-care; Unpaid Carers; Autism; Homelessness.

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

4.3 The Southend 2050 Ambition and the NHS Long Term Plan collectively set out the key things we can expect to work as partners to turn the ambitions into improvements in services and build community resilience. The key S2050 themes that this report will link into are [1] Safe and Well [2] Opportunity and Prosperity [3] Connected and Smart and [4] Active and Involved. Combined with the challenges of the pandemic, we will need to address recovery, living with Covid and continue to refocus our joint endeavours on tackling health inequalities.

4.4 As the system continue working to address the recovery actions, we should also focus on building a stronger bridge with the wider communities, on the back of pronounced and sustained goodwill during the past 2 years. Our renewed engagement with the voluntary sector has been further calibrated and will prove invaluable in achieving better outcomes for our residents in some of the key topics in the report.



- 4.5 A number of **Key Actions** are listed in the report this year. We also have agreed plans or ones in the process of finalisation to help deliver most of these key topics.

Therefore, CMT/Cabinet are to note the various key actions and highlighted approach through the document and note the progress made against the 2020 Annual Report's recommendations.

## 5.0 Other Options

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

## 6.0 Reason for Recommendations

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

## 7.0 Corporate Implications

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

The Council has a statutory duty to protect the health of the local population. The 2021 Annual Public Health Report highlights selected key issues for people in Southend, actions being taken to address them and further contributions to be delivered by local partners.

### 7.2 Financial Implications

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

### 7.3 Legal Implications

There are no legal implications arising directly from this report.

### 7.4 People Implications

None identified

### 7.5 Property Implications

None.

## 7.6 Consultation

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

## 7.7 Equalities and Diversity Implications

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

## 7.8 Risk Assessment

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

## 7.9 Value for Money

No implications.

## 7.10 Environmental Impact

None.

## 8.0 Background Documents

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

## 9.0 Appendices

9.1 The 2021 Annual Report of the Director of Public Health for Southend.



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lives better*  
[www.southend.gov.uk](http://www.southend.gov.uk)

# Director of Public Health Annual Report 2021/22

# Contents

## 3 - Introduction

## 4 - Health Inequalities

5 - Life Expectancy

6 - Key Health Risk Factors

7 - Weight Management

8 - Vaccinations in Southend

9 - COVID Vaccination

## 11 - Food Environment

12 - Making Southend A Healthy City

13 - Tackling Food Poverty/Insecurity

14 - A Better Start Southend Legacy

## 16 - Mental health and wellbeing

17 - Suicide Prevention

19 - Tackling Harmful Behaviour

## 21 - Air Quality & Transport

22 - Air Quality

23 - Modes of Travelling

## 25 - Living With COVID

26 - Impact of & Living with Covid

## 27 - Economic Recovery

28 - Jobs and Development

29 - Skills Development & Raising Aspirations

31 - Workplace Health and Social Values

## 32 - Appendices



50

# Introduction

This is my independent public health report for 2021, as we continue to grapple with the COVID-19 pandemic and the tragic loss of our MP, Sir David Amess. This report reflects on some of the key achievements, some challenges and highlights where we can continue to collaborate to improve health and wellbeing in Southend-on-Sea.

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

We have been bestowed City status in early 2022 and with a number of White Papers being released this year, there will be a renewed opportunity to reshape our new City and ensure we can all work together for wider socio-economic as well as health and wellbeing benefits. As an already densely populated City, Southend will need to regenerate at a much faster pace, building new living and working spaces and ensuring our spatial planning is protecting our environment and creating more greener public expanses.

Much of our collective endeavours have been focused on working to tackle the wider determinants of health and with the growing obesity epidemic, we will need to revisit our approach in shaping the local food environment. I am proposing that we consider the development of a Food Environment policy for Southend over the coming months, which will also explore how we can influence the commercial determinants of health. We know that unhealthy food causes ill-health, so we need to tackle the business, market and political practices and globalisation that are harmful to health and the environment. We have a unique opportunity to shift the paradigm in public health, where individual behaviours are being driven by inadequate environments and secure a more favourable policy environment.

The Levelling Up White Paper, is reshaping the Health in All Policies approach that we have long seen as a catalyst to improve health and wellbeing and should now act as a system enabler and progress our ambitions.

A number of areas have been highly impacted by COVID where we need to refocus, as we learn to live with COVID. Some of the key areas in tackling health inequalities will be led jointly by the NHS and the City Council with a determined resolve of improving healthy life expectancy whilst accelerating recovery in health and care services. We have seen an increase in other communicable and infectious diseases and we have been striving to act collaboratively in mitigating those risks which is reflected in our new joint Health and Wellbeing Strategy.

This report is underlining the challenges faced in our communities, in coping with the loss of jobs, low paid jobs and the rising cost of living, which is not showing any signs of abatement. The socio-economic recovery will be major part of the regeneration and wider inclusion agenda, whilst striving to recreate a more vibrant and inspirational Southend City centre. We need to continue engaging and enabling our citizens and visitors to co-design our spatial planning and co-produce new services that will better meet their needs.

In building our community resilience, we will continue to place more emphasis on mental health and wellbeing, reducing the gender inequality which sees more young men taking their lives in Southend. The new Ofsted strategy - *Every child deserves the best start in life* - will be a catalyst to improve the lives of children and young people, which is more important than ever following the disruption and distress of the past 2 years and the relatively unquantifiable impact of long covid in this young generation.

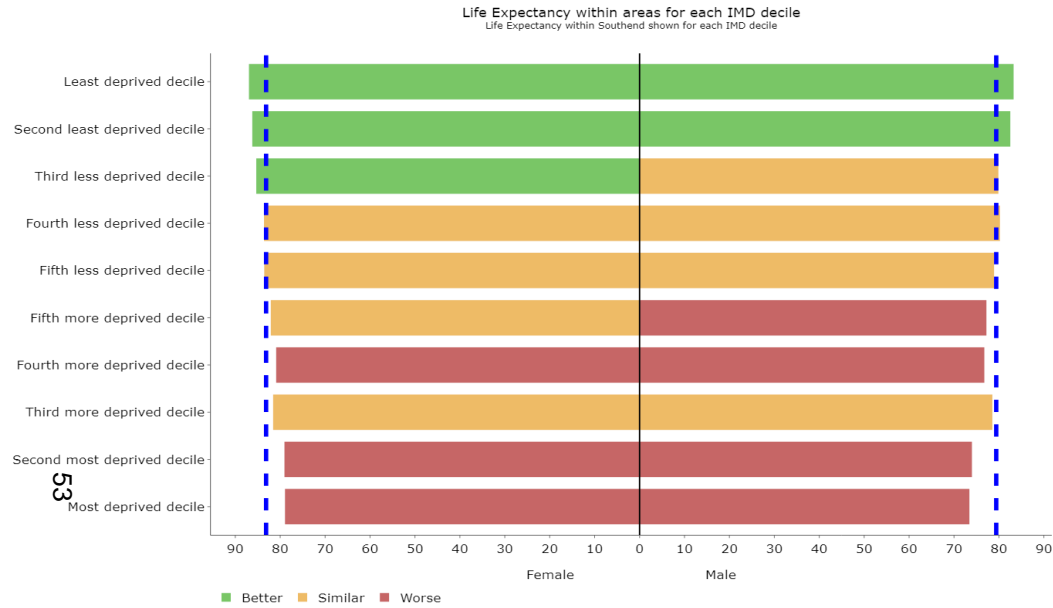
Reducing air pollution continues to prove a challenge across Southend and remains one of the main public health emergencies, especially as the UK limits on air pollution are all several-folds than the new World Health Organisation's limits. Multiple interventions, each producing a small benefit, can act cumulatively to produce significant overall benefits, including increased physical activity, noise reduction, greater road safety and climate change mitigation, as well as adapting to new ways of working and travelling.



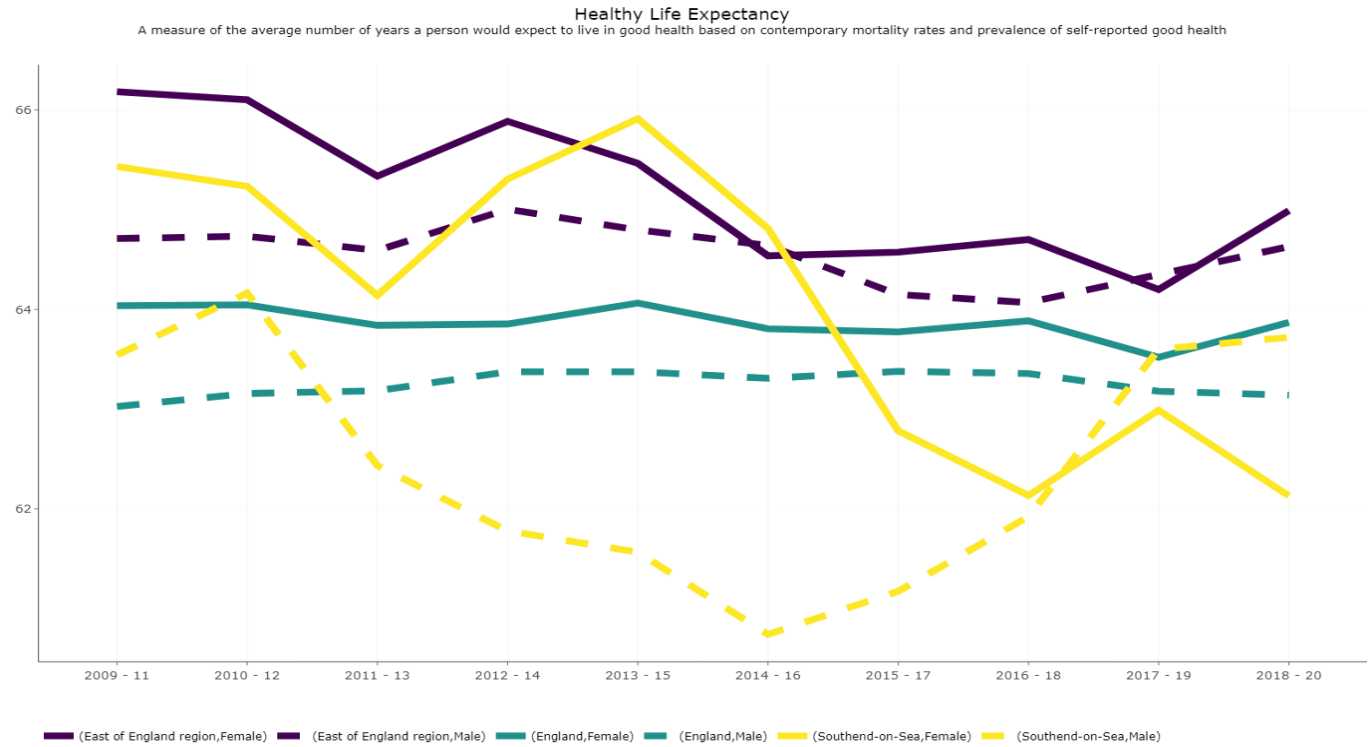
# Health Inequalities

OPPORTUNITY  
& PROSPERITY

# Life Expectancy



Source: NHS Fingertips Indicator ID 90366 Accessed:2022-05-17



Source: NHS Fingertips Indicator ID 90362 Accessed:2022-05-17

- Life expectancy is considered to be the ultimate measure of the health and wellbeing in an area and a tool for identifying inequalities in our communities.
- **Life expectancy** at birth is defined as the average number of years that a newborn is expected to live if current mortality rates continue to apply.
- **Healthy life expectancy** is how many years a person might live in 'good' health. Due to the smaller population size in Southend, healthy life expectancy is more variable than the East of England or national average. Since 2016-18, men have had a higher healthy life expectancy than women across Southend City.
- The council and partners will continue to work closely with the UK Health Security Agency, as part of a single public health system, to deliver effective protection from incidents and outbreaks of communicable and non-communicable hazards. A Local Outbreak Management Plan is in place to guide us all.

# Key Health Risk Factors

Cardiovascular disease (CVD) covers a family of diseases including heart disease and stroke and also relates to other conditions such as vascular dementia, chronic kidney disease, sudden cardiac death and heart failure. They are the cause for most preventable early mortality.

Cancer remains one of the most challenging risk factor in preventing early deaths. Preventative work includes the opportunity to optimise early diagnosis and early intervention.

Diabetes is a condition defined as a disorder of insulin, a spectrum from inadequate production to effect resulting in excess glucose or sugar in the blood stream.

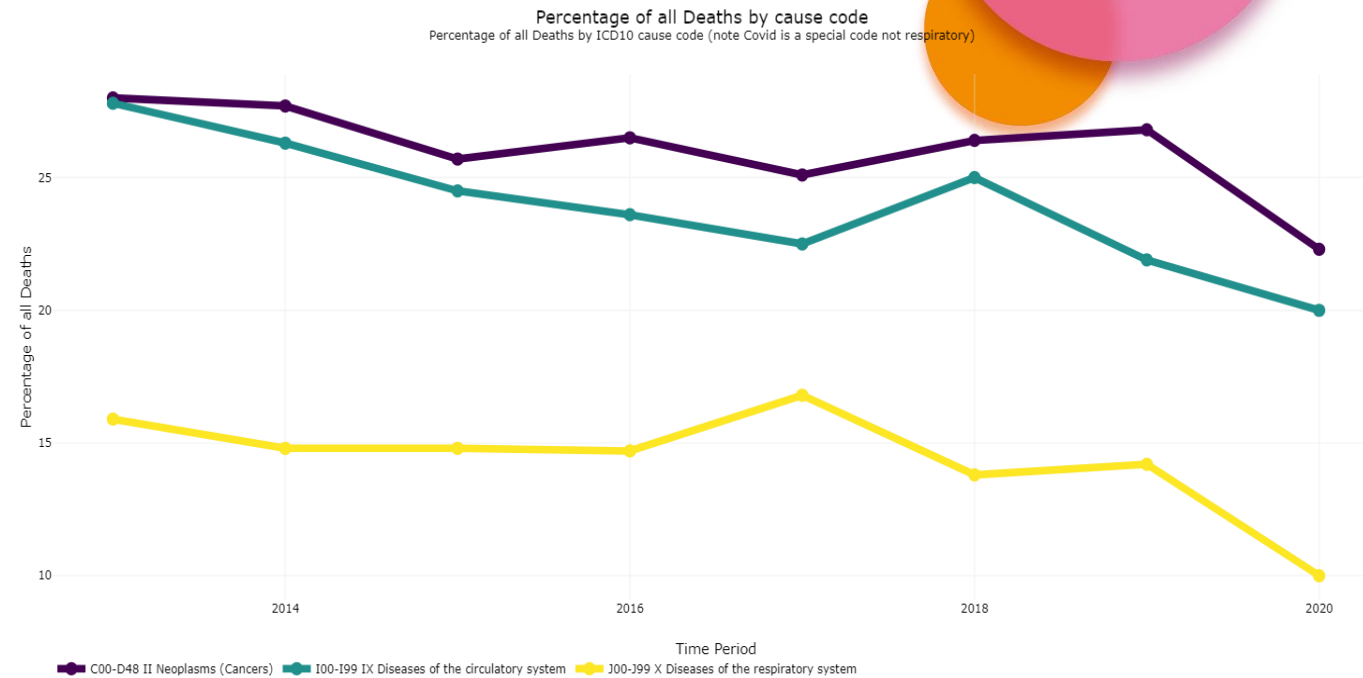
The following are known risk factors shared for CVD, Diabetes and Cancer:

- smoking
- excess alcohol consumption
- physical inactivity
- poor diet

Obesity is a result of many of these risk factors and is broadly defined in adults as BMI (body mass index) greater than 30, and itself is a further risk factor for developing all 3 of the above conditions.

In the most recent data, cancer accounts for 22.3% of deaths and circulatory diseases accounts for 20% of deaths within Southend.

Whilst we have seen a continued decline in mortality from cancers, cardiovascular and respiratory diseases until 2020, the impact of the pandemic on non-Covid related prevention and delayed surgical interventions will see a potential slow-down in this decline.





# Weight Management

Around 22.4% of Reception year children and 33.4% of Year 6 children are overweight or obese. Southend is ranked the highest for the prevalence of severe obesity in Reception year children, among the East of England region.

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

**29.9% of adults** in Southend are physically inactive. This is above the national average of 27.2%. This is according to the most recent Active Lives data.

Weight management services improve population health outcomes. This has a positive impact in addressing health inequalities as individuals with more than one issue will be disproportionately affected and the interventions will support:

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

## KEY ACTIONS

- ❖ Local partners are working strategically, to address factors that impact on peoples' weight, in more innovative and collaborative ways.
- ❖ Following local community and partner engagement, the Health and Wellbeing Strategy for Southend was launched in late 2021. Weight management is a major priority within the action plan, that forms part of the strategy.

## Obesity harms adults



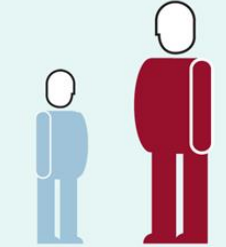
Less likely to be in employment



Discrimination and stigmatisation



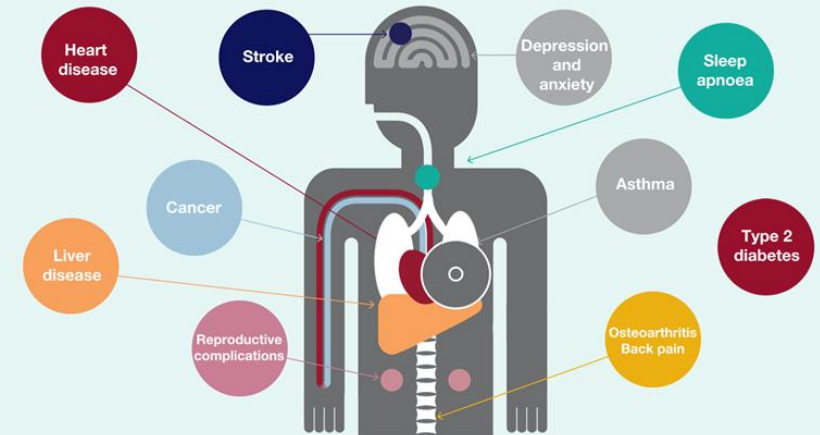
Increased risk of hospitalisation



Obesity reduces life expectancy by an average of 3 years

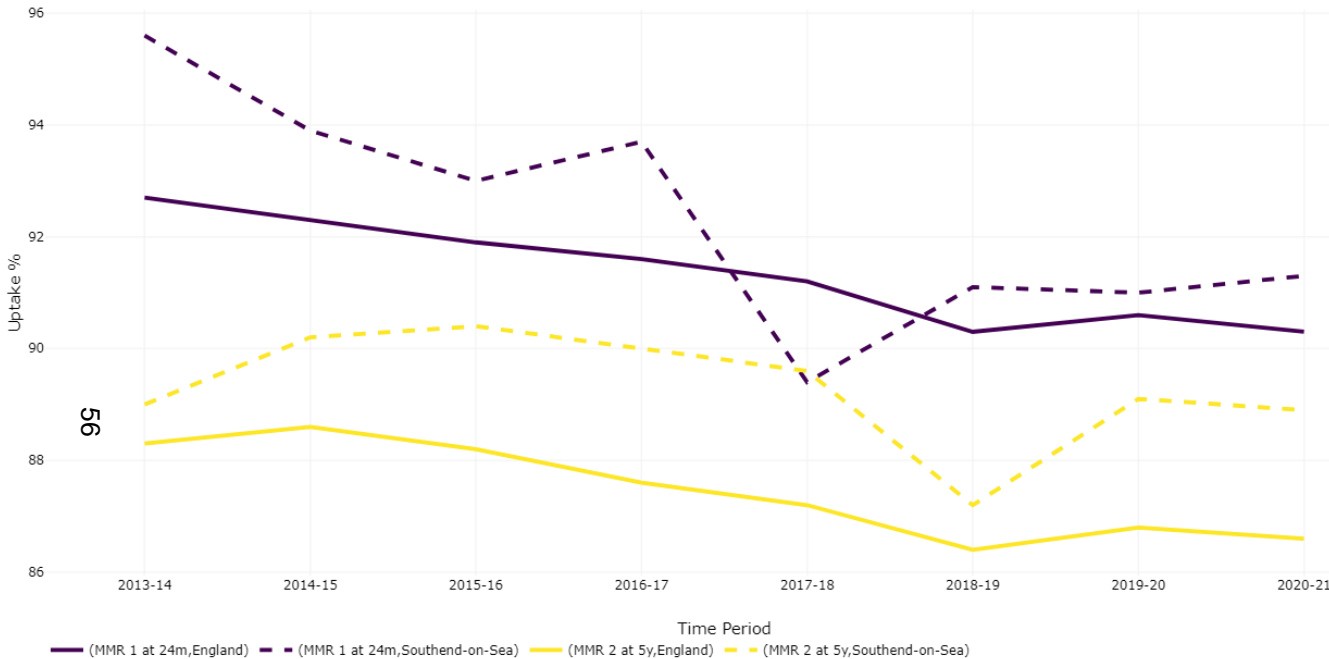
Severe obesity reduces it by 8-10 years

## Obesity harms health



# Vaccinations in Southend

MMR Uptake Percentage  
MMR Uptake percentage in Southend on Sea (target value is 95%)



Source: NHS Digital Accessed 23-05-2022

Flu Vaccination Group	Southend Uptake (Comparison to last year)	National Uptake	National uptake Comparison
65 and over	76.6	82.1	Worse
At risk - (6 months to under 65 years)	46.1	52.5	Worse
Children aged 2 (Born: 01/09/2018 -31/08/2019)	41.1	48.3	Worse
Children Aged 3 (Born: 01/09/2017 -31/08/2018)	43.9	50.8	Worse
Pregnant Women - All	34.3	37.6	Similar

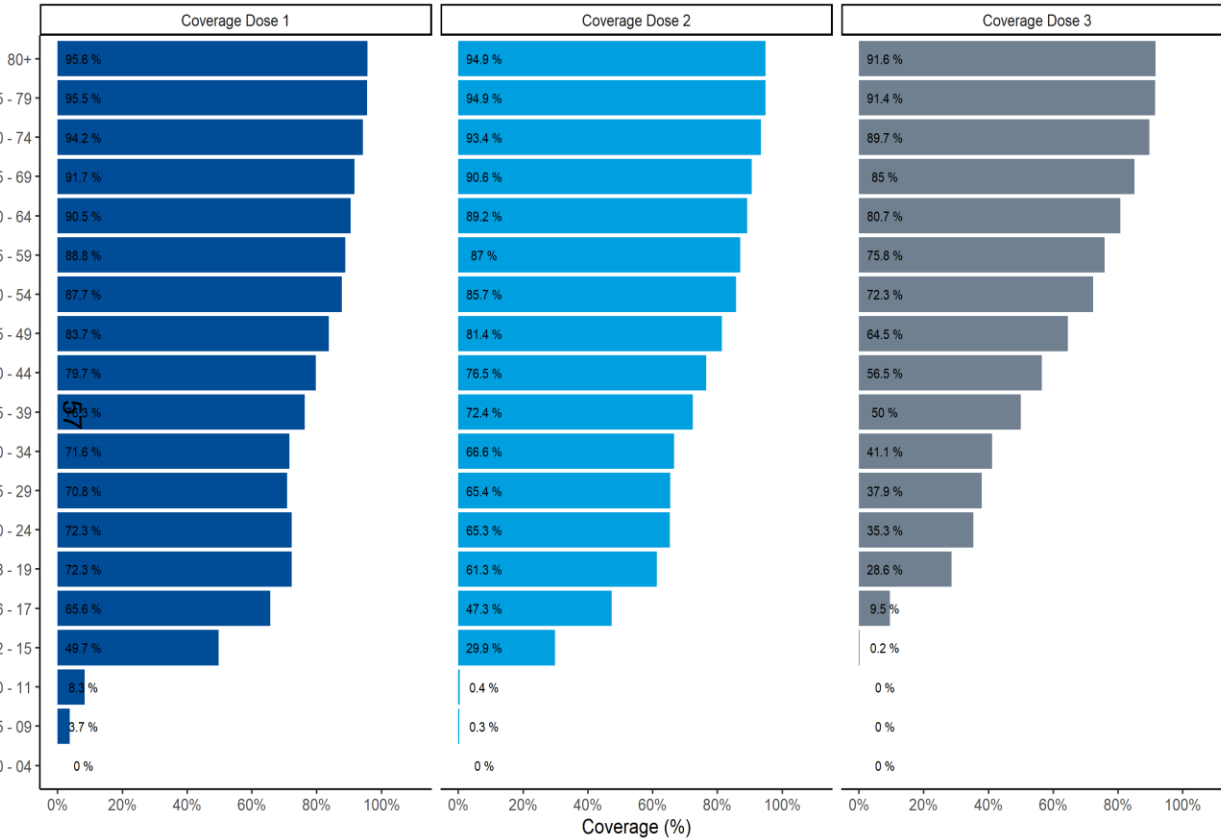
We continue to work closely with NHS, EPUT and others to reduce inequalities and vaccine hesitancy via community outreach and making phone calls to unvaccinated residents.

**MMR vaccination** dose 1 is due before age 2 and second dose before age 5. We have seen a drop in the uptake during the past year, following unprecedented pressure on primary care health services.

**Flu vaccines** are offered to a number of at risk groups the percentage uptake of those groups can be see in the table below. The highest uptake is in the 65+ at risk group. Compared to the previous year the uptake has increased across all groups. Compared to the national levels Southend is worse across 65+, at risk and children ages 2 and 3. We have seen an increasing uptake of the flu vaccine in those aged 65years and over, although the proportion amongst pregnant women were still significantly low.

# COVID Vaccination

Vaccination coverage by those eligible  
Vaccinations as of 09 May 2022



First and second dose uptake has been broadly similar across age groups over 50 years. This similarity drops when we look at those below 50s in comparing the first and third doses.

Vaccine uptake percentage is higher for first and second dose than the national values but lower than the regional values.

Moreover, we continue to see a marked difference in uptake between some communities and continued joint efforts to reduce vaccine hesitancy will be required.



	Southend (No.)	Southend (%)	England (%)	East Region (%)
First Dose	135,303	81.1	79.8	83.2
Second	128,061	76.7	75.5	79.4
Third	99,165	59.4	59.2	64
<b>Total</b>	<b>362,529</b>			

# Key Actions

- ❖ Targeted interventions through the Health and Wellbeing Implementation plan with a particular focus on men's health and wellbeing.
- ❖ As a system, we will need to explore all collaborative approaches to ensure we can optimise the use of hospital beds, increase our targeted preventative work and increase our efforts to mobilise our communities in self-care and adopting healthier lifestyles.
- ❖ In addition to the 'key actions' highlighted on slide 7 to address the challenge with weight management, we will explore further how we can help improve the food environment.
- ❖ Through the Health Protection Board, we will explore and deliver an improvement in the uptake of Flu (at risk groups), Covid and MMR vaccines during 2022-23.



# Food Environment

ACTIVE & INVOLVED

59

# Making Southend A Healthy City

Healthy City planning policies can be used by councils to help promote healthier food and drink choices. There is a need for more national drivers and the impending national Food Strategy can support local councils in the endeavour. Working with our planning teams over a number of years, we can support to create a healthier food environment by:

- ensuring shops and markets that sell a diverse food offer are easy to reach by walking, cycling, e-scootering or public transport
- requiring leisure centres, workplaces, schools and hospitals with catering facilities and/or vending machines to have a healthier food offer for staff, students, and/or customers – this requires dedicated collaboration (such as social value contribution)
- explore through the Local Plan what evidence can enable with opportunities that will support a healthier food environment.

An increasing number of local councils are developing Supplementary Planning Documents (SPDs) to support a healthier food environment. Local councils can develop an approach that, based on the latest evidence, is likely to be appropriate and effective.

For planning decisions to be successful, we need to be able to demonstrate a link to sound evidence and clear local policy. In particular, there needs to be good linkage between any SPDs or neighbourhood planning policies, health strategies (Health and Wellbeing strategy and the Joint Strategic Needs Assessment) and, most importantly, the Local Plan. Local plans need to refer to these health strategies and vice versa.



# Tackling Food Poverty/Insecurity

Food poverty is complex. There is no widely accepted definition of 'food poverty', but a household can broadly be defined as experiencing 'food poverty' or 'food insecurity' if they cannot (or are uncertain about whether they can) acquire an adequate quality or sufficient quantity of food in socially acceptable ways. Food insecurity incorporates multiple experiences on a scale from starvation to anxieties about being able to afford food, and this especially amongst more vulnerable communities, including our ageing populace. There are many different factors, particularly around access and availability that can affect and exacerbate the impact on individuals and families. They result primarily from the socio-economic and environmental context in which people live.

Food insecurity affects approximately 8.4 million people in the UK. Emerging research and evidence indicate that there is an increasing number of households in Southend, unable to sustain normal patterns of food shopping and eating, with many seeking charitable food aid to help them do so. **Southend Foodbank distributed food to a third more people in 2021 than it did in 2020.** In addition, the FOOD Club has been working across a number of Family Centres to offer a more affordable food package to families who are in need. ABSS and the Council are collaborating with the local Food Alliance to look at reducing this challenge for our communities, especially with the rising cost of living in a more sustainable way.



Healthy Schools

The Food Foundation's latest data indicate that an estimated 2.6 million children in the UK live in households that missed meals or struggled to access healthy food during April 2022. The cost of living crisis means many more families are now struggling to afford school lunches. In 2021, across Southend a total of 8,512 people received support from Southend Foodbank in 2021, with 3,934 of these being children.

Children need a healthy balanced diet to support growth and development, and the school environment can have a powerful influence on their eating habits. Children eat at least 1 and sometimes more meals there each day. For some, a school lunch is their main meal, providing a critical nutritional safety net.

The Southend Healthy Schools award, led by the School Nursing team, has now greater focus on healthy meal provision rather than just hot meal. School Health Profiles are being undertaken with every school to identify their needs and provide more targeted support.

With a significant proportion of secondary, and even some primary age pupils, choosing to purchase food from nearby outlets, the food environment around schools has also an important role to play in encouraging children and young people to eat a healthy diet.



# A Better Start Southend Legacy

Breastfeeding has been acknowledged as being an important intervention in improving children's health and reducing health inequalities. Breastmilk protects children from a vast range of illnesses including infection, diabetes, asthma, heart disease and obesity.

A Better Start Southend (ABSS) breastfeeding and infant feeding support projects alongside the Parent Champions, the Council's health visiting team and community agencies have increased the prevalence of **breastfeeding rates from 39.1% in 2018 to 50% in 2022 in the ABSS wards**. This is a remarkable achievement and further engagement with the midwifery services and local parent champions will help to drive this up and ensure we can further embed this into the fabric of Southend.

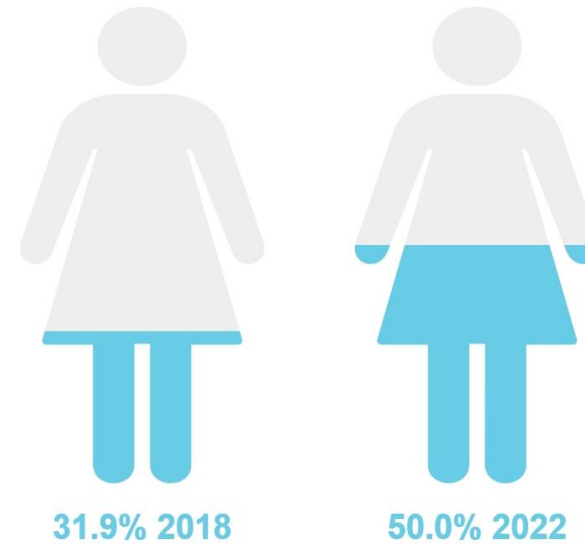
The Southend Supports Breastfeeding scheme informs parents of venues that actively welcome breastfeeding mothers and empowers them to feel confident when feeding or comforting their babies – **one the City should be proud of**.

As part of ABSS, the 3-4 month contact, education and advice around breastfeeding and introduction to solid foods, was delivered to all families of babies in ABSS wards. After a successful delivery, the Southend Health visiting team is rolling this programme out to all families across the city.



## Prevalence of Breastfeeding Rates in Southend

Source: ONS



Rates for wards within the ABSS program only



# Key Actions

- ❖ The Council is collaborating with local agencies to develop and Anti-poverty strategy, which will cover food poverty.
- ❖ Schools can adopt a number of policies to encourage pupils to purchase their lunch from the school canteen.
- ❖ More is required locally to address food poverty and reduce food poverty. We are working with the local Food Alliance to optimise collaboration, explore social value contributions from local businesses, and ensure we can create a more sustainable approach to food clubs.
- ❖ We will develop a Food Environment Policy across Southend where we will support citizens, young and old, to make healthier choices including in our educational settings, work with our business to support this approach, reduce wastage and reduce food poverty/insecurity. This may also include a local 'healthier options' award being explored with our Regulatory services team at the Council.
- ❖ To promote and increase the uptake of the Healthy Start scheme to support vulnerable children and families affected by food insecurity.
- ❖ To enhance school healthy eating programmes and promote community growing initiatives.



# Mental health and wellbeing

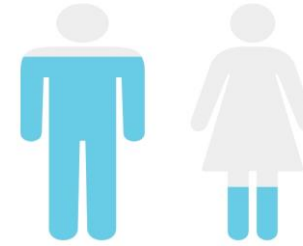
**SAFE  
& WELL**

64

# Suicide Prevention

## Suicide Percentage in Males and Females

Source: ONS



77.5% Males 22.5% Females

**SAFE  
& WELL**

Suicide Prevention is a top public health priority. Suicide is complicated and tragic, but it is often preventable.

In 2020, 5,224 people in England and Wales took their own lives. Around three-quarters of registered suicide deaths in 2020 were for men (3,925 deaths; 75.1%), most commonly in males aged 45 to 49 years.

In Southend, between 2018 -2020, there were 62 deaths registered as suicide, this equates to an age-standardised mortality rate is 13.0 per 100,000 people - this is not significantly different to the England rate of 10.4 per 100,000 people, but nevertheless higher. We have also experienced some very tragic outcomes with young people with complex needs and it is vital that our service design and support are further strengthened.

Suicide rate (Persons)  
Age-standardised mortality rate from suicide and injury of undetermined intent per 100,000 population with 95% confidence intervals



Source: NHS Fingertips Indicator ID 41001 Accessed:2022-05-19

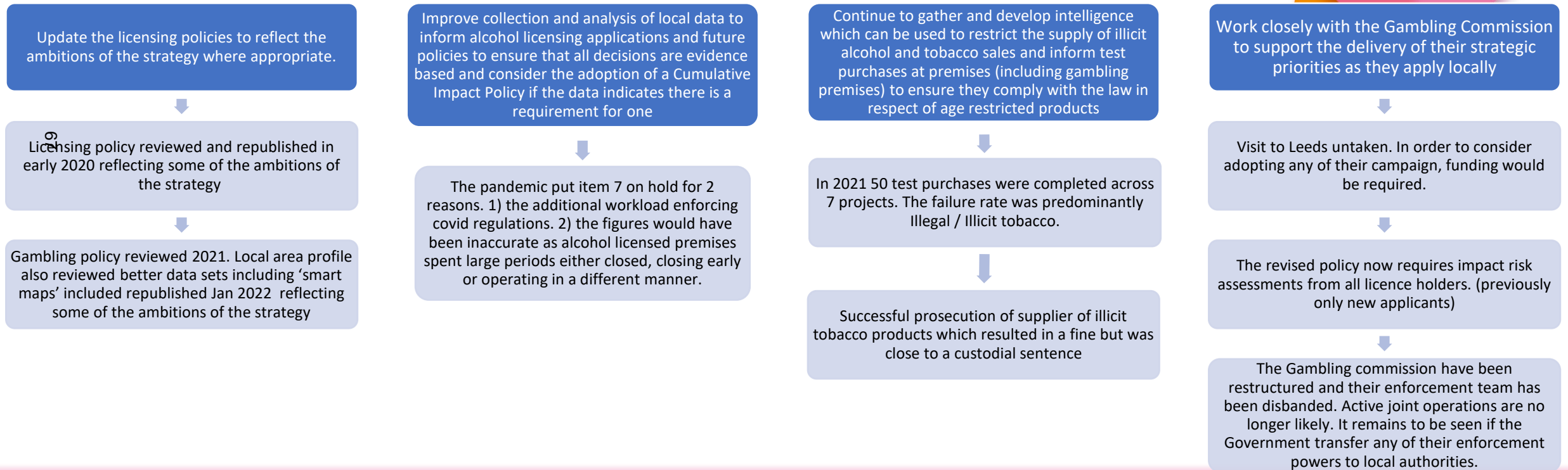
# Key Actions

- ❖ Support the delivery of the Suicide Prevention Wave 3 Transformation Programme workstreams at a Southend resident and partner organisation level.
- ❖ Restart the Southend Suicide Prevention Steering Group as a sub-group of the Southend, Essex, and Thurrock Suicide Prevention Steering Group.
- ❖ Increase the promotion of [Let's Talk About Suicide Essex](#) prevention training.
- ❖ Working in partnership, we will develop an action plan to address local opportunities and challenges in suicide prevention particularly focussed on men.
- ❖ Promoting national mental health and wellbeing campaigns through social media and working with partner organisations to raise awareness
- ❖ With regards to Southend Veterans, we plan to do an investigative piece of work in the upcoming year, as it is known that they have huge health-social inequality needs and worse health and life outcomes compared to the general population.
- ❖ Further collaborative work between the Council, the NHS, other key partners and local families to ensure we improve the offer for young people with more complex needs.



# Tackling Harmful Behaviour

Whilst we have previously reported on a lot of the actions around reducing the impact of smoking and drug and alcohol, we are now reporting on the on-going work by our Public Protection team and their regulatory interventions which are key to reducing harmful behaviours, including the socio-economic impact of gambling.



# Key Actions



- ❖ Further local data collation will be required to provide a better understanding of needs and impact.
- ❖ The Licensing policy will be next reviewed in 2024, which will also incorporate new evidence of good practice.
- ❖ Gambling policy will be next reviewed 2025, and will also incorporate new evidence of good practice.
- ❖ For Illegal /Illicit tobacco, we are looking at tracing suppliers as well and are working closely with HMRC in this regard. We are currently in the planning stage for this year's programme and will likely need to source funding for it.
- ❖ We will initiate a system approach in test purchasing for NIPs (Vaping), in protecting our citizens.
- ❖ This summer, our test purchase operation will be targeting adult gaming centres (arcades) during the school holidays.

# Air Quality & Transport

CONNECTED  
& SMART

69

# Air Quality

**Air pollution is the biggest environmental threat to health in the UK.** There are numerous contributory factors including dependency of car travels, use of wood-burning stoves and other wider sources.

Having a Green Plan at the Council and partner agencies, includes measures that improve air quality whilst also offering wider public health and wellbeing co-benefits, including an improvement in overall environmental quality, increased physical activity, noise reduction, greater road safety and climate change mitigation.

From the chart, it can be seen that the Nitrogen Dioxide (NO<sub>2</sub>) levels were consistently lower in 2020 than 2019. While the initial drop in January and February 2020 may not be related to Covid-19 as there were no restrictions in place the low levels from March 2020 to July can be directly attributed to the lockdowns.

The way we work and travel have changed significantly and as part of living with Covid, we will need to adapt to new habits and embrace new opportunities.

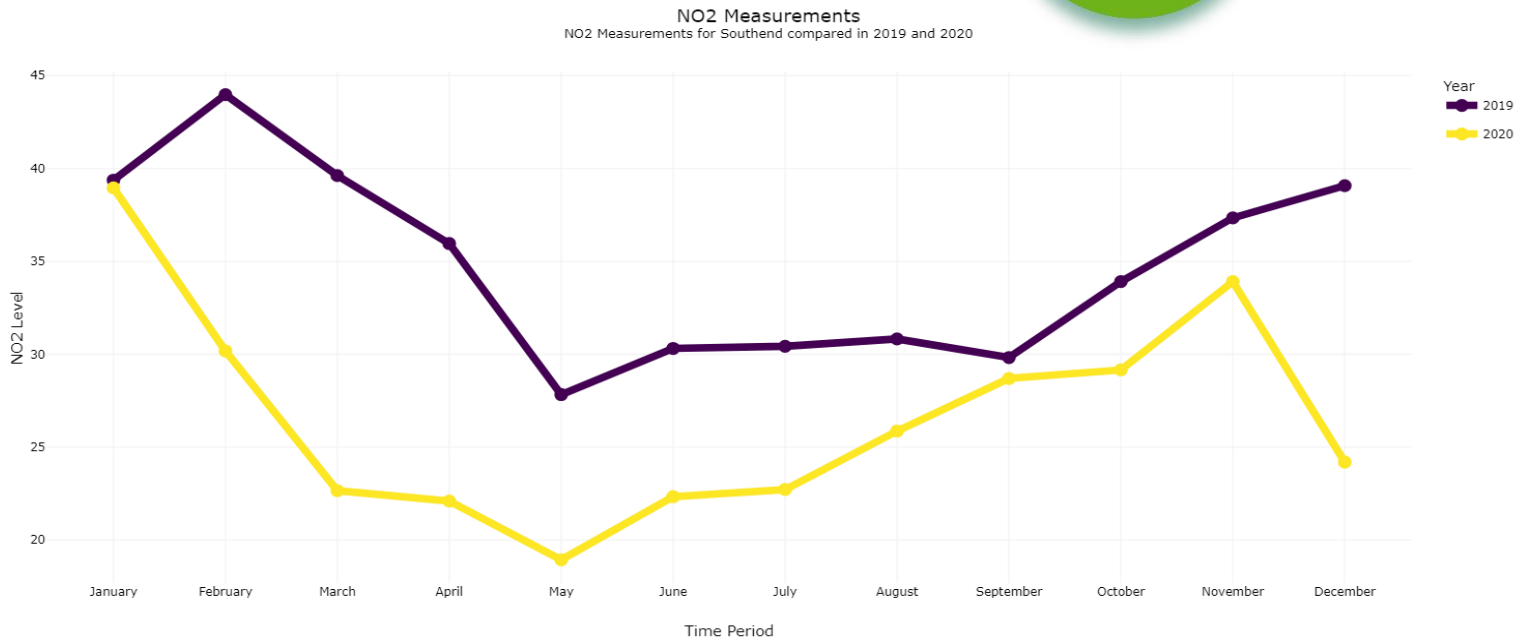
**Scale of the problem**

It is estimated that **long-term exposure to man-made air pollution in the UK** has an annual effect equivalent to:

**28,000 to 36,000 deaths**

Over the following 18 years a **1 µg/m<sup>3</sup> reduction in fine particulate air pollution in England** could prevent around:

- 50,900** cases of coronary heart disease
- 16,500** strokes
- 9,300** cases of asthma
- 4,200** lung cancers



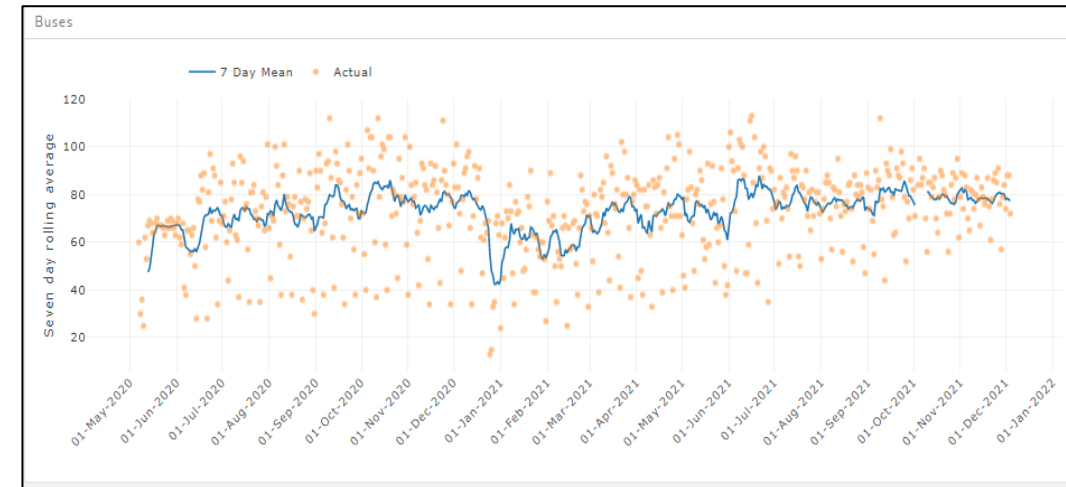
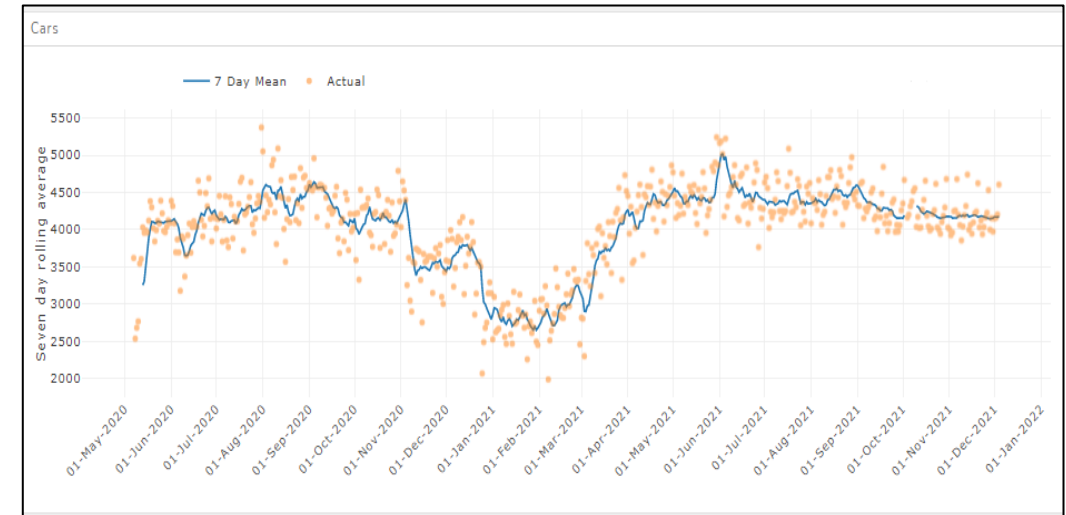


# Air Quality Management Areas

Southend City Council has 2 Air Quality Management Areas (AQMAs). They are both along the A127 with one AQMA initiated at the Bell Junction (Hobleythick Lane and Rochford Road) and the second AQMA along Victoria Avenue, both for excessive levels of Nitrogen Dioxide.

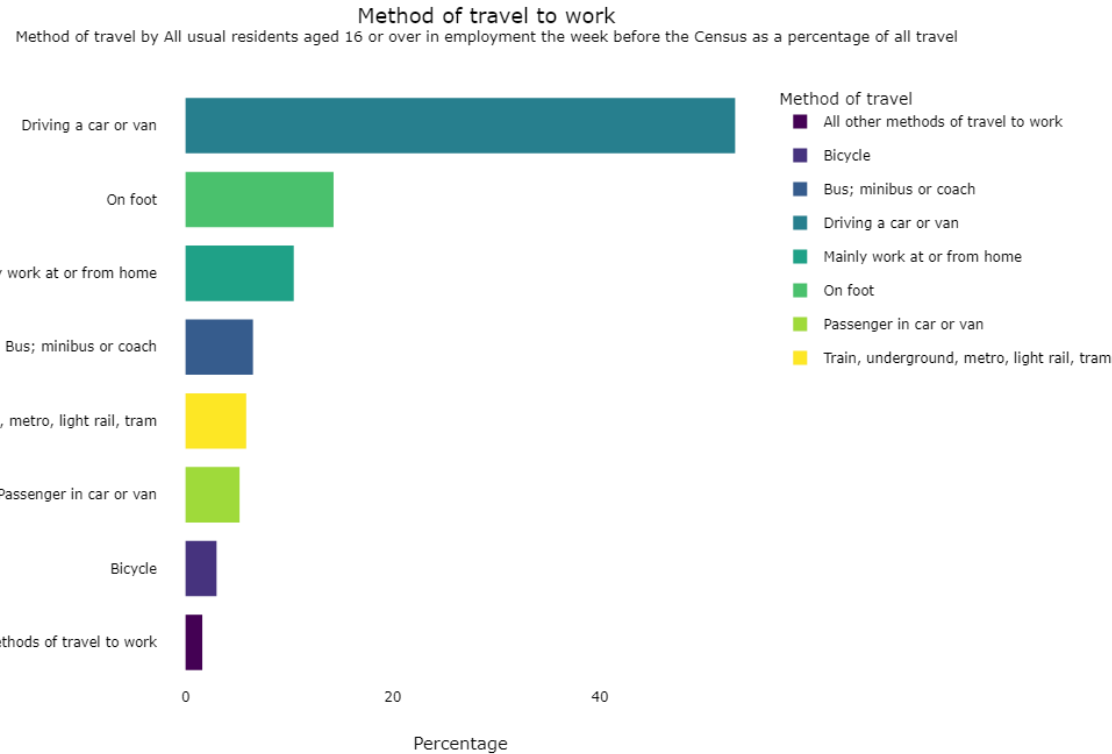
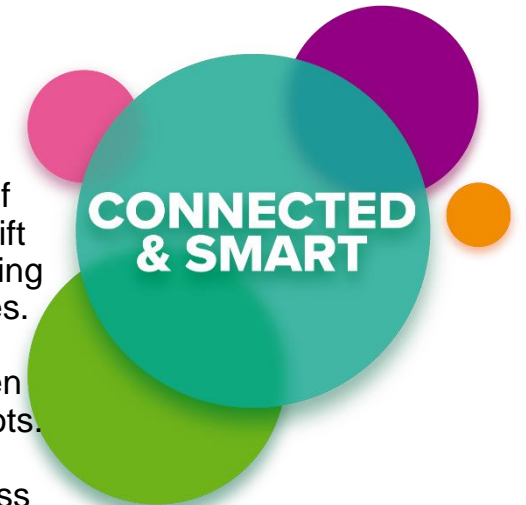
The data shows that cars are still the dominant mode of transportation in the city. The emissions from vehicles (both Nitrogen oxide [NOx] and particulate matter such as dust, pollen, soot, smoke) have a detrimental impact on air quality and respiratory health especially in vulnerable populations especially children and people with respiratory diseases. Strategic objectives are in place and continuously being reviewed from the Air Quality Action Plan, Green City Action Plan and the development of the Local Transport 4 Plan, to better support the modal shift and decarbonisation of transport.

Whilst the rollout of EV infrastructure will support NOx reduction, tail pipe emissions from electric vehicles are particulates and the impact of network congestion is not alleviated. The priority remains to reduce the number of journeys overall, but specifically shorter journeys.



71

# Modes of Travelling



Source: Census 2011

Local Transport Plan – The development of this plan will need to consider the modal shift in transportation and the benefit of introducing less energy dependent mechanised vehicles. The use of e-scooters could be considered but only where safety for utilisation has been improved, following large scale national pilots. This is becoming highly popular, especially among our younger populace, leading to less reliance on family members driving them on short distance journeys.

More infrastructure investment and planning will be required to support this change.

From the 2011 Census (no new data from the 2021 Census will be released till the autumn), it can be seen that over half of the journeys to work were taken by driving a car or van. This may have evolved since this census and we will review the new data in the autumn of 2022.

Our Youth Forum indicated their priorities as:

- ✓ More need for trees
- ✓ Improved transport infrastructure
- ✓ Investment in renewable energy

# Key Actions



- ❖ A Green Plan has been initiated to tackle some of the challenges in improving our Air Quality, as we will pledge to engage with school communities to promote Clear Air Day in June 2022 and annually thereafter.
- ❖ The Southend Local Transport Plan 4 will be published in 2023 with a clear approach to support citizens to reduce their carbon footprint, encourage more young people to be consider alternative means of travel, including walking, cycling and e-scootering.
- ❖ Ensure we build resilience within Southend to continue the on-going management of the pandemic and reduce socio-economic consequences and well as health and wellbeing impact.

# Living With COVID

**SAFE  
& WELL**

74

# Impact of & Living with Covid

The future path and severity of the Covid-19 virus is uncertain, and it may take several years before it becomes more predictable. As a result, we are working closely with UKHSA to ensure we are maintaining enough capacity, resilience and skills within the organisation to upscale our activities should the need arise.

The Government's *Living with Covid* strategy has moved us away from a focus on reducing prevalence, to reducing the risk of serious harms to vulnerable people. Covid-19 will eventually be completely managed in line with other respiratory viral illnesses and we will continue to promote behaviours that can reduce the transmission of such viruses. Covid-19 case rates, hospitalisations and deaths are all on a downward trajectory at the time of writing this report.

A greatly-reduced core pandemic management team will ensure that the Director of Public Health and the Health Protection Board can continue to monitor risks, retain appropriate surveillance in conjunction with UKHSA, contain localised outbreaks and support the on-going vaccination programme.

Covid-19 has impacted significantly on mental wellbeing and we will need to ensure our local programmes can continue to more effectively impact on the mental wellbeing recovery and support people to return to their daily activities.

The table below shows that there was a significantly higher rate of Covid deaths in Southend compared to both the national and regional levels, primarily as we have a disproportionate larger number of care homes as well as a more ageing population. In the last year April 2021 to March 2022, there were 149 deaths attributed to Covid.



	Total Deaths (All time)	Rate per 1000 (for total)	April 2021-March 2022 Deaths
Southend	831	454.7	149
East Region	18,613	296.9	3,412
England	163,363	288.9	35,060

# Economic Recovery

OPPORTUNITY  
& PROSPERITY

# Jobs and Development

## Tackling low income jobs and Improving job opportunities

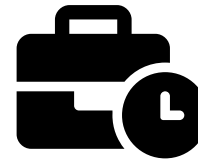
The council is making investments and promoting new and existing business growth to increase the number of well-paid jobs in the borough - we are investing in regeneration that creates places that businesses want to be and grow as well as providing direct support to our business community in the form of grants and business support.

There are a range of skills and employment activities taking place that seek to upskill residents so that they can access better paid work – these are delivered through various council services as well as providers in the education and private sectors.

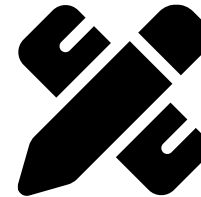
We will be establishing a Good Employment Charter with businesses in the next year which will incentivise the creation of well-paid jobs, with flexible and responsible working practices for employers that behave ethically and promote sustainability.

Additionally, the Council and NHS are collaborating on a wider workforce development and retention scheme, aimed at supporting career pathways and improved terms and conditions of employment.

We are also ensuring that self-employment is seen as a real alternative to traditional paid employment by delivering pre-start and start-up advice to residents and very new enterprises.



**124 Southend**  
businesses supported with  
support to thrive and grow



**£118k** business grants awarded  
**38** jobs created or safeguarded

77

# Skills Development & Raising Aspirations

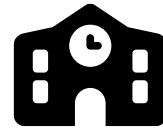
The Careers Hub is working with schools and colleges to improve the quality of careers education and raise the aspirations of our young people. The Hub provides strategic support and operational help to broaden access to the latest labour market information and careers. Through the Hub, a new approach to work experience is currently being developed to help young people build their confidence and social capital which in turn will promote social mobility.

We continue to develop and deliver preferential pathways to work schemes for our key employment and growth sectors – residents are being supported into work in health & care, construction, digital, creative industries, and business and administration roles through a variety of schemes.

Mid and South Essex NHS Foundation Trust has been awarded just over £400,000, through the UK Community Renewal Fund to deliver a landmark Anchor Institution initiative in Southend.

It's important that we continue to work together to support people to reach their aspirations and help those who have lost their jobs to retrain or upskill. This is exactly what the **Southend Anchor Programme** is striving to do. It will drive local recovery, instil pride and help to unleash the potential in people who are most in need of support.

By teaming up with health and care partners, Southend City Council and the voluntary and education sector, we can reduce our environmental impact and create exciting and innovative employment, volunteering, internship and network opportunities for those we serve.



Over 50% of learners to post 16

**19** schools supported by the Careers Hub to improve careers education and raise ambitions

Engaged with over 2000 learners aged 25 – 65+





# Skills Development & Raising Aspirations



Southend Adult Community College (SACC) continues to deliver a wide range of high quality learning outcomes for our residents focusing on vocational education and employability, community and life-long learning, alternative post 16 provision and supporting adults with physical and learning disabilities to achieve positive employment and independence outcomes.

The Southend Skills Leadership Group, a cross-sector partnership group, meets regularly to shape the skills agenda in Southend to ensure it meets current and future business need. In the next year, this group will be developing a new skills strategy for the borough aimed at raising aspirations and increasing attainment for residents of all ages.

We continue to break cycles of intergenerational worklessness through the ABSS Workskills project – supporting parents of young children in our most deprived wards towards work so that they become working role models. Children with working parents, are more likely to have better engagement in education, have higher aspirations and enter and sustain work than those without.

SACC responds rapidly to the changing landscape of Southend by integrating the differing needs of new and existing residents and responds well to national and local initiatives. The college has worked with 30 Afghan refugees and 52 Ukrainian refugees creating a safe place for them and they have engaged effectively and have built trust enabling them to engage with learning opportunities. Over 50% of our learners have progressed onto other learning programmes in post 16 learning colleges. 6% of our learners have progressed into meaningful paid employment.

This is an area we will need to continue to invest and shape to ensure we can provide the right skills for our local community and support our socio-economic recovery.



**30 Afghan refugees**



**52 Ukrainian refugees**

# Workplace Health and Social Values



## Workplace health and wellbeing

Through the Southend Business Partnership Briefings and newsletters we have been sharing information about workplace health and wellbeing.

The Good Employment Charter will also include pillars around workplace health & wellbeing.

Working with partners including Everyone Health we will continue to support initiatives and campaigns that promote wellbeing in the workplace.

## Instilling Social Values

The council has been developing its approach to social value in procurement and is rolling out a new robust approach to ensuring that we are using our buying power to maximise local benefit.

The Good Employment Charter will also seek to embed social values with our businesses and key employers around equality and inclusion, sustainability, ethical behaviours and ensuring a fair pay.

Significant strides have been made to promote approaches to buy local with the creation of a new business directory to promote local business-to-business and local business-to-customer transactions, as well as help the council and anchor organisations spend more money locally.

# Appendices

# Updates on last year's report recommendations

Recommendations	Progress
Covid-19 Vaccinations - Delivery of Vaccine Hesitancy Plan	Significant and innovative approaches to local campaigns and outreach clinics with marked increases in the uptake of COVID vaccination across the 4 targeted wards, people aged 12-45 years.
Maximise uptake of Flu Immunisation Programme in the 'under 65s At Risk' groups and people aged 65 years and over	Flu jab uptake was better than previous years although the over 64yrs numbers were below the national target. More targeted work through pharmacies, dedicated primary care clinics and a wider collaboration on our local campaigns.
Maximise uptake of Flu Immunisation Programme in those ages 2-3 years and Pregnant women	For those aged 2-3years, this was similar to last year's although much improved over previous years. For Pregnant Women - we have identified gaps within the local delivery which remained very low. New plans will be in place this year.
Provision of good Information, Advice and Guidance via the Livewell Southend portal, and wider coverage for public health campaigns	More development work is on-going to improve the Livewell Southend portal, with dedicated engagement with a multi-agency steering group reinstated after months of pandemic disruption. All public health campaigns were created and promoted throughout the year and in collaboration with NHS and partners.
Taking action to address the factors which play a crucial role in shaping mental health and wellbeing outcomes for adults and children	Work continues through the SEE Mental Health Forum an the City Council including Time to Talk Day; World Suicide Prevention Day; Mental Health Awareness Week; and World Mental Health Day – all had extensive public health campaigns. Additional funding received to support the work around suicide prevention. A new commissioning-led multi-agency group established to support children and young people services with a focus on school assessment on needs of school age children post-Covid and a renewed approach to the Healthy Schools scheme.
Building regular physical activity into everyday life can help improve self-esteem, reduce stress, and decrease levels of anxiety	Active Southend continues to work in partnership, through Everyone Health and with a range of partners, to engage with those that are physically inactive. Free of charge or very cheap low impact sport or physical activity courses are provided at suitable locations, which is also contributing to emotional wellbeing.
Promotion of the NHS 24/7 urgent mental health helplines. It helps individuals find the nearest source of support for any mental health issue	5 Mental health public health campaigns have been promoted through the Council and partners covering NHS111 Option 2 service, Lets Talk About Suicide website for those in crisis situation.
Promoting self-help and self-care are supported through Books on Prescription and Reading Well Books, available at Southend Libraries	Southend Libraries provide books, e-books and e-audio to support health and wellbeing, and specific booklists to help adults, children and young people (or their families) with mental health, dementia, bereavement, long term conditions, and mood boosting.
Develop a weight management strategy, to address the complexities around obesity	Working group established and co-ordinating service planning and provision under the banner of Growing Well-Working Well-Ageing Well. The rise in delivery of fast-food means this is no longer an issue only for the 'high street'. As a collaborative, we have seen obesity rising across all age groups and is seen as the biggest challenge for the system. Whilst a lot of positive development is ongoing with 'Energy Out', we are now exploring the 'Energy In'.
The Council and partners to carry out community engagement and relaunch the Health and Wellbeing Strategy	During the autumn of 2021, Southend's Health and Wellbeing Strategy was launched, with an Action Plan in implementation.
Systems to improve the food environment in Southend to promote small lifestyle changes and reduce weight gain, including limiting access to unhealthy food outlets, and a clear policy on the health and wellbeing approach through planning guidance	We are stills coping a wider social marketing approach, especially with ABSS partners. Limiting access to unhealthy food has limited evidence of success and this is now superseded by cheap food deliveries. We are developing a health and wellbeing policy which will be included in the Local Plan.

# Update on last year's report recommendations

Recommendation	Progress
<p>More consideration for dedicated public health promotions to alert key groups about the risks of harmful drinking, and encouraging them to reduce their intake and seek support where required</p>	<p>Comprehensive campaign conducted across Council social media channels for Alcohol Awareness Week (15<sup>th</sup> – 19<sup>th</sup> November), including access to online tools and links to available support services. Further campaigns will be promoted in 2022 including:</p> <p>International Overdose Awareness Day (31<sup>st</sup> Aug 2022)</p> <p>Alcohol Awareness Week (11<sup>th</sup> – 15<sup>th</sup> Nov 2022) and we also exploring campaigns on allied health issues.</p>
<p>Consideration should be given to ensuring point of contact services (GPs, Wellbeing Service, Social prescribers) are asking questions about alcohol intake and can provide Extended Brief Interventions to those who might benefit</p>	<p>Alcohol Use Disorders Identification Test questionnaire is included as part of the NHS Health Check delivered by GPs and as part of our outreach Health Check service delivered by Everyone Health -with advice/referral provided when thresholds are met. Workplace health programme also offers guidance on alcohol consumption.</p>
<p>Ensure that the online offer of information, advice, and guidance through sites such as LiveWell Southend include links to free apps, sites or tools that allow people to assess and manage their own drug or alcohol use, which can also act as a repository for preventive education provision</p>	<p>Livewell and SCC website content has been reviewed and refreshed. Additional links to online quizzes and assessments are accessible through these sites. Signposting to local services has been reviewed and updated.</p> <p>Exploring the possibility of a standalone site dedicated to drugs &amp; alcohol resources/support.</p>
<p>Consideration is being given to how best to meet the needs of an ageing cohort in the current round of procurement for our specialist drug and alcohol services</p>	<p>The new provider is developing pathways, including developing links with GPs and health centres, and we are exploring the possibilities of seconding drug/alcohol workers into supported housing providers</p>
<p>Raise the profile of social prescribing, including the development of a digital platform aligned to Livewell Southend as a core offer and its linkage into other services and support</p>	<p>Social Prescribing continues to be delivered in Southend with increasing capacity brought in in 2021-22. A digital platform is being progressed with key champions including voluntary sector organisations. The integration of the digital tool is a key component of the future provision of Livewell Southend.</p>
<p>Link into Community Connectors/Builders to support residents who are feeling lonely and isolated and/or have poor mental health and wellbeing, to connect with their community</p>	<p>SAVS was recently awarded the contract for Community Builders which has superseded the Community Connectors offer. Three (2FTE) Community Builders are employed to "walk the streets" in chosen neighbourhoods and have begun asset mapping and local conversations with residents.</p>

# Update on last year's report recommendations

Recommendation	Progress
Implement the priorities in the Commissioning Strategy for Carers	The Carers Strategy will be signed off this spring. There is a new contract in place for Care First to support carers in Southend. The NHS have identified carers as key priority group to support with further opportunities to work collectively on this agenda.
Improving support to people with autism – including housing and support at home offers for people who need this, co-producing support to integrate effectively with the community	We are currently looking to offer a more robust universal offer to those with autism who may not be known to services. This is likely to take some time to develop, but providers are on board to increase the universal offer.
Prioritise the supply of safe, locally affordable homes	Council Housing development programme continues to progress and at Saxon Gardens this included the Council's first Net Zero Carbon Homes. The Acquisitions Programme purchased 10 market properties for use as Council Housing and the HRA Land Review Project Phases 3 & 4 are currently at the procurement and planning stages respectively. Work also continues with a number of Registered Providers on their affordable housing development programmes.
Ensure that regeneration and growth creates inclusive, healthy places to live and thrive	Better Queensway project, which includes social value and green city workstreams, continues to progress with the hybrid planning application having been permitted. Public health has a dedicated Health Visitor working with a named GP and local charities to ensure regular access to clinical and wellbeing services for people who are homeless. The launch of Indirock bouldering wall in the VC has embodied the wider healthy place approach whilst working with the council on delivering on a social value contribution. The council's delivery on the Green City plan is progressing positively.
Encourage good quality housing design, management, and maintenance	Current Council housing developments are surpassing nationally prescribed standards in terms of space and surpassing local sustainability standards evidenced with the development of the Council's first Net Zero Carbon homes. Improved future sustainability standards are also being developed and partnership work continues with SEH to ensure Council stock in managed and maintained to agreed Decent Homes standards.
Support people to live independently in their own homes and avoid homelessness	Older Peoples Housing Needs Assessment underway and Selective Licensing introduced in order to improve conditions in private rented sector. New supply of adapted properties continues to be a priority with a number of properties proposed as part of part of the future phases of the HRA Land Review Project.
Make any instance of homelessness brief and non-recurrent	Strong partnership work under Rough Sleeping Initiative continues, including targeted health support and interventions. In the first quarter of 2022 monthly rough sleeper numbers have been consistently under 20 (total over the month not on a given night), with nightly snapshot figures under 5 and often 0. This means we are working more efficiently to prevent rough sleeping but also ensure swift intervention if individuals are found rough sleeping to bring them into support services.

84

# Southend-on-Sea City Council

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

to

Cabinet

on

26 July 2022

Agenda  
Item No.

8

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

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## In-Depth Scrutiny Project - 'Enabling Councillors to be Effective'

Relevant Scrutiny Committee(s): People Scrutiny Committee, Place Scrutiny  
Committee, Policy and Resources Scrutiny Committee  
Cabinet Member: Councillor S George  
Part 1 (Public Agenda Item)

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### 1. Purpose of Report

- 1.1 To present the final report of the In-Depth Scrutiny Project for 2021/22 – 'Enabling Councillors to be Effective.'

### 2. Recommendations

- 2.1 That Cabinet approve the recommendations arising from the in-depth scrutiny project, detailed at Paragraph 12 of the attached report.
- 2.2 That the budget implications arising from the recommendations of the in-depth scrutiny project be considered as part of current and future years' budget processes prior to implementation.

### 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. The project plan and work programme for the in-depth scrutiny project were agreed by the committees during the cycle of meetings in September 2021.
- 3.2 The project was led by a member Project Team for which appointments were agreed by the Council at its meeting on 15 July 2021. The Project Team comprised the following members: Councillors B Beggs, K Buck, T Cowdrey, K Evans, A Line, J Moyies, D Nelson, I Shead and A Thompson. Councillor J Moyies was appointed Chair of the Project Team at its meeting on 19 August 2021.

- 3.3 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:
- 3.4 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.
- 3.5 The draft final report and recommendations arising from the in-depth scrutiny project were agreed by each of the scrutiny committees during July 2022. In considering the recommendations of the project that concerned the enhancement or development of digital systems, the scrutiny committees were advised that the corporate commitment of the Council to ensure that its services were fully inclusive would be maintained and that alternative means of contacting the authority would continue to be offered where digital systems might exclude residents and service users.
- 3.6 In accordance with Scrutiny Procedure Rule 10 (Part 4 (e) of the Constitution), the report and recommendations of the 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 was undertaken jointly on behalf of each the three committees, each scrutiny committee has agreed 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.

#### **4. Recommendations**

- 4.1 In accordance with Scrutiny Procedure Rule 10 (Part 4 (e) of the Constitution), the report of the in-depth scrutiny report is attached at Appendix 1 for approval by the Cabinet.
- 4.2 The recommendations from the review are set out in Section 12 of the report. Some of the recommendations arising from the review have budget implications that will require consideration as part of future years' budget processes prior to implementation.
- 4.3 The Cabinet is requested to endorse the recommendations arising from the in-depth scrutiny project.

#### **5. Other Options**

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

#### **6. Reasons for Recommendations**

- 6.1 Not applicable



## **7. Corporate Implications**

### 7.1 Contribution to the Southend 2050 Road Map

As described in the report of the joint in-depth scrutiny project

### 7.2 Financial Implications

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

### 7.3 Legal Implications

None

### 7.4 People Implications

None

### 7.5 Property Implications

None

### 7.6 Consultation

As described in the report

### 7.7 Equalities and Diversity Implications

None

### 7.8 Risk Assessment

None

### 7.9 Value for Money

None

### 7.10 Community Safety Implications

None

### 7.11 Environmental Impact

None

## **8. Background Papers**

None

## 9. Appendices

Final report of the in-depth scrutiny project (Appendix 1)

**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](http://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

## Briefing Note For the People Scrutiny Committee

9

31<sup>st</sup> August 2022

Report prepared by: Anne Warburton  
Service Manager – Integrated Transport and Fleet Services  
Civil Engineering Group

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### Vecteo Ltd – Progress brief on the provision of Key Performance Indicators

Cabinet Member: Councillor Steven Wakefield

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#### 1. Purpose of Briefing Note

- 1.1 To respond to members requests for clarity on the Key Performance Indicators (KPIs), provided by our Joint Venture company Vecteo Ltd, on their performance, improvements and areas where further improvement or reporting is necessary to determine if their overall service operation is improving and performing to the expected standards required.

#### 2 Summary

From Appendix 1, 16 KPIs have been reported and are in compliance. 3 KPIs have been reported as compliant, but SCC are still verifying. There are a further 8 that were either partially reported against, or the new Manager is now putting in place robust procedures for capturing and evidencing this data.

#### 3 Background

- 3.1 Members requested that the circulation of the full schedule of KPIs applicable to the Services Agreement with Vecteo for the provision of special educational needs and disabilities (SEND) home to school transport services would be included as previously only the priority KPIs were submitted.
- 3.2 The provision of a comprehensive report on the performance of Vecteo against each of the key performance indicators applicable to the contract to each future meeting of the Committee, setting out actual performance figures rather than percentages.
- 3.3 Details of performance against each of the Minimum Service Requirements for the contract for the provision of special educational needs and disabilities home to school transport services.
- 3.4 Details of the number and type of any safeguarding issues identified.
- 3.5 Performance details in relation to 'missed' and 'late' morning/afternoon school collections as part of the contract for home to school transport services.

3.6 Details of the number of families no longer using home to school transport services provided by Vecteo (not including children subject of home schooling arrangements).

3.7 Details of any legal requirements for the maximum number of wheelchairs to be carried in vehicles used to deliver home to school transport services.

#### **4.0 Information and progress requested**

4.1 The full schedule of KPIs within the Services Agreement are attached as Appendix 1.

4.2 The schedule of KPIs have been annotated, for ease of viewing, to include the requested figures rather than percentages. This will be the format used at each future Committee, unless Members would like further detail of what they would like included or a different format.

4.3 Appendix 2 is a table of the Minimum Service Requirements (MSRs) for the Services Agreement that includes all core services Vecteo Ltd perform. This has been annotated to cross reference the KPI data that gives us an overall position of performance of core services against the MSRs. It also includes what we have been able to verify and what/why we haven't been able to validate where additional procedures/resource could be required. As above this will be the format for each Committee unless Members would like any modifications.

4.4 Since March 2022 there has been one incident that was reported to SCC and Vecteo as a potential safeguarding incident. This incident did not meet the LADO criteria.

4.4.1 The incident took place on the 23rd March 2022. A child took off their seatbelt and opened the side door. The PA restrained the child and staff at the school came onto the vehicle and assisted.

4.4.2 Another safeguarding issue was raised by a member of Vecteo staff who heard a child speaking of an incident at the home address. This was raised directly with the school upon arrival and the school took the necessary steps as this was not transport related.

4.5 Details of performance in relation to 'missed' and 'late' morning/afternoon school collections are detailed in Appendix 1 where this information has been provided by Vecteo Ltd.

4.6 The SEND team have advised that 1 child is being transported by a parent, due to the parent being unhappy with the service received. There is one other child that became eligible for transport October 2021, due to the upheaval at that time SCC agreed mileage reimbursement to the parent, which was accepted. Parent has been contacted, but yet to respond, if they want their child on contracted transport as from September 2022.

4.7 Having investigated, we are not aware of a legal requirement for the maximum number of wheelchairs to be carried in vehicles. The number of wheelchairs a vehicle can carry is based upon the specification and its certificate of fitness for each vehicle.



However, in line with best practice advised by various organisations we recommend a maximum of three but this is based upon risk assessments. Within the Services Agreement no more than 3 wheelchairs can be used unless written permission has been sought.

## **5.0 Financial Implications**

5.1 There are no financial implications as a result of this brief.

## **6.0 Legal Implications**

6.1 There are no Legal implications as a result of this brief.

## **7.0 People Implications**

7.1 There are no People implications as a result of this brief.

## **8.0 Property Implications**

8.1 There are no implications as a result of this brief.

## **9.0 Equalities and Diversity Implications**

9.1 There are no Equality or Diversity implications as a result of this brief.

## **10 Risk Assessment**

10.1 None

## **11 Value for Money**

11.1 N/A

## **12 Community Safety Implications**

12.1 None.

## **13 Environmental Impact**

13.1 None

## **14 Other Options**

14.1 There are no other options proposed.

## **15 Background papers**

15.1 Appendix 1 – KPI schedule

15.2 Appendix 2 – MSR requirements

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Service Criteria	KPI Number	KPI	Rank	Mar	Apr	May	Jun	July	Service Required
				1	2	3	4	5	
Passenger Management	1	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	Not captured	Not captured	0	Not captured	0	100%
Co-ordination	2	Specialist equipment i.e. harnesses ordered within 3 working days of completed risk assessment.	10	Not captured	0 Only captured for new starters.	0	0	0	98%
Co-ordination	3	1 hour "end to end journey time" for primary school Service Users where journeys are to and from within the borough of Southend	10	Not captured	32 Routes 19 trips over the accepted timings	32 Routes 13 trips going over the accepted timings  (One route is responsible for 9 out of the 13 occurrences Vecteo will look at this route with a view to reducing it ).  SCC unable to verify as no journey time data provided after requests	Not captured - Vecteo advised data sheets were shredded in an administration error.	100% reported on time (36 routes self delivered).  (SCC are still verifying at time of this report being verified using Cordic system and compliance inspection data during July)	90%
Co-ordination	4	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	5	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	Not captured	2 new starters (1 received meet & greet, 1 not captured by sub contractor)	Not captured	Not captured	0 new starters	100%
Customer Service	6	Response times to the Council's requests for further information relating to safeguarding issues within 3 hours	10	1 Request made response timescales met (did not meet LADO criteria)	No safeguarding incidents reported	A Vecteo member of staff heard a child discussing a concern that would come under Safeguarding. They reported this to the school who advised they would take this concern up.	No safeguarding incidents reported	No safeguarding incidents reported	95%

Customer Service	7	Acknowledge receipt of complaints within 3 working hours	10	Not captured	0 complaints recorded (SCC unable to verify)	0 complaints recorded (SCC unable to verify)	0 complaints recorded SCC advised of two complaints that had already received and shared for Vecteo to respond	1 complaint recorded (SCC aware of 3 complaints) - acknowledgement not sent in timescales due to further investigation required from sub contractor. SCC have logged 2 other comments that Vecteo have dealt with but not recorded as complaints. Vecteo are aligning their complaints procedure and definition to SCCs	90%
Customer Service	8	Respond to complaints within 3 days of receipt	10	Not captured	0 complaints recorded (SCC unable to verify)	0 complaints recorded (SCC unable to verify)	0 complaints recorded SCC advised of two complaints that had already received and shared for Vecteo to respond	1 complaint recorded (SCC aware of 3 complaints) - timescale of response not met due to further investigation required from sub contractor	100%
Management information	9	Training and DBS records of all staff to be provided at each review meeting	10	Due quarterly	Due quarterly	Due quarterly	Vecteo reported 100% up to date SCC unable to verify as no records been provided - Vecteo HR collating a report from their systems to enable SCC to verify	Due to refresher training taking place currently we are expecting an updated list by 31st August to ensure all staff are appropriately trained for September. DBS records have been provided.	100%
Data Protection & Security	10	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	Not captured	Not captured	No DP breaches	Not captured	No DP breaches	100%
Data Protection & Security	11	All staff to be data protection regulation trained	10	Not captured	Not captured	Not captured	98.9% - 4 staff required to undertake training	99% - 1 staff member to undertake training	100%
Passenger Management	12	On-board incidents notified to the Council within 1 hour of being notified	9	14 recorded - timescales were not recorded during this month	4 recorded - 1 outside timescale	7 recorded - timescales were not recorded during this month	22 recorded - timescales were not recorded during this month	14 recorded - timescales not recorded (minor incidents 11 were involving the same user which Vecteo have looked into)	100%
Passenger Management	13	Number of new applications for children social care transport to be processed and allocated a route within next working day if requested by 2pm the previous day.	9	Not captured	100% 3 applications - timescales met	85.6% 7 applications - 1 missed timescale	100% 5 applications - timescales met	100% No applications	90%
Passenger Management	14	Emergency measures to cover business continuity including Sub – Contractor provisions	8	Not captured	Not captured	Not captured	Not captured	New Manager working on these procedures these will be reported in Augusts return.	100%
Customer Service	15	Communication with all relevant stakeholders to notify of any forseen changes of service giving a minimum of 24 hours notice.	8	Not captured	Not captured for all stakeholders	Not captured for all stakeholders	Not captured for all stakeholders	Not captured for all stakeholders	98%

Customer Service	16	Response times to the Council's requests for general management information within 3 working day.	8	No recording mechanism in place to evidence reported figure	No recording mechanism in place to evidence reported figure	No recording mechanism in place to evidence reported figure	No recording mechanism in place to evidence reported figure	New Manager working on these procedures these will be reported in August's return.	98%
Invoicing	17	Invoice queries dealt with to satisfaction within 5 working days	8	Not captured	Not captured	Not captured	Not captured	New Manager working on these procedures these will be reported in August's return.	100%
Passenger Management	18	Number of incidents on-board a vehicle that were reported to the provider via Driver/Passenger Assistant	6	12	3	6	21	14	100%
Passenger Management	19	Number of new applications for home to school/college transport to be processed and allocated a route within 10 working days including meet and greet.	6	Not captured	4 applications - 2 did not meet timescales	No applications	No applications	No applications	95%
Passenger Management	20	Number of new applications for adults with learning disabilities transport to be processed and allocated a route within 3 working days.	6	No applications	No applications	No applications	No applications	Due to time report submitted, SCC still verifying	90%
Passenger Management	21	Inability to operate a Route, or any part of a Route, this must be reported to the Council's representative Transport and Contracts Manager, by the provider, in writing on the same day on which the default takes place	5	Not captured	4 routes merged into two - SCC not advised within timescales	2 routes that merged in April unmerged - SCC not notified within timescales	No further changes since May	No further changes since June	< 5 per month and 100% reported
Passenger Management	22	Number of new applications for Dial-a Ride transport to be processed and allocated a route within 3 working days.	5	0 applications	4 applications	1 applicaton	3 applications	3 applications	90%
Social Value Outcomes	23	Case studies and Qualitative and Quantitative report provided evidencing social value outcomes	2	Due quarterly	Due quarterly	Due quarterly	Report to follow	Social value trips arranged for August trips. Employ local residents, employ some staff with SEND whom were previous passengers	Quarterly reporting in line with SPB
Passenger Management	24	Number of passengers per route/service	1	Partial registers provided sub contractors not captured	Registers provided sub contractors partially reported	Registers provided sub contractors partially reported	Registers provided including sub-contractors (SCC random compliance inspections undertaken)	Registers provided including sub-contractors (SCC random compliance inspections undertaken)	100%
Passenger Management	25	Number of route changes over 3 month period	1	N/A	N/A	N/A	Not captured - Mechanism to report figure over 3 monthly period still being devised but details are captured within other KPI's	New Manager working on these procedures assured to b ready to report for August	100%
Passenger Management	26	Driver changes to allocated routes over a monthly period	1	Kingsdown 87 crew		Kingsdown 5 crew changes	Kingsdown 14 crew		

Passenger Management	27	Passenger Assistant changes to allocated routes over a monthly period	1	<p>changes over 690 trips</p> <p>St Christophers 43 crew changes over 598 trips</p> <p>St Nicholas 37.5 crew changes over 184 trips</p> <p>Lancaster 17 changes to crew over 46 trips</p> <p>Overall 12% change</p> <p>Sub contractor data not captured</p>	<p>Kingsdown 7 crew changes over 252 trips</p> <p>St Christophers 4 crew changes over 240 trips</p> <p>St Nicholas 3 crew changes over 160 trips</p> <p>Lancaster 0 crew changes over 20 trips</p> <p>Overall 6% change</p> <p>Sub contractor partially captured 0 crew changes</p>	<p>Kingsdown 6 crew changes over 608 trips</p> <p>St Christophers 7 crew changes over 456 trips</p> <p>St Nicholas 3 crew changes over 152 trips</p> <p>Lancaster 1 crew change over 38 trips</p> <p>Individual routes to above schools 1 crew changes over 266 trips</p> <p>Overall change 2%</p> <p>Sub contractor partially captured 0 crew changes</p>	<p>Kingsdown 14 crew changes over 576 trips</p> <p>St Christophers 10 crew changes over 432 trips</p> <p>St Nicholas 1 crew change over 144 trips</p> <p>Lancaster 1 crew change over 36 trips</p> <p>Individual routes to above schools 0 crew changes over 108 trips</p> <p>Overall change 2%</p> <p>Sub contractor 0 crew changes</p>	<p>Kingsdown 13 crew changes over 480 trips</p> <p>St Christophers 6 crew changes over 390 trips</p> <p>St Nicholas 3 crew changes over 120 trips</p> <p>Lancaster 3 crew changes over 30 trips</p> <p>Individual routes to above schools 2 crew changes over 60 trips</p> <p>Overall change 3%</p> <p>Sub contractor 0 crew changes</p>	98%
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## APPENDIX 2

### PARTNERSHIP SPECIFIC MINIMUM SERVICE REQUIREMENTS

Minimum Service Requirements	Linked KPIs	Comments and Verification to date
<p>1 To deliver the home to school service during the schools' academic year (although on occasions transport may be required during the school holidays for clubs). This service includes the requirement of wheelchair accessible minibuses that operate with pick-ups and drop offs either at a bus stop or a door to door service. Epileptic and diabetic trained Passenger Assistants are also to be provided (where required) see 6.1.1 above).</p> <p>117</p>	<p>KPI 1 – Written report of Accidents            KPI 2 – Specialist Equipment            KPI 3 – Maximum journey times primary            KPI 4 – Maximum journey times secondary            KPI 5 – Pre transport comms            KPI 6 – Response for further information relating to safeguarding            KPI 7 – Acknowledgment of receipt of complaint            KPI 8 – Response of complaint            KPI 9 – DBS and training records – quarterly            KPI 10 – Immediate notification of GDPR breach            KPI 11 – Data Protection training            KPI 12 – Onboard incidents notified to Council            KPI 14 – Emergency measures to cover business continuity            KPI 15 – Comms to stakeholders of foreseen changes            KPI 16 – Response times for management information            KPI 17 – Response times to invoice queries            KPI 18 – Nu of incidents on board a vehicle reported            KPI 19 – Number of new applications for home to school            KPI 21 – Inability to operate a route            KPI 23 – Qualitive and quantitative social value outcomes            KPI 24 – Number of passengers per route/service            KPI 25 – Number of route changes over a 3 month period            KPI 26 – Driver changes within a month            KPI 27 – Passenger Assistant changes over a 3 month period</p>	<p>Outstanding actions: Complaints procedure being reviewed to align to SCC complaints procedure.</p> <p>Note: KPI 11 1 member of staff still requires training, which is taking place before September.</p> <p>KPI 15 parents/ schools have been made aware, SCC were informed late. This has been addressed for future reporting.</p>

<p>2 To provide one Passenger Assistant (PA) per eight seater mini-bus and two PAs for 16 seater minibuses or larger vehicles as a standard requirement for the home to school transport service. However, vehicles of less than eight seats used for home to school, supervised contact and children’s respite care may also require a PA where this is required. Where the PA is accompanying an epileptic service user it is expected that the PA will be trained in being able to administer Buccal Midazolam and other requirements as set out in 7.2 below.</p>	<p>KPI 9 – DBS and training records – quarterly</p>	<p>PA staffing levels and training undertaken are verified during SCC compliance inspections.</p> <p>Updated loading lists including staffing will be provided by Vecteo in late August.</p> <p>Vecteo HR will be providing an updated training matrix by the 31<sup>st</sup> August.</p>
<p>3 To provide a meet and greet introduction with service users for the home to school provision during the school summer holidays to allow service users and parents/carers familiarisation with the PA/driver and transport as outlined in Appendix C (see also 7.3 below).</p>	<p>KPI 5 – Pre transport comms</p>	<p>Letters were sent to existing and new parents advising crews will be contacting them as from the 15<sup>th</sup> August. Meet and Greets will be offered to all new and existing passengers/families. Vecteo have a process in place to record Meet and Greets taking place.</p>
<p>4 To ensure the maximum “end to end journey” time for a service user does not exceed 1 hour for primary school pupils and 1 hour and 15 minutes for secondary school age pupils and adults (which includes walking time to pick-up and drop-off points) where travelling is within the Borough of Southend-on-Sea. The stated times must also take into account the loading and unloading of service users with wheelchairs/mobility scooters (see 7.4 below).</p>	<p>KPI 3 – Maximum journey times primary KPI 4 – Maximum journey times secondary</p>	<p>The figure Vecteo have provided at the time of this report is currently being verified by SCC. This will be reported during the next committee cycle.</p>



<p>5 To deliver the adults with learning disabilities service between Mondays-Fridays 7.30am and 5.30pm all year round except during the bank holidays and Christmas through to the New Year bank holiday. This service includes the requirement of wheelchair accessible minibuses that operate with pick-ups and drops-offs either at a bus stop or a door to door service. Epileptic and diabetic trained Passenger Assistants are also to be provided (where required) – see 6.1.2 above.</p>	<p>KPI 6 – Response for further information relating to safeguarding  KPI 7 – Acknowledgment of receipt of complaint  KPI 8 – Response of complaint  KPI 9 – DBS and training records – quarterly  KPI 10 – Immediate notification of GDPR breach  KPI 11 – Data Protection training  KPI 12 – Onboard incidents notified to Council  KPI 14 – Emergency measures to cover business continuity  KPI 15 – Comms to stakeholders of foreseen changes  KPI 16 – Response times for management information  KPI 17 – Response times to invoice queries  KPI 18 – Number of incidents on board a vehicle reported  KPI 20 – Number of applications for Adults LD  KPI 21 – Inability to operate a route  KPI 23 – Qualitative and quantitative social value outcomes  KPI 24 – Number of passengers per route/service  KPI 25 – Number of route changes over a 3 month period  KPI 26 – Driver changes within a month  KPI 27 – Passenger Assistant changes over a 3 month period</p>	<p>This is not part of the home to school service, but is part of the overall core services.</p> <p>SCC are contract managing this service. It was agreed that after 3 months of continued service improvements a review would take place as to transferring this service to Vecteo Ltd.</p>
<p>6.1.1 To deliver the Supervised Contact service seven days a week between 9.00am and 5.30pm (including bank holidays except Christmas Day) after school or during the school holidays including weekends. This service can vary from a return to and from a child's home or a one-way trip. This service is usually provided by a taxi. However there may be occasions where this involves a number of siblings and the requirement of multiple car seats, so a minibus may be used on occasions (see 6.1.3 above).</p>	<p>KPI 1 – Written report of Accidents  KPI 2 – Specialist Equipment  KPI 6 – Response for further information relating to safeguarding  KPI 7 – Acknowledgment of receipt of complaint  KPI 8 – Response of complaint  KPI 9 – DBS and training records – quarterly  KPI 10 – Immediate notification of GDPR breach  KPI 11 – Data Protection training  KPI 12 – Onboard incidents notified to Council  KPI 14 – Emergency measures to cover business continuity  KPI 15 – Comms to stakeholders of foreseen changes  KPI 16 – Response times for management information  KPI 17 – Response times to invoice queries  KPI 18 – Number of incidents on board a vehicle reported  KPI 21 – Inability to operate a route  KPI 23 – Qualitative and quantitative social value outcomes  KPI 24 – Number of passengers per route/service  KPI 25 – Number of route changes over a 3 month period  KPI 26 – Driver changes within a month  KPI 27 – Passenger Assistant changes over a 3 month period</p>	<p>This is not part of the home to school service, but is part of the overall core services.</p> <p>SCC are contract managing this service. It was agreed that after 3 months of continued service improvements a review would take place as to transferring this service to Vecteo Ltd.</p>

<p>7 To deliver the respite care service Monday-Friday during the school academic year and school holidays. This service can vary from a return to and from the child's home or a one-way trip. These return trips could be spread over a weekend or a couple of days (see 6.1.3 above).</p>	<p>KPI 1 – Written report of accidents  KPI 2 – Specialist equipment  KPI 6 – Response for further information relating to safeguarding  KPI 7 – Acknowledgment of receipt of complaint  KPI 8 – Response of complaint  KPI 9 – DBS and training records – quarterly  KPI 10 – Immediate notification of GDPR breach  KPI 11 – Data Protection training  KPI 12 – Onboard incidents notified to Council  KPI 13 – Processing new applications for LAC  KPI 14 – Emergency measures to cover business continuity  KPI 15 – Comms to stakeholders of foreseen changes  KPI 16 – Response times for management information  KPI 17 – Response times to invoice queries  KPI 18 – Number of incidents on board a vehicle reported  KPI 21 – Inability to operate a route  KPI 23 – Qualitive and quantitative social value outcomes  KPI 24 – Number of passengers per route/service  KPI 25 – Number of route changes over a 3 month period  KPI 26 – Driver changes within a month  KPI 27 – Passenger Assistant changes over a 3 month period</p>	<p>Outstanding actions: Complaints procedure being reviewed to align to SCC complaints procedure.</p> <p>Note: KPI 11 1 member of staff still requires training, which is taking place before September.</p> <p>KPI 15 parents/ schools have been made aware, SCC were informed late. This has been addressed for future reporting.</p>
<p>8 To manage the bookings for the provision of 'on demand' Dial-a-Ride services Monday to Friday (10.00am-2.30pm) using wheelchair accessible minibuses that operate a door to door service. This service may also require assistance with carrying the service users shopping to the front door of the service user (see 6.1.4 above).</p>	<p>KPI 1 – Written report of Accidents  KPI 6 – Response for further information relating to safeguarding  KPI 7 – Acknowledgment of receipt of complaint  KPI 8 – Response of complaint  KPI 9 – DBS and training records – quarterly  KPI 10 – Immediate notification of GDPR breach  KPI 11 – Data Protection training  KPI 12 – Onboard incidents notified to Council  KPI 14 – Emergency measures to cover business continuity  KPI 15 – Comms to stakeholders of foreseen changes  KPI 16 – Response times for management information  KPI 21 – Inability to operate a route  KPI 22 – Number of new applications  KPI 23 – Qualitive and quantitative social value outcomes</p>	<p>Outstanding actions: Complaints procedure being reviewed to align to SCC complaints procedure.</p> <p>Note: KPI 11 1 member of staff still requires training, which is taking place before September.</p>

<p>9 The vehicles used in delivery of this service must meet the standards set out 7.5 and 7.6 below and be fully compliant with all relevant Licencing Regulations and Southend Licencing (where applicable) including the use of signs which must also comply with 7.7 below.</p>	<p>No KPI linked to this MSR</p>	<p>All vehicles and licence plates are verified during SCC compliance inspections.</p> <p>SCC Hackney carriage viewed sample vehicles to be used in 2021 to ensure compliance.</p>
<p>10 To ensure all drivers and passenger assistants comply with the requirements set out in 7.8 below.</p>	<p>KPI 1 – Written report of Accidents  KPI 10 – Immediate notification of GDPR breach  KPI 11 – Data Protection training  KPI 12 – Onboard incidents notified to Council</p>	<p>Note: KPI 11 1 member of staff still requires training, which is taking place before September.</p>
<p>11 To ensure all Drivers and Passenger Assistants employed by the Partnership have an enhanced Disclosure Barring Service check before commencement on any service (see 7.9 below).</p>	<p>KPI 9 – DBS and training records – quarterly</p>	<p>Vecteo have provided an updated list of all staff DBS which has been verified by SCC</p> <p>Vecteo HR will be providing an updated training matrix in August.</p>
<p>12 To ensure all Drivers and Passengers Assistants undertake the necessary training as set out in 7.10 below.</p>	<p>KPI 1 – Written report of accidents  KPI 9 – DBS and training records – quarterly  KPI 10 – Immediate notification of GDPR breach  KPI 11 – Data Protection training  KPI 12 – Onboard incidents notified to Council</p>	<p>Vecteo HR will be providing an updated training matrix in August.</p> <p>Note: KPI 11 1 member of staff still requires training, which is taking place before September.</p>

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