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SOUTHEND-ON-SEA CITY COUNCIL

Policy and Resources Scrutiny Committee

Date: Thursday, 1st December, 2022

Time: 6.30 pm

Place: Council Chamber - Civic Suite

Contact: S. Tautz (Principal Democratic Services Officer)

Email: committeesection@southend.gov.uk

AGENDA

1 Apologies for Absence

2 Declarations of Interest

3 Questions from Members of the Public

4 Minutes of the Meeting held on 13 October 2022 (Pages 1 - 6)

**** **ITEMS CALLED-IN/REFERRED DIRECT BY CABINET - 8 NOVEMBER 2022**

5 **Resourcing Better Outcomes - Finance and Corporate Performance Report 2022/23 - Period 6** (Pages 7 - 92)

Minute No. 453 (Cabinet Book 1, Agenda Item No. 6 refers)

Called-in by Councillors Cox, Davidson and Woodley

6 **The Victoria Shopping Centre and Utilisation of Council Buildings** (Pages 93 - 100)

Minute No. 459 (Cabinet Book 2, Agenda Item No. 12 refers)

Called-in by Councillors Cox, Davidson and Woodley

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

None

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

None

**** **OTHER SCRUTINY MATTERS**

7 **Association of South Essex Local Authorities - Joint Committee** (Pages 101 - 106)

To receive the draft minutes of the meeting of the Joint Committee of the Association of South Essex Local Authorities (ASELA) held on 20 October 2022.

8 In-Depth Scrutiny Project 2022/23 - 'Developing Strong Governance & Strengthening Joint Working between all Councillors and Officers'

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

TO: The Chair & Members of the Policy and Resources Scrutiny Committee:

Councillor D Garston (Chair), Councillor D Nelson (Vice-Chair)
Councillors M Borton, H Boyd, D Cowan, T Cowdrey, T Cox, M Davidson, F Evans, A Jones, A Line, R McMullan, M Sadza, I Shead, M Stafford, C Walker and P Wexham

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SOUTHEND-ON-SEA CITY COUNCIL

Meeting of Policy and Resources Scrutiny Committee

Date: Thursday, 13th October, 2022

Place: Council Chamber - Civic Suite

4

Present: Councillor D Garston (Chair)
Councillors D Nelson (Vice-Chair), M Borton, H Boyd, D Cowan,
T Cowdrey, T Cox*, M Davidson, F Evans, A Jones, A Line, R McMullan,
M Sadza, C Walker and P Wexham

*Substitute in accordance with Council Procedure Rule 31.

In Attendance: Councillors S George, P Collins, I Gilbert, C Mulroney, M Terry and S
Wakefield (Cabinet Members), Councillor K Evans
J Chesterton, S Meah-Sims, A Richards, O Richards and S Tautz

Start/End Time: 6.30 pm - 9.10 pm

358 Apologies for Absence

Apologies for absence were received from Councillor J Lamb (Substitute: Councillor T Cox), Councillor I Shead (no substitute) and Councillor M Stafford (no substitute).

359 Declarations of Interest

The following interests were declared at the meeting:

(a) Councillors S George, P Collins, I Gilbert, C Mulroney, M Terry 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.

(b) Councillor H Boyd - Minute 364 (Draft Private Rented Sector Housing Enforcement Policy 2022) - Local private sector landlord of property within Southend-on-Sea.

(c) Councillor F Evans - Minute 364 (Draft Private Rented Sector Housing Enforcement Policy 2022) - Local private sector landlord of property within Southend-on-Sea.

(d) Councillor A Jones - Minute 362 (Resourcing Better Outcomes – Finance and Corporate Performance Report 2022/23 – Period 4) - Family member employed on a temporary contract by the Council.

(e) Councillor R McMullan - Minute 364 (Draft Private Rented Sector Housing Enforcement Policy 2022) - Local private sector landlord of property within Southend-on-Sea.

(f) Councillor M Sadza - Minute 364 (Draft Private Rented Sector Housing Enforcement Policy 2022) - Member of the ACORN community union.

(g) Councillor S Wakefield (Cabinet Member) - Minute 364 (Draft Private Rented Sector Housing Enforcement Policy 2022) - Local private sector landlord of property within Southend-on-Sea.

360 Questions from Members of the Public

The Committee noted a provisional response of the Cabinet Member for Corporate Matters and Performance Delivery to a question presented by David Webb, as it had not been possible for the Executive Director (Finance and Resources) to prioritise resources in order to prepare a response to the question in time for the meeting.

The Cabinet Member for Corporate Matters and Performance Delivery indicated that a full response to the question would be sent to Mr Webb and soon as possible and that the response would also be circulated to all members of the Committee.

361 Minutes of the Meeting held on 1 September 2022

Resolved:

That the minutes of the meeting of the Committee held on 1 September 2022 be confirmed as a correct record and signed.

362 Resourcing Better Outcomes – Finance and Corporate Performance Report 2022/23 – Period 4

The Committee considered Minute 314 of the meeting of the Cabinet held on 29 September 2022, which had been referred directly to each of the scrutiny committees, together with a report of the Executive Director (Finance and Resources) reviewing the Council's financial performance.

The relevant Cabinet Members undertook to provide written responses to questions raised by members of the Committee, with regard to:

- The make-up of the interim/agency/fixed term/temporary consultancy expenditure by the Council currently estimated to be over £10m in 2021/22.
- The cost of the recruitment of permanent officers to establishment positions, compared with the cost of the engagement of interim/agency staff to temporarily fill such positions.
- The Council's arrangements for the refurbishment and re-use of redundant ICT equipment, to support the delivery of ICT savings.
- The effect on service provision of the nationally agreed increase in annual leave entitlement for local government officers.

Resolved:

That the following recommendations of the Cabinet be noted:

"That, in respect of the 2022/23 Revenue Budget Performance as set out in appendix 1 to the submitted report:

1. That the forecast outturn for 2022/23 for the General Fund and the Housing Revenue Account as at 31 July 2022, be noted.
2. That the management action taken and to be taken to reduce the forecast overspend of the Council's revenue budget for 2022/23, be noted.
3. That the transfer of £500,000 from HRA reserves to support the increase in repairs and maintenance costs, be approved.
4. That the planned budget transfers (virements) of £2,327,766 from earmarked reserves, as set out in the report, be approved.

That, in respect of the 2022/23 Capital Budget Performance as set out in appendix 2 of this report:

5. That the expenditure to date and the forecast outturn as at 31 July 2022 and its financing, be noted.

6. That the requested changes to the capital investment programme for 2022/23 and future years, as set out in section 4 of appendix 2 to the report, be approved.

7. That the Corporate Performance Report as at 31 July 2022 set out in appendix 3 to the report, be noted.”

Note: This is a Council Function

Cabinet Members: Councillors S George and P Collins

363 City Council Corporate Branding Refresh

The Committee considered Minute 316 of the meeting of the Cabinet held on 29 September 2022, which had been referred directly to the Committee for scrutiny, together with a report of the Executive Director (Strategy, Change and Governance) presenting the final options for the refresh of the Council’s corporate brand.

The Cabinet Member for Corporate Matters and Performance Delivery undertook to provide a written response to questions raised by members of the Committee, with regard to:

- The scope of user access testing requirements for the implementation of the Council’s new corporate brand across its digital platforms, for which a cost of £1,600 was reported at the meeting.
- The need for the further budget provision of £2,500 allocated for legal advice to be provided on copyright, intellectual property and trademarking in respect of the new corporate brand.

Resolved:

That the following decisions of the Cabinet be noted:

“1. That the results and comments from the public engagement exercise be noted and that the favoured concept (‘Shell’ concept) be developed and implemented as the Council’s new corporate logo and branding.

2. That authority be delegated to officers to carry out the development and implementation work required, along with the creation of full branding guidelines.”

Note: This is an Executive Function

Cabinet Member: Councillor S George

364 Draft Private Rented Sector Housing Enforcement Policy 2022

The Committee considered Minute 317 of the meeting of the Cabinet held on 29 September 2022, which had been referred directly to the Committee for scrutiny, together with a report of the Interim Executive Director (Neighbourhoods and Environment) presenting the draft Private Rented Sector Housing Enforcement Policy for public consultation.

In response to questions from members of the Committee, the Cabinet Member for Public Protection confirmed that he would be willing to consider the revision of Section 4.2 (Situations Where a Service May Not be Provided) of the draft enforcement policy to address concerns raised by councillors and to provide additional clarity within the enforcement policy in relation to its application to Small Houses in Multiple Occupation.

Resolved:

That the following decisions of the Cabinet be noted:

“1. That the draft Private Rented Sector Housing Enforcement Policy 2022, set out at Appendix 1 to the submitted report, be approved for a 6-week public consultation.

2. That authority be delegated to the Executive Director (Neighbourhoods and Environment), in consultation with the Cabinet Members for Economic Recovery, Regeneration and Housing and Public Protection to make amendments to the Policy, following the consultation should it be required.

3. That the finalised Enforcement Policy (post consultation) be presented to Cabinet on 12 January 2023.”

Note: This is an Executive Function

Cabinet Member: Councillors I Gilbert and M Terry

365 Procurement Options for The Stray Dog Service

The Committee considered Minute 320 of the meeting of the Cabinet held on 29 September 2022, which had been referred directly to the Committee for scrutiny, together with a report of the Interim Executive Director (Neighbourhoods and Environment) setting out options for the procurement of the Council’s stray dog service.

Resolved:

That the following decisions of the Cabinet be noted:

“1. That the contents of the submitted report be noted.

2. That the feasibility of South Essex Property (SEPS) providing the Acceptance Point element of the service proposed under option 5 as detailed in the report (paragraph 4.5 refers), be explored and that subject to the outcome of satisfactory negotiations, authorised the Executive Director (Neighbourhoods and Environment) to make a direct award of this service to SEPS. The kennelling service to be then put out to tender.

3. That in the event a direct award is not made to SEPS, then the service (Acceptance Point/Kennelling) be put out to tender on the basis of options 3 and 4 as detailed in the report (paragraphs 4.3 and 4.4 refers).”

Note: This is an Executive Function

Cabinet Member: Councillor M Terry

366 Treasury Management Report – Quarter One 2022/23

The Committee considered Minute 324 of the meeting of the Cabinet held on 29 September 2022, which had been referred directly to the Committee for scrutiny, together with a report of the Executive Director (Finance and Resources) presenting the Treasury Management Report for covering treasury management activity for the period from April to June 2022 and compliance with the treasury management strategy for the period.

Resolved:

That the following decisions of the Cabinet be noted:

“1. That the Treasury Management Report for Quarter One 2022/23, be approved.

2. That it be noted that the Treasury management activities were carried out in accordance with the CIPFA (The Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management in the Public Sector during the period from April to June 2022.

3. That it be noted that the loan and investment portfolios were actively managed to minimise cost and maximise interest earned, whilst maintaining a low level of risk.

4. That it be noted that £0.592m of interest and income distributions for all investments were earned during this three-month period at an average rate of 1.36%. This is 0.47% over the SONIA rate (Sterling Overnight Index Average) and 0.41% over the average bank rate. Also the value of the externally managed funds increased by a net of £0.916m due to changes in the unit price, giving a combined overall return of 3.46%.

5. That it be noted that the level of borrowing from the Public Works Loan Board (PWLB) (excluding debt relating to services transferred from Essex County Council on 1st April 1998) remained at £347.3m (HRA: £74.2m, GF: £273.1m) during the period from April to June 2022.

6. That it be noted that during the quarter the level of financing for ‘invest to save’ schemes decreased from £8.39m to £8.38m.”

Note: This is an Executive Function
Cabinet Member: Councillor P Collins

367 Minutes of the Meeting of Economic Recovery, Regeneration & Housing Working Party held on Monday 5th September 2022

The Committee considered Minute 325 of the meeting of the Cabinet held on 29 September 2022, which had been referred directly to the Committee for scrutiny, together with the recommendations arising from the meeting of the Economic Recovery, Regeneration and Housing Working Party held on 5 September 2022.

Resolved:

That the following decisions of the Cabinet be noted:

“1. That the Notice of Motion seeking the declaration of a cost-of-living emergency in Southend-on-Sea be noted.

2. That a cost-of-living emergency be declared in Southend-on-Sea.

3. That the recommendations set out within the Notice of Motion be reviewed in line with the Council’s budget principles already agreed, the most significant being the financial implications of response to the cost-of-living emergency.

4. That the proposed approach to the response to the cost-of-living emergency, alongside the tackling poverty workstream and wider strategic work to prevent duplication and improve consistency, be approved.

5. That the Cabinet Member for Economic Recovery, Regeneration and Housing be designated as the member champion for the response to the cost-of-living emergency.

6. That the Economic Recovery, Regeneration and Housing Working Party act as the multi-agency partnership task and finish group to deliver the response to the cost-of-living emergency, and that representation on the Working Party also include Group Leaders,

Cabinet Members and relevant partners and stakeholders, in order to pool resources and maximise the impact of this work.

7. That a co-produced action plan be developed as part of the response to the cost-of-living emergency, with clear lines of reporting and accountability to focus activity and prioritise tasks.

8. That the response to the cost-of-living emergency seeks to improve access to support services, making them easier to access for all who need them, with particular focus on inclusivity.

9. That the response to the cost-of-living emergency considers the impact of the crisis on mental health and ensures that work activity takes account of this element of wellbeing.”

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

368 SO46 Report

The Committee considered Minute 326 of the meeting of the Cabinet held on 29 September 2022, which had been referred directly to the relevant scrutiny committee, together with a report setting out action that had been taken by the Executive Director (Finance and Resources) in accordance with Council Procedure Rule 46.

Resolved:

That the following decision of the Cabinet be noted:

“That the submitted report be noted.”

Note: This is an Executive Function
Cabinet Member: As appropriate to the item

369 In-Depth Scrutiny Project 2022/23 - ‘Developing Strong Governance & Strengthening Joint Working between all Councillors and Officers’

The Committee received an update on progress with regard to the in-depth scrutiny project for 2022/23.

It was reported that an initial meeting of the Project Team for the in-depth scrutiny project had recently been held, to identify the scope of the project and to develop an achievable project plan and work programme for the remainder of the year. The Committee was advised that Councillor T Cowdrey had been appointed as Chair of the Project Team.

Resolved:

That the project plan and work programme for the in-depth scrutiny project be agreed.

Note: This is a Scrutiny function

Chair: _____

Southend-on-Sea City Council

Report of the Deputy Chief Executive and Executive
Director (Finance & Resources)

To

Cabinet

On

8 November 2022

Report prepared by:

Pete Bates, Interim Director of Financial Services,
Caroline Fozzard, Senior Finance Lead (Strategy,
Sustainability and Governance), Gareth Nicholas (Insights
Manager)

Agenda
Item No.
5

Resourcing Better Outcomes – Finance and Corporate Performance Report 2022/23 – Period 6

Policy and Resources Scrutiny Committee

Cabinet Members: Councillor Stephen George and Councillor Paul Collins

Part 1 (Public Agenda Item)

1 Purpose of Report

The regular Resourcing Better Outcomes report is a key tool in scrutinising the Council's overall finance and corporate performance. It is designed to provide an overview of progress to all relevant stakeholders at regular stages throughout the financial year. It is essential that the Council monitors its budgets and assesses its performance regularly to ensure that it is meeting its strategic objectives and providing value for money. This approach highlights where corrective action is necessary and reasonable mitigation is required to try to deliver a balanced financial position by the end of the year.

The recent series of events in Downing Street, the volatility of the current operating environment, combined with the significant increases experienced in both local service demand and unavoidable inflationary cost pressures arising from the global cost of living crisis has exacerbated an already incredibly challenging situation. Delivering a balanced budget in 2022/23 has potentially now got even more difficult to achieve. This period 6 report provides an update on the current year's improved forecast outturn position and reinforces the need to continue to make some difficult choices and take decisive action.

2 Recommendations

That, in respect of the 2022/23 Revenue Budget Performance as set out in appendix 1 to this report, Cabinet:

2.1 Note the forecast outturn for 2022/23 for the General Fund and the Housing Revenue Account as at 30 September 2022;

- 2.2 **Note the management action taken and to be taken to reduce the forecast overspend of the Council’s revenue budget for 2022/23;**
- 2.3 **Approve the planned budget transfers (virements) of £400,000 from earmarked reserves, as set out in section 4.44.**

That, in respect of the 2022/23 Capital Budget Performance as set out in appendix 2 of this report, Cabinet:

- 2.4 **Note the expenditure to date and the forecast outturn as at 30 September 2022 and its financing;**
- 2.5 **Approve the requested changes to the capital investment programme for 2022/23 and future years, as set out in section 4 of appendix 2.**
- 2.6 **Note the SCC Corporate Plan Performance Report as at 30 September 2022 set out in appendix 3.**

3 Unprecedented Levels of Uncertainty and Financial Challenge Continues

- 3.1 The finance and corporate performance report for period 4 highlighted the significant challenges facing the country, local government generally and within this context Southend-on-Sea City Council. Given the volatility and what have been described as once in a generation series of events including Brexit, the pandemic, the war in Ukraine, energy prices doubling and in some case tripling in cost, inflation at the highest level for decades. The recent developments in Downing Street have added further concern and uncertainty. Boris Johnson resigned on 7th July and Liz Truss was announced as the new Prime Minister on 6th September and on the same day installed Kwasi Kwarteng as the country’s new Chancellor of the Exchequer.
- 3.2 The new Prime Minister initially and quite rightly paused all Government business as the country and indeed most of the world reflected on the sad passing of Her Majesty, Queen Elizabeth II at the age of 96, following over 70 years of dedicated service to public life. Government business resumed following the Queen’s funeral and remembrance arrangements and on 23rd September, the new Chancellor delivered a “mini budget” which aimed to implement several measures announced by the new Prime Minister during her leadership campaign throughout July and August, as well as several further tax cutting policies in an attempt to stimulate and accelerate economic growth. The financial markets and key financial institutions were concerned about how these measures would be funded and this resulted in a lot of immediate market volatility, particularly in the UK government bond markets. This prompted a sell-off in gilts, mainly by pension funds, which resulted in the Bank of England’s pledge to buy £65 Billion of Government bonds, to reduce the risk to the UK’s financial stability.

- 3.3 What followed was an unprecedented set of changes to the political leadership of our country. The Chancellor was removed after only 38 days in the role. Jeremy Hunt was appointed as the new Chancellor of the Exchequer on 14th October and almost immediately reversed most of the tax cutting economic growth policies announced in the “mini budget”. The new Prime Minister resigned on 20th October, serving for just 44 days. This triggered a new leadership election contest within the Conservative Party. Three candidates put their names forward for consideration, Boris Johnson, Penny Mordaunt and Rishi Sunak. On 23rd October, Boris Johnson withdrew and on 24th October, just before the 2pm deadline for confirmed nominations, Penny Mordaunt withdrew from the contest. This resulted in Rishi Sunak becoming the leader of the Conservative Party without the need for an MP’s ballot or Conservative members’ vote. On 25th October, Rishi Sunak was invited by the King to form a new government as the Country’s new Prime Minister.
- 3.4 A comprehensive report on the Council’s Treasury Management Strategy is presented elsewhere on this Cabinet agenda. This report provides reassurances around the Council’s strong fiscal management of its investment and borrowing arrangements. Despite the recent economic conditions and market turmoil it is pleasing to confirm that there will be no immediate adverse impact on the Council’s overall revenue budget. The Council took decisive action during 2021/22 to take advantage of historical low PWLB borrowing rates and took out £40 million of new loans at rates between 1.52% to 1.68% with equivalent PWLB rates now at 5% plus and moving constantly. The borrowing undertaken earlier in the year at exceptionally low rates has meant that our average borrowing rate for all our PWLB borrowing is now 3.46%.
- 3.5 The Council currently has no requirement to take out any new borrowing so is currently not exposed to the risk of increasing PWLB interest rates. They are now at their highest level for a decade. This is a major concern for many other local authorities right across the UK but our decisive action has mitigated this potential major risk for the Council.
- 3.6 As part of the period 4 financial monitoring report a reference was made to an announcement by the Local Government Association (LGA) who at that time raised concerns about the “disastrous” impact that rising inflation from the cost-of-living crisis could have on council services, which would then go on to directly affect local residents. On Friday 21st October the Chairman of the LGA and the leaders of all the political groups wrote to the new Chancellor welcoming him to his role but also made a series of important points about the financial position facing local government and in particular adult social care¹.
- 3.7 The period 4 report also shared a series of comments and announcements about the serious financial pressure and implications on their local areas that were being reported from several local authorities up and down the country. These concerns have continued to grow over the past 2 months and if anything, have increased in their severity. This contributed to Grant Thornton issuing a press release in September 2022, which suggested that 1 in 6 local authorities could effectively run out of cash in 2023/24².

¹ <https://www.local.gov.uk/letter-lga-chairman-and-political-group-leaders-chancellor-exchequer>

² <https://www.grantthornton.co.uk/news-centre/one-in-six-councils-at-risk-of-running-out-of-money-next-year/>

- 3.8 Southend-on-Sea City Council, along with most Local Authorities across the country, continues to face arguably its greatest challenge yet in trying to provide essential services to meet the needs of local residents within the level of resources it has at its disposal. As reported throughout 2021/22 the direct operational service arrangements of the Council and its partners continued to be severely impacted by the COVID-19 pandemic. Despite these challenges the Council remained financially resilient and responded proactively to support local communities throughout 2021/22.
- 3.9 As detailed in the “Delivery of Southend 2050 Outcomes and Priorities: Annual Report and Provisional Resources Outturn 2021/22” report to Cabinet in June, excluding the requirements for grant reserves due to the impact of COVID-19, the Council finished the year with a higher level of reserves than it started with. This is a testament to both the financial resilience and strong effective financial management of the Council’s overall level of resources over the last decade, despite the lengthy period of austerity and the two years of the COVID-19 pandemic.
- 3.10 The recent events in Downing Street have been well documented on the back of what most have previously described as potentially some of the most volatile and unpredictable periods in recent history. Clearly Brexit considerations initially and then the response and impact of the pandemic have caused huge disruption and concern to everyday life. Public health worries and economic impacts, together with levels of Government borrowing never seen before in peace time years have all contributed to huge extra fiscal challenges for the country. This context has created additional pressure and uncertainty locally and made effective financial and service planning for Southend-on-Sea extremely challenging.
- 3.11 Although the direct operational impact of the pandemic on the Council began to reduce during the last quarter of 2021/22, most local authorities continue to struggle with the challenges of uncertainty, financial pressures, increasing service demands and concerns for their residents and local areas. Effectively coping with the aftermath of the pandemic has been exacerbated and made much more complex by the implications of the horrific events in Ukraine and an unprecedented rise in energy prices. This has contributed to monthly general inflationary increases at a level not seen since the 1970s. The 12-month Consumer Prices Index to September 2022 increased to 10.1% and most economic commentators remain uncertain about what the inflation rate will be over the coming months, or indeed across the medium term. The Council is now facing the perfect storm of huge increases in service demand post the pandemic combined with unavoidable rapid increases in operating costs across almost every aspect of its Organisation. This is having a huge financial impact on the Council’s financial plans for 2022/23 and the general economic climate is creating serious cost of living challenges for our local residents.

- 3.12 As previously reported the Council was already learning of major concerns from lots of residents about the impacts of cost of living rises on their day-to-day lives. Price increases for food and fuel, as well as in supply chains for other goods, are leading to many more local residents ‘just about managing’ or actually falling into poverty. This situation was getting worse locally even before the latest price increases started to take effect.
- 3.13 The challenge of delivering a balanced financial outturn for 2022/23 is significant. Nearly all the financial pressures that the Council is now experiencing have been down to outside factors where the Council has had no influence or control and have happened at great pace, since the Council’s 2022/23 budget was approved in February 2022. This means that some very difficult choices and prioritisation of existing approved spending plans for both capital and revenue during 2022/23 continue to be considered and reductions urgently required.
- 3.14 Unfortunately, other major areas of concern that were highlighted in 2021/22 included the potential impact and increase on service demand ‘post COVID-19’ or ‘living with COVID-19’ in the future. This risk added to the precarious economic situation for many residents, due to the rapid increases in energy and inflationary pressures has translated into large increases in service demand for the Council. The other major area of concern that was highlighted was the impact locally of the Government withdrawing the temporary financial support that was provided during the pandemic, this has coincided with huge increases in unavoidable operating costs, creating the worst combination of factors that continues to threaten the future financial sustainability of the Council.
- 3.15 At this halfway stage of the year – further urgent action is needed to try to reduce all non-essential expenditure and/or generate extra income. This priority must be achieved whilst ensuring that our most vulnerable residents are looked after appropriately, and our statutory responsibilities are effectively discharged. Improving efficiency and productivity is essential but the scale of the unprecedented financial pressures will inevitably lead to a reduction in the range, quality, cost and responsiveness of other discretionary Council services.
- 3.16 This report will focus on providing some detail and commentary of the financial variances at a portfolio level that are currently forecast for 2022/23. It highlights the variations from the position reported for period 4. It should be noted that these estimates have been based on the best information we currently have available and will be continually kept under review.

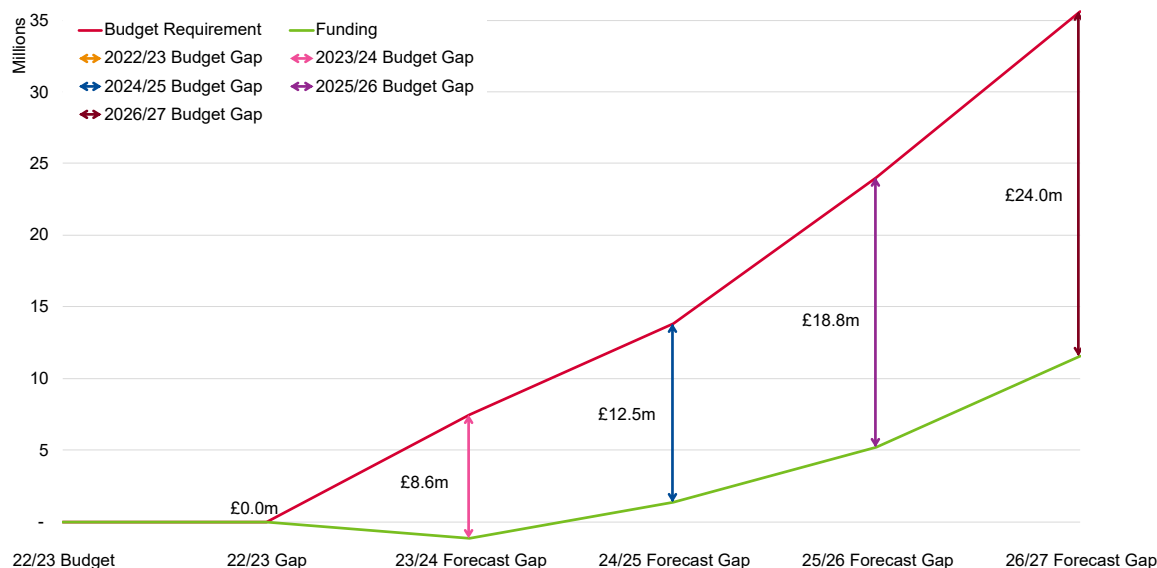
Fiscal Policy Statement delayed to 17th November 2022

- 3.17 The new Chancellor of the Exchequer announced that he would make a key Statement to the House of Commons on 31st October 2022. Following the recent appointment of the new Prime Minister, it has now been confirmed that this Statement has been delayed until 17th November 2022. It is hoped that this will provide a clear indication of the Government’s ‘borrowing, tax and departmental spending’ plans for at least 2023/24. It looks certain now that a 3-year Comprehensive Spending Review will **NOT** be announced for the Local Government Sector. Clearly this delay is concerning as it shortens the time available for financial and operational planning for the Council for 2023/24.

- 3.18 The Council ended 2021/22 in a relatively strong financial position but the size of the financial challenge for the future is arguably the biggest in the Council's history. Depending upon national funding and policy decisions taken by Central Government in November, the Council's position, and the pressure on the rest of the sector, could get even more challenging for 2023/24 onwards.
- 3.19 To help to begin to address and close the estimated budget gap over the next five years the Council will continue to aim to achieve financial sustainability by growing local income sources and relying less on grant support from Central Government in the future. The Council will continue to work collaboratively with its partners, increase its focus on the delivery or joint commissioning of services in a targeted way to ensure that those in most need and who will receive the greatest benefit are the recipients of services. It is vital that we learn from our COVID-19 experience and tailor our services and working practices accordingly.

4 Revenue – General fund

- 4.1 In February 2022, the Council approved a General Fund Revenue Budget requirement for 2022/23 of £140.741M. This report provides details of the current projected outturn position for 2022/23 based on information as at the end of September 2022 (Period 6). In headline terms Council Corporate Budgets and Service Portfolios are currently forecasting a gross overspend by the year-end of £12.104M for 2022/23. This is an **improvement** of around £2.3 Million on what was reported at period 4, but still represents a huge challenge and forecast overspend at the 6 months stage of the year. Action is and will continually be taken to further mitigate this potential overspend throughout the rest of the year. This reduced total projected overspend stands at around 3.7% of the Council's gross expenditure budget.
- 4.2 Alongside the budget the Council also approved the Medium Term Financial Strategy which included a medium term financial forecast with an expected budget gap of £24.0M in 2026/27. (2023/24 = £8.6m, 2024/25 = £3.9m, £2025/26 = £6.3m, 2026/27 = £5.2m). The Council's forecast profile of this budget gap for each of the next five years is detailed in the following chart which illustrated the estimated funding gap to 2026/27 as reported to Council in February 2022.



4.3 The potential future budget gap is now going to be significantly larger over the medium term as a direct result of the impact of inflation, service demand pressure and the current projected 2022/23 revenue base overspend. Work has continued to update the future financial forecast, but the content of the Fiscal Policy Statement (now scheduled for 17th November) will be critical to assess the Government’s plans and how this will impact on the Council. The intention is to provide a revised illustration of the potential implications on the Council’s budget over the medium term until 2027/28 in the period 8 financial performance update, which is scheduled to be reported to the Cabinet meeting in January 2023.

4.4 Our ‘Getting to Know Your Business’ programme for service managers continues in 2022/23 and will be essential in assessing the new operating environment, financial challenges and value for money (VFM) of services. The ambition is that all service managers in Southend-on-Sea City Council will have a continuing comprehensive understanding of their business areas in terms of their benchmarked operational and financial performance, key demand and cost drivers, income levels, commercial opportunities, value for money and customer insight. This programme is designed to support managers to improve productivity and efficiency in all our business areas ensuring that we secure best value but also to support a more targeted outcomes-based approach to investment. Independent advice and support for dealing with our financial challenges and consideration of a range of options is also being secured.

4.5 Alongside the “Getting to Know Your Business” programme, the Executive Director of Finance & Resources also put into place at the start of this financial year a set of 12 budget planning principles for the organisation that were presented to Cabinet in the period 4 report.

- 4.6 Services are considering the impact and risks of making reductions in their budgets and are continuing to develop recovery and mitigation plans to try to improve the current financial situation and to prepare for the significant future financial challenge. All services are being challenged to try to improve efficiency and productivity to ensure that the resourcing of better outcomes for our residents are achieved at the best value for the local taxpayer. Further details will be included as part of the period 8 monitoring report.
- 4.7 To continue to reduce the forecast overspend this year and to remain on a sound financial footing to deal with the budget gap in this and future years, several tactical mitigations have been put in place:
- Continued consideration to what non-essential spending can be stopped, delayed or deferred.
 - Reviewing all third-party supplies and services contracts.
 - Constructively challenging all recruitment and resourcing requests.
 - Continued consideration to whether our organisation has the right structure which is of a proportionate size and cost.
- 4.8 Some of the actions already commenced by officers to support the 2022/23 budget position and 2023/24 budget planning are:
- The mothballing/storage use only of the top five floors of the Civic Centre to reduce expenditure on our utility costs.
 - The review of our estate to ensure administrative buildings are only being used on an essential basis by staff and where possible to reduce usage accordingly to save on relevant premises and utility costs.
 - A fundamental review of the capital investment programme to reduce the need to borrow in the future and therefore incur less financing costs for the revenue budget (more details of this review is contained in section 6).
 - Directors are developing a series of ideas to try and reduce their 2022/23 cost base and for this to be assessed as part of 2023/24 budget planning in the face of these unprecedented inflationary and demand pressures.
 - A review of third-party suppliers and service contracts is underway which will look at all priority contracts and will require engagement with the market – this is being worked through and more information will be included in the next budget monitoring report (period 8). Continued action will be undertaken by officers in the meantime.
 - Independent advice is being sought on assessing the Council's cost base and how our services benchmark against other unitary authorities including staffing structures.
 - A range of councillor and staff briefings will continue to help to explain the Council's financial position and the actions that are being taken/to be taken over the next month.
 - A communications strategy is being developed for stakeholders, businesses and residents.

- A set of internal budget challenge sessions have been established to challenge the cost base of service budgets. These will initially be carried out by the Corporate Management Team with their department and separately challenge sessions with departments and cabinet members will be undertaken, to be overseen by the Cabinet Member for Asset Management and Inward Investment and the S151 Officer.
- The Workforce Transformation Panel has been set up which will review and act as a sign off for essential only recruitment (permanent and temporary) and it will also review the current range of interim staffing. It will also review any new restructures proposed and request areas of the organisation to be reviewed in the light of benchmarking and other associated intelligence around the cost base of services.

4.9 It will be essential that we continue to work within a set of priorities and where possible to protect resources - areas of higher priority will be:

- Vulnerable Adults and Children
- Isolated individuals
- Supporting families in the cost-of-living crisis
- Climate change
- Highways pavement works
- Tourism
- Maintaining prioritised subsidies to services as best we can
- Which of our discretionary services may be done by our third sector

Summary of the major factors that are directly contributing to the forecast overspend in 2022/23

4.10 The pay award pressure continues to be estimated based on the National Employers final one-year offer and is identified by portfolio in Appendix 1. The ongoing cost to the Council is estimated to be circa £4.0M a year. The estimated cost of the pay award at budget setting was £2.33M, the difference of £1.68M is an in-year budget pressure and creates a permanent pressure of equivalent value in the Council's revenue base budget from 2023/24 onwards and will increase the current forecast financial gap by circa £1.7M per year.

The three National Joint Council unions have balloted their members; on 27th September Unison confirmed its members voted to accept the pay offer, the ballots for Unite and GMB closed on 14th October and 21st October, respectively, and the results have not been fully published yet but should be known when we next report in January 2023.

4.11 The announcement on the 23rd September by the then Chancellor that the 1.25% increase in Employers National Insurance Contribution will be reversed from 6th November will result in a financial benefit to the Council of circa £0.3M. This is offsetting a small amount of the in-year employee related pressure from the estimated pay award.

- 4.12 In September 2022 the rate of inflation, as measured by the Consumer Price Index (CPI), was 10.1%, equal to the record high in July 2022 when we last reported. According to the Office for National Statistics (ONS) the principal driver of inflation in September was rising food and non-alcoholic beverage prices, now estimated to be at the highest level since April 1980.³

The resulting pressure on budgets is reflected in the financial forecast performance of each Portfolio of services.

Corporate Matters and Performance Delivery

- 4.13 The overall financial performance of this portfolio of services has improved by £119,000, this is partly due to the recruitment freeze which is now in place for all non-critical posts. Additionally, the authority has received £95,000 new burdens grant to cover costs of administering the Council Tax Energy Rebate of £150. The cost of this work was already included in the Period 4 forecast.
- 4.14 The benefit of these changes is being partially offset by a one-off pressure in Human Resources caused by costs of delivering work where the associated income has been fully recognised in the previous financial year.

Environment, Culture & Tourism

- 4.15 The delivery of the Parks and Grounds Maintenance services is severely impacted by the high inflationary pressures on utility and fuel costs. There is a pressure of £230,000 for these elements as well as £50,000 from the pay award. Vehicle and machine hire, and leasing costs are creating a further pressure of £100,000 and income is expected to be £60,000 below target this year. Part of this pressure is being offset by holding staff vacancies and it is anticipated that this will save (£200,000) in 2022/23.
- 4.16 Several significant Development Control and Building Control applications have come into the Council this year which has seen a considerable amount of additional income received in the first 6 months of the year. Due to the complexity of these applications, it is expected that some additional resources will be required to support it. It is anticipated that the overall net impact on the income budget will be a surplus of approximately (£250,000) by the end of 2022/23. There are also forecast underspends within ICT systems and holding vacant posts within the team (£130,000).
- 4.17 Museums and Galleries, Theatres and Libraries forecast an overspend of £631,000. This forecast has several elements, the major contributor being £517,000 from increased energy costs, £82,000 is from the expected pay award and there are also forecast pressures related to repair and maintenance of aging buildings and assets such as the Cliff Lift.

³ <https://www.ons.gov.uk/economy/inflationandpriceindices/bulletins/consumerpriceinflation/september2022>

- 4.18 The Pier and Foreshore are forecasting an overspend of £210,000, consisting of a £142,000 pressure from energy bills, £12,000 pay award pressure, £35,000 additional cost for the seafront water fountains (which includes a back dated element) and a pressure of £21,000 for water treatment required along the seafront.
- 4.19 There is an in-year pressure of £154,000 on recovery of income from the leisure contract but this is temporary as Fusion Lifestyle have agreed that the income will be recovered in 2023/24.

Public Protection

- 4.20 As a result of changes in people movements and consumer habits (increased time spent or working at home, coupled with a significant increase in home deliveries) there is an increase in the volumes of waste generated from residential properties. Although some of this increase will be recyclable material, there is also an increase in residual waste, which continues to add significant cost pressures for the Council.
- 4.21 As the waste disposal authority this increased tonnage is resulting in an estimated extra disposal cost pressure of around £1,000,000. Any future increase in recycling performance will negate some of this additional cost.
- 4.22 The crematorium refurbishment programme is due to commence later in the year. As a result of the works a temporary cremator will be used and services will be reduced. This is expected to result in a substantial income shortfall for 2022/23. A significant amount of work has been undertaken to review the planned refurbishment programme to minimise disruption to our service offer and reduce our forecasted income loss. Inflationary cost pressures on gas and electricity consumption are estimated to be approximately £170,000 by the end of the financial year.

Adult Social Care & Health Integration

- 4.23 Adult Social Care are reporting a forecast overspend of circa £2.7m; which is predominantly due to the delivery of statutorily required care and support.
- 4.24 There is an expected pressure from the pay award which accounts for around £274,000.
- 4.25 The previously reported pressures, with increased levels of demand and complexity have continued from period 4. Combined with market pressures which continue to increase prices, these factors drive circa £1.5M of the overspend position on care packages.
- 4.26 Another driver of increased demand, and therefore cost, is the transition of clients into Adult Social Care from either Children's Services or an Educational placement. These are currently being forecast to cause a pressure of circa £600,000 for 2022/23. Work is ongoing with finance and operational colleagues to identify whether these costs can be reduced and to ensure the forecast financial position is robust.

- 4.27 Some savings proposals that were built into the 2022/23 budget are now not forecast to be delivered this financial year, which is resulting in an additional £250,000 budgetary pressure.
- 4.28 The outcome of the Department for Health and Social Care (DHSC) consultation on the distribution of funding for the adult social care charging reform in 2023/24 is still awaited. This reform will potentially increase the demand on Council services, both from a service provision perspective as clients fall below the new cap and from a financial assessment perspective as more individuals approach the council to be assessed. Further details may emerge within the Fiscal Policy Statement on 17th November.

Asset Management & Inward Investment

- 4.29 Since last reporting in period 4 the forecast underspend on staffing in the Asset Management team has increased by circa £150,000, because of the recruitment freeze placed on all non-critical positions. Forecast overspends in Corporate Procurement and Financial Services have reduced marginally due to the same tightening of recruitment.
- 4.30 Additional pressure is being reported against Property and Commercial due to recognition of more costs associated with holding several properties vacant. The asset management team continue to work to minimise the period that these properties are held vacant and expedite the process of preparing the sites for sale in order to maximise the capital receipt to the Council.

Children & Learning and Inclusion

- 4.31 As highlighted in the previous Period 4 – end of July 2022 report and what is now largely a national issue, Children Social Care continues in 2022/23 with a significant forecast overspend pressure of £6.490M excluding the one off £2.5M specific children earmarked reserve for 2022/23, and this is unfortunately mainly due to the now very high cost of residential care placements and in particular for children with complex needs. Market forces impacted by increased demand nationally outstripping supply have driven up residential placement costs dramatically.
- 4.32 As reported in the final position report for 2021/22, it was highlighted that during the last quarter of 2021/22 children in care numbers had started to rise, and an increased opening spend pressure was expected due to this rise and the resultant increased requirement of external foster care placements, and as agreed through the 2022/23 budget a one off £2.5M specific ear marked reserve was created to support Children Social Care in the recognition of cost pressures continuing. However, in addition, what has also now materialized was the unanticipated and significant increased cost of residential care placements for new complex placements in 2022/23.

- 4.33 Work continues within Children Social Care to seek to reduce these costs where possible and safe for the child, including working with health where a child's needs can meet assessment for health contributions, but equally, it has to be noted any further required residential care placements will add further cost pressure to this current position.
- 4.34 Work continues on building and sustaining capacity within the Inhouse foster carer provision and engaging regionally with the risks of the costs of the care market to Councils. There is separate report elsewhere on this Cabinet agenda which considers and recommends a new improved approach for the Council.
- 4.35 Other financial pressures within Children Services remain from 2021/22, and this includes continued reliance on temporary agency staff to cover critical social work or operational posts. Again, Councils now having to rely on agency workers to cover vacant Social Work posts is a national problem. There are also further smaller but continuing pressures on Unaccompanied Asylum Seeking children placements where the young adults have now turned 18 and Home Office support funding reduces, the cost of placements supporting children with disabilities, and some now very high and complex placements within the care leaver provision where these now young adults have transitioned from previous residential care placements.

Economic Recovery, Regeneration & Housing

- 4.36 As part of the 2022/23 budget there was an agreed permanent investment of £200,000 to fund several staff in the Housing Register and Housing Solutions teams. Recruitment has been challenging for these posts but candidates have now been sourced for some of these roles. As a result of the posts being vacant for the early part of the year there is an expected underspend of (£100,000) for this year only.
- 4.37 During the budget setting process, it remained unknown if we would receive any additional grant to support Homelessness. It is now confirmed that we have been awarded funding through the Homelessness Prevention Grant which can be used to fund expenditure which was planned within the base revenue budget. This will now generate an underspend of (circa £300,000) without any reduction in service.

Highways, Transport and Parking

- 4.38 Before COVID-19 there was a slow decline in the use of cash, but the pandemic accelerated this decline as more and more people use digital forms of payment. As a result, 82% of parking payment transactions are now made by card or phone app and the impact of that is higher costs for card transactions and processing fees. The overspend for this is now expected to be in the region of £235,000 by the end of 2022/23. Cash collection costs have not reduced proportionately as there is still cash being collected. The Council is exploring options to see if any future mitigation can be achieved, including reviewing the existing contract.

- 4.39 Across our entire estate, street lighting energy costs are the highest cost area for electricity. Although the rate is fixed for 12 months until April 2023, the inflation on utility costs is resulting in an overspend of £350,000 in this area. This is after the significant LED conversion programme undertaken in recent years, without which the impact of increasing energy costs would have been even greater.
- 4.40 There are also a range of staffing pressures in the service and currently the most senior management role in the service is being temporarily filled by an interim member of staff whilst a permanent solution is sought.
- 4.41 The operation of the Travel Centre in Chichester Road continues to bring with it additional cost pressures due to increased security, cleaning and utility costs totalling approximately £120,000 and the pressure of the anticipated pay award in this portfolio is £91,000.
- 4.42 The Concessionary Travel Recovery Guidance recommends a sliding scale of a 5% reduction per month until financial support matches usage numbers and because the number of passengers are not returning to pre-covid levels promptly there is a projected underspend of (£150,000) for this year.

Non-Service Specific Grants

- 4.43 Additional net grant income for the refugee crises in Ukraine and Afghanistan totalling £900,000 has been confirmed since the Period 4 report was published. The costs associated with our local support are included across the range of Council services and were included in our previous forecast outturn position.

Budget Virements

- 4.44 All budget transfers (virements) over £250,000 between portfolios or between pay and non-pay budgets are considered and approved by Cabinet. These budget transfers have a net nil impact on the Council's overall budget. The budget transfers for Cabinet approval this period are:

<u>£</u>	
400,000	Planned transfer from the Health and Social Care Transformation Projects Reserve. Income of £400,000 was received at the end of the previous financial year and moved into an earmarked reserve to support expenditure in 2022/23. This virement is drawing on those funds.
<u>400,000</u>	<u>TOTAL</u>

5 Revenue – Housing Revenue Account

- 5.1 In February 2022, the Council approved a balanced 2022/23 Housing Revenue Account budget. This section of the report details the projected outturn position for this year based on actual activity and financial performance as at the end of September 2022 (Period 6).
- 5.2 The forecast for the Housing Revenue Account (HRA) at period 6 indicates that it will have a net deficit of £300,000 in 2022/23, a variance of around 1.1% of the gross operating expenditure.
- 5.3 The challenges highlighted in the Period 4 monitoring report due to the inflationary pressures experienced by key contractors and anticipated rent losses due to the number of void properties held, primarily as part of the Queensway regeneration project have continued and are forecast to remain broadly the same for the rest of the year. The forecast variance has only reduced due to the approval now given to increase the repairs and maintenance budget by £500,000 for 2022/23 as requested at the Cabinet meeting in September.
- 5.4 The reduced supply of building materials and a shortage of specialist skills are increasing the unit costs on the repairs and maintenance contract. Whilst we have a duty to meet our regulatory and statutory requirements, the repairs programme is currently being reviewed to reduce costs where possible, without compromising the safety of tenants.
- 5.5 South Essex Homes is also experiencing large increases in energy costs, effectively on behalf of our tenants. A report elsewhere on this Cabinet agenda will consider this issue and recommend an appropriate way forward that is fair and equitable in the circumstances.

6 Capital

- 6.1 Successful and timely delivery of the capital investment programme is a key part of achieving the Southend 2050 ambition and delivering priority outcomes. The investment contributes to the five main themes in the following way:
- 6.2 Pride and Joy – the key investment areas are: the ongoing refurbishment and enhancement of Southend’s historic pleasure pier and the town’s cultural and tourism offer, including parks, libraries and museums.
- 6.3 Safe and Well – the key investment areas are: the construction and acquisition of new council homes and the refurbishment of existing ones via the decent homes programme.
- 6.4 Active and Involved – the key investment area is the Cart and Wagon Shed for the coastal community team to use as part of their community interest company.

- 6.5 Opportunity and Prosperity – the key investment areas are: the Launchpad at the Airport Business Park to deliver benefits for both local businesses and local communities, creating thousands of job opportunities and attracting inward investment; the schools high needs and special provision programmes to enhance the facilities and number of places available for children with special educational needs and disabilities or requiring alternative provision; refurbishment works at the Victoria Centre to make a significant contribution to the attraction and amenity of the centre and improve and enhance that end of the City Centre; the Levelling Up Fund projects at Leigh Port, the Cliffs Pavilion and City Beach.
- 6.6 Connected and Smart – the key investment areas are: the investment in the borough’s highways and transport network, including improvements funded via the Local Transport Plan and Local Growth Fund; investment in the Council’s ICT infrastructure and networks to enable and transform outcome focussed service delivery.
- 6.7 In February 2022 the Council agreed a capital investment programme budget for 2022/23 of £99.1M. The outturn for 2021/22 showed a final spend of £69.0M against a revised budget of £78.6M, an underspend of £9.6M. The proposed budget carry-forwards, accelerated delivery requests and other budget re-profiles and amendments at June Cabinet resulted in a revised budget for 2022/23 of £115.5M. Budget re-profiles and other changes as a result of the early stages of the review of the capital investment programme were approved at September Cabinet and reduced the revised budget for 2022/23 to £93.7M. Of this amount £74.0M is deliverable directly by the Council and £19.7M is to be delivered by South Essex Homes Limited, Porters Place Southend-on-Sea LLP and Kent County Council.
- 6.8 This amount should be considered in the context that there is a further list of schemes that are not in the approved programme but are subject to viable business cases. This includes schemes where the costs have been estimated, totalling £97M and schemes that are yet to be costed. There may also be urgent health and safety works that might occur that are as yet unforeseen.
- 6.9 All Councils are being affected by inflationary pressures and supply chain issues which will affect deliverability and affordability. There are multiple causes for the inflationary pressures:
- wage inflation due to scarcity of labour.
 - base material price inflation due to global demand exacerbated by supply impacts in key areas due to the pandemic and the war in Ukraine.
 - energy cost inflation impacting on all areas from production to logistics to on site energy costs.
 - contractor risk pricing.
- 6.10 The Consumer Prices Index (CPI) rose by 10.1% in the 12 months to September 2022. Forecasts suggest that Construction Price Inflation is currently in excess of CPI with major spikes for certain materials and products sometimes in excess of 20%. This not only has an impact on the current capital investment programme but also on future projects for which the Council may bid for funding.

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

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

- 6.12 A generic approach to the programme as a whole would not be appropriate, as each project is different in the way the impact of the inflationary pressures and supply chain issues will be felt. It is also recognised that these options need to be considered alongside the MoSCoW review (categorising capital projects as ‘must have’, ‘should have’, ‘could have’ or ‘will not have’ (at this time)).
- 6.13 The way that projects are funded also needs to be considered as grant and third-party funding would have to be returned if not spent or if delayed beyond the agreed expenditure timeframe. The Capital Programme Delivery Board have also been considering the affordability of projects funded by borrowing and seeking to reduce or delay those where possible to reduce the impact on the revenue account budget of the associated financing costs. These considerations have been a fundamental element of the capital challenge sessions held so far this year and will continue to be in the forthcoming capital challenge sessions.
- 6.14 The capital investment programme should continue to be subject to continuous review and re-prioritisation to ensure resources are aligned to the Council’s Southend 2050, recovery priorities and joint administration priorities. This will inevitably lead to some difficult decisions having to be made regarding the programme with the delivery of some schemes being scaled back, delivered over a longer timescale, paused or removed.
- 6.15 Progress of schemes will be re-assessed and some schemes may be removed from the main programme entirely and others held as ‘subject to viable delivery plans’ until it can be demonstrated that there is the capacity and resources to deliver them in the timescales indicated. Schemes can then be brought back into the main programme as and when it is appropriate to do so. This approach follows the current approach introduced two years ago when schemes can enter the programme during the financial year and not just annually at budget setting.

- 6.16 As this review progresses via challenge meetings, the Capital Programme Delivery Board and the Investment Board, re-profiles and other adjustments to the programme for 2022/23 and future years will be put forward for approval.
- 6.17 Two rounds of capital challenge have been undertaken with the Cabinet Member for Asset Management and Inward Investment: In August sessions relating to the strategic schemes and in early October sessions relating to all schemes. The requested changes to the capital investment programme resulting from the August sessions were included in the Period 4 performance report to Cabinet in September. Further results of the review are included in this report, but the review is on-going and another round of capital challenge sessions are planned to take place with the Cabinet Member for Asset Management and Inward Investment in early December. The resulting requested changes to the capital investment programme from those sessions will be included in the Period 8 performance report to Cabinet in January.
- 6.18 Approximately 30% of the capital investment programme is financed by Government grants and external developer and other contributions and at the end of September 69% of that had been received. The rest of the programme is funded by capital receipts, the use of reserves or by borrowing. Funding schemes by borrowing has a revenue consequence of approximately £70k p.a. for every £1M borrowed.
- 6.19 This report details the projected outturn position for 2022/23 based on information as at the end of September (period 6). The report includes details of progress in delivering the 2022/23 capital investment programme and in receiving external funding relating to that year.
- 6.20 This report includes any virements between schemes, re-profiles across years, new external funding and any proposed scheme deletions.
- 6.21 The progress of schemes for 2022/23 is detailed in sections 1 to 3 of Appendix 2 with Section 4 setting out the resulting requests to:

For schemes to be delivered by the Council:

- Carry forward £16,792,000 of 2022/23 scheme budgets, £14,492,000 into 2023/24 and £2,300,000 into 2024/25.
- Add scheme budgets totalling £67,000 into 2022/23 where new external funding has been received.
- Remove £260,000 from 2022/23 for scheme budgets no longer required.
- Action virements of budget between approved schemes.

For schemes to be delivered by Subsidiary Companies, Partners and Joint Ventures:

- Carry forward £1,000,000 of 2022/23 scheme budgets into 2023/24.

- 6.22 As at the end of September the capital outturn for 2022/23 is currently estimated at £58,125,000 for schemes to be delivered by the Council and £18,749,000 for schemes to be delivered by subsidiary companies, joint ventures and partners. The amount to be delivered by the Council is expected to reduce following the on-going review of the capital investment programme as highlighted in 6.14 to 6.17. An updated assessment will be included in the Period 8 performance report and presented to Cabinet in January 2023.
- 6.23 The 2022/23 capital budget is part of the wider capital investment programme spanning several years. The table below shows the revised programme if all the above requests are approved:

Programme to be delivered by the Council (GF and HRA):

	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
At September Cabinet	73,984	47,101	29,331	5,818	5,960	162,194
Amendments	(16,985)	14,492	2,300	0	0	(193)
Revised programme	56,999*	61,593	31,631	5,818	5,960	162,001

* The forecast outturn in paragraph 6.22 is higher than the revised budget for 2022/23 due to the forecast overspend relating to Brook Meadows House (see page 9 of Appendix 2).

Programme to be delivered by Subsidiary Companies and Joint Ventures:

	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
At September Cabinet	19,749	22,162	9,598	3,250	1,000	55,759
Amendments	(1,000)	1,000	0	0	0	0
Revised programme	18,749	23,162	9,598	3,250	1,000	55,759

7 Corporate Performance

- 7.1 The SCC Corporate Plan Performance Report (appendix 3) provides a mechanism for reporting to CMT and Members on Key Performance Indicators (KPIs) and key programmes of work, highlighting the Councils overall performance against agreed corporate objectives. It is based on the council's newly established Corporate Plan (2022-2026) and how the council is performing against the agreed priorities detailed within the corporate plan.
- 7.2 The new performance content is based on the four priorities agreed by the council:
1. A city that is strong and prosperous
 2. A city with a good quality of life
 3. A city rising to the climate change challenge
 4. A city delivering genuinely affordable housing

- 7.3 Each of the four priorities are further broken down into corporate objectives, with the most appropriate KPI and key programme linked to illustrate how well the objective is performing. The corporate objectives are:

A city that is strong and prosperous

Objectives:

- Support economic regeneration and business development
- Use our spending power
- Bid for funding opportunities and attract inward investment
- Sustain and grow digital investment and inclusion
- Deliver our city centre strategy and investment plan
- Enhance our tourism, cultural and leisure offer
- Support community recovery
- Improve community safety

A city with a good quality of life

Objectives:

- Achieve our vision of a city where all children achieve success
- Ensure children and young people, including those in care, feel and are safe at home, school and in their communities
- Enable and provide opportunities for the best start in life
- Enable people to age well, live well and care well
- Ensure that health and social care services meet the needs of all
- Ensure services are diverse, sustainable and high quality, including those who pay for their own care

A city rising to the climate change challenge

Objectives:

- Local Transport Plan 4
- Become a net Zero Carbon Southend by 2030
- Prevent waste, re-use and increase recycling
- Develop an active and sustainable travel network
- Enhance, promote and protect our natural environment
- Undertake flood and coastal erosion risk management

A city delivering genuinely affordable housing

Objectives:

- Address local housing need
- Prioritise the supply and quality of safe, genuinely affordable homes
- Make any instance of homelessness brief and non-recurrent, aiming for functional zero homelessness
- Maximise environmental sustainability of homes
- Ensure good quality housing design, management and maintenance
- Reduce the number of empty homes
- Deliver the Local Plan and manage Development Control

- 7.4 The purpose of the report is to update on current measures and to give sight of future measures that are intended to become live during the lifespan of the Corporate Plan (2022-2026).

- 7.5 The SCC Corporate Plan Performance Report (appendix 3) covers performance up until September 2022 to align with the reporting of Financial Performance for period 6. This follows on from the last corporate performance reporting based on July 2022 data and information.
- 7.6 There are some exceptions where data is unavailable at this time either due to the collection periods for those KPIs, or due to these KPIs being newly introduced for the new corporate priorities and objectives (noted in 7.2 and 7.3) and therefore having actual and target data currently in development. KPIs in this state of development are articulated within the report at appendix 3. Data has been RAG rated against targets where applicable and compares our current position to the previous collection interval (i.e. monthly, quarterly, annually) where data is available.
- 7.7 A comprehensive review of KPIs has taken place to link the most appropriate data with the corporate objectives, to ensure strategic alignment. This means that there are some KPIs that have carried over from previous reports and some that are new; new KPIs are noted on appendix 3 at each applicable KPI.
- 7.8 Some KPIs have also been reintroduced post COVID-19 pandemic, as they were not reported during this timescale and data was not collected.
- 7.9 Corporate risk is noted within the report at appendix 3 and annotated against relevant KPIs to highlight the linkages between risk and performance. Aligning our corporate risks and performance enables a holistic approach to understanding and presenting the impact the council's highest risks may have on performance, and to allow for risk mitigation and planning to be informed by performance data.
- 7.10 The following table sets out those risks that are affiliated to KPIs. The KPIs with associated risks can be read throughout the SCC Corporate Plan Performance Report (appendix 3), the remaining corporate risks are overarching and therefore not linked to KPIs (1 – Covid-19 pandemic, 4 – Public services landscape, 5 – Workforce, 6 – a) Cyber security b) Data protection, 11 - LGA peer review of SEND & CWD, 15 – Southend Travel Partnership); the full risk register reference key can be found on SCC Corporate Plan Performance Report (appendix 3).

Corporate Risks associated with KPIs	
2 – Financial sustainability	13 – Adult social care
3 – Inflation and cost of living pressures	14 – Social cohesion
7 - Capital investment programme delivery	16 – Waste Management
8 – Safeguarding responsibilities and child welfare	17 – House building programme
	18 – Regeneration and major projects
9 – Mitigating for and adapting to climate change	19 – Visitor destination
10 – Health inequalities	20 – Economic recovery and income inequalities
12 – Housing	21 - Local Plan

- 7.11 The indicators currently showing as red on their RAG status, indicate that they are at risk of missing target. These indicators are highlighted on the SCC Corporate Plan Performance Report (appendix 3) by exception.
- 7.12 There are a mixture of Output and Outcome based KPIs within the Corporate Plan Performance Report.
- 7.13 Output measures are deliverables (i.e. a strategy) and are based on delivering and being accepted within the timescales set. These measures will have a percentage of completion noted against them for future reports to demonstrate progress; for this version of the report they are standardised as **On Target** or **Off Target** depending on the baseline state of the measure.
- 7.14 Outcome measures are based on having baseline data and targets to see how the council is performing against our agreed goals.
- 7.15 It is intended that Output measures will inform future Outcome based KPIs, so that the impact of previous key pieces of work are measured, to therefore understand the benefits realised for the council and to contribute towards ongoing performance management.
- 7.16 There are a range of KPIs within the Corporate Plan Performance Report that will become live in future years of the Corporate Plan. These KPIs are highlighting the intended pathway to measure performance against relevant corporate objectives and may be subject to change depending on the council's view of these measures and/or external drivers (i.e. changes in Central Government policy).

8 Other Options

- 8.1 The Council could choose to monitor its budgetary performance against an alternative timeframe, but it is considered that the current reporting schedule provides the appropriate balance to allow strategic oversight of the budget by members and to also formally manage the Council's exposure to financial risk. More frequent monitoring is undertaken by officers and considered by individual service Directors and the Council's Corporate Management Team (CMT) including the implementation of any necessary remedial actions.

9 Reasons for Recommendations

- 9.1 The regular reporting of Revenue and Capital Budget Monitoring information provides detailed financial information to members, senior officers and other interested parties on the financial performance of the Council. It sets out the key variances being reported by budget holders and the associated management action being implemented to address any identified issues.
- 9.2 It also informs decision making to ensure that the Council's priorities are delivered within the approved budget provision.

- 9.3 It is important that any adverse variances are addressed in order for the Council to remain within the approved budget provision or where this cannot be achieved by individual service management action, alternative proposals are developed, and solutions proposed which will address the financial impact. Members will have a key role in approving any actions if the alternative proposals represent significant changes to the service delivery arrangements originally approved by them.
- 9.4 The challenge of delivering a balanced financial outturn for 2022/23 is significant. Some positive improvement has been achieved from Period 4 to Period 6, but further urgent action is needed to try to reduce all non-essential expenditure and/or generate extra income. This priority must be achieved whilst ensuring that our most vulnerable residents are looked after appropriately, and our statutory responsibilities are effectively discharged. Improving efficiency and productivity is essential but the scale of the unprecedented financial pressures will inevitably lead to a reduction in the range, quality, cost and responsiveness of other discretionary Council services.

10 Corporate Implications

- 10.1 Contribution to the Southend City Council Corporate Plan (2022-2026) and the Southend 2050 Road Map

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

- 10.2 Financial Implications

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

- 10.3 Legal Implications

The report provides financial performance information. It is good governance and sensible management practice for the Council to consider monitoring information in relation to plans and budgets that it has adopted. Section 3 of the Local Government Act 1999 requires the Council as a best value authority to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". Monitoring of financial and other performance information is an important way in which that obligation can be fulfilled.

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

10.4 People Implications

As various mitigating actions are worked through for 2022/23 and also consideration of options for 2023/24 there is likely to be an impact on staffing. As and when these are assessed they will be taken through the necessary and appropriate Council procedures and governance routes.

10.5 Property Implications

There will be an impact on the Civic Centre with the closure of the top five floors and a potential impact on other administrative and operational businesses through the review of service offer, asset rationalisation considerations and the potential closure and/or realignment of opening and closing times.

10.6 Consultation

Engagement has already been made with staff, cabinet members and with all councillors and this will continue as options to mitigate the forecast overspending for 2022/23 are progressed as well as the development of options for delivering a robust balanced budget for 2023/24.

10.7 Equalities and Diversity Implications

Some of the actions may have equality and diversity implications and these will be considered as part of our normal equalities impact assessments.

10.8 Risk Assessment

Sound budget monitoring processes underpin the Council's ability to manage and mitigate the inherent financial risks associated with its budget, primarily caused by the volatility of service demand, market supply and price. The unprecedented levels of inflationary cost pressures and service demand experienced across almost every aspect of the Council's operations are adding significant risk to its future financial sustainability. This challenge is replicated across most upper tier local authorities right across the country.

The primary mitigation lies with the expectation on CMT and Directors to continue to take all appropriate action to keep costs down and to optimise income opportunities. All adverse variances have required the development of remedial in year savings plans and appropriate spending reductions wherever possible. The ultimate back-stop mitigation would be to draw on reserves to rebalance the budget, but this will only be done at year end and will only be considered should all other in year measures fail.

With the likely scale of funding pressures and future resource reductions continuing, it is important that the Council holds a robust position on reserves and maintains the ability to deal positively with any issues that arise during this and future financial years.

10.9 Value for Money

The approved budget reflects the Council's drive to improve value for money and to deliver significant efficiencies and improved productivity in the way it operates. Monitoring the delivery of services within the budget helps to highlight areas of concern and to assist in the achievement of improved value for money.

10.10 Community Safety Implications

There may be impacts arising from options developed and the full impact on Community Safety will be considered.

10.11 Environmental Impact

The various options may have an environmental impact but again these will be fully assessed before any specific action is taken and also the difficult financial position may make investment more difficult to support our climate change aspirations.

11 Background Papers

Approved 2022/23 Budget – Report to Council 24 February 2022

Medium Term Financial Strategy 2022/23 – 2026/27

Resourcing Better Outcomes – Finance and Corporate Performance Report – July 2022-23 – Period 4

12 Appendices

Appendix 1 Period 6 – September 2022 Revenue Budget Performance 2022/23

Appendix 2 Period 6 – September 2022 Capital Investment Programme Performance 2022/23

Appendix 3 SCC Corporate Plan Performance Report – Period 6: September 2022

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Appendix 1

Budget Monitoring & Reporting 2022/2023

Period 06 - September 2022 Revenue Budget Performance

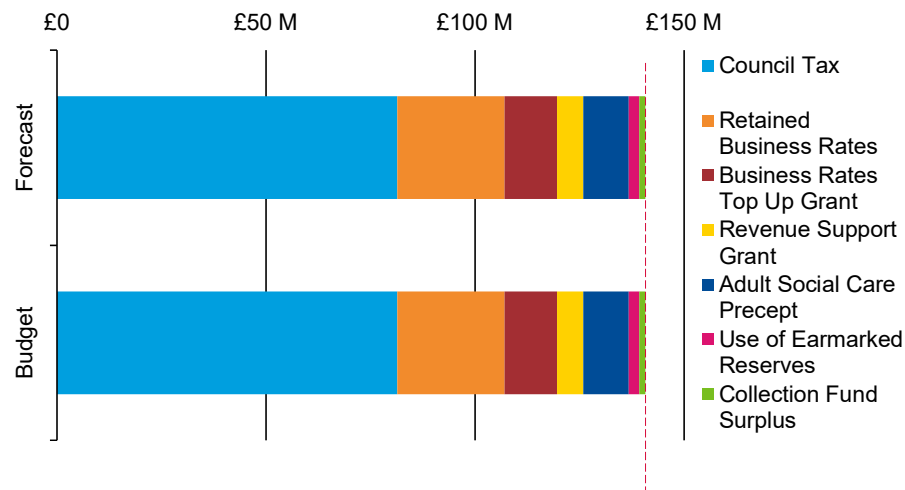
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Summary

Last Reported Variance £M	Portfolio	Revised Budget £M	Forecast Outturn £M	Variance £M
0.367	Leader: Corporate Matters and Performance Delivery	20.089	20.337	0.248
1.261	Deputy Leader (May-Oct): Environment, Culture and Tourism	11.359	12.398	1.039
2.253	Deputy Leader (Nov-May): Public Protection	14.423	16.011	1.588
2.178	Adult Social Care & Health Integration	45.708	48.389	2.681
0.792	Asset Management and Inward Investment	4.343	5.007	0.664
6.619	Children and Learning and Inclusion	33.801	40.291	6.490
(0.229)	Economic Recovery, Regeneration and Housing	3.587	2.857	(0.730)
1.242	Highways, Transport and Parking	0.922	1.946	1.024
14.483		134.232	147.236	13.004
0.000	Corporate Budgets	20.411	20.411	0.000
14.483		154.643	167.647	13.004
0.000	Contribution to / (from) earmarked reserves	(1.641)	(1.641)	0.000
0.000	Revenue Contribution to Capital	0.418	0.418	0.000
0.000	Non Service Specific Grants	(12.679)	(13.579)	(0.900)
14.483	TOTAL	140.741	152.845	12.104
0.000	Funding (including Collection Fund)	(138.241)	(138.241)	0.000
0.000	Planned contributions from reserves	(2.500)	(2.500)	0.000
14.483		0.000	12.104	12.104

Sources of funding (£s)



34

It has been quite a turbulent series of events nationally, since our Period 4 Monitoring Report was developed at the end of July 2022. It began with the sad passing of Her Majesty, Queen Elizabeth II who was Britain's longest serving monarch. For over 70 years her dedication to public duty was recognised with huge respect and tributes which celebrated her life and contribution. Powerful messages and positive testimonials from right across the country and the rest of the world were shared.

A new Prime Minister was unveiled, a new Chancellor was appointed and a mini-budget was announced. The reaction from the Financial Markets and the response from the Bank of England resulted in the removal of the new Chancellor after only 38 days in the role. A new Chancellor was then appointed, who effectively reversed the majority of the mini-budget's economic growth tax cutting policy intentions and then the resignation of the Prime Minister followed, after only 44 days in post. A new Prime Minister was confirmed on 25th October. An unprecedented sequence of events, against the backdrop of huge international economic challenges, the war in Ukraine, massive increases in energy prices, Government borrowing at an all time high, inflation running at over 10% and increasing interest rates.

From a public sector (and Southend-on-Sea) perspective, we have become accustomed to dealing with uncertainty and responding to a crisis, but the current combination of factors, together with the significant increasing of local demand (fuelled by post pandemic and 'cost of living' concerns) is creating financial and sustainability pressures at levels never experienced by the sector before. More challenging than the aftermath of the financial crash and the 'austerity years' that followed from 2010. Grant Thornton published a press release in September 2022, suggesting that 1 in 6 Local Authorities could run out of cash in 2023/24. The new Chancellor has not announced a Comprehensive Spending Review for Local Government but originally committed to releasing a 'Fiscal Statement' on 31st October 2022. It has now been confirmed that this Statement has been delayed until 17th November 2022. The content of this Statement and supporting information should provide some insight into Central Government's future 'tax, spending and borrowing' plans, particularly for 2023/24.

Southend-on-Sea's financial position and forecast outturn for 2022/23 remains a major concern despite the forecast improvement from Period 4 to Period 6 of around £2.3M. To reduce our revised forecast overspending of £12.104 million further will require some very difficult choices and decisions to be made now and in the future. This report provides an insight into the key spending pressures that are continuing and what action is being taken. A positive is the estimated £900,000 net additional grant that we have received from the Government to help support our local response to the Ukrainian and Afghanistan refugee crisis. The costs associated with our local support for these people are included across the range of Council Services.

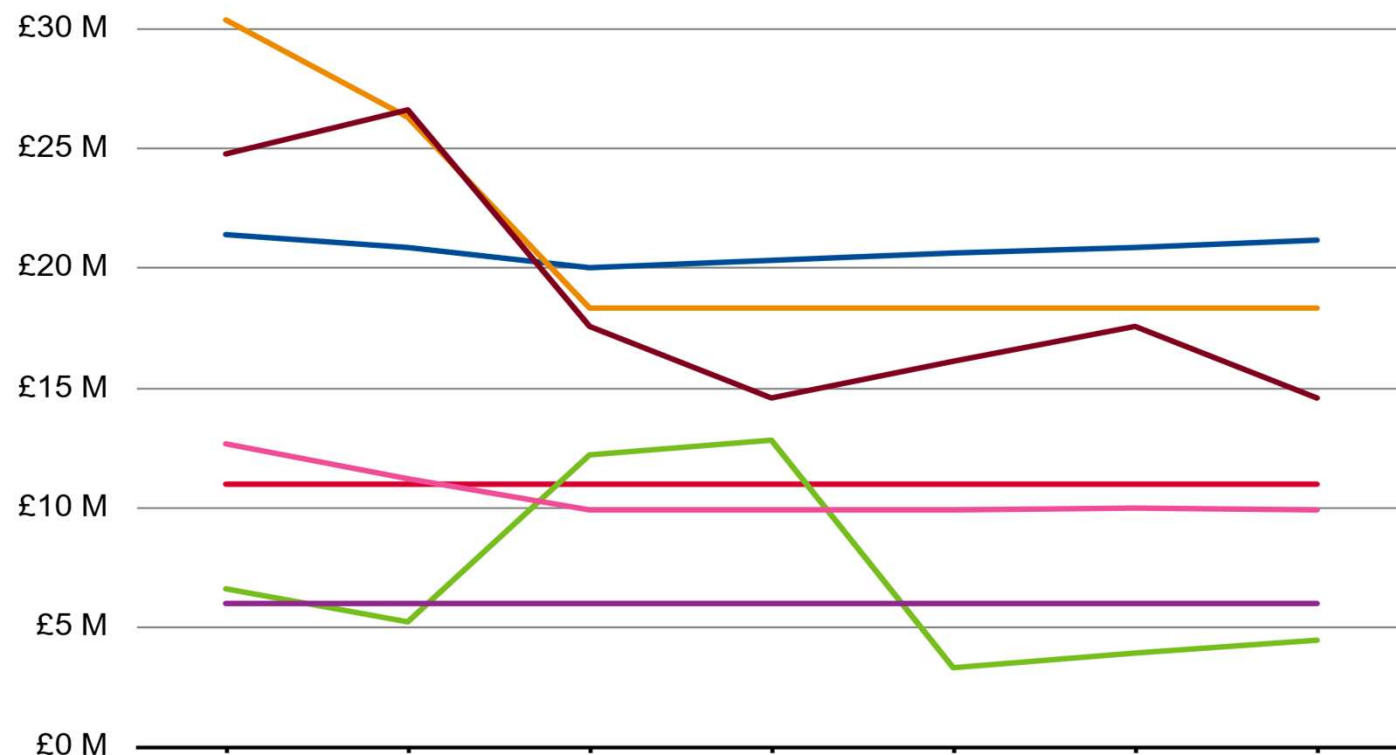
Work is continuing to try and improve the Council's financial position and an updated Period 8 forecast outturn report will be presented to Cabinet in January 2023.

Reserves

The Council maintains General Fund reserves at £11.0M in line with the Medium Term Financial Forecast. This provides a working cashflow balance and allows a degree of financial security in the case of unexpected events or emergencies.

In addition, Earmarked Reserves are set aside to fund future projects and to mitigate specific risk. The level of these reserves will fluctuate as grants are received, risk is realised and projects progress.

The fall in grant and service reserve balances from 2020-21 to 2022-23 broadly reflects the use of additional funding received in relation to COVID-19. The forecast outturn for 2022/23 has not been reflected in our Reserves position at this time.

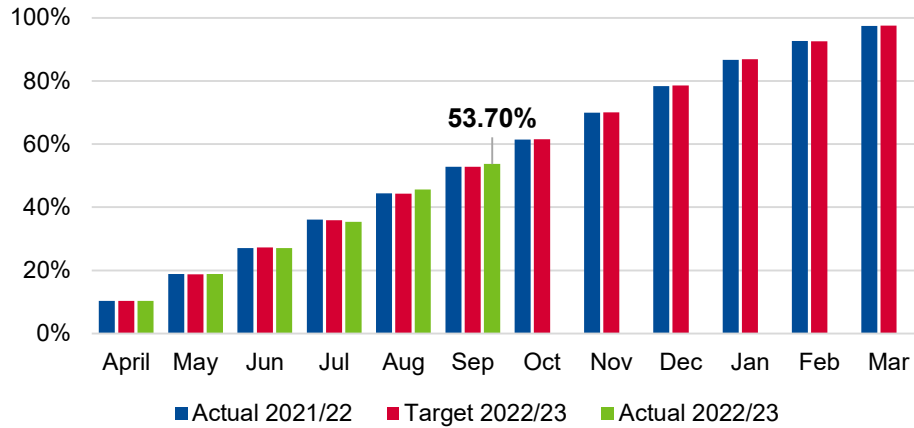


Reserves in £M	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
General Reserves	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Capital Reserves	6.6	5.2	12.2	12.8	3.3	3.9	4.5
Corporate Reserves	21.4	20.9	20.0	20.3	20.6	20.9	21.2
Grant Reserves	30.4	26.3	18.3	18.3	18.3	18.3	18.3
Insurance Reserves	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Service Reserves	12.7	11.2	9.9	9.9	9.9	10.0	9.9
Technical Reserves*	24.8	26.6	17.6	14.6	16.1	17.6	14.6
	112.9	107.2	95.0	92.9	85.2	87.7	85.5

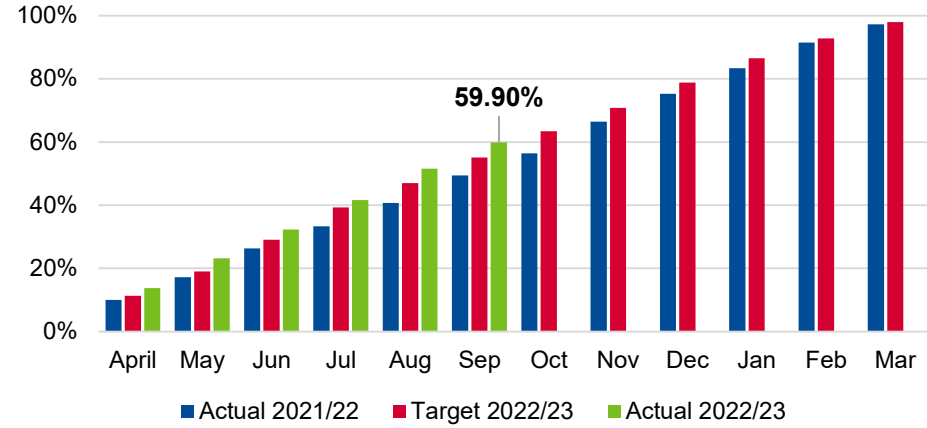
* Technical Reserves are held to even out the Council's finances and reduce in year volatility

Collection Rates

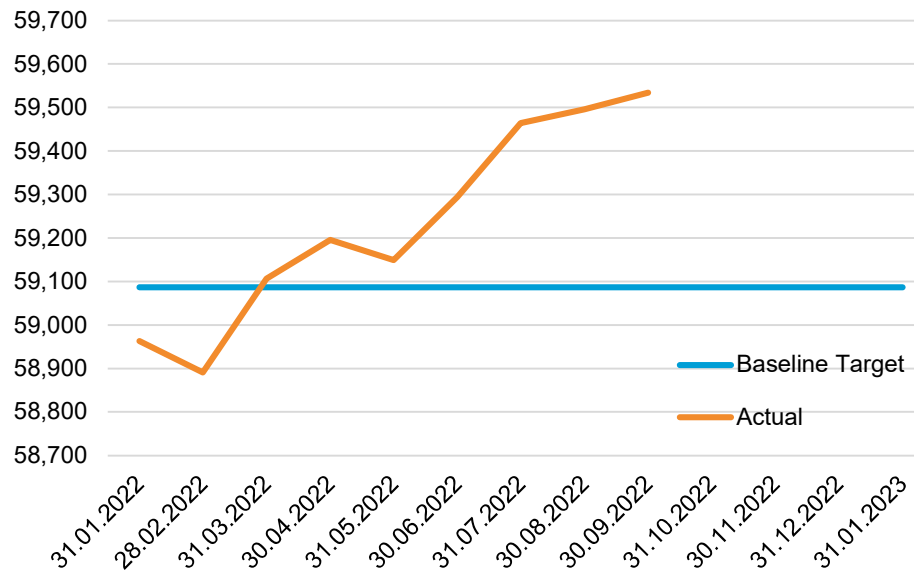
Council Tax Collection



Business Rates Collection



Council Tax Base



The Council Tax Base has increased by circa 448 Band D equivalents since the baseline was set for this financial year. This is primarily due to 225 additional properties added, an increase of 55 since we last reported in July 2022. The decrease of the Council Tax Reduction (CTR) that is applied to accounts continues, with the caseload now nearing a pre-Covid position.

Council Tax collection is 0.9% (£1.004M) above target for the current year and 2.9% (£0.287M) lower than target for arrears.

Business rates in year collection is 4.8% (£1.934M) above target & arrears 4.6% (£0.132M) below target.

Leader: Corporate Matters and Performance Delivery

7.35%

of Total Gross Revenue
Service Budget

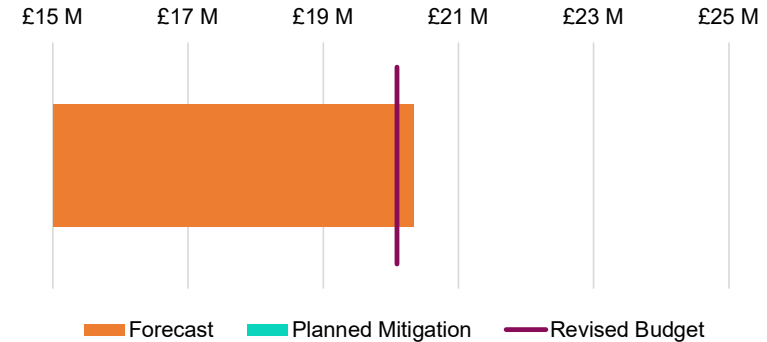
£0.2M

Forecast Adverse Variance

1.23%

Variance as % of Net Portfolio
Service Budget Envelope

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
(0.054)	Audit	0.781	0.701	(0.080)
0.026	Civic Affairs	0.965	1.011	0.046
(0.200)	Corporate Budget and Resources Planning	0.618	0.418	(0.200)
(0.050)	Corporate Planning and Strategic Direction	3.083	2.977	(0.106)
0.028	Council Tax and Business Rates	0.358	0.189	(0.169)
(0.101)	Customer Contact	1.711	1.607	(0.104)
0.350	Digital and Technology	4.192	4.523	0.331
0.003	Emergency Planning	0.229	0.213	(0.016)
0.092	Human Resources	1.921	2.188	0.267
(0.186)	Learning and Workforce Development	0.908	0.720	(0.188)
0.186	Legal Services, Land Charges & Democratic Services	2.101	2.295	0.194
0.124	Other Services	1.034	1.158	0.124
0.149	Performance Delivery	2.188	2.337	0.149
0.367		20.089	20.337	0.248
0.531	Gross Expenditure	24.420	24.880	0.460
(0.164)	Gross Income	(4.331)	(4.543)	(0.212)
0.367		20.089	20.337	0.248



38

The forecast includes an estimated pay award pressure of £346,000 based on the National Employers current offer for 2022.

The position being forecast for Council Tax and Business Rates has improved due to receipt of new burdens funding (£95,000) for administering the Council Tax Energy Rebate of £150, the costs of which were included in the Period 4 forecast, and a reduction in the fee charged for court summons, from £3.00 to 50p, estimated to be a benefit of £25,000. Alongside this the level of income received for court fees has improved, in Period 4 a shortfall of £30,000 was forecast and we are now estimating a surplus of £55,000.

The financial benefit of the decision to implement a recruitment freeze for all non-critical staff means the forecast underspends on staffing vacancies have increased, this is reflected in changes to the expected underspends in Audit, Corporate Planning & Strategic Direction, Customer Contact and Emergency Planning.

The forecast variance on Human Resources has increased due to the costs of delivering work where the income of £155,000 has been fully recognised in the previous financial year. This is a one-off pressure.

The expected pressure on Civic Affairs has risen by £20,000 due to an increase in the number of Mayoral visits taking place and the associated Chauffeur related costs. Overall the financial performance of this portfolio of services has improved slightly from Period 4's forecast.

Deputy Leader (May-Oct): Environment, Culture and Tourism

5.00%

of Total Gross Revenue
Service Budget

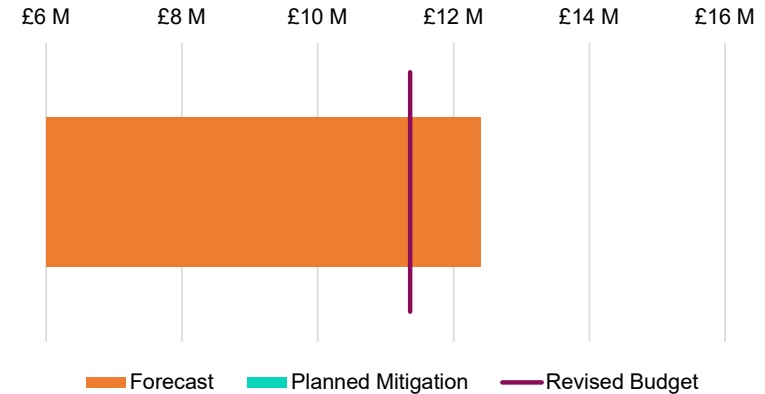
£1.0M

Forecast Adverse Variance

9.15%

Variance as % of Net Portfolio
Service Budget Envelope

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
0.000	All matters relating to trees, plants, grass verges and other flora	0.559	0.434	(0.125)
0.033	Climate Change, Renewable energy and Energy Saving	0.095	0.150	0.055
0.025	Marketing (Place Branding/Tourism)	0.334	0.436	0.102
0.596	Museums and Galleries, Theatres and Libraries	4.087	4.718	0.631
0.483	Parks and Open Spaces, Grounds Maintenance	4.663	4.937	0.274
0.256	Pier and Foreshore	0.414	0.704	0.290
(0.318)	Planning Policy and Planning Control, Building Control	0.923	0.509	(0.414)
0.019	Sea and Foreshore Defences	0.401	0.461	0.060
0.166	Sport Development	(0.117)	0.049	0.166
1.260		11.359	12.398	1.039
1.525	Gross Expenditure	16.624	17.882	1.258
(0.265)	Gross Income	(5.265)	(5.484)	(0.219)
1.260		11.359	12.398	1.039



39

The forecast includes an estimated pay award pressure of £253,000 based on the National Employers current offer for 2022.

£659,000 of the reported overspend is driven by utility costs (across Museums and Galleries, Theatres and Libraries and Pier and Foreshore) where it is anticipated that electricity prices will be double the 2021/22 actual costs and gas will be treble the 2021/22 actual costs. There are also pressures from the cost of the water fountains on the seafront and the revenue cost of maintaining ageing assets such as the Cliff Lift.

There is a £154,000 overspend arising from the under recovery of income on the Fusion contract this financial year. Cabinet approved the reprofiling of this income, to now be received in 2023/24.

Maintenance works to trees on the highway is £125,000 lower than anticipated, although any potential storms through the winter may result in a surge in tree maintenance costs.

The Parks and Grounds Maintenance services are experiencing inflationary pressures of approximately £230,000 for fuel and utilities, as well as a reduction in income from 3rd parties and an increase in vehicle and machine hiring costs however some of this is being offset by holding staffing vacancies.

A number of large Building Control and Development Control fees have been received by the department in the first 6 months of the year which will require work throughout the remainder of 2022/23. Some additional resource may be required to support the processing and delivery of the applications due to their complexity. This additional income is the main contributing factor behind the slightly improved forecast outturn now being reported.

Deputy Leader (Nov-May): Public Protection

5.60%

of Total Gross Revenue
Service Budget

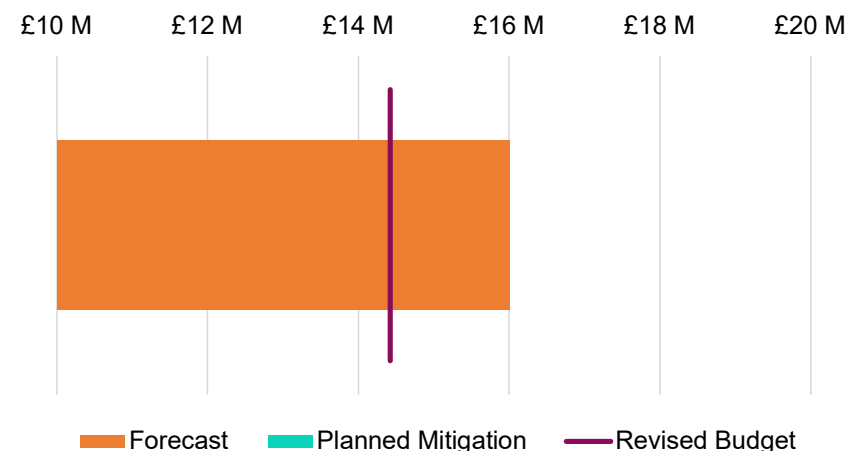
£1.59M

Forecast Adverse Variance

11.01%

Variance as % of Net Portfolio
Service Budget Envelope

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
0.906	Cemeteries, Crematoria and Bereavement Services	(1.616)	(1.064)	0.552
(0.050)	Cleansing of highways and public realm	1.821	1.735	(0.086)
0.093	Closed Circuit Television	0.489	0.603	0.114
0.009	Community Safety	0.917	0.857	(0.060)
0.000	Public Toilets	0.532	0.542	0.010
0.008	Registration Services	(0.086)	(0.056)	0.030
0.063	Regulatory services	1.214	1.219	0.005
0.002	Town Centre Management	0.130	0.133	0.003
1.222	Waste collection, disposal, management, recycling & sanitation	11.022	12.042	1.020
2.253		14.423	16.011	1.588
1.442	Gross Expenditure	18.614	19.700	1.086
0.811	Gross Income	(4.191)	(3.689)	0.502
2.253		14.423	16.011	1.588



40

The forecast includes an estimated pay award pressure of £92,000 based on the National Employers current offer for 2022.

The cremators at the crematorium are due to be refurbished towards the end of 2022. Significant work has been undertaken to review the planning of this work in order to minimise disruption to our service offer and to reduce the impact on income that could be generated (forecasting an income shortfall of £270,000 for the year). The revised programme is estimated to minimise the income loss predicted at Period 4 and is the major reason behind the improved forecast outturn at Period 6. The service continues to be significantly affected by the increase in utility costs and an estimated pressure of around £170,000 is forecast by the end of the financial year.

Household waste tonnage levels increased during the pandemic and have generally remained at those levels throughout 2022/23 so far. Increased residual waste volumes come with an increased cost, unlike recycling tonnage and it is estimated that the financial implication of this will be approximately £1.0M this year. There has been an estimated improvement from Period 4 but this is a particularly volatile and difficult area to predict. The importance to encourage all residents and businesses to do more to recycle and minimise the levels of residual waste remains a major priority.

Adult Social Care & Health Integration

25.88%

of Total Gross Revenue
Service Budget

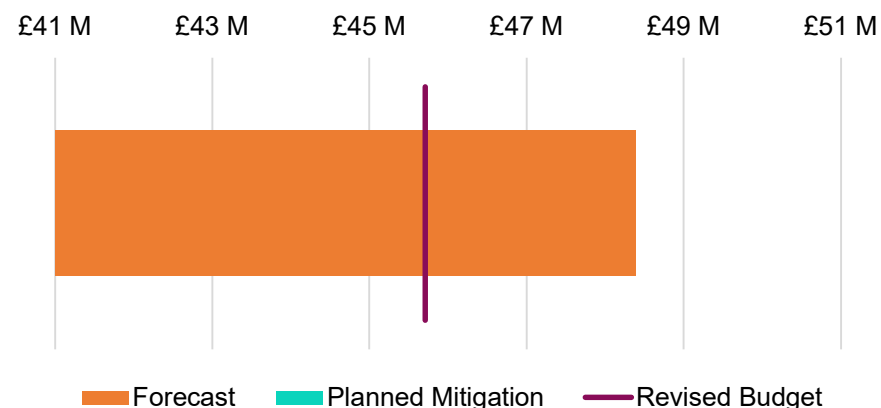
£2.7M

Forecast Adverse Variance

5.87%

Variance as % of Net Portfolio
Service Budget Envelope

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
1.434	Adult Social Care	35.268	37.363	2.095
(0.005)	Commissioning	5.543	5.494	(0.049)
0.742	Mental Health Services	4.469	5.098	0.629
0.000	Public Health	0.223	0.223	0.000
0.000	Community Cohesion and community assets	0.016	0.016	0.000
0.001	Drugs and Alcohol Service	0.000	0.000	0.000
0.006	Domestic Abuse (Social Aspects)	0.189	0.195	0.006
2.178		45.708	48.389	2.681
41				
1.439	Gross Expenditure	86.025	87.619	1.594
0.739	Gross Income	(40.317)	(39.230)	1.087
2.178		45.708	48.389	2.681



The forecast includes an estimated pay award pressure of £274,000 based on the National Employers current offer for 2022.

The financial pressure previously highlighted at Period 4 has increased by an estimated £500,000, due to an updated assessment of the forecast cost of care packages for 2022/23. This equates to an estimated £2.1M overspend for the year, which is being driven by statutorily required levels of care and support for our residents.

The forecast cost of placements where a person has transitioned from Children's Services or an Educational placement is also contributing a further pressure of around £600,000. There are however some positive indications that this cost pressure can be reduced through earlier interventions by operational colleagues and work continues to ensure that the forecast is as robust as it can be and this will be kept under regular review.

Inflationary pressures from the market also continue to drive up average placement costs in residential settings in particular as a result of the cost of living crisis. Other cost pressures include increased demand following the pandemic, we are experiencing more complex cases and thus more costly packages are now being required. Finally there were some savings proposals originally built into the 2022/23 budget which are now not forecast to be delivered this financial year, this is contributing a further £250,000 pressure. The worsening financial performance and increased demand pressure from Period 4 on this core statutory service area is a major concern.

Asset Management and Inward Investment

2.83%

of Total Gross Revenue
Service Budget

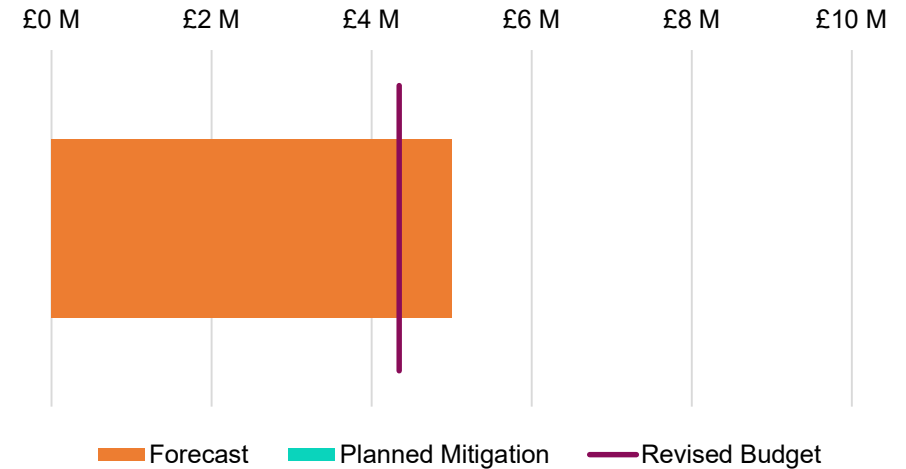
£0.7M

Forecast Adverse Variance

15.29%

Variance as % of Net Portfolio
Service Budget Envelope

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
(0.091)	Asset Management	0.677	0.434	(0.243)
0.016	Corporate Procurement	1.001	1.004	0.003
0.192	Financial Services (including Insurance etc.)	2.567	2.753	0.186
0.000	Home to School Transport Contract	1.438	1.438	0.000
0.675	Property and Commercial	(1.340)	(0.622)	0.718
0.792		4.343	5.007	0.664
1.606	Gross Expenditure	9.415	10.878	1.463
(0.814)	Gross Income	(5.072)	(5.871)	(0.799)
0.792		4.343	5.007	0.664



The forecast includes an estimated pay award pressure of £124,000 based on the National Employers current offer for 2022.

The financial benefit of the decision to implement a recruitment freeze for all non-critical staff means the forecast underspend on staffing vacancies has increased within the Asset Management team.

The pressure in Property and Commercial has increased due to the recognition of Business Rates and other continued costs associated with sites which are no longer operational, e.g. Delaware House and Avro Viking Centre. Overall this portfolio of services are showing an improvement in their financial performance, compared to what was reported at Period 4.

Children and Learning and Inclusion

29.79%

of Total Gross Revenue
Service Budget

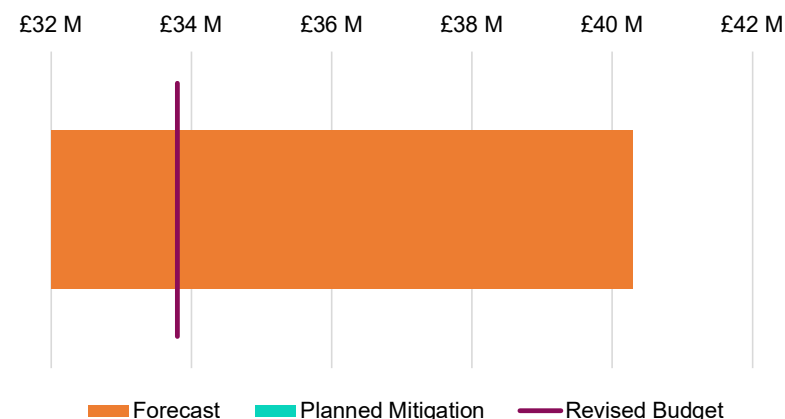
£6.5M

Forecast Adverse Variance

19.20%

Variance as % of Net Portfolio
Service Budget Envelope

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
0.000	Adult and Community Learning	0.069	0.069	0.000
0.335	Children with a special educational need and disability (SEND)	2.466	2.810	0.344
0.002	Children's Safeguarding	0.079	0.080	0.001
6.201	Children's Services	25.316	31.575	6.259
0.105	Family Centre, Early Years and Childcare	2.188	2.179	(0.009)
(0.020)	Schools, Education and Learning	1.189	1.068	(0.121)
(0.030)	Youth and Connexions	0.945	0.942	(0.003)
0.025	Youth Offending Service	1.549	1.568	0.019
6.618		33.801	40.291	6.490
7.420	Gross Expenditure	99.042	106.163	7.121
(0.802)	Gross Income	(65.241)	(65.872)	(0.631)
6.618		33.801	40.291	6.490



43

The forecast includes an estimated pay award pressure of £366,000 based on the National Employers current offer for 2022.

The financial forecast pressure continues as highlighted in the Period 4 report to end of July 2022, and has remained broadly the same forecast position for Period 6 to the end of September 2022.

In addition to the expected increase in External Foster Care Placements the opening periods of 2022/23 have also seen further reliance on Residential Care Placements, including some very new and high cost complex placements. The external residential care market is also short of supply and this is increasing the prices paid by all local authorities for the price of Residential Care, a problem being experienced nationwide.

There are also some very high cost and complex placements within the Care Leaver provision, where these cases have transitioned from previous Residential Care placements.

Placement costs are the main causes of this overspend. Work is being undertaken to seek to reduce these costs where possible and safe for the child, including working with Health where a child's needs can meet assessment for Health Contributions.

Work continues on building and sustaining capacity within the Inhouse foster care provision and to engage regionally with the risks to the costs of the Care Market.

Other financial pressures within Children Services for 2022/23 are present, and this includes continued reliance on temporary agency staff to cover critical social work or operational posts. There are also smaller pressures on Unaccompanied Asylum Seeking Children placements where the young adults have now turned 18 and Home Office support funding reduces and the cost of placements supporting children with disabilities.

Economic Recovery, Regeneration and Housing

19.89%

of Total Gross Revenue
Service Budget

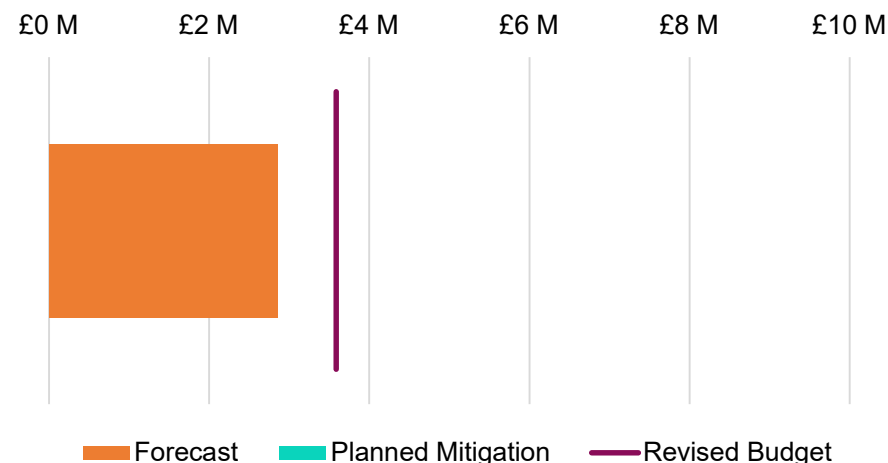
(£0.7M)

Forecast Favourable Variance

-20.35%

Variance as % of Net Portfolio
Service Budget Envelope

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
(0.100)	Homelessness and Rough Sleeping	0.360	(0.058)	(0.418)
(0.085)	Housing Benefit	1.625	1.467	(0.158)
0.042	Housing Management	0.070	0.095	0.025
(0.057)	Housing Strategy	0.459	0.380	(0.079)
(0.025)	Private sector housing standards and grants	0.530	0.487	(0.043)
0.000	Queensway Development	0.000	0.000	0.000
(0.003)	Regeneration and Business Growth	0.543	0.486	(0.057)
(0.228)		3.587	2.857	(0.730)
(0.121)	Gross Expenditure	66.128	66.278	0.150
(0.107)	Gross Income	(62.541)	(63.421)	(0.880)
(0.228)		3.587	2.857	(0.730)



The forecast includes an estimated pay award pressure of £136,000 based on the National Employers current offer for 2022.

The financial benefit of the decision to implement a recruitment freeze for all non-critical staff means the forecast underspends on staffing vacancies within Housing Benefit have increased by £50,000. There is also some additional income expected from charges to Essex County Council for administration of their Essential Living Fund.

A number of positions in the housing team have been difficult to fill and as a result there are underspends within the service due to the issues surrounding recruitment. Some agency staff have been brought in to backfill roles where appropriate but a number of these roles have now been appointed to permanently in-year. The biggest financial improvement from the Period 4 report has been the confirmation of the use of the Homelessness Prevention Grant to directly fund a proportion of core base budget staffing for 2022/23. Despite significant pressure on this portfolio of services, they are continuing to make a vital contribution to reducing the overall forecast overspend for the Council in 2022/23.

Highways, Transport and Parking

3.66%

of Total Gross Revenue
Service Budget

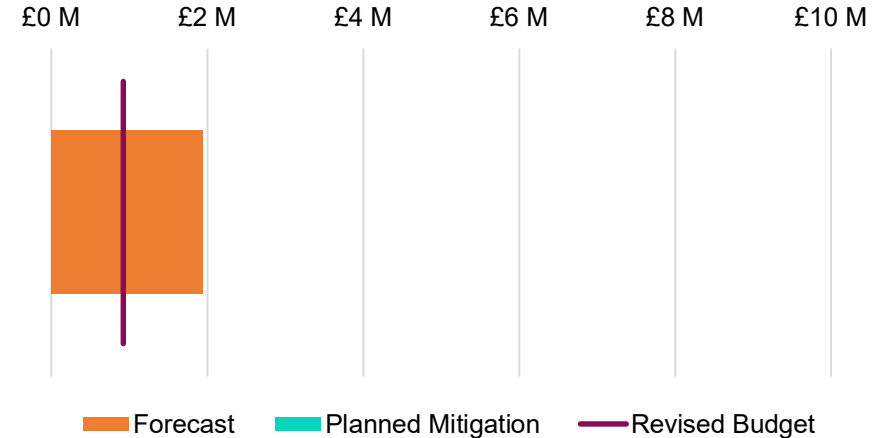
£1.0M

Forecast Adverse Variance

111.06%

Variance as % of Net Portfolio
Service Budget Envelope

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
0.389	Car parks and all car parking matters	(7.601)	(7.148)	0.453
0.000	Concessionary Fares	2.939	2.789	(0.150)
0.000	Engineering (Bridges and Structures)	0.051	0.041	(0.010)
0.580	Highways (including maintenance)	3.819	4.446	0.627
0.019	Highways and Transport	(0.344)	(0.379)	(0.035)
(0.005)	Passenger Transport / Vehicle Fleet	0.328	0.386	0.058
0.152	Public Transport	0.072	0.192	0.120
0.108	Transport (including Transport Policy and Licensing)	1.658	1.619	(0.039)
45	1.243	0.922	1.946	1.024
1.243	Gross Expenditure	12.170	13.272	1.102
0.000	Gross Income	(11.248)	(11.326)	(0.078)
1.243		0.922	1.946	1.024



The forecast includes an estimated pay award pressure of £91,000 based on the National Employers current offer for 2022.

Parking income remains on target this year, in part due to the warm dry weather we have experienced which has brought tourists and residents to our beaches. The transition to payments by phone and card instead of cash continues to increase. These significant volume changes began just after the pandemic and these transaction methods are resulting in additional card processing costs. Security costs at the University Square car park also continue to bring a budget pressure.

The majority of the pressure in Highways (including maintenance) relates to the utility costs for street lighting. We undertook a significant conversion programme to LED which has reduced the amount of energy consumed otherwise this pressure would have been even greater.

Security and utilities costs continue to bring cost pressures at the Travel Centre in Chichester Road and the impact of this is currently under review.

Concessionary Fares payments are based on actual usage and due to the reduction in journeys post-pandemic our financial contribution is now forecast to reduce. This analysis has now been completed for Period 6 and is a significant contribution to the slightly improved forecast outturn now being reported for 2022/23.

Housing Revenue Account

£0.3M

Forecast Adverse Variance

1.1%

Variance as % of Gross Operating Expenditure

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
0.500	Gross Expenditure	27.908	27.908	0.000
0.300	Gross Income	(30.447)	(30.147)	0.300
0.800	NET OPERATING EXPENDITURE	(2.539)	(2.239)	0.300
0.000	Revenue Contribution to Capital	8.309	8.309	0.000
(0.800)	Contribution to / (from) Earmarked Reserves	(5.770)	(6.070)	(0.300)
0.000	TOTAL	0.000	0.000	0.000

HRA Reserves 2022/23	Opening Balance	Forecast Movement	Closing Balance
Capital Investment Reserve	25.3	(8.0)	17.3
Major Repairs Reserve	8.0	4.1	12.0
Repairs Contract Pension Reserve	0.7	0.1	0.8
HRA Reserve	3.5	0.0	3.5
HRA Reserves Total	37.5	(3.9)	33.6

Inflationary pressures being experienced within the construction sector are escalating to unprecedented levels right across the UK, the south east of England is being particularly adversely affected. This is compounded by declining availability of materials and the shortage of specialist skills.

All contractors and key suppliers delivering services to South Essex Homes have been forced to respond to these market forces and in order to maintain services at a viable level have increased their charges accordingly. Another major challenge is that due to the current climate the market for repairs and maintenance contractors nationally is shrinking with procurement of new arrangements receiving either no bids being submitted or bids being inflated to unprecedented high levels.

We have an obligation to ensure people are kept safe, receive the support they need, and to discharge our statutory and regulatory obligations in a climate where financial resources continue to be pressurised. As reported at Period 4 it is anticipated that the inflation pressure on our repairs and maintenance contract will be approximately £0.5M higher in 2022/23. This budget increase to £27.908M was agreed as part of the Period 4 report and this will be funded from HRA reserves. Analysis of all requirements will continue in an attempt to assess if any reductions to the programme can be made without compromising the safety of our tenants and ensure that we continue to meet our statutory requirements.

The outstanding £0.3M pressure is in respect of the anticipated rent loss on a number of void properties, mainly at Queensway. This forecast is based on the properties that are currently void in Queensway, and it is likely to increase as tenants move out and we continue to hold them vacant as we prepare for the new major development. Significant pressures relating to energy costs incurred by South Essex Homes, in effect on behalf of our tenants has also been highlighted. A separate report elsewhere on this Cabinet agenda will consider the implications of this. Some pressures are also emerging around rent and service charge collection rates, given the cost of living pressures on tenants. South Essex Homes are continuing to provide advice and support wherever possible.

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



Budget Monitoring & Reporting 2022/23

Period 6 – September 2022 Capital Investment Programme Performance



Capital Investment Programme Performance Report

1. Overall Budget Performance by Investment Area

The revised Capital budget for the 2022/23 financial year which includes all changes agreed at September 2022 Cabinet is as follows:

Schemes	Revised Budget 2022/23 £'000
Total Schemes Delivered by General Fund (excluding those Funded by the Levelling Up Fund)	58,408
Total Schemes Delivered by General Fund Funded by the Levelling Up Fund	8,943
Total Schemes Delivered by Housing Revenue Account	6,633
Total Schemes Delivered by Subsidiary Companies and Joint Ventures	19,749
Total Capital Programme	93,733

Actual capital spend as at 30th September 2022 is £25.033 million representing approximately 27% of the revised budget. This is shown in section 5. (Outstanding creditors totalling £0.618 million have been removed from this figure).

The expenditure to date has been projected to year end and the outturn position is forecast to reflect the Project Manager's realistic expectation. This is broken down by type of investment area on the following pages.

Total Schemes Delivered by General Fund

Investment Area	Revised Budget 2022/23	Outturn to 30th September 2022	Current Variance to 30th September 2022	Expected outturn 2022/23	Latest Expected Variance to Revised Budget 2022/23	Amended Budget 2023/24 to 2026/27
	£'000	£'000	£'000	£'000	£'000	£'000
General Fund Housing	1,160	324	(836)	900	(260)	4,285
Social Care	263	1,126	863	1,126	863	263
Schools	2,026	471	(1,555)	1,828	(198)	6,958
Enterprise & Regeneration	11,646	3,774	(7,872)	10,526	(1,120)	11,120
Southend Pier	6,716	1,101	(5,615)	1,783	(4,933)	9,733
Culture & Tourism	593	111	(482)	660	67	0
Community Safety	784	315	(469)	784	0	0
Highways & Infrastructure	23,194	8,122	(15,072)	22,919	(275)	25,652
Works to Property	7,790	865	(6,925)	5,158	(2,632)	7,836
Energy Saving	572	111	(461)	516	(56)	256
ICT	3,132	1,557	(1,575)	2,942	(190)	1,260
S106/S38/CIL	532	225	(307)	532	0	201
Total	58,408	18,102	(40,306)	49,674	(8,734)	67,564

Total Schemes Delivered by General Fund – Funded by the Levelling Up Fund

Investment Area	Revised Budget 2022/23	Outturn to 30th September 2022	Current Variance 30th September 2022	Expected outturn 2022/23	Latest Expected Variance to Revised Budget 2022/23	Amended Budget 2023/24 to 2026/27
	£'000	£'000	£'000	£'000	£'000	£'000
Enterprise & Regeneration	8,943	501	(8,442)	1,918	(7,025)	21,727
Total	8,943	501	(8,442)	1,918	(7,025)	21,727

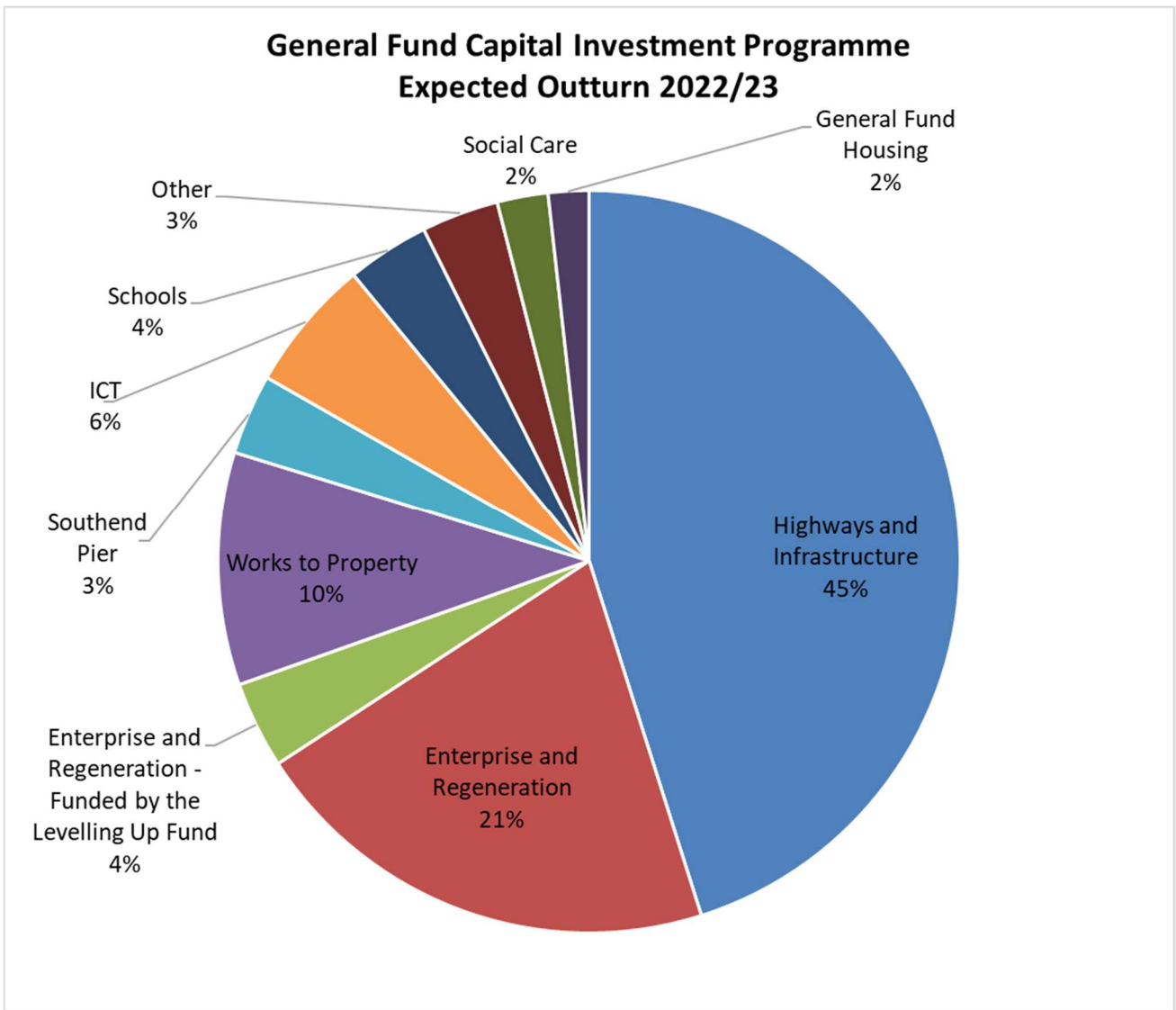
Total Schemes Delivered by Housing Revenue Account

Investment Area	Revised Budget 2022/23	Outturn to 30th September 2022	Current Variance to 30th September 2022	Expected outturn 2022/23	Latest Expected Variance to Revised Budget 2022/23	Amended Budget 2023/24 to 2026/27
	£'000	£'000	£'000	£'000	£'000	£'000
Council Housing New Build Programme	1,598	462	(1,136)	1,598	0	10,392
Council Housing Acquisitions Programme	4,156	1,919	(2,237)	4,056	(100)	3,773
Council Housing Refurbishment – Disabled Adaptations	879	151	(728)	879	0	1,546
Total	6,633	2,533	(4,100)	6,533	(100)	15,711

Total Schemes Delivered by Subsidiary Companies, Joint Ventures and Partners

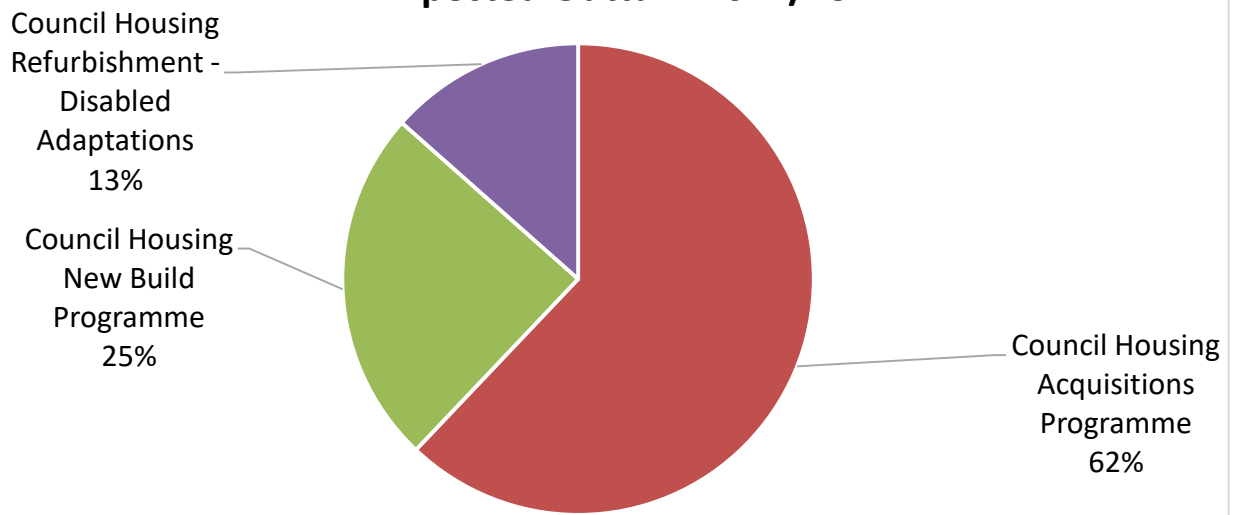
Investment Area	Revised Budget 2022/23	Outturn to 30th September 2022	Current Variance to 30th September 2022	Expected outturn 2022/23	Latest Expected Variance to Revised Budget 2022/23	Amended Budget 2023/24 to 2026/27
	£'000	£'000	£'000	£'000	£'000	£'000
Council Housing Refurbishment	9,949	3,447	(6,502)	9,949	0	13,235
Enterprise and Regeneration	9,800	450	(9,350)	8,800	(1,000)	23,775
Total	19,749	3,897	(15,852)	18,749	(1,000)	37,010

Total Capital Programme	93,733	25,033	(68,700)	76,874	(16,859)	142,012
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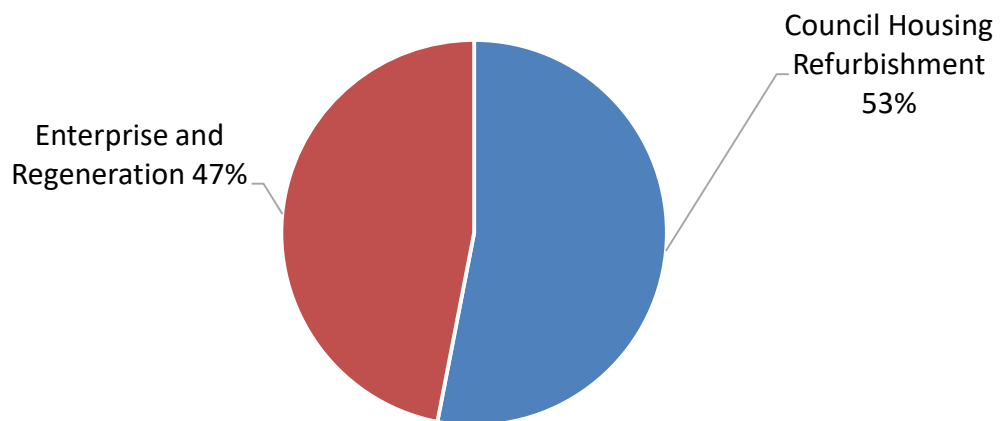


Other	Expected Outturn 2022/23	
Culture and Tourism	£	660
Energy Saving	£	532
S106/S38/CIL	£	516
	£	1,708

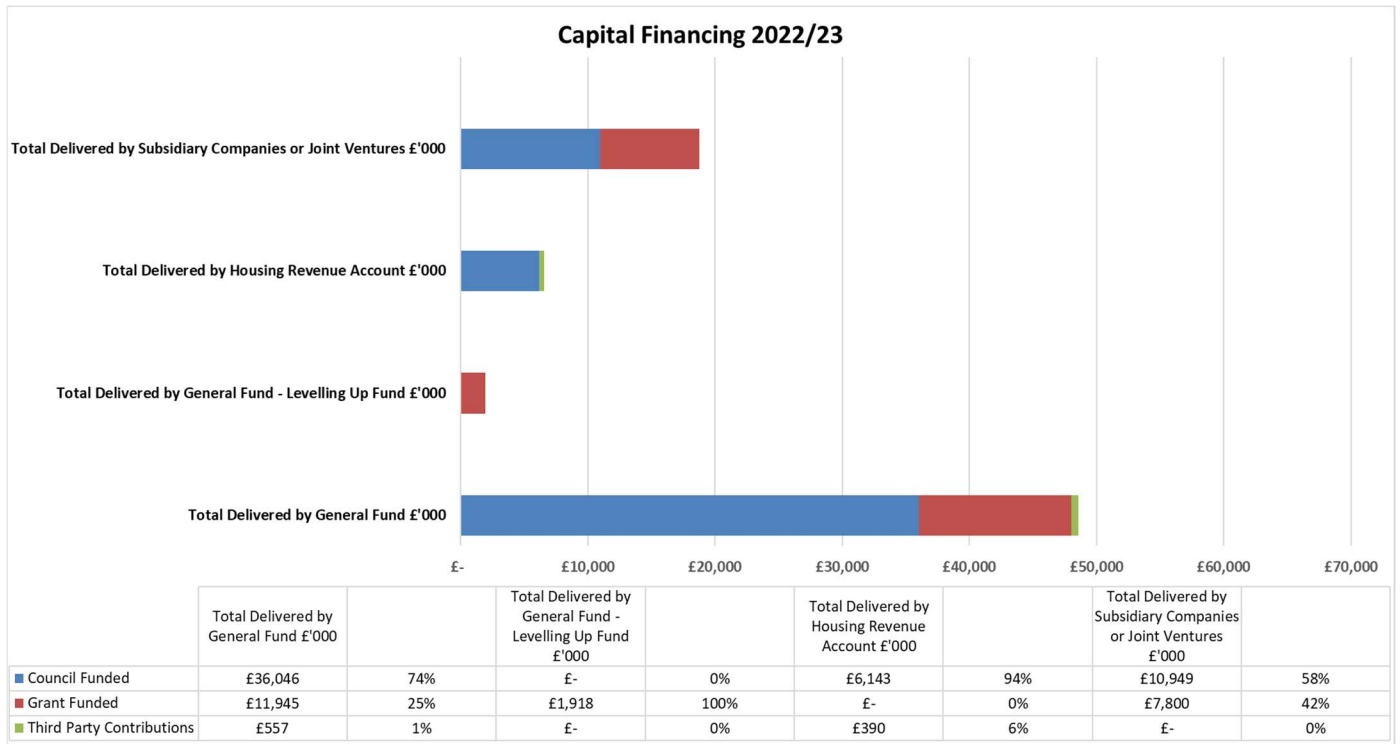
Housing Revenue Account Capital Investment Programme Expected Outturn 2022/23



Capital Investment Programme Delivered by Subsidiary Companies, partners or Joint Ventures Expected Outturn 2022/23



The capital investment for 2022/23 is proposed to be funded as follows:



Third party contributions are non-grant funding from external sources such as S106 contributions.

Of the £22.610 million of external funding expected, £15.625 million had been received by 30th September 2022.

2. Strategic Schemes

Successful and timely delivery of the capital investment programme is a key part of achieving the Southend 2050 ambition and delivering its outcomes.

£72.233 million of this relates to strategic schemes and approximately 30% spend has been achieved to date for these strategic schemes.

Investment Area	Scheme	Revised Budget 2022/23 £000	Outturn to 30th September 2022 £000	Expected outturn 2022/23 £000	Latest Expected Variance to Revised Budget 2022/23 £000	Amended Budget 2023/24 to 2026/27 £000
Strategic Schemes						
Enterprise and Regeneration	Airport Business Park (including Local Growth Fund)	7,265	3,167	7,265	-	-
Enterprise and Regeneration	Better Queensway - Programme Management	1,281	286	1,281	-	-
Enterprise and Regeneration	Seaway Leisure	-	-	-	-	10,000
Enterprise and Regeneration	Victoria Centre	2,855	321	1,980	(875)	875
Social Care	Brook Meadows House	-	1,126	1,126	1,126	-
Schools	High Needs Provision	675	-	675	-	6,198
Southend Pier	Southend Pier schemes	6,716	1,101	1,783	(4,933)	9,733
ICT	ICT schemes	3,132	1,557	2,942	(190)	1,260
Highways and Infrastructure	Footways and Carriageways Schemes	11,526	5,016	11,526	-	17,546
Highways and Infrastructure	Parking Schemes	1,511	913	1,511	-	100
Highways and Infrastructure	Highways and Infrastructure - Local Growth Fund and Local Transport Plan Schemes	5,235	1,386	5,235	-	5,285
Total General Fund Strategic Schemes		40,196	14,873	35,324	(4,872)	50,997
Enterprise and Regeneration	Leigh Port Detailed Design	1,000	178	720	(280)	14,182
Enterprise and Regeneration	Cliffs Pavillion	7,178	323	1,178	(6,000)	6,800
Enterprise and Regeneration	Marine Parade	765	-	20	(745)	745
Total General Fund - Funded by Levelling Up Fund Strategic Schemes		8,943	501	1,918	(7,025)	21,727
Council Housing New Build Programme	Council Housing New Build Programme	1,598	462	1,598	-	10,392
Council Housing Acquisitions	HRA Affordable Housing Acquisitions Programme	3,009	1,345	3,009	-	2,000
Council Housing Acquisitions	Acquisition of Tower Block Leaseholds - Queensway	938	520	938	-	1,573
Total HRA Strategic Schemes		5,545	2,327	5,545	-	13,965
Council Housing Refurbishment	HRA Decent Homes Programme	9,949	3,447	9,949	-	13,235
Enterprise and Regeneration	Better Queensway - Loan to Joint Venture	1,000	450	1,000	-	10,675
Enterprise and Regeneration	Housing Infrastructure Funding	2,400	-	2,400	-	12,100
Enterprise and Regeneration	Better Queensway - SELEP	4,200	-	4,200	-	-
Total Delivered by Subsidiary Companies and Joint Ventures Strategic Schemes		17,549	3,897	17,549	-	36,010
Total Strategic Schemes		72,233	21,598	60,336	(11,897)	122,699
Other Schemes						
Other General Fund Capital Investment Schemes		18,212	3,229	14,350	(3,862)	16,567
Other HRA Capital Investment Schemes		1,088	206	988	(100)	1,746
Other Delivered by Subsidiary Companies and Joint Ventures Capital Investment Schemes		2,200	-	1,200	(1,000)	1,000
Total Schemes						
TOTAL GENERAL FUND SCHEMES		67,351	18,603	51,592	(15,759)	89,291
TOTAL HRA SCHEMES		6,633	2,533	6,533	(100)	15,711
TOTAL DELIVERED BY SUBSIDIARY COMPANIES AND JOINT VENTURES SCHEMES		19,749	3,897	18,749	(1,000)	37,010
		93,733	25,033	76,874	(16,859)	142,012

General Fund

Enterprise and Regeneration

The completion of the Launchpad at the Airport Business Park is progressing well with practical completion now achieved and the opening of the building expected later in 2022. The project is expected to complete within budget.

The refurbishment works to the Victoria Centre are progressing, and a number of the projects within this are now complete. Some of the remaining significant works within the project are still dependent on lease agreements being reached, and it is likely that work will continue into 2023/24. Therefore, a carry forward request of £875k into 2023/24 is requested as part of this report.

The Council remains committed to the Better Queensway project. It is considered likely that the budget will need to be re-profiled, with any budget re-profile requests to be included in the next available Cabinet report.

Social Care

Construction of the new care home Brook Meadows House was completed in 2021/22 with residents having moved into the building in early 2022. The Priory Care Home has been demolished and final landscaping works can now be completed. Works incurred during 2022/23 do not have a budget allocation with £1.1M of expenditure incurred in 2022/23 over and above the overspend of £3.4M already incurred in 2021/22. The overspend has been incurred due to a number of issues including the performance of the design team. The Council is currently taking forward actions with a view to recovering significant costs incurred where these have been caused by the performance of third parties. The timing of any cost recovery is uncertain.

Schools

The High Needs Provision budget is financed by grant monies from the Department for Education to enhance the facilities and number of places available for children with special educational needs and disabilities or requiring alternative provision. There are currently three schemes at various stages of completion for autism resource bases with more potential scheme options being considered. The resource base at Southend High School for Boys is due to be completed by the end of the current school term, the one at Thorpe Greenways Primary School is expected to be completed by the end of the financial year, whilst the one at Blenheim Primary School had been delayed and is unlikely to be finished by the end of the financial year end.

Southend Pier

The pier schemes are progressing well at this point in the financial year. However, the works are more difficult to complete in the autumn and winter months. In addition, the company undertaking works to the toilet block has gone into voluntary liquidation. The Council is working with this entity's parent company to ensure this element of the contract is met. Whilst work on the pier is in progress, different elements of the project are at different stages of completion, and not all work budgeted for 2022/23 is expected to be completed in 2022/23.

Therefore, a request has been included within this report to carry forward £4.933M of 2022/23 budgeted spend to 2023/24 and £2.3M of 2023/24 budgeted spend to 2024/25.

ICT Schemes

The ICT schemes are progressing and are at various stages of completion. The Core Application and Database Migration works to move to the Cloud are expected to be completed this financial year. The Digital Enablement works and software licensing projects are underway but are expected to continue into the next financial year. Therefore, a request has been included within this report to carry forward £40k and £150k to 2023/24 respectively.

Regarding the Implementation of the ContrOCC modules for Children's and Adult's Social Care it has been identified that additional payment modules will need to be implemented. Initially the works were planned over a 12-18 month period but there became a requirement to change priorities and therefore to revisit the order of the works. Some of the budget has previously been carried forward. Some modules are still being developed in 2022/23 and are expected to be complete by March 2023. The remaining 2022/23 budget is expected to be spent in 2022/23.

The HR recruitment contract implementation project aims to work with Hays to transition to a new recruitment software. This project is expected to commence in December 2022 and aims to complete by February 2023. There is an expectation that there may be capacity and resourcing challenges and the project may continue into 2023/24. Any required budget re-profiling will be included in a future Cabinet report.

Highways and Infrastructure

The Footways and Carriageway schemes are progressing well with plans to deliver the allocated budget by the end of the financial year. For the year-to-date, approximately 13 road and 13 footpath improvements have been completed.

The Junction Protection works are progressing with the statutory process being worked through. The surveys for the Zebra Crossing Surfacing Replacement have been undertaken and works are expected to be performed over the winter and complete this financial year.

Grant funding received for the removal of potholes on the highways has nearly been fully utilised with £5k remaining. Further expenditure is expected and will be funded from the revenue budget.

The works to East Beach car park are complete and it has now reopened. The scheme costs are being finalised with an overspend of £9k identified to date, arising due to increased material costs. This report includes a request to transfer £9k from the car park infrastructure improvements project budget to cover this overspend. In the event that further overspends are identified, a request to transfer further funds from this budget will be brought to the next Cabinet meeting.

General Fund - Funded by the Levelling Up Fund

Enterprise & Regeneration

As reported to September Cabinet, the contract for the ground investigation for the Leigh Port project has been placed and the scheme design is progressing well. The sediment sampling procurement is taking longer than estimated and the Marine Management Organisation licencing may be delayed causing the dredging to be delayed. A carry forward request into 2023/24 for £7,922k was approved at September Cabinet. An updated estimation of 2022/23 expenditure has subsequently been performed, and this report includes a request to carry forward an additional £280k into 2023/24.

The design work in respect of the Marine Parade project is now complete. It is unlikely the project will make much further progress by the end of the financial year, and this report therefore includes a request to carry forward £745k into 2023/24.

The Cliffs Pavilion project has secured planning permission and a suitably qualified and experienced design and construction team have been appointed. The project is currently on hold to enable the commercial terms to be agreed between the Council and the current operator. When it resumes the anticipated costs of the project will have increased since it was initially budgeted by an estimated £1m. A comprehensive review of the commercial return on investment will be performed with the aim of returning the costs to the initial budget. As a result of the above, the majority of this project will not be performed in 2022/23, and this report includes a request to carry forward £6M into 2023/24.

Housing Revenue Account

Construction of New Housing on HRA Land

The procurement for the main contractor for Phase 3 has previously been unsuccessful. The specification has been increased to encompass the Future Homes Standard and has been split into two smaller procurements. Planning permission for Phase 4 was obtained at Development Control Committee on 12 October.

The Council is continuing to spend against the housing and development pipeline feasibility budget but is unlikely to spend the entirety of the 2022/23 budget in 2022/23. This report therefore includes a request to carry forward £100k to 2023/24.

Affordable Housing Acquisitions Programme

Eight properties have been purchased with a further 8 properties expected to be completed by the end of the financial year. The budget is on course to be spent in 2022/23.

Acquisition of Tower Block Leaseholds – Queensway

The Council remains committed to the acquisition of tower block leaseholds at Queensway. It is considered likely that the budget will need to be re-profiled, with any budget re-profile requests to be included in the next available Cabinet report.

Subsidiary Companies and Joint Ventures

HRA Decent Homes Programme

The main programme works are contractually committed and progressing. The budget is expected to be spent during 2022/23.

The improvement and structural works to the Balmoral Estate are underway, with the first part completed, and the second part underway. There has been some slippage in the project, but the 2022/23 budget is expected to be spent, and any budget re-profiling is expected to impact future years' budgets only.

Housing Infrastructure Funding

The Housing Infrastructure Funding is grant funding which is to be drawn down from Homes England at the appropriate time and passported to Porters Place Southend-on-Sea LLP. During 2021/22 £500k was drawn down and passported to the LLP and Homes England are currently processing another drawdown of £2.4M which is due to be paid in 2022/23. The current spend deadline is March 2023, but an extension has been verbally agreed to December 2023. This is still awaiting a signed funding agreement. Assuming this is obtained, it is considered likely that the project will continue into 2023/24, but it is not yet possible to quantify any re-profiling of the budget. A re-profiling will be brought to a future Cabinet meeting if the signed funding agreement is received.

Better Queensway – Loan to Joint Venture

The Council remains committed to the Better Queensway project. It is considered likely that the budget will need to be re-profiled, with any budget re-profile requests to be included in the next available Cabinet report.

3. Progress of other schemes

General Fund

Social Care

Grant funding of £64k received for the purpose of providing short breaks to disabled children is unlikely to be spent in 2022/23. Therefore, a request is included as part of this report to carry forward £64k into 2023/24.

Grants received for community capacity, mental health funding and transforming care housing are unlikely to be spent in 2022/23. Therefore, a request is included as part of this report to carry forward amounts of £29k, £31k and £139k respectively into 2023/24.

Schools

The Council was unable to obtain a viable tender to undertake curtain walling work required at Fairways Primary School or windows replacement work at Leigh Primary School during the 2022 school summer holidays. The tender exercise for both projects will be re-performed with the aim to complete the work during the 2023 school summer holidays. Therefore, a request is included as part of this report to carry forward £100k and £98k into 2023/24 respectively for these two projects.

Enterprise & Regeneration

No planning or tender processes have been performed yet in respect of the Infrastructure Feasibility Studies project. Therefore, a carry forward request of £245k into 2023/24 is requested as part of this report.

Highways and Infrastructure

The tender for works on the Cliff Parade Cliff Slip project has been awarded and works were due to start in August. This project has been delayed due to badger investigation works.

The coastal defence refurbishment programme has overspent against budget by £132k to date (£309k including committed spend) as a result of urgent works required. The estimated total overspend required to complete the project is £500k. Funding options for this expenditure are currently being considered, with one potential option being to bring £500k of expenditure which is currently subject to a viable business case into the 2022/23 budget. A proposal regarding this overspend will be brought to the next Cabinet meeting.

Progress was made on the groyne field refurbishment programme over the summer. Work on this project will be placed on hold over the winter in order to protect the overwintering birds in the area.

Works on the Southend transport model have been delayed. Therefore, this report includes a request to carry forward £275k to 2023/24.

Works to Property

Planning permission has previously been granted for three café units at East Beach which would make a significant contribution to the attraction and amenity by enhancing the destination and providing facilities for locals and visitors to enjoy, year-round. As detailed in the September Cabinet report, there is an option to construct either two or three café units, and the scheme will return to the Investment Board with a clear recommendation to progress with either two or three units. The contract is currently out to tender, with the tenders due to be received back by the end of October. Depending on the outcomes of the tenders, and the Investment Board decision, construction may commence in 2022/23, but is unlikely to be completed. Therefore, a request is included as part of this report to carry forward £1M into 2023/24.

The project to improve the efficient use of space within the Civic Centre has commenced. This is not expected to be completed in 2022/23. Therefore, a request is included as part of this report to carry forward £180k into 2023/24.

The proposed spends of £38k on 62 Avenue Road, £388k on Aviation Way car park and £27k on SMAC Eastern Esplanade slipway are unlikely to be incurred in 2022/23. Therefore, a request is included as part of this report to carry forward these three amounts into 2023/24.

There has been no spend in the year-to-date against the priority works budget of £600k. As 6 months of the year have now passed, a request is included as part of this report to carry forward 50% of this budget (£300k) into 2023/24.

The crematorium refurbishment programme is due to commence in December. As a result of the works a temporary cremator will be used and services will be reduced.

Culture and Tourism

The project to review the provision of public toilet facilities across Southend-on-Sea has not yet been commenced. Therefore, a request is included as part of this report to carry forward £699k into 2023/24.

A £2k overspend has been incurred on the replacement of play equipment at Sidmouth Park. This report includes a request to transfer £2k from the Cart and Wagon shed project budget to cover this overspend.

A new expenditure budget of £67k is requested for the Milton Gardens levelling-up fund project, funded by grant income from the Levelling Up Parks Fund.

General Fund Housing

The empty homes strategy project is not being pursued at this stage. A request to delete the associated expenditure budget of £260k has been included as part of this report. This decision may be re-visited in future years.

Energy Saving

The real time air quality measurement project currently has a budget of £56k. An application for additional funding has been made, without which the Council will not be able to

undertake this project. The outcome of this application will not be known until March 2023. Therefore, a request is included as part of this report to carry forward £56k into 2023/24.

Growing Places Fund

The Council has no active plans to spend this grant in 2022/23. Therefore, this report includes a request to carry forward £1M into 2023/24.

4. Requested Changes to the Capital Investment Programme

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

Scheme	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
Southend Transport Model	(275)	275				
62 Avenue Road	(38)	38				
Aviation Way Car Park	(388)	388				
Civic Campus - Efficient Use of Space	(180)	180				
East Beach Café	(1,000)	1,000				
Priority Works	(300)	300				
SMAC Eastern Esplanade Slipway	(27)	27				
Fairways Primary curtain walling	(100)	100				
Leigh Primary - Window Replacement (inc radiators)	(98)	98				
Cliffs Pavillion	(6,000)	6,000				
Public Toilet Provision	(699)	699				
Southend Pier - Pier Head development Phase 1	(1,130)	1,130				
Southend Pier - Prince George Extension (Phase Two)	(1,907)	1,907				
Southend Pier - Timber Outer Pier Head	(1,896)	(404)	2,300			
AHDC Short Breaks for Disabled Children	(64)	64				
Infrastructure Feasibility Studies	(245)	245				
Housing and Development Pipeline Feasibility - HRA	(100)	100				
Community Capacity	(29)	29				
Mental Health Funding steam only	(31)	31				
Transforming Care Housing	(139)	139				
Victoria Centre	(875)	875				
Marine Parade	(745)	745				
Leigh Port Detailed Design	(280)	280				
Real Time Air Quality Measurement - Feasibility	(56)	56				
ICT - Digital Enablement	(40)	40				
Software Licensing	(150)	150				
Total Carry Forwards - programme to be delivered by the Council	(16,792)	14,492	2,300	0	0	0

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

Scheme	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
No Use Empty – Growing Places Fund	(1,000)	1,000				
Total Carry Forwards - programme to be delivered by Subsidiary Companies, Partners and Joint Ventures	(1,000)	1,000	0	0	0	0

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

Scheme	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
Empty Homes strategy	(260)					
Total Deletions from the Programme - programme to be delivered by the Council	(260)	0	0	0	0	0

Virements between schemes - programme to be delivered by the Council

Scheme	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
Car Park Infrastructure Improvements	(9)					
East Beach Car Park	9					
Cart and Wagon shed	(2)					
Sidmouth Park - Replacement of Play Equipment	2					
Total Virements between schemes - programme to be delivered by the Council	0	0	0	0	0	0

New External Funding - programme to be delivered by the Council

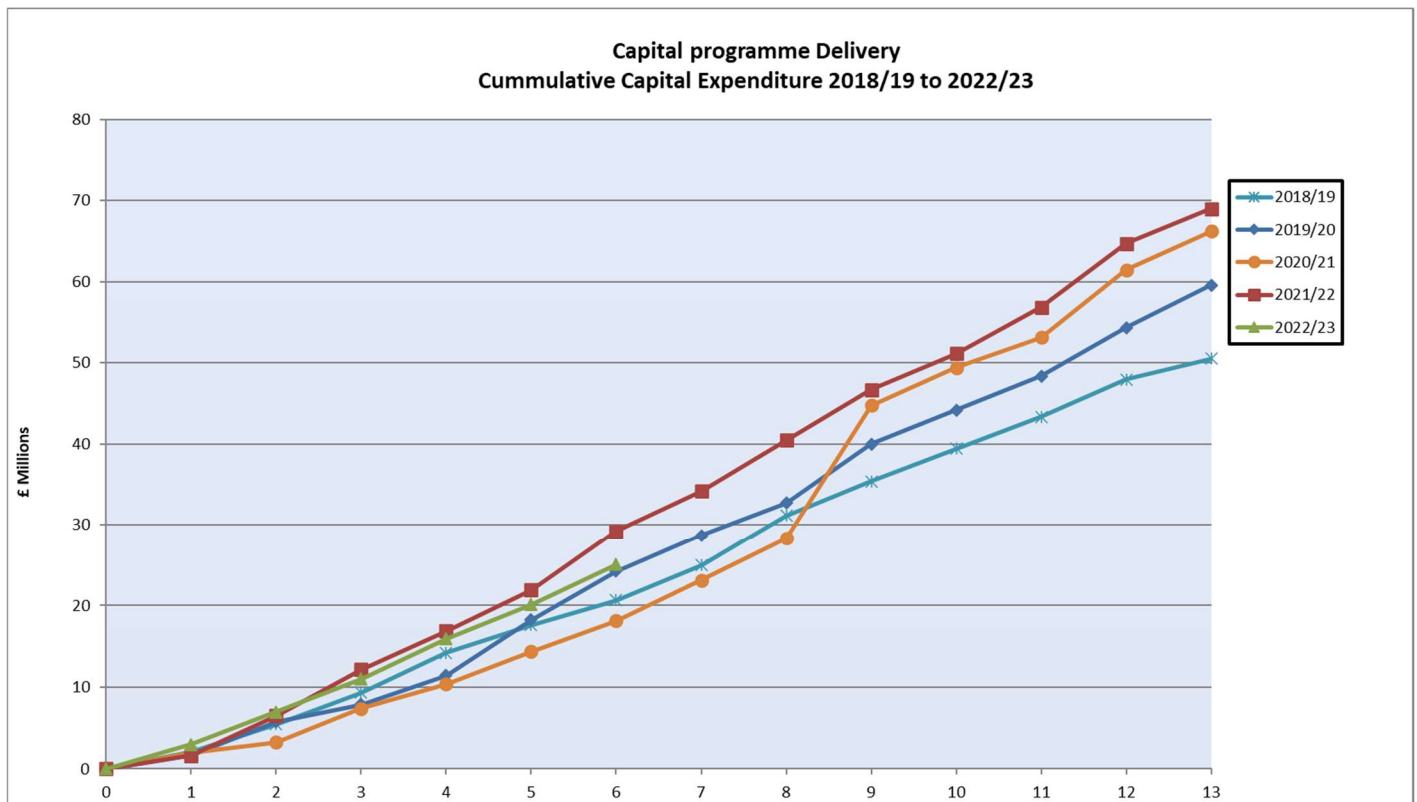
Scheme	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 and future years Budget £000	Total Budget (all years) £000
Milton Gardens LUF project	67					
Total New External Funding - programme to be delivered by the Council	67	0	0	0	0	0

5. Summary of Capital Expenditure at 30th September

	Original Budget 2022/23	Revisions	Revised Budget 2022/23	Actual 2022/23	Forecast outturn 2022/23	Forecast Variance to Year End 2022/23	% Variance
	£000	£000	£000	£000	£000	£000	
General Fund Housing	1,017	143	1,160	324	900	(260)	28%
Social Care	203	60	263	1,126	1,126	863	428%
Schools	1,680	346	2,026	471	1,828	(198)	23%
Enterprise and Regeneration	7,228	4,418	11,646	3,774	10,526	(1,120)	32%
Southend Pier	6,300	416	6,716	1,101	1,783	(4,933)	16%
Culture and Tourism	145	448	593	111	660	67	19%
Community Safety	250	534	784	315	784	-	40%
Highways and Infrastructure	19,936	3,258	23,194	8,122	22,919	(275)	35%
Works to Property	6,337	1,453	7,790	865	5,158	(2,632)	11%
Energy Saving	425	147	572	111	516	(56)	19%
ICT	2,138	994	3,132	1,557	2,942	(190)	50%
S106/S38/CIL	35	497	532	225	532	-	42%
TOTAL PROGRAMME TO BE DELIVERED BY THE GENERAL FUND	45,694	12,714	58,408	18,102	49,674	(8,734)	31%
Enterprise and Regeneration	16,808	(7,865)	8,943	501	1,918	(7,025)	6%
TOTAL PROGRAMME TO BE DELIVERED BY THE GENERAL FUND - FUNDED BY THE LEVELLING UP FUND	16,808	(7,865)	8,943	501	1,918	(7,025)	6%
Council Housing New Build Programme	9,394	(7,796)	1,598	462	1,598	-	29%
Council Housing Acquisitions Programme	3,203	953	4,156	1,919	4,056	(100)	46%
Council Housing Refurbishment - Disabled Adaptations	770	109	879	151	879	-	17%
TOTAL PROGRAMME TO BE DELIVERED BY THE HOUSING REVENUE ACCOUNT	13,367	(6,734)	6,633	2,533	6,533	(100)	38%
Council Housing Refurbishment	9,008	941	9,949	3,447	9,949	-	35%
Enterprise and Regeneration	14,200	(4,400)	9,800	450	8,800	(1,000)	5%
TOTAL PROGRAMME TO BE DELIVERED BY SUBSIDIARY COMPANIES OR JOINT VENTURES	23,208	(3,459)	19,749	3,897	18,749	(1,000)	20%
Council Approved Original Budget - February 2022	99,077						
Programme to be delivered by the General Fund							
General Fund Housing	143						
Social Care	60						
Schools	346						
Enterprise and Regeneration	4,418						
Southend Pier	416						
Culture and Tourism	448						
Community Safety	534						
Highways and Infrastructure	3,258						
Works to Property	1,453						
Energy Saving	147						
ICT	994						
S106/S38/CIL	497						
Programme to be delivered by the General Fund - Funded by the Levelling Up Fund							
Enterprise and Regeneration	(7,865)						
Programme to be delivered by Housing Revenue Account							
Council Housing New Build Programme	(7,796)						
Council Housing Acquisitions Programme	953						
Council Housing Refurbishment - Disabled Adaptations	109						
Programme to be delivered by Subsidiary companies or Joint Ventures							
Council Housing Refurbishment	941						
Enterprise and Regeneration	(4,400)						
Council Approved Revised Budget - September 2022	93,733						

**Actual compared to Revised Budget spent is
£25.033M or 27%**

6. Capital Programme Delivery



Year	Outturn £m	Outturn Against Budget %
2018/19	50.0	96.0
2019/20	59.5	83.8
2020/21	66.2	81.0
2021/22	69.0	88.0

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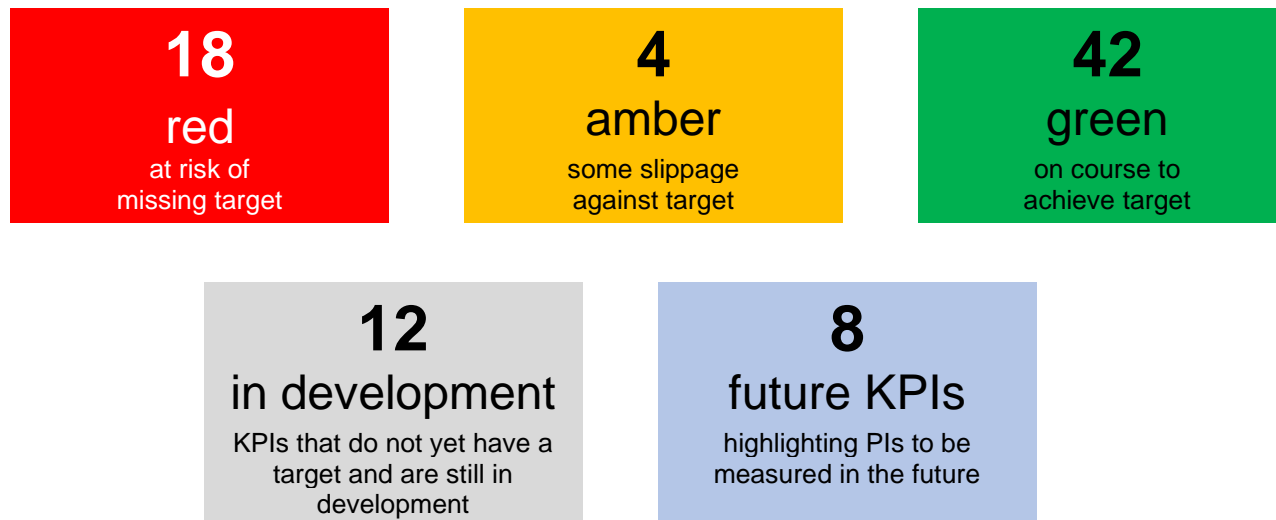
SCC Corporate Plan performance report – Period 6 2022/23

The SCC Corporate Plan performance report covers performance indicators that link to the councils Corporate Plan (2022-2026) and the Resourcing Better Outcomes - Finance and Corporate Performance Report. The report shows our performance predominantly for period 6 of 2022/23, with some exceptions where data is unavailable at this time. Data has been RAG rated against targets where applicable and compares our current position to the previous quarter and previous year where data is available. It is presented by the Corporate Plan priorities: a city that is strong and prosperous, a city with a good quality of life, a city rising to the climate change challenge, a city delivering genuinely affordable housing.

Relevant Corporate Risks are noted underneath each applicable Key Performance Indicator (KPI) title; the full Risk Register Key can be found at page 26.

The total number of KPIs included is 84. This includes 19 output measures and 65 indicators. The summary of RAG status is as follows:

67



A city that is strong and prosperous

Highlight report:

22 Key Performance Indicators (KPIs) have been developed and aligned to the following objectives:

- Support economic regeneration and business development
- Use our spending power
- Bid for funding opportunities and attract inward investment
- Sustain and grow digital investment and inclusion
- Deliver our city centre strategy and investment plan
- Enhance our tourism, cultural and leisure offer
- Support community recovery
- Improve community safety

12 KPIs are on target within this priority area. The following 4 KPIs are currently not meeting target:

- Rate of suppliers paying their staff at least Living Wage [Quarterly snapshot]

This KPI is aligned to risk 3 (Inflation and cost of living pressures) and risk 20 (Economic recovery and income inequalities) which may impact on the council's supply chain with potential labour shortages; a reduction in economic activity.

- Take up of the NHS Health Check programme [Cumulative YTD]
- Immunisation- MMR one dose at 2 years old [Cumulative YTD]
- Immunisation- MMR two doses at 5 years old [Cumulative YTD]

These KPIs are aligned to risk 10 (Health inequalities) which may impact on widening health inequalities in the city. An additional outreach plan is being developed to increase delivery of the NHS Health Check programme and the MMR immunisation programme is undertaking catch-up activity to support bringing these measures up to target. A mitigation plan to support the rate of suppliers paying their staff at least Living Wage measure, will also be explored.

The following 1 KPI is amber RAG rated:

- Visit Southend website visitors – total number of people that visited our website [Cumulative YTD]

This is attributed to the two-week embargo on social media posts and promotion resulting from the sad passing of Her Majesty the Queen.

A city that is strong and prosperous

Action (output measure)	Progress	Status	Due Date
<p>Regeneration and major projects <i>Corporate Plan objective: support economic regeneration and business development</i> <i>Corporate Risk Register Ref: 18</i></p>	On track	In progress	31 Mar 2024
	<p>Let retail area on the ground floor of the Victoria Centre – we are on track to retain the core retail area on the ground floor of the Victoria Centre.</p> <p>Diversify uses on secondary areas on basement and first floor levels of the Victoria Centre – we are on track with diversifying uses on basement and first floor levels of the Victoria Centre. We have already let units to IndiRock (climbing wall operator), the NHS Phlebotomy Service, Brooks Sexual Advisory Services and Spymissions (children's party operator). We also have a major letting to Boom Battle Bar in legals, which will activate a further 15,000 sq. ft of the Centre.</p> <p>Work started on Seaway Leisure project – heads of terms have been agreed with the developer and subject to some minor amendments we should be able to exchange the Agreement to Lease with them in the next few weeks. Following this we will approach the funding market. Due to market uncertainty it is unlikely this will happen until early 2023 at the earliest.</p> <p>The council will work with the developer to progress the reserved matters planning application and will continue to identify ways in which development can be funded which secures the housing and regeneration outcomes alongside Southend United Football Club's long-term plans – the council is working with the developer to progress the reserved matters planning application.</p> <p>Develop the Launch Pad innovation hub at Airport Business Park Southend – The construction is due for completion October 2022 and Oxford Innovation have been appointed as operator. The Launchpad should be open for business early in the New Year. The projected occupancy level for Year 1 (01/09/22 to 31/08/23) is 20%.</p>		
<p>The council will work closely with London Southend Airport under its new leadership to optimise inward investment and job creation opportunities and to explore viable environmental mitigations and opportunities <i>Corporate Plan objective: support economic regeneration and business development</i> <i>Corporate Risk Register Ref: 20</i></p>	On track	In progress	31 Mar 2023
	<p>The council is working closely with London Southend Airport under its new leadership.</p>		

Action (output measure)	Progress	Status	Due Date
Implement new approach to evaluating responses to social value <i>Corporate Plan objective: use our spending power</i> <i>Corporate Risk Register Ref: 2 & 3</i>	On track	In progress	31 Mar 2023
			This is still something that is embedding. The council is looking potentially to adopt Essex County Council's approach to evaluating responses to social value.
Delivery of Levelling Up Fund benefits and UK Shared Prosperity Fund interventions, outputs and outcomes <i>Corporate Plan objective: bid for funding opportunities and attract inward investment</i> <i>Corporate Risk Register Ref: 18 & 20</i>	On track	In progress	31 Mar 2023
			The council secured £19.8m in Round 1 of the Levelling Up Fund to support Leigh Port, City Beach and Cliffs Pavilion projects. We submitted a bid to Round 2 of the Fund in August 2022 and are due to hear back November 2022. Our bid is focused on a 'Culture led regeneration of the City Centre'. The council has been allocated £1.3m from the of UK Shared Prosperity Fund. To unlock the allocation, we submitted an investment plan to Government setting out priority outcomes we are looking to achieve with the money. Our priorities include a business support outcome – we are looking to support 300 businesses and help 150 new business start-ups. Multiply programme investment plan has been approved.
Develop and implement a tackling poverty strategy <i>Corporate Plan objective: support community recovery</i> <i>Corporate Risk Register Ref: 3 & 20</i>	On track	In progress	31 Mar 2023
			A first draft of the tackling poverty strategy delivered September 2022. The strategy is due to be published February 2023.
02 Delivery of connectivity strategy <i>Corporate Plan objective: support community recovery</i> <i>Corporate Risk Register Ref: 14</i>	On track	In progress	31 Mar 2024
			Connectivity Strategy will look at connectivity across the city, including fibre, 4/5G, public WiFi and LoRaWAN. Research phase for the strategy partially completed. To include information on understanding ways residents use public Wi-Fi and highlight any needs.
Southend Fibre Broadband connections installed <i>Corporate Plan objective: sustain and grow digital investment and inclusion</i> <i>Corporate Risk Register Ref: 7 & 20</i>	On track	In progress	31 Sep 2023
			A time-based target – City Fibre due to complete installations by Quarter 2 2023/2024. The scope of what City Fibre is delivering has increased.
Retain our Purple Flag status <i>Corporate Plan objective: improve community safety</i>	On track	In progress	31 Mar 2023
			Purple Flag accredited cities are those that are safe, diverse, vibrant, appealing, well-managed and offer a positive experience to consumers. Southend-on-Sea successfully achieved Purple Flag status in March 2022 and work is underway to help support us achieve it in March 2023, for the tenth successive year in a row.

Action (output measure)	Progress	Status	Due Date
Domestic Abuse Strategy <i>Corporate Plan objective: improve community safety</i> <i>Corporate Risk Register Ref: 8 & 14</i>	On track	In progress	31 Dec 2022
	<p>The Community Safety Partnership are currently developing and agreeing their KPIs and targets for future use. It is intended that once this is complete, a new suite of KPIs will be monitored and managed by the council.</p> <p>Community Safety indicators: The total number of Domestic Abuse incidents (based on 180,700 population) for Q2 22/23 was 2.23, compared to 2.01 Q1 22/23 and 2.18 Q2 21/22. Reported rate of knife crime (based on 180,700 population) for Q2 22/23 was 0.41, compared to 0.42 Q1 22/23 and 0.41 Q2 21/22.</p>		

Indicator	Value	Target	Aim of indicator	Date range	Compared to last quarter (Q1 22/23)	Compared to the previous year (Q2 21/22)
Rate of suppliers paying their staff at least Living Wage [Quarterly snapshot] <i>Corporate Plan objective: use our spending power</i> <i>Corporate Risk Register Ref: 3 & 20</i>	19	176	Maximise	Q2 22/23	New KPI	New KPI
<p>The contract register currently indicates that 176 of circa 300 corporate contracts are in-scope (i.e. we could ask about Living Wage as they provide staff).</p>						
Number of visitors to Southend Pier [Cumulative YTD] <i>Corporate Plan objective: enhance our tourism, cultural and leisure offer</i> <i>Corporate Risk Register Ref: 19</i>	286,036	269,500	Maximise	As at Q2 22/23	-	↑ 234,638
	<p>During Quarter 2 we have had our second highest July and August on record for the number of visitors to Southend Pier and we are on target for the busiest calendar year. Jetstream Tours has attracted 1,722 passengers in July, 2,395 in August and 876 in September, totalling 4,901 boat passengers for Quarter 2. Events have included 2000 scouts doing a torchlight vigil renewing their promise to King Charles III, excursions by the Waverley paddle steamer and a flash mob performance at the Pier Head involving 35 people.</p>					
Visit Southend website visitors – total number of people that visited our website [Cumulative YTD] <i>Corporate Plan objective: enhance our tourism, cultural and leisure offer</i> <i>Corporate Risk Register Ref: 19</i>	162,856	170,000	Maximise	As at Q2 22/23	-	↑ 88,598
<p>There were no posts on our social media channels for two weeks in September due to a two-week embargo on social media posts and promotion.</p>						

Indicator	Value	Target	Aim of indicator	Date range	Compared to last quarter (Q1 22/23)	Compared to the previous year (Q2 21/22)
Visit Southend social media reach – total number of people that saw our social media posts [Cumulative YTD] <i>Corporate Plan objective: enhance our tourism, cultural and leisure offer</i>	3,353,409	2,600,000	Maximise	As at Q2 22/23	-	↑ 2,992,096
	Target for this quarter has been reached, achieving 29% higher than target for this time period. There has been no particular influencer on this indicator for this quarter. High performance reflects a range of well-performing posts.					
Take up of the NHS Health Check programme [Cumulative YTD] <i>Corporate Plan objective: support community recovery</i> <i>Corporate Risk Register Ref: 10</i>	994	2,178	Maximise	As at Q2 22/23	-	↑ 0
	The NHS Health Check is a health check-up for adults in England aged 40 to 74. It's designed to spot early signs of stroke, kidney disease, heart disease, type 2 diabetes or dementia. 17 practices delivering. All practices engaged. To date, 36% of checks have been delivered to residents in the most deprived areas of the city (Indices of Multiple Deprivation (IMD) areas 1 to 4). An additional outreach plan is being developed to increase delivery, with a focus on IMD 1 to 4 area.					
Immunisation- MMR one dose at 2 years old [Cumulative YTD] <i>Corporate Plan objective: support community recovery</i> <i>Corporate Risk Register Ref: 10</i>	88.8%	95%	Maximise	Q1 22/23	↓ 90.9% (Q4 21/22)	↑ 0% (Q1 21/22)
	This is pre- MMR catch-up activity – MMR catch-up work not started until August. The regional spread for COVER (Cover of Vaccinations Evaluated Rapidly) on this indicator is 79.0-93.9. Southend-on-Sea is third from bottom in list of East of England regions for vaccination coverage. There is a lag in this data for Quarter 2 2022 which will be published on 20 December 2022.					
Immunisation- MMR two doses at 5 years old [Cumulative YTD] <i>Corporate Plan objective: support community recovery</i> <i>Corporate Risk Register Ref: 10</i>	88.4%	95%	Maximise	Q1 22/23	↓ 88.9% (Q4 21/22)	↓ 90.8% (Q1 21/22)
	This is pre- MMR catch-up activity – MMR catch-up work not started until August. The regional spread for COVER (Cover of Vaccinations Evaluated Rapidly) on this indicator is 78.0-91.8. Southend-on-Sea is third from bottom in list of East of England regions for vaccination coverage. There is a lag in this data for Quarter 2 2022 which will be published on 20 December 2022.					
Number of physically inactive adults completing a physical activity course and continuing to be physically active [Cumulative YTD] <i>Corporate Plan objective: support community recovery</i> <i>Corporate Risk Register Ref: 10</i>	248	204	Maximise	As at Q2 22/23	-	↑ 182
	A good number of people have completed a course. On schedule to achieve the annual target of 400.					

Indicator	Value	Target	Aim of indicator	Date range	Compared to last quarter (Q1 22/23)	Compared to the previous year (Q2 21/22)
<p>City centre footfall [Monthly average] Corporate Plan objective: deliver our city centre strategy and investment plan Corporate Risk Register Ref: 18 & 20</p>	1,570,574	TBC	TBC	Q2 22/23 as at Aug 2022	1,354,338	988,754
<p>Average monthly footfall for the quarter as at August 22 sits at 1,570,574. We have seen a 16% increase since the last quarter (1,354,338). Looking at month-on-month change from July to August, there has been an 11.3% increase in footfall, compared to a national decrease of 3.2%. Average dwell time as at August 2022 was 01:26:46. This is a slight increase from the previous quarter, at 01:26:32. Targets will be developed under guidance from the Director of Regeneration and Growth.</p>						
<p>Number of attendances at council run or affiliated arts and cultural events [Cumulative YTD] Corporate Plan objective: enhance our tourism, cultural and leisure offer Corporate Risk Register Ref: 19</p>	TBC	TBC	Maximise	TBC	TBC	TBC
<p>Indicator under development. Following the cancellation of events due to Covid-19, monitoring of this indicator was paused. Monitoring will resume and new targets be set under guidance from the Head of Arts and Cultural Wellbeing.</p>						
<p>Participation and attendance at Council-owned/affiliated sports and leisure facilities and events [Cumulative YTD] Corporate Plan objective: enhance our tourism, cultural and leisure offer Corporate Risk Register Ref: 19</p>	TBC	TBC	TBC	TBC	TBC	TBC
<p>Following the closure of venues due to Covid-19, monitoring of this indicator was paused. Monitoring will resume and new targets be set under guidance from the Head of Arts and Cultural Wellbeing.</p>						
<p>Increase the number of residents who have access to superfast broadband [Annual snapshot] Corporate Plan objective: sustain and grow digital investment and inclusion Corporate Risk Register Ref: 20</p>	TBC	TBC	Maximise	TBC	New KPI	New KPI
<p>Indicator under development. Discussions taking place with City Fibre in October. Indicator to include the number of residents who have taken up superfast broadband offer (annual figure).</p>						
<p>High Street occupancy [Quarterly snapshot] Corporate Plan objective: deliver our city centre strategy and investment plan Corporate Risk Register Ref: 18 & 20</p>	TBC	TBC	TBC	TBC	TBC	79.6%
<p>Indicator under development. Quarter 4 2021/22 figure for High Street occupancy was 79.6%. The last report from the British Retail Consortium for July 2022 gives a national average vacancy rate of 14% and 86% occupancy. Targets will be developed under guidance from the Director of Regeneration and Growth.</p>						

A city with a good quality of life

Highlight report:

28 Key Performance Indicators (KPIs) have been developed and aligned to the following objectives:

- Achieve our vision of a city where all children achieve success
- Ensure children and young people, including those in care, feel and are safe at home, school and in their communities
- Enable and provide opportunities for the best start in life
- Enable people to age well, live well and care well
- Ensure that health and social care services meet the needs of all
- Ensure services are diverse, sustainable and high quality, including those who pay for their own care

9 KPIs are on target within this priority area. The following 11 KPIs are currently not meeting target:

- Percentage of Social Workers who have a caseload of more than 18 children [Monthly snapshot]
- Percentage of audited cases judged as good or outstanding [Quarterly snapshot]
- Percentage of placements in residential and PVI settings [Monthly snapshot]
- Percentage of children who have been in care for 2.5 years and in the same placement for 2 years or are placed for adoption and their adoptive placement together with their previous placement together last for at least 2 years for CLA under the age of 16 [Quarterly snapshot]
- Percentage of children completing the PLO process within 12 weeks [Cumulative YTD]
- 74 • Percentage of children with a Child Protection Plan that have had their CPP for more than 2 years on the last day of the month [Monthly snapshot]
- Rate of children in care per 10,000 population under 18 years old [Monthly snapshot]
- Percentage of eligible children benefiting from 2-year-old funding [Monthly snapshot]

These KPIs are aligned to risk 8 (Safeguarding responsibilities and child welfare) caused by an increase in demand and lack of resources. This could cause a failure to deliver the outcomes anticipated for vulnerable people that need support. A mitigation plan to support this measure meeting target by the next reporting cycle will be explored and initiated with the service. Several of these KPIs have initiated plans that are having a positive impact on performance.

- Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services [Monthly snapshot]
- People in receipt of long-term support for more than 12 months that have received a review in the last 12 months [Cumulative YTD]

These KPIs are aligned to risk 13 (Adult social care) caused by an increase in demand and vacancies not filled. This could cause difficulty in meeting increasing demand for support, resulting in worsening outcomes for those in need of support. A mitigation plan to support this measure meeting target by the next reporting cycle will be explored and initiated with the service.

- Proportion of those that received short-term service during the year where sequel was either no on-going support or support of a lower level [Cumulative YTD]

A city with a good quality of life

Indicator	Value	Target	Aim of indicator	Date range	Compared to last quarter (Q1 22/23)	Compared to the previous year (Q2 21/22)
<p>Percentage of Social Workers who have a caseload of more than 18 children [Monthly snapshot]</p> <p><i>Corporate Plan objective: Achieve our vision of a city where all children achieve success</i></p> <p><i>Corporate Risk Register Ref: 8</i></p>	45.7%	10%	Minimise	Q2 22/23	↓ 33.7%	-
<p>This is in line with staff leaving and a struggle to recruit new replacement workers. All children have to have an allocated social worker and as such this results in caseloads increasing for existing workers. It is hoped that caseloads will decrease as replacement workers arrive in the near future.</p>						
<p>Percentage of children open for at least 5 weeks, who have been discussed in Supervision in the last 3 months [Monthly snapshot]</p> <p><i>Corporate Plan objective: Achieve our vision of a city where all children achieve success</i></p> <p><i>Corporate Risk Register Ref: 8</i></p>	92.8%	93%	Maximise	Q2 22/23	↑ 85.4%	↑ 89.3%
<p>Progress this quarter, achieving above target for August and September, shows pleasing figures that demonstrate the commitment of all to ensure that supervision is taking place in line with monthly requirements, but also that children are being discussed appropriately and that staff are being supported accordingly to better meet the needs of children.</p>						
<p>75</p> <p>Percentage of audited cases judged as good or outstanding [Quarterly snapshot]</p> <p><i>Corporate Plan objective: Achieve our vision of a city where all children achieve success</i></p> <p><i>Corporate Risk Register Ref: 8</i></p>	65%	85%	Maximise	Q2 22/23	↓ 74% (Q4 21/22)	-
<p>For Q2 46 of 58 audits were completed (79%). Overall, 65% of audits were rated as Good or better, this compares negatively with Q4 where the figure stood at 74%. The reason for comparisons made between Q2 and Q4 21/22 is that cohorts of teams are audited each quarter and the Q2 cohort were last audited in Q4, a different cohort of teams were audited in Q1, so this data isn't directly comparable.</p> <p>Key indicators from audit where improvements are needed are as follows:</p> <ul style="list-style-type: none"> Plans lacks consistency in regard to being SMART, reviewed and updated and having timetabled actions Direct work focused audits returned poor results service-wide (July 2022) this exercise is being repeated in October Recording of visits lacks a consistency in quality Theme audits of supervision and management oversight showed poor results in specific service areas (Fostering, adoption, CLA and CM16+) <p>It is noted that these indicators are based on preliminary analysis of this quarter's report, which is currently being reviewed.</p>						

Indicator	Value	Target	Aim of indicator	Date range	Compared to last quarter (Q1 22/23)	Compared to the previous year (Q2 21/22)
<p>Percentage of placements in residential and PVI settings [Monthly snapshot]</p> <p><i>Corporate Plan objective: Achieve our vision of a city where all children achieve success</i></p> <p><i>Corporate Risk Register Ref: 8</i></p>	51.5%	20%	Minimise	Q2 22/23	↓ 50.7%	↓ 38.6%
	<p>We now have 158 children placed in PVI settings out of a cohort of 300 children. We are still facing considerable demand in regard to finding suitability placements for children with complex needs, which is a national issue.</p> <p>We still are heavily dependent on PVI placements for our children in care, to address this we have developed a new offer for foster carers which we hope will support the retention of our current carers but also serve to attract new foster carers within the city.</p>					
<p>Percentage of children who have been in care for 2.5 years and in the same placement for 2 years or are placed for adoption and their adoptive placement together with their previous placement together last for at least 2 years for CLA under the age of 16 [Quarterly snapshot]</p> <p><i>Corporate Plan objective: Ensure children and young people, including those in care, feel and are safe at home, school and in their communities</i></p> <p><i>Corporate Risk Register Ref: 8</i></p>	59.6%	70%	Maximise	Q2 22/23	↓ 61.7%	↑ 50.4%
	<p>Permanence and stability is a key focus for improvement for the service. We have developed a placement stability framework and delivered workshops on the importance of this for children and how this can be achieved.</p> <p>As at the end of quarter 2 2022, there were 63 children out of 108 CLA who are under the age of 16 and have been looked after for at least 2.5 years. September saw a slight improvement in performance however we remain at risk of not meeting our target.</p>					
<p>Percentage of children completing the PLO process within 12 weeks [Cumulative YTD]</p> <p><i>Corporate Plan objective: Ensure children and young people, including those in care, feel and are safe at home, school and in their communities</i></p> <p><i>Corporate Risk Register Ref: 8</i></p>	8.67%	65%	Maximise	Q2 22/23	-	-
	<p>Feedback from legal services is that the lawyers are seeing the positive impact of Ang's workshops. The general comments are that social workers are referring to this training as something that has now helped them to understand better. In LPMs we are seeing clearer decisions and wish to 'reflect'. There have been 2 instances where the social work teams have requested extensions to PLOs. On both occasions, the outcome has been positive and diverted court proceedings. With the introduction of the Legal Gateway Meetings will further assist in supporting the PLO process.</p> <p>It is envisaged that this figure will significantly increase over the next three months as recent training is fully embedded in how the process is correctly conducted. At this time, the figure is extremely low but needs to increase - the suggestion from our legal department is that already matters are improving and processes evidence less drift and more speed.</p>					

Indicator	Value	Target	Aim of indicator	Date range	Compared to last quarter (Q1 22/23)	Compared to the previous year (Q2 21/22)
<p>Percentage of referrals that were received where a previous referral had been received within 12 months [Cumulative YTD]</p> <p><i>Corporate Plan objective: Ensure children and young people, including those in care, feel and are safe at home, school and in their communities</i> <i>Corporate Risk Register Ref: 8</i></p>	20.8%	24%	Minimise	Q2 22/23	↑ 21.8%	↑ 22.3%
<p>This is considered an acceptable figure when looking at re-referrals. Although the figure needs to be considered in line with positive outcomes initially with regards to closure, there are also many other factors to consider when looking at re-referrals, for example, more professionals raising concern that they believe requires CSC intervention, where the threshold may not be crossed for such intervention.</p>						
<p>Percentage of children with a Child Protection Plan that have had their CPP for more than 2 years on the last day of the month [Monthly snapshot]</p> <p><i>Corporate Plan objective: Ensure children and young people, including those in care, feel and are safe at home, school and in their communities</i> <i>Corporate Risk Register Ref: 8</i></p>	7.2%	5%	Minimise	Q2 22/23	↓ 5.7%	↓ 0.5%
<p>There are still some disputes relating to children needing to remain subject to CP plan even though subject to Court Proceedings. This is being addressed and will hopefully become further reduced when matters are addressed.</p>						
<p>77</p> <p>Rate of children in care per 10,000 population under 18 years old [Monthly snapshot]</p> <p><i>Corporate Plan objective: Ensure children and young people, including those in care, feel and are safe at home, school and in their communities</i> <i>Corporate Risk Register Ref: 8</i></p>	77.18	65 - 75	Goldilocks	Q2 22/23	↑ 79.10	↓ 70.80
<p>There has been further improvement in performance although we are still not at target - the current number of children in our care is 299 (as at September 2022). Permanency monitoring group and legal gateway meetings are starting to embed into the service which is providing better senior management grip and oversight on the plans for children in our care. We will be launching permanency summits which means that we will be reviewing the individual care plans of every child we care for to ensure we are only caring for children who we should be. The Public Law Outline timescales have been reduced to 12 weeks to ensure we are considering children's circumstances' within reasonable timescales. We are also reviewing our PLO processes and have amended the timescales to 12 weeks to minimise risk.</p>						
<p>Percentage of children in good or outstanding Schools [Monthly snapshot]</p> <p><i>Corporate Plan objective: Enable and provide opportunities for the best start in life</i></p>	91.4%	88%	Maximise	Q2 22/23	↑ 90.9%	↑ 87.7%
<p>All LA Maintained primary schools are good or better. We continue to work with all schools to support performance as well as liaising with DfE for Academies where appropriate. Sacred Heart has now been published (the school remains good) and St Christopher's was inspected on w/c 11.09.22.</p>						

Indicator	Value	Target	Aim of indicator	Date range	Compared to last quarter (Q1 22/23)	Compared to the previous year (Q2 21/22)
<p>Percentage of eligible children benefiting from 2-year old funding [Monthly snapshot]</p> <p><i>Corporate Plan objective: Enable and provide opportunities for the best start in life</i></p> <p>78</p>	64.5%	68%	Maximise	Q2 22/23	↑ 62.4%	↑ 62.5%
<p>Percentage of 2-, 3- and 4- year-old children benefitting from funded early education in good or outstanding settings [Monthly snapshot]</p> <p><i>Corporate Plan objective: Enable and provide opportunities for the best start in life</i></p>	97.7%	96.5%	Maximise	Q2 22/23	New KPI	New KPI

A data analyst was appointed to support in this work but made the decision after 4 weeks in post to leave, resulting in a gap in staff resources to support this work. OPI are currently trying to recruit to this post.

The data for take up for Southend-on-Sea is showing a decrease in the take up of 2-year old funding. This is expected in Autumn Funding period. We will continue working with OPI to maximise take up.

We have built a new report to identify any 2-year old accessing Family Centre services that may be eligible for 2-year old funding. We will be targeting these families to encourage take up.

We have successfully appointed to the role of Funding Officer who started with SCC on 12 September. Part of the role will be to work with providers, health colleagues and partners to ensure that all eligible parents are informed about and supported to access 2-year old funding.

The Early Years Outreach Team are working with Communications Team to run social media and bus stop marketing campaigns.

We continue to work closely with Family centres to promote the offer to parents. We are working with Family centres to deliver virtual surgeries to support parents looking for childcare.

We have been notified by Ofsted that we have no inadequate group settings. We have one setting on RI that are unable to take any new funded 2-year olds until significant progress has been made on their action plan and with agreement with Head of Service. Nationally and locally there is a major workforce issue. We are monitoring this extremely carefully.

In August two nurseries and 1 pre-school closed at the end of Summer 2022. Two childminders have resigned. One childminder has been suspended (LADO and Ofsted fully involved). We have one proposed childminder awaiting Ofsted registration. We have also had successful transitions from: Ready teddy Go pre-school to Thorpedene Primary School Nursery. Our Lady of Lourdes Pre-school to Our Lady of Lourdes Primary School.

Indicator	Value	Target	Aim of indicator	Date range	Compared to last quarter (Q1 22/23)	Compared to the previous year (Q2 21/22)
Percentage of young people who are not in employment, education or training or whose situation is not known [Monthly snapshot] <i>Corporate Plan objective: Enable and provide opportunities for the best start in life</i> <i>Corporate Risk Register Ref: 14 & 20</i>	4.8%	6.8%	Minimise	Q2 22/23	↓ 2.9%	↑ 6.5%
All of September Cohort becomes unknown in September, so to get the figure under 10% is a major achievement (September's value was 8.8% against the target of 11.7%). We also had really good September Guarantee figures with 99% of year 11 students being offered a place and 98.4% of year 12.						
The percentage of Southend-on-Sea children aged under 4 living in the most deprived areas (0-30%) involved in pre-school activity or education [Cumulative YTD] <i>Corporate Plan objective: Enable and provide opportunities for the best start in life</i> <i>Corporate Risk Register Ref: 8</i>	92.4%	70%	Maximise	Q2 22/23	↑ 92.3%	-
We continue to work closely with ABSS, Health and partners to increase the offer to children and families of Southend-on-Sea. Family Centres continue to strive to ensure early years services are provided for children in Southend-on-Sea. Family Centre staff actively promote Early Years settings and childminders to families to maximise the opportunity of 2 and 3-4 entitlement. We have seen an increase in the need for access to universal services. We have seen an increase in the need for intensive support from the Family Support Team – as an impact of the cost-of-living crisis. 57 nursery and primary school children provided with brand new school uniforms which included a £30 shoe voucher and full PE Kit. This was enabled through partnership working through Packed With Smiles, who are a local charity. Family Centres are proactively working with colleagues and partner agencies to support refugees that have been placed in Southend-on-Sea adapting service provision to meet the needs of particular communities. Family Centres have partnered with local SEN services to cofacilitate service delivery to meet the needs and offer support to families with children with SEND. Conversations are ongoing on how we can expand this work enabling more families across Southend-on-Sea to benefit from targeted delivery.						
ASCOF 1G Proportion of adults with learning disabilities who live in their own home or with their family [Cumulative YTD] <i>Corporate Plan objective: enable people to age well, live well and care well</i> <i>Corporate Risk Register Ref: 13</i>	88.9%	85.5%	Maximise	Q2 22/23	↑ 88.4%	↑ 88%
The LD Team's focus is supporting people with a Learning Disability to reside within tenanted arrangements which increases choice and control.						
ASCOF 2A(2)- Permanent admissions into residential/nursing care, per 100,000 population (65+) [Monthly snapshot] <i>Corporate Plan objective: enable people to age well, live well and care well</i> <i>Corporate Risk Register Ref: 13</i>	218.73	252.38	Minimise	As at Q2 22/23	-	↓ 171.06
Overall, the total admissions to residential care for people over 65 is below projected forecast figures. 88 actuals this year against an annual target of 180.						
	96.4%	95%	Maximise	Mar 2022	-	-

Indicator	Value	Target	Aim of indicator	Date range	Compared to last quarter (Q1 22/23)	Compared to the previous year (Q2 21/22)
ASCOF 1C (1A) - Proportion of People receiving self-directed support [Cumulative YTD] <i>Corporate Plan objective: ensure that health and social care services meet the needs of all</i> <i>Corporate Risk Register Ref: 10 & 13</i>	This indicator is being reintroduced as a quarterly measure, having not been updated since March 2022. Work with Adult Social Care is underway to reintroduce monitoring.					
Percentage that were asked and safeguarding outcomes were Fully or partially achieved [Cumulative YTD] <i>Corporate Plan objective: ensure that health and social care services meet the needs of all</i> <i>Corporate Risk Register Ref: 8</i>	97.5%	97%	Maximise	Q2 22/23	↓ 98.2%	↑ 97.4%
The overwhelming majority of people agree that the outcomes of the safeguarding enquiry were in line with their expectations.						
ASCOF 2B (1)- Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services [Monthly snapshot] <i>Corporate Plan objective: ensure that health and social care services meet the needs of all</i> <i>Corporate Risk Register Ref: 13</i>	74.9%	80%	Maximise	Q2 22/23	↓ 79.1%	↓ 80.3%
Performance is below target. It is important to note that the NHS continues to lead on discharge from hospital which means the local authority has reduced input and control over this measure.						
People in receipt of long-term support for more than 12 months that have received a review in the last 12 months [Cumulative YTD] <i>Corporate Plan objective: ensure that health and social care services meet the needs of all</i> <i>Corporate Risk Register Ref: 13</i>	61.1%	75%	Maximise	Q2 22/23	↓ 66.4%	↓ 78%
We note the challenged position, however this was expected and necessary due to the Review Team needing to prioritise other work streams relating to the increase in demand from the Access point and for safeguarding referrals. Vacancies within the Team (5 posts) also adds significant pressure to this measure.						
ASCOF 2D - Proportion of those that received short-term service during the year where sequel was either no on-going support or support of a lower level [Cumulative YTD] <i>Corporate Plan objective: ensure that health and social care services meet the needs of all</i>	45.2%	58%	Maximise	Q2 22/23	↓ 47.3%	↓ 56.3%
The measure remains below target however has seen an improvement over the past month (September). This indicator will continue to be monitored in collaboration with the Commissioning service over the coming months.						
ASCOF 3C (1) - Proportion of carers who report that they have been included or consulted [Annual Snapshot] <i>Corporate Plan objective: ensure that health and social care services meet the needs of all</i>	22.4%	TBC	Maximise	22/23	-	34.8% (2018/19)
22.4% of carers reported over the last 12 months that they always felt involved or consulted in discussions about support or services provided. This is in line with the England average, at 22.6%, but below the eastern region average, at 26.1%. A further 27% reported that they usually felt involved or consulted. Target is to be set in Oct 2022.						

Indicator	Value	Target	Aim of indicator	Date range	Compared to last quarter (Q1 22/23)	Compared to the previous year (Q2 21/22)
<p>ASCOF 3A- Overall satisfaction of people who use services with their care and support [Annual Snapshot] <i>Corporate Plan objective: ensure that health and social care services meet the needs of all</i> <i>Corporate Risk Register Ref: 13</i></p>	71.1%	TBC	Maximise	2021/22	-	↑ 70.6%
<p>Target to be set mid-end Oct 22. For 21/22, Southend-on-Sea is ranked 6th nationally for this indicator. Region score: 65.4% England score: 63.9%</p>						
<p>Percentage of total attendance in all schools [Monthly snapshot] <i>Corporate Plan objective: Enable and provide opportunities for the best start in life</i></p>	94.5%	TBC	Maximise	Q2 22/23	New KPI	New KPI
<p>Indicator under development. The introduction of a compiled measure for attendance has been used to provide an overview of attendance in the city, and an updated target will be set under guidance from the Head of Access and Inclusion in accordance with the use of a summary measure. - Primary: 95.3% - Secondary: 94.2% - Special: 88.1% -Alternative provision: 76.2%</p>						
<p>ASCOF 1H- Proportion of adults in contact with secondary mental health services who live independently with or without support [Monthly snapshot] <i>Corporate Plan objective: enable people to age well, live well and care well</i> <i>Corporate Risk Register Ref: 13</i></p>	39.5%	TBC	Maximise	Q2 22/23 as at Aug 2022	48%	69.6%
<p>It is noted that there was definition update for this performance indicator in May 2022 – amounting to a tenfold increase in service users included in this figure, and therefore impacting the outcome for this measure. This means that figures shouldn't be compared to previous figures. A revised target is due to be set in Oct 2022.</p>						
<p>Number of carers assessed and/or reviewed per 100,000 population (18+) [Monthly snapshot] <i>Corporate Plan objective: enable people to age well, live well and care well</i> <i>Corporate Risk Register Ref: 13</i></p>	132.37	TBC	Maximise	Q2 22/23	54.06	429.26
<p>The numbers are starting to demonstrate the extensive work we have done since the beginning of the year on our Carers offer and practice guidance. Target is to be set in line with regional figures in Oct 2022.</p>						
<p>ASCOF 3D (1) - The proportion of people who use services who find it easy to find information about support [Annual snapshot] <i>Corporate Plan objective: enable people to age well, live well and care well</i> <i>Corporate Risk Register Ref: 10 & 13</i></p>	71.6%	TBC	Maximise	2021/22	-	↑ 68%
<p>Target to be set mid-end Oct 22. For 20/21, Southend-on-Sea is ranked 19th nationally for this indicator. Region score: 63.2% England score: 64.6%</p>						
<p>ASCOF 1B (1) - The proportion of people who use services who have control over their daily life [Annual snapshot] <i>Corporate Plan objective: enable people to age well, live well and care well</i> <i>Corporate Risk Register Ref: 10 & 13</i></p>	81.2%	TBC	Maximise	2021/22	-	↓ 83.5%
<p>Target to be set mid-end Oct 22. For 21/22, Southend-on-Sea is ranked 18th nationally for this indicator. Region score: 77.3% England score: 76.9%</p>						

A city rising to the climate change challenge

Highlight report:

16 Key Performance Indicators (KPIs) have been developed and aligned to the following objectives:

- Local Transport Plan 4
- Become a net Zero Carbon Southend by 2030
- Prevent waste, re-use and increase recycling
- Develop an active and sustainable travel network
- Enhance, promote and protect our natural environment
- Undertake flood and coastal erosion risk management

10 KPIs are on target within this priority area. The following **1** KPI is currently not meeting target – *it should be noted that this KPI is based on benchmarked data of local authorities in cities across England and does not represent a target specifically chosen for the council:*

- Rate of publicly available electric vehicle charging devices at all speeds in Southend-on-Sea

This KPI are aligned to risk 9 (Mitigating for and adapting to climate change) which may impact on the council's ability to support the reduction of the city's carbon footprint. This could affect other related KPIs such as Reduction of AQMA for Air Quality Management, i.e. if there is reduced capacity of charging devices to enable car owners to purchase electric vehicles. There is a tension between encouraging electric vehicle use and the potential perception and reality of residents not being able to afford an electric vehicle with the cost-of-living pressures, demonstrated in this report with 4 KPIs aligned to risk 3 (Inflation and cost of living pressures).

The following **1** KPI is amber RAG rated:


- Percentage acceptable standard of cleanliness: detritus [Cumulative YTD]

A mitigation plan to support this measure meeting target by the next reporting cycle will be explored and initiated with the service.

The following **4** KPIs are currently developing their baseline and target data to be reported on from 2023/24 onwards:

- Improve the city's cycle network (increased metres of cycle lane)
- Improve number of school streets & low traffic neighbourhoods
- Tree Net Gain in the city [Annual snapshot]
- Increasing the areas devoted to Improve the survival of pollinating insects [Annual snapshot]

A city rising to the climate change challenge

Action (output measure)	Progress	Status	Due Date
Develop and deliver the Local Transport strategic document <i>Corporate Plan objective: Local Transport Plan 4</i> <i>Corporate Risk Register Ref: 9</i>	On Target	In progress	31 Jul 2023
		Local Transport Plans are devised after consultation with local transport companies, residents, and transport user groups. The aim is to reduce congestion in Southend-on-Sea and to develop economic and environmental growth. The local Transport Plan 4 is currently being developed and is on track for a July 2023 delivery.	
Pathway to Net Zero Carbon <i>Corporate Plan objective: Become a net Zero Carbon Southend by 2030</i> <i>Corporate Risk Register Ref: 9</i>	On Target	In progress	31 Mar 2023
		Scenario setting and modelling is being developed to inform decision making for the council and will be used to inform a preferred option and future strategy to be adopted by the council to meet the net zero carbon challenge.	
Revise & update the Green City Action Plan <i>Corporate Plan objective: Become a net Zero Carbon Southend by 2030</i> <i>Corporate Risk Register Ref: 9</i>	On Target	In progress	31 Mar 2023
		A reframing of the Green City Action Plan has taken place, underpinned by a robust evidence base, enabling the action plan to be delivered by its timescale.	
 Delivery of a 10-year vision for parks & open spaces regeneration strategy (2022-2032) <i>Corporate Plan objective: Enhance, promote and protect our natural environment</i> <i>Corporate Risk Register Ref: 9</i>	On Target	In progress	31 Mar 2023
		This document is an all-encompassing strategy which covers Parks, Open Spaces, Biodiversity, Green spaces, and trees across the 'green realm'. The document sets key themes, standards and actions that will be undertaken to ensure parks and open space continues to play an important role for the health, wellbeing and the economy of the city and its neighbourhoods.	
Southend City Council Shoreline Strategy (SSS) Implementation Plan update <i>Corporate Plan objective: Undertake flood and coastal erosion risk management</i>	On Target	In progress	31 Mar 2023
		The last version of the Southend City Council Shoreline Strategy (SSS) was published in 2019; update & renewal is due in 2022/23 which is on target to meet this timescale. The SSS is designed to guide the implementation of the Essex and South Suffolk SMP in the Southend-on-Sea frontage, over the next 100 years. The strategy is on target for completion by the set due date.	
Southend City Council Local Flood Risk Management Strategy (LFRMS) update <i>Corporate Plan objective: Undertake flood and coastal erosion risk management</i> <i>Corporate Risk Register Ref: 9</i>	On Target	In progress	31 Mar 2023
		This is a statutory duty for the council to develop, maintain, apply and monitor a strategy for the management of local flood risk. (LFRMS) outlines the long-term plan for managing local sources of flood risk across the city. This review and update of the LFRMS is on target to be complete by March 2023.	

Indicator	Value	Target	Aim of indicator	Date range	Compared to last quarter (Q1 22/23)	Compared to the previous year (Q2 21/22)
Rate of publicly available electric vehicle charging devices at all speeds in Southend-on-Sea [Quarterly snapshot] <i>Corporate Plan objective: Become a net Zero Carbon Southend by 2030</i> <i>Corporate Risk Register Ref: 9</i>	10.4	13.25	Maximise	Q1 22/23	-	↑ 8.8
Charging device location data is sourced from the electric vehicle charging platform Zap-map and represents devices reported as operational.						
Percentage acceptable standard of cleanliness: litter [Cumulative YTD] <i>Corporate Plan objective: Prevent waste, re-use and increase recycling</i>	96.9%	95%	Maximise	As at Q2 22/23	-	↓ 99.9%
This indicator is on track with the 22/23 target of 95%.						
Percentage acceptable standard of cleanliness: detritus [Cumulative YTD] <i>Corporate Plan objective: Prevent waste, re-use and increase recycling</i>	90.7%	95%	Maximise	As at Q2 22/23	-	↓ 99.9%
The figure demonstrates a lower-than-expected level of cleansing, which is being discussed with Veolia, it is still possible to achieve the 22/23 target of 95%.						
Percentage of waste collections carried out on schedule [Cumulative YTD] <i>Corporate Plan objective: Prevent waste, re-use and increase recycling</i> <i>Corporate Risk Register Ref: 16</i>	99.9%	99%	Maximise	As at Q2 22/23	-	↑ 99.9%
The month value for September of 1,075 reported missed collections is a decrease of 106 on the previous month compared to 1,181 in August and 1,524 in July.						
Reduction of AQMA for Air Quality Management and to decarbonise the transport network [Annual snapshot] <i>Corporate Plan objective: Develop an active and sustainable travel network</i> <i>Corporate Risk Register Ref: 9</i>	35.5 µg/m ³	40 µg/m ³	Minimise	2021	-	↓ 44.6 (2020)
This measure is collected on an annual basis. The most recent data shows as of 2021 that the air quality objective for NO ₂ were not exceeded. This may have been impacted by the COVID-19 pandemic and the reduced traffic in the city. This is being closely monitored to support reaching target for 2022 (to be reported in 2023).						
Increase & maintain the number of Green Flag Award parks in the city [Annual snapshot] <i>Corporate Plan objective: Enhance, promote and protect our natural environment</i>	7	8	Maximise	2022/23	New KPI	New KPI
The Green Flag Award® scheme recognises and rewards well managed parks and green spaces, setting the benchmark standard for the management of recreational outdoor spaces across the United Kingdom and around the world. There are currently 7 Green Flags in Southend-on-Sea with a target to improve this by +1 to 8 by the end of 2022/23. Progress will be unknown until near the end of Q4 2022/23.						
Improve the city's cycle network (increased metres of cycle lane) <i>Corporate Plan objective: Develop an active and sustainable travel network</i>	TBC	TBC	Maximise	TBC	New KPI	New KPI
Future indicator for 2023/24 - Currently developing baseline & improvements to develop actual and target data to go live from 2023/24.						
	TBC	TBC	Maximise	TBC	New KPI	New KPI

Indicator	Value	Target	Aim of indicator	Date range	Compared to last quarter (Q1 22/23)	Compared to the previous year (Q2 21/22)
<p>Improve number of school streets & low traffic neighbourhoods</p> <p><i>Corporate Plan objective: Develop an active and sustainable travel network</i></p>	<p>Future indicator for 2023/24 - Currently developing baseline surveys & improvements (based on review of current school streets that have been implemented). KPI will be live with actual and target data from 2023/24.</p>					
<p>Tree Net Gain in the city [Annual snapshot]</p> <p><i>Corporate Plan objective: Enhance, promote and protect our natural environment</i></p> <p><i>Corporate Risk Register Ref: 9</i></p>	TBC	TBC	Maximise	Annual	New KPI	New KPI
<p>Future indicator for 2023/24 - this measure combines the previous KPIs “Tree Planting” and “Tree Removal” to report on the net gain of trees in the city. The target will be based on the previous year’s actual data with an aim to maximise on this number.</p>						
<p>Increasing the areas devoted to Improve the survival of pollinating insects [Annual snapshot]</p> <p><i>Corporate Plan objective: Enhance, promote and protect our natural environment</i></p>	TBC	TBC	Maximise	Annual	New KPI	New KPI
<p>Naturalised grass/wildflower meadows (square metres) are required to support pollinator nest sites and increase the survival chances of pollinators in the city. This supports the SCC Adopt & Deliver the Grassland Management Strategy and the <u>National pollinator strategy: for bees and other pollinators in England - GOV.UK (www.gov.uk)</u>.</p> <p>A new baseline and target are being developed for this KPI, to be live from 2023/24 onwards. The proportion of Southend-on-Sea managed as naturalised in 2021 was: 0.79%</p>						

A city delivering genuinely affordable housing

Highlight report:

18 Key Performance Indicators (KPIs) have been developed and aligned to the following objectives:

- Address local housing need
- Prioritise the supply and quality of safe, genuinely affordable homes
- Make any instance of homelessness brief and non-recurrent, aiming for functional zero homelessness
- Maximise environmental sustainability of homes
- Ensure good quality housing design, management and maintenance
- Reduce the number of empty homes
- Deliver the Local Plan and manage Development Control

11 KPIs are on target within this priority area. The following 2 KPIs are not meeting target:

- Percentage of properties void & non-re-lettable
- % of Council Homes not meeting the Decent Homes standard

The following 1 KPI is amber RAG rated:

- Council tenants with more than seven weeks of rent arrears as a % of the total number of tenants

∞

These KPIs are aligned to risk 12 (Housing) which may impact on the council's ability to address rising homelessness, particularly with the ongoing cost of living pressures. There is also a financial impact related to: tenants in rent arrears, void and empty properties not being re-let. Properties not meeting the decent home standard can lead to further deprivation i.e. fuel poverty; this may therefore have a residual effect on risk 3 (Inflation and cost of living pressures). Mitigation plans to bring these measures up to target will be explored and initiated with the service.

The following 2 KPIs are dependent on the development of, and will have targets set as a result of, the outcome of the Local Plan; with proposed go live dates of 2024/25 for both:

- Increase the supply of ready to develop housing sites
- Housing Stock (Number of dwellings, as at 1 April) - Dwellings [Annual snapshot]

A city delivering genuinely affordable housing

Action (output measure)	Progress	Status	Due Date
Better Queensway Porters Place delivery –initial works on site (removal of footbridge) <i>Corporate Plan objective: Prioritise the supply and quality of safe, genuinely affordable homes</i> <i>Corporate Risk Register Ref: 12, 17 & 18</i>	On Target	In progress	31 Mar 2023
	Initial works on site for the removal of the footbridge is on target. For future milestones of this KPI, the council will be looking to Achieve a revised Business Plan for Better Queensway – Dec 2023 (2023/24) -further years are TBC for Better Queensway as dependent on a developed Business Plan.		
Increase options for key worker housing across the city, including targeted marketing of affordable home ownership schemes <i>Corporate Plan objective: Prioritise the supply and quality of safe, genuinely affordable homes</i> <i>Corporate Risk Register Ref: 12</i>	On Target	In progress	31 Mar 2023
	Research is being developed for delivery of options by end of 2022/23 and is currently on target. It is intended to be developed into a measurable target KPI form 2023/24 onwards.		
Deliver research and viability report(s) regarding a Net Zero Housing Policy for SCC <i>Corporate Plan objective: Maximise environmental sustainability of homes</i> <i>Corporate Risk Register Ref: 9 & 12</i> ∞	On Target	In progress	31 Mar 2023
	This measure is an output which will impact on the potential creation of a Low Carbon Policy for SCC in 2023/24 & subsequent Outcome measure based on the proportion of properties built that are Net Zero from 2024/25 onwards. Research is on target for end of 2022/23 to deliver the viability report(s).		
Completion of the Preferred Approach Consultation of the Local Plan (stage 3 of 5) <i>Corporate Plan objective: Deliver the Local Plan and manage Development Control</i> <i>Corporate Risk Register Ref: 21</i>	On Target	In progress	31 Mar 2023
	This is the next stage of engagement on the route to preparing the Local Plan and is currently on target to be met.		

Indicator	Value	Target	Aim of indicator	Date range	Compared to last quarter (Q1 22/23)	Compared to the previous year (Q2 21/22)
Number of Properties purchased by SCC via the Acquisitions Programme [Cumulative YTD] <i>Corporate Plan objective: Address local housing need</i> <i>Corporate Risk Register Ref: 12</i>	9	15 (Annual)	Maximise	Q2 22/23	-	↓ 19
	Measure is cumulative and is on target. The Affordable Housing Acquisitions Programme successfully purchased one property in September bringing the total value of properties to £1,137,290 (including SDLT). A further 8 properties are in solicitors' hands totalling £1.7M (including SDLT). Completed and potential acquisitions total £2.85M (including SDLT) and the team anticipates two further properties to complete in October.					

Indicator	Value	Target	Aim of indicator	Date range	Compared to last quarter (Q1 22/23)	Compared to the previous year (Q2 21/22)
Number of affordable housing units delivered in the city (by SCC and RP's) [Cumulative YTD] <i>Corporate Plan objective: Prioritise the supply and quality of safe, genuinely affordable homes</i> <i>Corporate Risk Register Ref: 12 & 17</i>	41	70 (Annual)	Maximise	Q2 22/23	34 (Q4 21/22)	26 (Q2 21/22)
Measure is cumulative and is on target. Harp Housing Association completed 7 units (beds) as part of the refurbishment of no.45 Marks Court and 4 units at no.47 Marks Court. It is expected the x35 new units and x4 flats at no.49, will be completed mid-November 2022. The total of 50 units, form part of the Bluebird Project. Southend-on-Sea City Council have acquired six properties as part of its Acquisition Programme, and one further through its Land Acquisition Fund.						
Families with children in B&B for over 6 weeks [Quarterly snapshot] <i>Corporate Plan objective: Make any instance of homelessness brief and non-recurrent, aiming for functional zero homelessness</i> <i>Corporate Risk Register Ref: 12</i>	0	0	Minimise	Q2 22/23	New KPI	New KPI
This a statutory measure and contributes to compliance with Central Government regulations to ensure families are not left in unsuitable and costly bed and breakfast accommodation for more than 6 weeks. Failure to comply results in a fine – this is a new measure being reported corporately and is on target at Q2.						
Council tenants with more than seven weeks of rent arrears as a % of the total number of tenants (tenancy sustainment) [Quarterly snapshot] <i>Corporate Plan objective: Ensure good quality housing design, management and maintenance</i> <i>Corporate Risk Register Ref: 12</i>	5.6%	5.25%	Minimise	Q2 22/23	4.7%	-
This year has seen a slight increase in the percentage of tenants in arrears over 7 weeks. Although it is felt this could be due to the rising costs of living having an impact further work is required to analyse any potential reasons for this increase.						
Percentage of council homes not meeting Decent Home Standard [Cumulative YTD] <i>Corporate Plan objective: Ensure good quality housing design, management and maintenance</i> <i>Corporate Risk Register Ref: 12</i>	12.1%	0%	Minimise	As at Sep 22/23	New KPI	New KPI
As we continue through the year, we will see this figure drop towards zero as more works are undertaken on properties to ensure that they meet the decent homes standard. It is currently expected that we will not quite meet the target of 0% by March, due to access issues for electrical rewires we expect to finish the year at around 1.5%. The current monthly target is 7.8% which represents slippage in meeting target for September.						
Major planning applications determined in 13 weeks [Cumulative YTD] <i>Corporate Plan objective: Deliver the Local Plan and manage Development Control</i> <i>Corporate Risk Register Ref: 17</i>	100%	79%	Maximise	Q2 22/23	-- 100%	-- 100%
The service will continue to focus on delivering major developments, for the wider benefits that such schemes can often achieve. This is relevant to all applications to some degree, but major schemes are often key to supporting economic growth and recovery in the city. The exceedance of this target is therefore particularly welcome. Applications received: September – 5 August – 1 July – 0						

Indicator	Value	Target	Aim of indicator	Date range	Compared to last quarter (Q1 22/23)	Compared to the previous year (Q2 21/22)
Minor planning applications determined in 8 weeks [Cumulative YTD] <i>Corporate Plan objective: Deliver the Local Plan and manage Development Control</i>	99.3%	84%	Maximise	Q2 22/23	↓ 100%	↑ 97.7%
	The consistently strong performance of the service against this target reflects a persistent drive to deal efficiently with the particularly large volumes of often complex smaller-scale applications received in Southend-on-Sea due to the built-up nature of much of the city area. Applications received: September – 40 August – 30 July – 50					
Other planning applications determined in 8 weeks [Cumulative YTD] <i>Corporate Plan objective: Deliver the Local Plan and manage Development Control</i>	99.6%	90%	Maximise	Q2 22/23	↓ 100%	↑ 98.3%
∞	It is pleasing to see these ambitious targets exceeded once again and performance so strong in the context of the service dealing with the additional pressure of a number of complex major developments, such as Queensway and Fossetts Farm. However, the team's capacity is currently very strained as a result of this. Applications received: September – 61 August – 75 July – 67					
Percentage of property voids and non-relettable [Quarterly snapshot] <i>Corporate Plan objective: Reduce the number of empty homes</i> <i>Corporate Risk Register Ref: 12</i>	1.4%	1.1%	Minimise	Q2 22/23	New KPI	New KPI
	There are now 50 properties being held empty at Quantock awaiting a decision on works. At the end of September, we had 28 properties with a contractor and so unable to let, 19 being held for structural works at our Balmoral estate, 2 properties with major structural defects, 12 being used for decants and 5 being held awaiting transfer back to the owner. Percentage of overall council owned stock. These properties are held or require major work so cannot be let by South Essex Homes.					
Percentage of property void and relettable [Quarterly snapshot] <i>Corporate Plan objective: Reduce the number of empty homes</i> <i>Corporate Risk Register Ref: 12</i>	0.7%	1.0%	Minimise	Q2 22/23	New KPI	New KPI
	The percentage of properties void and lettable is within target and currently is at 0.7%. This represents 44 properties which are awaiting a tenant match. Of these 15 are hard to let sheltered properties that undergo repeated advertising cycles, 6 are Domestic Abuse properties awaiting a match, 18 are town centre properties awaiting a homeless match from hostels, 2 are with the homeless team and 2 are with Social Care to match. Only 1 are general voids available for the team to let through the standard process.					

Indicator	Value	Target	Aim of indicator	Date range	Compared to last quarter (Q1 22/23)	Compared to the previous year (Q2 21/22)
Homeless prevention cases ending with settled housing being secured [Quarterly snapshot] <i>Corporate Plan objective: Make any instance of homelessness brief and non-recurrent, aiming for functional zero homelessness</i> <i>Corporate Risk Register Ref: 3, 12 & 20</i>	52%	TBC	Maximise	Q1 22/23	New KPI	New KPI
	This KPI will go live with a target attached in 2023/24 ; the target will be based on benchmarking data with appropriate Local Authorities. We currently have 224 households placed in Temporary accommodation by the council/on our behalf. This includes 184 households placed under the usual homeless duties, and 40 households placed under the rough sleeping initiative.					
Number of empty homes brought back in to use [Quarterly snapshot] <i>Corporate Plan objective: Reduce the number of empty homes</i> <i>Corporate Risk Register Ref: 12</i>	TBC	TBC	Maximise	TBC	New KPI	New KPI
	This is a new measure corporately. The service is currently developing baseline and target data to be reported on 2023/24 . The service works with owner occupiers that have properties empty than 6 months or more, to bring them back into use via support, guidance and signposting.					
Housing Stock (Number of dwellings, as at 1 April) - Dwellings [Annual snapshot] <i>Corporate Plan objective: Deliver the Local Plan and manage Development Control</i> <i>Corporate Risk Register Ref: 12</i>	TBC	TBC	Maximise	Annual	New KPI	New KPI
	Future PI for 2024/25 – This KPI Reported to Central Govt. Govt returns are end of Sept each year for year just gone (1st April - 31st March). Housing target will be developed for the Local Plan once stage 3 of 5 is complete - will be available once the Local Plan is adopted (approx. adopted 2024/25).					
Increase the supply of ready to develop housing sites <i>Corporate Plan objective: Address local housing need</i> <i>Corporate Risk Register Ref: 12, 17 & 21</i>	TBC	TBC	Maximise	Quarterly	New KPI	New KPI
	Future indicator for 2024/25 This KPI will be based on a 5-year housing supply, based on a target extrapolated over 5 years from the Local Plan. There is potential for this KPI to be live from 2024/25 subject to any Central Government changes between 2022-2024.					

Risk Register Heat Map: Risk Numbers

Risk	
1 - Covid-19 pandemic	12 - Housing
2 – Financial sustainability	13 – Adult social care
3 – Inflation and cost of living pressures	14 – Social cohesion
4 – public services landscape	15 – Southend Travel Partnership
5 – Workforce	16 – Waste Management
6 – a) Cyber Security b) Data protection	17 – House building programme
7 – Capital investment programme delivery	18 – Regeneration and major projects
8 – Safeguarding responsibilities and child welfare	19 – Visitor destination
9 – Mitigating for and adapting to climate change	20 – Economic recovery and income inequalities
10 – Health inequalities	21 – Local Plan
11 – LGA peer review of SEND & CWD	

Relevant Corporate Risks are noted underneath each applicable Key Performance Indicator title. The latest Corporate Risk Register report can be found [here](#).

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Southend-on-Sea City Council

Report of Executive Director Growth & Housing and
Executive Director Finance & Resources

To

Cabinet

On

8 November 2022

Report prepared by:

Alan Richards - Executive Director (Growth & Housing)

Agenda
Item No.

6

The Victoria Shopping Centre and Utilisation of Council Buildings

Relevant Scrutiny Committee(s): Policy & Resources
Cabinet Member: Councillor Paul Collins

Part 1 (Public Agenda Item)

1. Purpose of Report

- 1.1 This report sets out the range of opportunities the Victoria Centre presents in the context of the City Centre, the centre itself and other parts of the Council's operational estate including the Civic Campus and the Tickfield Centre.
- 1.2 This report sets out principles and proposes a general direction of travel. If agreed, this will enable officers to develop plans for the utilisation and rationalisation of key parts of the council's estate and to provide opportunities for councillors to be involved in that process through the Asset Management and Inward Investment Working Party.

2. Recommendations

- 2.1 That Cabinet agrees the following guiding principles for this work to proceed:
 - 2.1.1 **“The Victoria Centre provides a thriving mix of uses right in the heart of the City Centre with opportunities for businesses to thrive, and residents and visitors to shop, play, live and work.”**
 - 2.1.2 **“That the Council will seek to move administrative (and where appropriate other) functions into the Civic Centre, to establish the optimum volume and type(s) of space required for its future operations and then, subject to detailed feasibility, relocate the Council to the Victoria Centre. This will in turn release the Civic Campus for regeneration and provide opportunities to redeploy, sell, develop or lease other buildings within the council's estate vacated as part of the rationalisation and to exit leased-in premises.**
- 2.2 That Cabinet agree a feasibility budget of £250,000 to support the next stages of work and enable the propositions to be developed and progressed. This will be funded by £75k from existing Civic Centre

Efficiencies capital budget with the balance of £175k met from the Business Transformation Reserve initially. This budget will be paid back through estate efficiencies and capital receipts as the project progresses.

2.3 To develop the procurement options

2.4 To actively seek out external funding sources which may support this work.

3. Background – The Victoria Centre

3.1 The Council acquired the Victoria Shopping Centre in the market in December 2020. The centre was acquired to provide the Council with control over this strategically located c. 3.6-acre city centre asset which in turn would increase the Council's influence in the City Centre as a landowner which, prior to the acquisition was very limited indeed; mainly highways areas and car parks.

3.2 Taking the opportunity to acquire this self-financing asset presented significant future opportunities for the Council to build income, diversify use around the core retail offer and to make a bold and clear statement in terms of its commitment to, and confidence in, the City Centre.

3.3 Owning the centre enables the Council to look very deliberately at rightsizing and relocating its operational headquarters right into the heart of the City Centre. This would also provide the opportunity to improve access to and links through the centre and bring forward visual improvements to the outside of this key and central building which provides a gateway into the City Centre

3.4 Significant work has already been completed to build and diversify the offer in the centre. New tenants and uses including Indirock, the NHS Blood Centre, Cookies & Cones, SpyMissions, Brook Health, Mossy's Shoes and Gourmet Burger have been introduced to the centre and are doing well.

3.5 Existing tenants including Peacocks, Deichmann, Warren James and Subway have been secured through lease renewals. Several other new lettings and lease renewals are currently progressing and are in solicitors' hands.

3.6 The Council has also commissioned BDP to undertake a piece of work looking at a series of large, empty spaces in the Southeast corner of the centre at lower ground (Chichester Road Level), ground (High Street Level) and first floor which have potential to accommodate the core of the Council's administrative functions and provide a space far more appropriately sized than the current Civic Centre. A series of on-site tours and presentations have been run for all Councillors to walk through these spaces and to begin to appreciate the opportunity presented. The principle has been well supported and is therefore being developed further.

3.7 The vision for the Victoria Centre that officers are working to test and deliver therefore is that "The Victoria Centre provides a thriving mix of uses right in the heart of the City Centre with opportunities for businesses to thrive, and residents and visitors to shop, play live, and work". We see the Council's occupation in the centre as a key part of this mix of uses, cementing a major presence in the City Centre for the long-term.

3.8 The Civic Centre and Civic 2.

- 3.9 The Civic Centre was purpose-built during the 1960s and opened in 1967 by the Queen Mother. Prior to 1967, the Council's civic base was at 29 Alexandra Street, the building now occupied by Southend Association of Voluntary Services (SAVS). The Civic Centre provides office accommodation over Lower Ground, Ground, and 1st to 13th floors in the tower, a suite of meeting spaces including the Council Chamber and services such as registrations. It is also the main customer contact centre. It was built at the same time as the former College to the east (long-since demolished), the Police Station and the Court House. The buildings operated with a district heating system for many years before this was largely disbanded and replaced with separate infrastructure.
- 3.10 The Council undertook significant work to the building around a decade ago to replace failing mechanical and electrical systems and to bring the main spaces up to a more modern standard of office accommodation. The project also included leaving Queensway House, 93-99 Southchurch Road and 283 London Road which altogether has delivered a c. £1m p.a. saving to the revenue budget since those buildings were vacated.
- 3.11 Times however have continued to change rapidly. Prior to Covid, officers had been undertaking regular surveys of the usage of the 996 workstations in the Civic Centre and 102 in Civic 2. This demonstrated how officers have for many years worked in different ways and that the peak building usage was never more than 55% and the average usage was around 47%. The Council delivers over 400 different services and requires a myriad of working styles and arrangements to deliver these. Technological advances have enabled many staff to work increasingly remotely, from other buildings, from home or out on sites and visits, as is the case across most businesses and local authorities. The Covid-19 pandemic and the rapid roll-out of further technology, video and over-internet calling, Microsoft teams meetings, webcast public meetings etc has served to further accelerate this change in working arrangements.
- 3.12 More recently, the rapid increases in energy prices have seen the electric bill for the Civic Centre rise from c.£280,000 to c.£400,000 and now to c.£800,000 over the last 3 years while the number of staff and councillors needing to be based at the Civic Centre has reduced from around 400-500/day to around 175-300/day. The Civic Centre is by far the Council's highest carbon-producing building by a significant margin.
- 3.13 The Civic Centre is no longer an efficient building for the Council to use in the long-term and the previous option of leasing floors out to other public bodies has now reversed as they also have reviewed their estate requirements and left their leased spaces in the Civic Centre. There is still a commercial tenancy on the top floor of Civic 2 (formerly Margaret Thatcher House, so named as it was built in 1985 as a temporary building form which to administer the Poll Tax). This building is beyond its design life.
- 3.13 As part of the current budget saving proposals, the top 5 floors of the Civic Centre are in the process of being closed to staff with all staff moving to the lower floors of the building (Floor 8 and below). This is partly to save costs (mainly cleaning,

gas and electricity) and to reduce our carbon impact, but also to enable the redistribution of equipment from the upper floors to the lower floors to create a better office working environment. It also provides the opportunity for the rationalisation of other buildings into the Civic Centre which serves to right-size the accommodation requirement as the work mentioned above to plan spaces in the Victoria Centre continues. The opportunities for Tickfield and the civic suite areas of the estate (meeting rooms, Council Chamber and members areas) along with the needs of the registrations service will of course also be considered as part of the project.

- 3.14 The working principles for this are therefore: “That the Council will seek to rationalise administrative (and where appropriate other) functions into the Civic Centre, to establish the optimum volume and type(s) of space required for its future operations and then, subject to detailed feasibility, to relocate the Council to the Victoria Centre. This will in turn release the Civic Campus for regeneration and provide opportunities to sell, develop or otherwise dispose of other property assets vacated as part of the rationalisation and to exit leased-in premises.”
- 3.15 The intention is that the above two key principles emboldened in the text above relating to the Victoria Centre, the Civic Campus (i.e., Civic Centre, Civic 2 and associated land) and the wider property estate will enable the purposeful rationalisation of services and buildings followed by the relocation to the Victoria Centre. This may also include options to deliver satellite offices/service hubs/meeting places, probably to the East and West of the City to improve options and accessibility and reduce travel
- 3.16 Clearly there is a great deal of detailed work to do as this moves forward. The majority of smaller building vacations and rationalisations can be dealt with under existing delegated authority arrangements however the major decisions relating to significant expenditure at the Victoria Centre and final decisions on the future of the Civic Campus and the associated budget commitments will of course require Cabinet and Council decisions at the proper time. This report is only intended to deal with the high-level principles so that work can get underway in earnest. As part of the feasibility work a more detailed timescale will also be worked through however it is anticipated that some early moves may well take place in the short term while the larger elements of the project will take several years. Prior to a major move by the Council, planning, finance, procurement and the completion of the works in the Victoria Centre will be required and this is likely to take at least 2-3 years.
- 3.17 It will also be important to establish the procurement options, risks and opportunities surrounding all this work including whether the sites are dealt with separately or potentially brought together into a single procurement exercise which could cover the works at the Victoria Centre, the relocation of the Council and the redevelopment of the Civic Campus under one umbrella.
- 3.18 The recommendations in this report therefore cover all these elements.

4. Other Options

- 4.1 The Council could decide not to agree the principle of relocation of the main administrative centre to the Victoria Centre and decide to remain in the existing

Civic Campus, acknowledging that it is far too large, inefficient, and expensive for the level of current and anticipated use and declining the regenerative opportunity presented. This would leave the spaces in the Victoria Centre available for leasing to generate further income.

- 4.2 The Council could seek to lease out floors of the Civic Centre again with a view to staying longer-term.

5. Reasons for Recommendations

- 5.1 To provide officers with a clear set of principles to plan and work towards.
- 5.2 To enable the Council to ensure its administrative estate is right-sized, efficient, centrally located for easy access and to optimise the opportunities for increased footfall and linked spend in the City Centre.
- 5.3 To support the diversification and evolution of the Victoria Centre and make a clear, long-term statement of commitment to the City Centre.
- 5.4 Release brownfield land for development to help to meet the growing housing delivery challenge while also reducing its carbon footprint and occupational costs through rationalisation of the operational estate.
- 5.5 To enable planning, feasibility and strategy development and preliminary stages of delivery to move ahead.

6. Corporate Implications

- 6.1 Contribution to the Southend 2050 Road Map

The project will contribute to all themes of 2050 – in particular it will help the Council to make direct or indirect progress towards the following outcomes from each theme area:

Pride & Joy

- we act as a sustainable and green city embracing the challenges of the Climate Emergency Declaration made in 2019
- our streets and public spaces are valued and support the mental and physical wellbeing of residents and visitors
- the variety and quality of our outstanding cultural and leisure offer has increased for our residents and visitors, and we have become the region's first choice coastal tourism destination
- there is a sense of pride in the place, with local people actively and knowledgably talking up the city

Safe & Well

- residents feel safe and secure in their homes, neighbourhoods and across the city

Active & Involved:

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

Connected & Smart

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

Opportunity & Prosperity

- We have a vibrant, thriving town centre, with an inviting mix of retail, homes, arts, culture, and leisure opportunities
- Major regeneration projects are under way and bringing prosperity and job opportunities to the City
- Southend has a national profile for its thriving Cultural and Creative Industries sector, where culture plays a central role in the social and economic success of our diverse communities
- As part of our economic recovery, Southend businesses feel supported to respond to economic shocks and can thrive and grow, creating enough job roles to match the needs of the population and safeguarding fulfilling careers

Future Ways of Working (now incorporated in to the Corporate Plan):

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

6.2 Financial Implications

6.2.1 Victoria Centre – currently the Council is meeting the void costs of the space in the Centre. Costs will increase if the Council relocates to the centre however these will become operating costs rather than void costs and the double overheads relating to the Civic Centre will be rationalised into a single set of costs once the existing buildings are vacated. The timescale for this project is realistically 2-4 years.

6.2.2 The cost of occupying the Civic Centre currently is c.£2m per annum. The value, in financial terms, in regeneration and housing terms and in terms of wider economic, social, and environmental impact will be considerable. It is expected that significant savings can also be delivered through the rationalisation of the wider estate through merging uses, sharing buildings, reviewing, and exiting those which are underused and no longer required. These savings will take the

form of ongoing revenue receipts alongside potential rental income flows and capital receipts (which in turn can reduce the Council's borrowing cost).

Note: It will not be possible to fully scope the total 'size of the prize' until the feasibility work is well underway and/or completed which will need to include the analysis of likely future occupational costs too so that a net position can be estimated.

6.2.3 If the recommendations are agreed and the principles accepted, the Council will be well positioned to apply for external funding streams from, for example One Public Estate, the Brownfield Land release fund, various streams of sustainability funding and to explore a range of other current and future funding options. Some of these funding streams are likely to require match funding elements but where funding can be sourced and secured externally this is likely to help both with finances and delivery and to improve the overall financial case.

6.2.4 One of the recommendations of this report includes making £250,000 of funding available to undertake the initial feasibility work for both Vic and Civic. This will be funded by £75k from existing Civic Centre Efficiencies capital budget with the balance of £175k met from the Business Transformation Reserve initially and recovered through estate efficiencies and capital receipts as the project progresses.

6.3 Legal Implications

6.3.1 There will be a series of legal implications cutting across this whole piece of work which will be considered, managed, and resourced as required.

6.4 People Implications

6.4.1 The proposals will involve physical changes to property but will also impact the ways and locations that many staff will work and how and where residents and others will engage with the Council. These issues are constantly evolving, along with the policies which support this work and as the project progresses, the people implications will need to be considered in detail, including any relevant service equality impact analysis as required.

6.5 Property Implications

6.5.1 As set out in this report at a high level with further detail to follow as the project progresses and design and due diligence moves forward.

6.6 Consultation

6.6.1 At this stage, the scope of the project is too broad to be specific.

6.6.2 A series of tours of the Victoria Centre have been delivered for Cabinet members and all councillors so that these principles could be discussed in the context of the Victoria Centre openly.

6.6.3 It is proposed that at key stages, the project is presented to the Asset management and Inward Investment Working Party to ensure cross-party

engagement alongside other conversations and discussion forums as appropriate.

6.6.4 The project will be subject to the usual consultation arrangements pursuant to the planning process.

6.6.5 Consideration can be given to targeted public consultation on key elements of the project as appropriate.

6.7 Equalities and Diversity Implications

6.7.1 These will require detailed consideration at all key stages.

6.8 Risk Assessment

6.8.1 This report deals only with the high-level principles and enables the detailed work to progress which will include risk analysis throughout as appropriate.

6.9 Value for Money

6.9.1 This will need to be demonstrated at each stage of the project and overall.

6.10 Community Safety Implications

6.10.1 This will require detailed consideration at all key stages.

6.11 Environmental Impact

6.11.1 This will require detailed consideration at all key stages.

7. Background Papers

7.1 There are no background papers associated with this report.

8. Appendices

8.1 There are no appendices associated with this report.

Meeting of Association of South Essex Local Authorities (ASELA) – Joint Committee**Date: Thursday, 20 October 2022****Place: Council Chamber, Castle Point Borough Council, Kiln Road,
Thundersley, Benfleet, SS7 1TF**

Present: Councillor C Hossack (Chair) (Brentwood Borough Council)
Councillors S Wootton (Vice Chair) (Rochford District Council), A Baggott (Basildon Borough Council), K Bentley (Essex County Council), S George (Southend-On-Sea City Council), S Cole (Castle Point Borough Council)

In attendance: I Butt (Castle Point Borough Council), E Helm (Southend-On-Sea City Council), A Hutching (Castle Point Borough Council), A Lewis (Southend-On-Sea City Council), S Logan (Basildon Borough Council), M Snaith, J Stephenson (Brentwood Borough Council and Rochford District Council), A Wardle (ASELA Communications Lead), T Walker (Essex County Council), K Wheeler (Thurrock Borough Council)

Start/End Time 10.00am – 11.35am

1. Apologies

Apologies for absence were received from Councillor M Coxshall (Leader-Thurrock Borough Council), Councillor D Blackwell (Castle Point Borough Council) and Sharon Bayliss.

2. Declarations of Interest

No declarations of interest were made at the meeting.

3. Minutes of Previous Meeting

Resolved:

That the minutes of the meeting of the Committee held on the 14 July 2022 be confirmed as a correct record.

4. Chairman's Report - Verbal Update

The Chair noted that nationally we are facing difficult times however he stated that ASELA knows its purpose and the things it is focussed on and continues to pursue them. The Chair also noted the issues Thurrock Council were experiencing and stressed that Thurrock remains a partner of ASELA and confirmed that all the Local Authorities that make up ASELA are supporting Thurrock.

The Chair highlighted that the time is right to re-group and for ASELA to look at its strategic priorities. The Chair proposed that within the next 3 weeks a date is agreed for a workshop to be arranged to look at the pressures Local Governments are under and to consider how to take this level of collaboration to the next level.

Councillor Bentley updated the Committee that Essex County Council has completed their submission to Government for Investment Zones in 4 areas, the North of Essex - Clacton, in the south of Essex - the A127 corridor, the A120 corridor and over to the west of Essex - North Weald. Councillor Bentley praised staff for their hard work on the submission which was put together in just two weeks. The outcome of the submission should be received before Christmas. Councillor George confirmed that Southend-On-Sea City Council's submission related to the city centre and linking it up with the area around Southend Airport. The Chair confirmed he had received communications from Environment groups referring to investment zones as an attack on nature. The Chair clarified that all the submissions from Essex were part of Local Development Plans already or brownfield sites and are not an attack on nature.

The Joint Committee members present agreed to attend a workshop in November to look at ASELA's priorities in the context of devolution and current financial pressures.

Councillor Baggott joined the meeting.

5. ASELA Joint Committee - Finance Report

The Joint Committee received the ASELA finance report. Members were advised that since the last meeting Homes England have confirmed the grant to ASELA of £250k of funding and Southend-On-Sea Borough Council are just waiting for this to be received into their account. The forecast is for ASELA to end 2022/23 with a surplus of £2k. There have been some other grants received since the report was written and they will be contained within the next finance report.

Resolved:

That the Joint Committee note the content of the ASELA Finance report for September 2022

6. South Essex Estuary Park Programme - Highlight Report

The Joint Committee received an overview of the current progress regarding the South Essex Estuary Park (SEE PARK) programme.

S Logan confirmed that the Pathfinder Demonstrator Project is being developed. A business case for each of the 5 landscape spaces has been completed and the focus is now on how in the current climate to resource SEE Park.

The Vice Chair raised that it would be helpful to see in future highlight reports where the income stream may be coming from and where the expenditure is for the programme.

Members were advised that the SEE Park vision contained within the South Essex Green and Blue Infrastructure study has won a World Architecture Festival award. The World Architectural Festival takes place at the end of November and will be an opportunity to showcase the work going on in South Essex on a global stage.

Councillor Baggot raised the need for further detail on what the financial costs to each Council will be once SEE Park is created and what the plan will be for ongoing maintenance and security.

Resolved:

That the progress of the South Essex Estuary (SEE Park) programme be noted and that the continued provision of support to deliver the programme, be endorsed.

7. South Essex Technical University Programme - Highlight Report

The Joint Committee received an overview of the current progress with regard to the South Essex Technical University programme.

S Logan reported that the key workstreams they are focussing on are setting up the Operating company, procuring the HE Provider to deliver the planned courses and procuring a HE Advisor.

Councillor Baggott queried what the process is for assessing and finding the Provider.

S Logan confirmed they are starting work on a soft marketing exercise and will then invite interest. It will be the businesses who make the decision as to who the Provider is.

S Logan reassured the Committee that they have got a number of experts involved with the programme now who have experience of this process.

Resolved:

That the progress of the South Essex Technical University programme to be noted and the continued provision of support to deliver the programme, be endorsed.

8. Digital Programme - Highlight Report

J Stephenson introduced the Digital Programme Highlight Report and requested that Item 8 and Item 9 of the agenda are heard together as item 8 provides details of the work completed in the last quarter and item 9 summarises the work undertaken over the last 2 years. J Stephenson highlighted the four key themes of the Digital programme and confirmed that the 200km of full fibre network has been delivered and is due to be lit very soon. He stated that the Project Manager M Snaith will provide a more detailed summary to the Joint Committee.

9. Digital Programme Briefing Report

M Snaith thanked all colleagues that have supported this programme and stated that they wouldn't be where they are today without this level of collaboration. M Snaith explained that they had been fortunate in securing 7.5 million pounds of funding to deliver 200km of full fibre network which has now linked over 200 public sector buildings.

M Snaith highlighted that in July 2021 the level of full fibre coverage in Rochford was 8%, it is now 33%. In Thurrock coverage was at 13.6% and is now at 48%. M Snaith acknowledged that Castle Point is still at 4.5% and commented that this is not good enough.

M Snaith confirmed that Thurrock have now lit the network and have derived over a million pounds worth of savings over the next 4 years. All other sites will be enabled with a lit service over the next 12 months. There is connectivity for all the sheltered housing in Thurrock and they are working with colleagues in adult social care who support those sites to use that fibre to provide virtual opportunities for residents to engage in such as to provide yoga sessions across 29 sites or a digital skills course. This can then be extended to other sites in the ASELA area. Community sites and village halls can also be used as digital hubs and this may provide somewhere to work for residents who work from home. M Snaith highlighted that the network can also collect anonymous data to inform policy.

The Joint Committee discussed the issue of inclusion. M Snaith confirmed in the current climate take up of full fibre connectivity is quite low and the issue of affordability needs to be looked at. The Chair requested if data could be provided to confirm the amount of people taking it up. M Snaith responded that it is likely to be commercially sensitive information to the companies and internet providers.

S Logan highlighted the need to communicate the wider benefits of the Digital programme and other ASELA programmes to residents and businesses.

Resolved:

That the progress of the Digital programme be noted and the continued provision of support to deliver the programme, be endorsed.

10. ASELA Communications Update Report

A Wardle reported that there has been a delay in the communication of the success around the digital programme as they are waiting to get a few key milestones over the finish line first. They have also joined up with Highways England to help promote this through some video work. A Wardle also advised the Committee that there are a number of opportunities for communications coming up with SEE park and the World Architecture Festival and also SETU.

The Joint Committee discussed how to maximise communication opportunities around each of the programmes and using the ambassadors of the programmes to do this. It was also raised that ASELA communications should be linked up with all 7 of the ASELA Local Authority Communications teams to maximise reach as it was noted that the majority of the Council's staff are also Essex residents.

Resolved:

That the Communications Report be noted.

11. Any Other Business

J Stephenson provided a short update on the Housing programme. He noted that the finance report had covered the grant of funding from Homes England earlier on in the meeting. He confirmed they can now appoint a programme director to support delivery of the programme but whilst this goes out to market, Inner Circle Consulting will be working on this in the interim as there is a need to use the funding gained otherwise they will lose it.

J Stephenson confirmed he hoped to be able to provide a full update at the next Joint Committee meeting or the one after where a representative from Homes England and the programme director can also be present.

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