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SOUTHEND-ON-SEA CITY COUNCIL

Policy and Resources Scrutiny Committee

Date: Thursday, 1st September, 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 7 July 2022 (Pages 1 - 10)

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

- 5 **Corporate Plan** (Pages 11 - 52)
Minute 190 (Cabinet Agenda Item No. 6 refers)
Called in by Councillors Cox and Davidson
- 6 **Corporate Risk Register** (Pages 53 - 84)
Minute No. 191 (Cabinet Agenda Item No. 7 refers)
Called-in by Councillors Cox, Davidson and Woodley
- 7 **In-Depth Scrutiny Project - 'Enabling Councillors to be Effective' Final Report** (Pages 85 - 108)
Minute No. 193 (Cabinet Agenda Item No. 9 refers)
Called-in by Councillors Cox and Davidson
- 8 **Fees & Charges Update** (Pages 109 - 124)
Minute No. 197 (Cabinet Agenda Item No. 13 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**

9 Association of South Essex Local Authorities - Joint Committee (Pages 125 - 132)

To receive the draft minutes of the meeting of the Joint Committee of the Association of South Essex Local Authorities (ASELA) held on 14 July 2022.

10 In-Depth Scrutiny Project 2022/23 - 'Developing Strong Governance & Strengthening Joint Working between 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, M Davidson, F Evans, A Jones, J Lamb, 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, 7th July, 2022
Place: Council Chamber - Civic Suite

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Present: Councillor D Nelson (Vice-Chair (in the chair))

Councillors M Borton, H Boyd, D Cowan, T Cowdrey, T Cox*, M Davidson, F Evans, N Folkard*, A Jones, A Line, R McMullan, M Sadza, I Shead, M Stafford and P Wexham

*Substitute in accordance with Council Procedure Rule 31.

In Attendance: Councillors S George, I Gilbert, P Collins, C Mulroney, M Terry and S Wakefield
J Burr, J Chesterton, G Gilbert, S Meah-Sims, A Richards and S Tautz

Start/End Time: 6.30 pm - 9.55 pm

109 Apologies for Absence

Apologies for absence were received from Councillor D Garston (Chair) (Substitute: Councillor T Cox), Councillor J Lamb (Substitute: Councillor N Folkard) and Councillor C Walker (no substitute).

110 Declarations of Interest

The following interests were declared at the meeting:

- (a) Councillors S George, I Gilbert, P Collins, C Mulroney, M Terry and S Wakefield (Cabinet Members) - Interest in the called-in items; attended pursuant to the dispensation agreed at Council on 19 July 2012, under S.33 of the Localism Act 2011.
- (b) Councillors S George, I Gilbert, P Collins, 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.
- (c) Councillor M Sadza - Minute 102 (Seaway Leisure) and Minute 103 (Southend City Centre, Seafront and Adjoining Areas Public Spaces Protection Order Extension and Variation) - Councillor for Milton ward and regular involvement with seafront traders on both issues.
- (d) Councillor M Borton - Minute 103 (Southend City Centre, Seafront and Adjoining Areas Public Spaces Protection Order Extension and Variation) - Member of the Board of Directors of South Essex Homes.

- (e) Councillor M Davidson - Minute 103 (Southend City Centre, Seafront and Adjoining Areas Public Spaces Protection Order Extension and Variation) - Member of the Board of Directors of South Essex Homes.
- (f) Councillor D Cowan - Minute 103 (Southend City Centre, Seafront and Adjoining Areas Public Spaces Protection Order Extension and Variation) - Rental property and place of employment within the area of the Public Spaces Protection Order.
- (g) Councillor I Gilbert (Cabinet Member) - Minute 103 (Southend City Centre, Seafront and Adjoining Areas Public Spaces Protection Order Extension and Variation) - Place of employment within the area of the Public Spaces Protection Order.
- (h) Councillor A Jones - Minute 103 (Southend City Centre, Seafront and Adjoining Areas Public Spaces Protection Order Extension and Variation) - Lives in Hastings Road, which is referred to in the comments section of the report.
- (i) Councillor M Terry (Cabinet Member) - Minute 103 (Southend City Centre, Seafront and Adjoining Areas Public Spaces Protection Order Extension and Variation) - Lives within the area of the Public Spaces Protection Order.
- (j) Councillor S Wakefield (Cabinet Member) - Minute 103 (Southend City Centre, Seafront and Adjoining Areas Public Spaces Protection Order Extension and Variation) - Sub-Contractor for South Essex Homes.
- (k) Councillor P Wexham - Minute 103 (Southend City Centre, Seafront and Adjoining Areas Public Spaces Protection Order Extension and Variation) - Member of the Board of Directors of South Essex Homes.
- (l) Councillor A Jones - Minute 108 (Vecteo) - Family member works in the vehicle manufacturing industry.
- (m) All Senior Managers - Minute 104 (Minutes of the meeting of the Senior Managers Pay Panel held on Friday 1 July 2022).

111 Questions from Members of the Public

The Committee noted the responses of the Cabinet Member for Corporate Matters and Performance Delivery, the Cabinet Member for Public Protection and the Cabinet Member for Asset Management and Inward Investment, to questions presented by David Webb and Judith McMahon.

112 Minutes of the Meeting held on 16 March 2022

Resolved:

That the minutes of the meeting of the Committee held on 16 March 2022 be confirmed as a correct record and signed.

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

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

The Committee noted the intention of the Cabinet Member for Asset Management and Inward Investment to bring a report to a future meeting of the Cabinet setting out proposals for the future use of the Council's property at the Victoria Shopping Centre. The Interim Executive Director (Growth and Housing) indicated that arrangements could be made for members to be shown round the Shopping Centre in advance of the report to be made to the Cabinet.

Resolved:

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

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

Recommended:

2. That the provisional 2021/22 revenue outturn position for both the General Fund (Section 5) and Housing Revenue Account (HRA) (Section 6), be noted and that the agreement of any final adjustments and the transfer of the actual final General Fund outturn position to the Business Transformation Reserve (Section 5.4 of the report) following the completion and audit of the Statement of Accounts be delegated to the Deputy Chief Executive and Executive Director (Finance and Resources).

3. That the appropriation of revenue funds to and (from) earmarked reserves, as set out in Section 5.19 to 5.25 (General Fund) and Section 6.6 (HRA) of the report, be approved.

4. That the potential revenue impact of the 2021/22 outturn on the 2022/23 General Fund budget and Medium Term Financial Strategy (Section 5.26 – 5.39 of the report), be noted.

5. That it be noted that the expenditure on the capital investment programme for 2021/22 totalled £68.969M against a revised budget of £78.632M (Sections 7.4 and 7.7 of the report).

6. That the relevant budget carry forwards and accelerated delivery requests totalling a net £11.759M moving into 2022/23 and future years, as set out in Appendix 2 to the report, be approved.

7. That the virements, reprofiles, additions, deletions and new external funding for schemes, as detailed in Appendix 2 to the report, be approved and it be noted that this will result in an amended Capital Investment Programme

deliverable by the Council of £145.906M for the period 2022/23 to 2026/27, as detailed in Appendix 3 to the report.

8. That it be noted that the requested changes as detailed in Appendix 2 to the report will result in an amended total Capital Investment Programme deliverable by South Essex Homes Limited, Porters Place Southend-on-Sea LLP and Kent County Council of £55.759M, as detailed in Appendix 3 to the report.

9. That a review take place and appropriate consideration be given to the affordability and prioritisation of the current approved Capital Investment Programme and the schemes currently listed as subject to viable business cases.

10. That the content of the Infrastructure Funding Statement 2021/22 (included in Appendix 4 to the report), be noted and that the Main Fund receipts from reported year 2021/22 and previous reported years be carried forward until the CIL Governance Framework and spending plans are reviewed for the reported year 2022/23.

11. That the five-year deadline for spending the CIL Ward Neighbourhood Allocations be approved and extended for another three years from date of receipt (with the intention that at the end of that period any remaining neighbourhood allocations will be transferred to the CIL Main Fund).

12. That authority be delegated to the Executive Director for Growth and Housing (in consultation with Ward Members and the Cabinet Member for Environment, Culture and Tourism) to agree how the CIL Ward Neighbourhood Allocations received up until 31 March 2022 (excluding allocation to Leigh Town Council) are to be spent.”

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

Cabinet Member: Councillor P Collins

114 Seaway Leisure

The Committee considered Minute 63 of the meeting of the Cabinet held on 1 July 2022, which had been referred directly to the Committee for scrutiny, together with a report of the Deputy Chief Executive and Executive Director (Finance and Resources), providing an update on the Seaway Leisure legal documentation.

The Interim Executive Director (Growth and Housing) indicated that he would be willing to take the Chair and Vice Chair through the final executed suite of legal documents for the Seaway Leisure scheme.

Resolved:

1. That the following decision of the Cabinet be noted:

“That the preparation of a final clean suite of legal documents for the Seaway Leisure scheme, be approved.”

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

Note: This is an Executive Function

Cabinet Member: Councillor I Gilbert and Councillor P Collins

115 Southend City Centre, Seafront and Adjoining Areas Public Spaces Protection Order Extension and Variation

The Committee considered Minute 64 of the meeting of the Cabinet held on 1 July 2022, which had been referred directly to the Committee for scrutiny, together with a report of the Executive Director (Strategy, Change and Governance) proposing the extension of the Southend Town Centre, Seafront and Adjoining Areas Public Spaces Protection Order (“the PSPO”) for three years, to include the proposed variations identified in the report under Section 59 of the Anti-Social Behaviour, Crime and Policing Act 2014 (“the Act”) taking into consideration the results of statutory consultation and further evidence as detailed in the report.

In response to questions from members of the Committee, the Cabinet Member for Public Protection confirmed that he would be willing to consider the extension of the scope of the PSPO to incorporate the ‘green’ area between Queensway and Stanley Road, that had received the general support of councillors when the proposed extension of the PSPO had been considered by the Committee in March 2022. The Cabinet Member also undertook to investigate the possibility of establishing PSPO controls in areas of South Essex Homes’ properties across the City and to consider the adoption of additional enforcement powers where appropriate.

The Cabinet Member for Public Protection undertook to provide a written response to a question raised by a member of the Committee, with regard to the current and future planned level of officer resources within the Council’s Community Safety Teams.

Resolved:

That the following decisions of the Cabinet be noted:

“1. That the Council varies the Public Spaces Protection Order (PSPO) over the restricted area in the form annexed at Appendix A and plan at Appendix B to the submitted report and extend it to run for a further three years.

2. That the Director of Public Protection, in consultation with the Director of Legal Services, explore further options for authorising third parties, including South Essex Property Services (SEPS), to enforce the PSPO and take the necessary steps to implement and ensure that training is provided in accordance with the enforcement policy at Appendix C of the submitted report.

3. That the Council extends the Drinking Control Area to include the Queensway Estate.”

Note: This is an Executive Function

Cabinet Member: Councillor M Terry

116 Minutes of the meeting of the Senior Managers' Pay Panel held on Friday 1st July 2022

The Committee considered Minute 69 of the meeting of the Cabinet held on 1 July 2022, which had been referred directly to the Committee for scrutiny, together with the recommendation of the Senior Managers' Pay Panel arising from its meeting on 1 July 2022.

Resolved:

That the following decision of the Cabinet be noted:

“That the recommendation of the Senior Managers Pay Panel held on 1st July 2022, be approved.”

(In accordance with Standing Order 40.2, Councillor T Cox requested that his name be recorded against Resolution 1 of the decisions of the Senior Managers' Pay Panel)

Note: This is an Executive Function
Cabinet Member: Councillor S George

117 Joint In-Depth Scrutiny Project 2021/22

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

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

The Committee was advised that the report of the joint in-depth scrutiny project had been agreed by the Place Scrutiny Committee at its meeting on 4 July 2022 and by the People Scrutiny Committee at its meeting on 6 July 2022.

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

Resolved:

1. That the report and recommendations arising from the joint in-depth scrutiny project, detailed at Section 12 of the report, be agreed.
2. That the Chair of the Project Team for the joint In Depth Scrutiny Project (Councillor J Moyies) present the report and recommendations of the scrutiny project to a future meeting of the Cabinet.

Note: This is a Scrutiny function

118 Summary of Work 2021/22 & In-Depth Scrutiny Project 2022/23

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

Whilst members considered that there could be benefit to the undertaking of the suggested joint scrutiny project around the current cost of living 'crisis', exploring how the Council provided supportive and streamlined services for local residents, the Committee indicated that it wished to undertake its own in-depth scrutiny project for 2022/23, around the further development of governance arrangements to strengthen joint working between councillors and officers.

Resolved:

1. That the summary of the scrutiny work undertaken by the Committee during the 2022/23 municipal year, be noted
2. That the completion of the joint in-depth scrutiny project undertaken on behalf of the People Scrutiny Committee, the Place Scrutiny Committee and the Policy and Resources Scrutiny Committee for 2021/22, around the theme of 'Enabling Councillors to be Effective', be noted.
3. That an in-depth scrutiny project be undertaken on behalf of the Committee during the 2022/23 municipal year, on the theme of 'Developing Strong Governance at Southend-on-Sea City Council: Strengthening the Joint Working between all Councillors and Officers.'
4. That no other topics be selected by the Committee for additional in-depth review during 2022/23.

Note: This is a Scrutiny function.

119 Vecteo (Part 2 Report) - Statement by Chief Executive

On behalf of the Chief Executive, the Director of Legal Services (Monitoring Officer) referred to the confidential report (Minute 109, refers) concerning Vecteo which had been uploaded onto "Twitter" in advance of the Cabinet meeting on 1 July 2022 and emphasised that the confidentiality of the document should have been respected. The Director of Legal Services added that the consequences of this breach were yet to be fully known but advised it may have serious financial and reputational issues for the Council and could significantly impact upon services to SEND children. He further advised that he was working with the Chief Executive to agree what actions were necessary to seek to ensure that exempt and confidential council documents remained confidential in the future.

120 Exclusion of the Public

Resolved:

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

121 Vecteo

The Committee considered Minute 72 of the meeting of the Cabinet held on 1 July 2022, which had been referred directly to the Committee for scrutiny, together with a report of the Interim Director of Highways, Parks and Open Spaces on the London Hire Community Services (LHCS) and Southend Travel Partnership (Vecteo) Year 2 Financial Performance.

The Cabinet Member for Highways, Transport and Parking undertook to provide where possible, a written response to all councillors prior to the next meeting of the Council, in respect of the following matters raised at the meeting:

- The provision of a copy of the Vecteo contract and original business plan.
- The work undertaken to date to resolve service failures arising from the contract with Vecteo.
- The depot/parking arrangements for the Vecteo fleet whilst vehicles are not in active service.
- The cost of the depot facilities leased from the Council by Vecteo and whether such costs have been fully met Vecteo.
- The full membership of the Board of Vecteo.
- The income originally anticipated to be generated by Vecteo from other elements of the service offering, the delivery of which have been delayed.
- A copy of the Vecteo Board minutes with the request made to the Council for the proposed cash injection of £392,000
- The potential costs of the establishment of a replacement home to school transport service, including any modelling of such costs undertaken so far.

Resolved:

1. That the following recommendations of the Cabinet be noted:

“1. That the request for providing a working capital interest free cash injection to the Joint Venture Company Vecteo, as requested in their letter of the 7th June 2022 (Appendix A to the submitted report) and provided by 31st July 2022 at the latest which will be funded by the Business Transformation Reserve, be approved. |||

2. That the update regarding the initial exploration of alternative options for future service delivery, be noted.” |||

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

Note: This is a Council function
Cabinet Member: Councillor S Wakefield

Chair: _____

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Southend-on-Sea City Council

Executive Director (Strategy, Change & Governance)

To

Cabinet

On

26 July 2022

Report prepared by: Suzanne Newman,
Head of Corporate Strategy (Interim)
& Gareth Nicholas, Insights Manager (Interim)

Agenda
Item No.

5

Southend City Council's draft Corporate Plan 2022-2026

Policy & Resources Scrutiny Committee
Cabinet Member: Councillor George
Part 1 (Public Agenda Item)

1. Purpose of Report

1.1 To present the council's draft Corporate Plan for 2022-26 for agreement.

2. Recommendation

2.1 That the draft Corporate Plan 2022-26 (**Appendix 1**) is agreed and responsibility for any final changes prior to publication be delegated to the Chief Executive, in consultation with the Leader of the Council.

3. Background

3.1 Since 2018 the council has operated without a corporate plan, instead directed by the Southend 2050 Ambition, with the Council's contributions articulated through the Southend 2050 themes and Roadmap. This operating model has enabled the vision for Southend to be clearly articulated. However, Southend 2050 focuses on Southend as a place and community, rather than setting out how the council needs to operate and prioritise in order to deliver and contribute to the Ambition.

3.2 The intention of the Corporate Plan is to bridge the gap between our Southend 2050 Ambition and the day-to-day work delivered by the council. It is shaped by a number of influences which include: the administrations priorities; our statutory responsibilities; responses to inspections and audits; feedback from the Local Government Association Peer visit; and national policy change.

3.3 Our Corporate Plan provides a helpful narrative and sets the direction for the work we're doing, providing a place to knit all of the council's work together in a way that makes sense to everyone. It's aims are to:

- Provide clarity and direction in a 4-year business plan
- Ensure efficient use of resources

- Provide a way of measuring success
- Support effective decision making
- Coordinate activities
- Motivate and guide staff

4. Southend City Council Corporate Plan 2022-2026

4.1 Our corporate plan clearly articulates the council's focus for the next four years, between 2022 and 2026. It translates ambitions set out in Southend 2050, our long-term vision for Southend-on-Sea, into medium-term priorities. The corporate plan details for our employees and councillors how we will work with residents and partners to co-create our new city, deliver strategic priorities, and take Southend-on-Sea from strength to strength and how we will step up from a borough to a city council.

Our 4 corporate priorities are:

- **A strong and prosperous city** – *We will power economic and community recovery to help our communities thrive and make Southend-on-Sea a strong and prosperous city.*
- **A city with a good quality of life** – *We will work hard to ensure people have a good quality of life.*
- **A city rising to the climate change challenge** – *We will tackle climate change, become a national exemplar for flood and coastal erosion risk management, and make Southend-on-Sea a green city.*
- **A city delivering genuinely affordable housing** – *We will deliver and maximise the supply of safe, well managed affordable housing.*

4.2 To achieve the priorities set out in the corporate plan we need to transform how we work. We must focus on transforming in areas that will have the greatest impact, unlocking the potential of our employees, and enable us to deliver the best possible outcomes for our residents and communities. Areas in the council we need to see transformation are:

- **Delivering the right quality services** – The overall goals of customers need to be understood and there to be an alignment of a common customer-centric vision. We will listen to customers to understand their needs, enhance customer journeys and manage service delivery risks. We will design services from the point where a customer begins to try to achieve a goal, right through to the point when the goal has been completed and the best possible outcome is achieved.
- **How we work** – There is a need to develop modern working practices to maintain employee engagement, enable employees to maximise their performance, including our approach to hybrid working, and make sure those working from home don't suffer from increased levels of loneliness and mental distress. New technologies are making it easy to access information remotely, work from different locations, and provide a more joined up service for our customers. Adapting to a hybrid approach to work will improve the services to local people, reduce our carbon footprint, cut down on travel time and costs and ensure there are new experiences and face-to-face interactions for employees.

This will increase our attractiveness for talent attraction and help manage retention of existing employees. Progressing the review of the council's Constitution will ensure effective and efficient governance and enable better decision making.

- **Digital as an enabler** – Almost all transformation has a digital element to it. Our sustainable smart city and smart tourist city programmes will help us to develop a new way of working that supports everyone in the council to deliver their best work and achieve improved outcomes for residents and communities. Key to this is making the council a more accessible and inclusive place to work. Flexible working and the ability to be flexible when needed will allow us to adapt to meet new challenges and opportunities. Alongside this, collaborating and co-designing with others will enable us to understand and identify any prospects or barriers on the way, so we can make best use of our resources and time. We will develop services to be joined up so there is one single view of our customers and always accessible, to allow for ease of customer use. This will be supported by the Digital Strategy and the four elements that sit underneath it: Smart Tech, Smart Working, Smart Council and Smart City.

4.3 A performance management framework will sit alongside the corporate plan and within a wider governance framework. The structure beneath the Corporate Plan will include service plans and individual performance agreements to enable a clear golden thread from individuals right through to their contributions to the corporate plan and the Southend 2050 Ambition.

4.4 Our corporate plan is set in a financial context that is difficult. Like many other local authorities across the country, the council faces notable financial constraints and challenges. Our social care costs have risen significantly; there are national inflation costs; and without an increase in government funding to match the increases we will be faced with some hard choices to achieve financial sustainability and will have to work much smarter to deliver the same results.

5. Other Options

5.1 There is no requirement to have a Corporate Plan, but it is best practice and provides a helpful narrative to set the direction for the work, clearly articulating our priorities and contribution to the Southend 2050 Ambition.

6. Reasons for Recommendations

6.1 To ensure the Council has a robust strategic plan which clearly articulates the priorities for the organisation enabling efficient use of resources.

7. Corporate Implications

7.1 Contribution to the Southend 2050 Road Map
The Corporate Plan articulates the council's contribution to the delivery of the Southend 2050 Ambition and how it will collaborate with partners.

7.2 Financial Implications
Resourcing the council's strategic priorities as set out in the Corporate Plan will require tough choices and careful consideration over the next four years. Decisions will be underpinned by our Financial Sustainability Strategy (2022-

2032) and the Medium-Term Financial Strategy for 2022/23-2026/27, helping to target resources and effectively consider and manage a range of financial impacts.

7.3 Legal Implications
None.

7.4 People Implications
The Corporate Plan provides direction and sets the priorities for the council. Feedback from employees on the Southend 2050 refresh in 2021 highlighted the desire for a corporate plan.

7.5 Property Implications
None.

7.6 Consultation
The Corporate Plan has been informed by findings from the residents' perception survey undertaken in 2021 in addition to specific, consultation, engagement and co-production for associated strategies and plans.

7.7 Equalities and Diversity Implications
The council's Equality Objectives were updated in 2022 with a new approach to support our desire to be more effective and accountable on EDI matters. The approach includes an overarching Equalities Statement that sets a vision for the type of council we want to be. We will achieve the vision through a number of objectives, which cover four key topics: employees, access to services, partnership working and community cohesion. Under each topic we have identified a commitment which describes a specific and measurable piece of work, which when completed will help us on our journey to achieving our stated equalities vision. We will report on our progress against the commitments in future corporate plans.

7.8 Risk Assessment
Corporate risks will be identified and monitored alongside the priorities in the Corporate Plan through the Corporate Risk Register.

7.9 Value for Money
The council benchmarks its performance and spend against comparators to ensure it is providing value for money.

7.10 Community Safety Implications
Our priorities for reducing crime and disorder and protecting vulnerable people across Southend are set out in the Community Safety Partnership Strategy for 2022-2025 and through the Community Safety Partnership.

7.11 Environmental Impact
The council is committed to becoming net zero carbon by 2030 to help meet the climate emergency, with this being a leading priority for the council. Priorities actions include: preventing waste, re-use and increase recycling; developing an active and sustainable travel network; enhance, promote and protect our natural environment; and undertake flood and coastal erosion risk management.

8. Background Papers

8.1 Southend 2050 Ambition and Roadmap

9. Appendices
9.1 Appendix 1: Draft Corporate Plan 2022-2026

CORPORATE PLAN 2022 2026

Working to
make lives
better

**Southend-on-Sea
City Council**

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Introduction



Our new city of Southend-on-Sea, which extends from Leigh-on-Sea to Shoeburyness, is a connected, ambitious, creative and diverse place to live, work and visit, providing a warm welcome to everyone. Our characterful, inspiring coastline is peppered with gems unique to us – from the iconic Southend Pier, the longest pleasure pier in the world, and the buoyant Adventure Island theme park to the historical Shoebury Garrison and 1,000-year-old fishing village of Old Leigh.

Our city radiates fresh ideas and new approaches, and we apply that approach to our work as a council. Our proud, guiding principle is to support our residents, communities and businesses to thrive and to deliver the very best public services we can for our community and millions of visitors who come here every year.

We must acknowledge that we will continue to face challenges, such as the cost of living

crisis, the local health, social and economic consequences of the pandemic and the inequality that exists across Southend-on-Sea. Within the city, we have neighbourhoods considered to be some of the most deprived areas nationally, whilst also having neighbourhoods ranked amongst some of the least deprived.

Like many other local authorities across the country, the council faces notable financial constraints. Our social care costs have risen significantly and without an increase in government funding to match the increases we will be faced with some hard choices to achieve financial sustainability and will have to work much smarter to deliver the same results.

Our corporate plan clearly articulates the council's focus for the next four years, between 2022 and 2026. It shows how we will step up from being a borough council to a city council. It also translates ambitions set out in Southend 2050, our long-term vision for Southend-on-Sea, into medium-term priorities. The corporate plan details for our employees and councillors how we will work with residents and partners to co-create our new city, deliver strategic priorities and take Southend-on-Sea from strength to strength.

Becoming a city gives us the opportunity to [create something special](#). We can build on our great strengths – our location, our businesses, transport links, services and the rich diversity of our people and communities – and create

a more equal and inclusive Southend-on-Sea for current and future generations, where everyone who lives here has an equal chance to flourish.

We have listened to what is important to our residents through regular dialogue and engagement. We know that:

- our parks and open spaces have become much more important to residents following the pandemic.
- residents want crime and antisocial behaviour to be addressed and to feel safe and secure in all parts of the city at all times.
- the environment matters a great deal to residents and they are willing to take action to help achieve our net zero carbon ambition. This is not just the council's target; it is everyone's target.

We will continue to engage with the people and communities of Southend-on-Sea to understand their diverse experiences and what they want for their lives and their new city, and what that should mean for our direction as a council. We will use insight to shape council activities and plans.

A remarkable community spirit exists within Southend-on-Sea. The kindness and compassion of our residents and communities so powerfully displayed during the COVID-19 pandemic and in the aftermath of the tragic death of Sir David Amess in October 2021.

We will harness that community spirit as we continue to support each other.

We want to see Levelling Up benefit Southend-on-Sea and the wider area, and support residents to live longer and more fulfilling lives and gain from sustained rises in living standards and well-being. We also want to meet the aims of the health and social care white paper, which sets out measures to make integrated health and social care a universal reality for everyone across England regardless of their condition and location. We will work with our partners to enable integrated care and support arrangements and achieve improved health and social care outcomes for our residents. We will also do our bit to enable the roll-out of digital infrastructure in the city to ensure that growing internet demand from businesses and residents is met.

We continue to work alongside our neighbouring boroughs, local partnerships and central government. We will lead collaboratively alongside our communities and partners, and do so with innovation, ambition, openness and purpose, to build a bright future for everyone in our new city.

**Cllr Stephen George,
Leader of the Council, and
Andrew Lewis, Chief Executive,
Southend-on-Sea City Council**



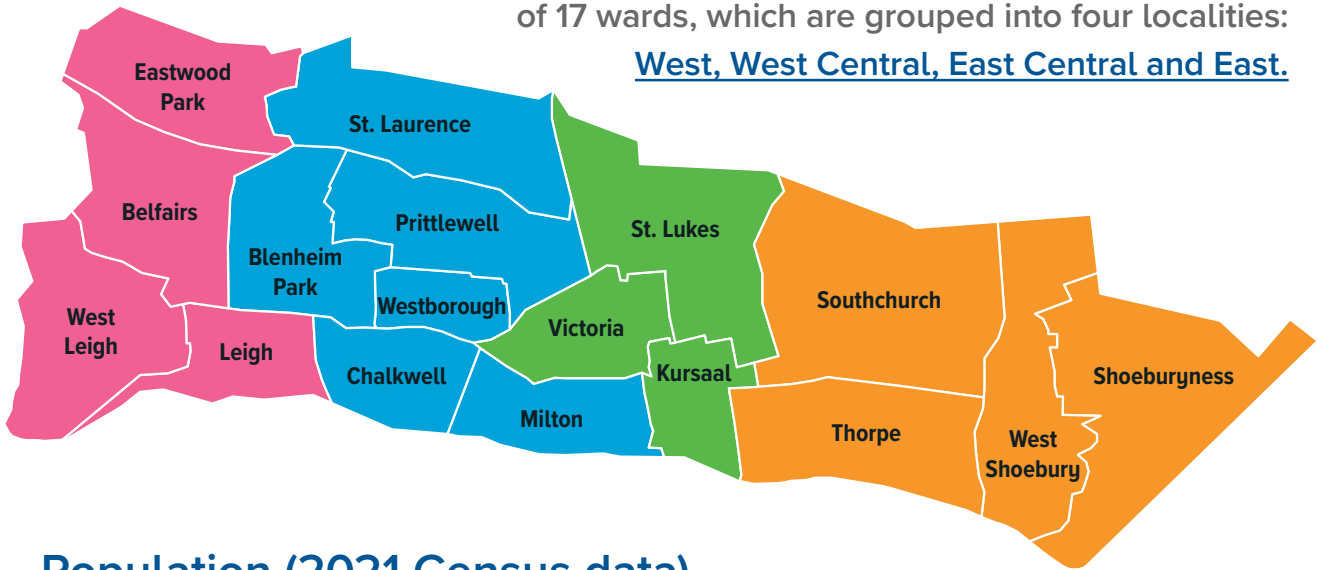
A speech by HRH The Prince of Wales during an Official Council Meeting to mark Southend-on-Sea becoming a City

“In the aftermath of Sir David’s brutal murder, the people of Southend-on-Sea came together in a remarkable and inspiring way to bring good out of evil. In doing so, they demonstrated a deep truth: that what matters more than any name, whether of a person or a place, is the spirit. Today, Southend becomes a city. As we celebrate and honour that fact, we remember that it is always, and crucially, a community.” Read the full speech.

About our city

The map below shows how Southend-on-Sea is comprised of 17 wards, which are grouped into four localities:

West, West Central, East Central and East.



Population (2021 Census data)

182,700
residents

7,000+

(4.1%) growth of population since the last census in 2011, when it was 173,568.



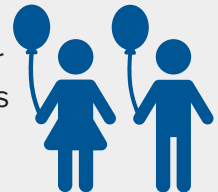
12%

increase of older people aged 65 and over from 2011.



4.2%

increase of younger age groups from 2011.



4,336

residents per sq km in Southend-on-Sea in 2021, up from 4,167 per square kilometre in 2011.



3,000+

(4.9%) increase of households in Southend-on-Sea. Up from 74,678 in 2011 to 78,300 in 2021.

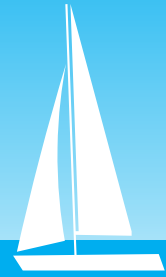


9

family centres

7 miles of coastline

8 Beaches and 5 Blue Flags



529.9

hectares of protected greenspace



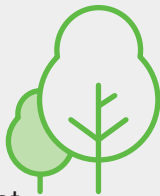
33

Parks



30k+

total of all trees in addition to street



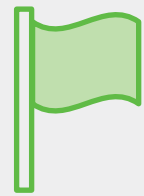
19

allotments



7

Green Flag awards



8

nature conservation areas

50+

sport facilities and pitches



15

conservation areas



Culture and tourism

Over 7 million
day visitors per annum pre COVID-19



Pleasure Pier

and Theme Park



150 historic buildings and structures



Purple Flag

accreditation for our evening and night-time economy



3

theatres (including one regional theatre)

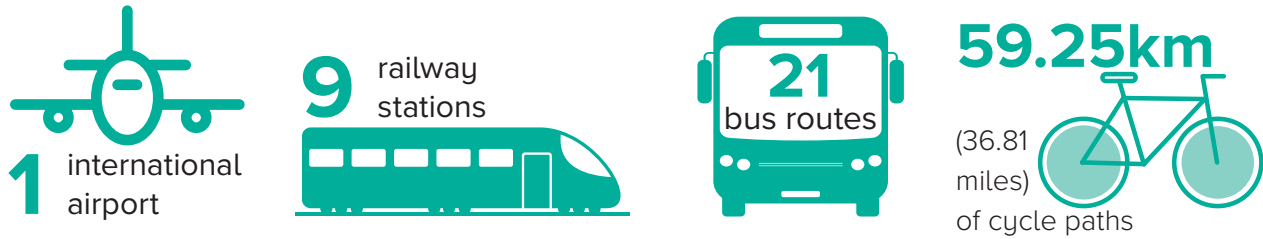


2 nationally recognised art companies

5



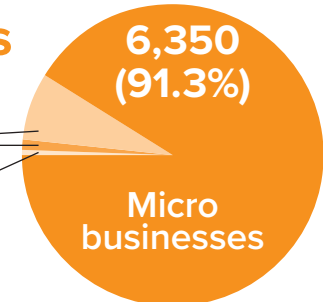
Transport connections in the City



Careers, businesses and jobs

6,955 businesses
(Business Counts 2021)

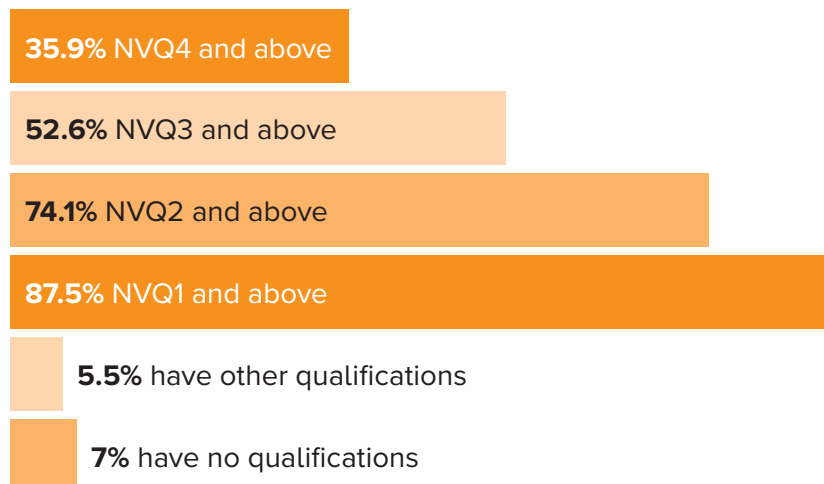
510/7.3% Small businesses
75/1.1% Medium businesses
20/0.3% Large Businesses



64,000 jobs in Southend-on-Sea
39,000 full-time and
25,000 part-time
(2020 figures)



Level of qualifications

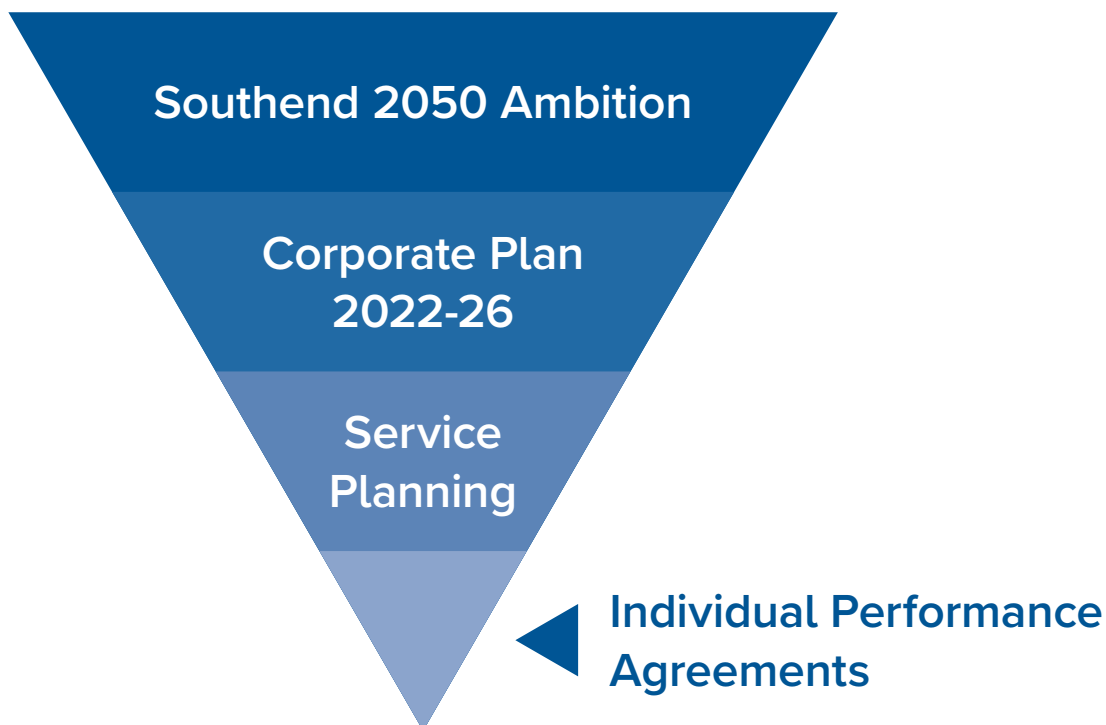


Education



Strategic framework

The council has a strategic framework (see diagram below) to help us make decisions, set strategy and manage performance. It includes the golden thread of documents that describe our long, medium and short-term priorities, and provides a clear line of sight between the Southend 2050 ambition, day to day service delivery and individual performance.



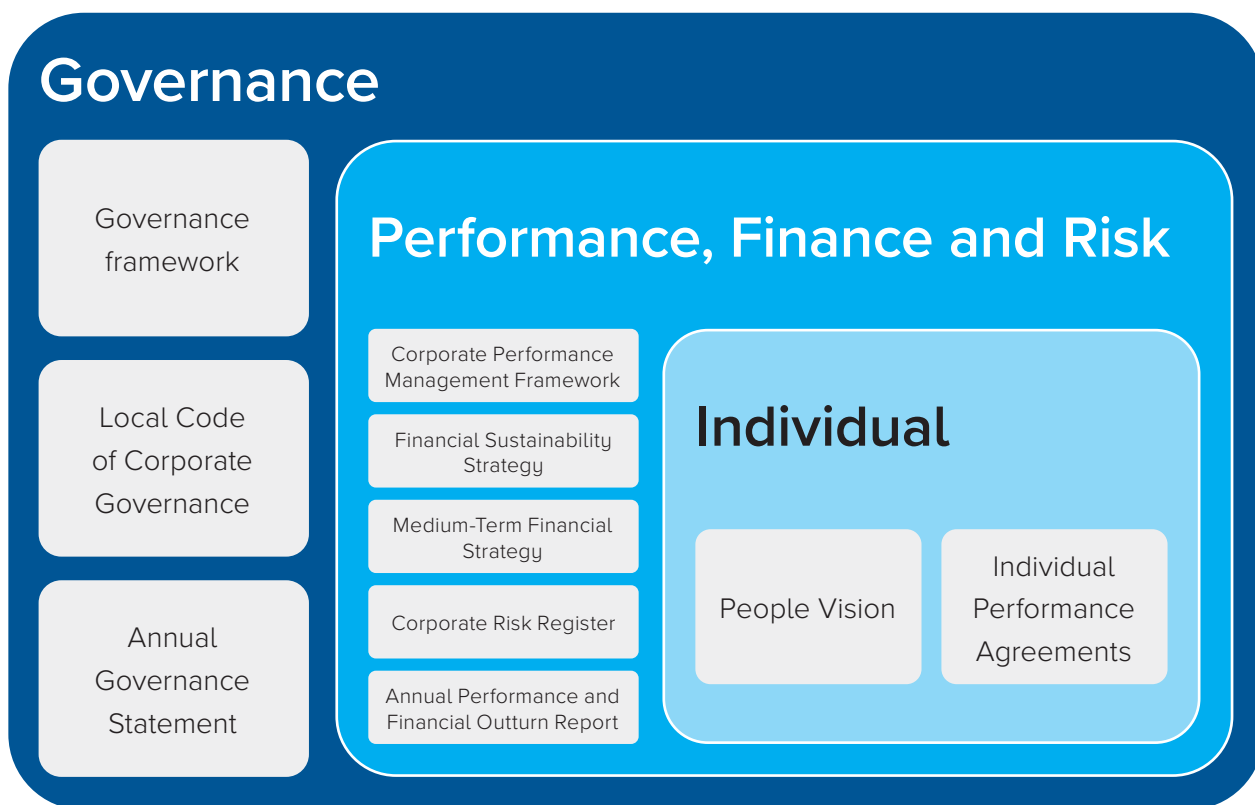
The top-line of the strategic framework is the Southend 2050 ambition, which provides a co-produced, long-term vision for Southend-on-Sea. The Southend 2050 ambition has five themes. These themes are shown in the diagram overleaf. The Southend 2050 ambition also needs to be set against the context of the council's declaration of a Climate Emergency in 2019.

The Southend 2050 ambition is not something that can be achieved by the council alone.

We must work in partnership with our residents and communities, businesses and organisations to deliver it.

Sitting underneath the Southend 2050 ambition is the council's corporate plan. This plan translates the long-term Southend 2050 ambition into medium-term priorities for the council. The corporate plan will be turned into tangible activity in service plans coming in 2023. These service plans will set out in detail the activity of each service area within the council.

The diagram below sets out the council’s governance, performance, finance and risk management, and individual performance agreements.



The **Governance Framework** allows the council to operate in accordance with the law and proper standards, and ensure that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. It brings together an underlying set of values, legislative requirements, governance principles and management processes.

Our **Financial Sustainability Strategy 2022 to 2032** and **Medium-Term Financial Strategy for 2022/23 to 2026/27** underpin the priorities set out in the corporate plan. They support the achievement of desired outcomes in the corporate plan and will ensure the council remains financially resilient.

The corporate performance management framework details how the council’s priorities will be managed and reviewed alongside our corporate risk, transformational projects and equality objectives. Individual performance goals will drive individual performance management and be governed by our

People Vision, to support the creation of a great employee experience linked to the strategic priorities of the council.

Our People Vision has been structured to reflect the employee life cycle and consists of eight core component parts. These eight component parts are:

- diversity and inclusion
- attracting and retaining the best talent
- reward
- wellbeing
- learning and development
- hybrid working/Work Smart
- visionary leadership
- empowering our people to perform

Within each component part are detailed plans setting out how we will achieve our vision and the core deliverables for the next four years, between 2022 and 2026.

Values and behaviours

Our values and behaviours represent our core principles and ethics for how we approach our work and collaborate as individuals, teams and one organisation. They underpin delivery of our People Vision and the priorities set out within this corporate plan.

Our values:

- Collaborative
- Honest
- Inclusive
- Proud

Our behaviours:

- Driving positive change
- Trust and respect
- Demonstrating strong leadership
- Acting with integrity and behaving responsibly
- Building relationships to work well together

Equality, diversity and inclusion

The council's equalities statement and equality objectives support our desire to be more effective on equality, diversity and inclusion matters. They were written in 2022 following consultation with residents, council employees and representatives from groups and organisations who work with and support people with [protected characteristics](#).

Equalities statement:

Southend-on-Sea City Council recognises and values the benefits of diversity and inclusiveness in our city, where people from different backgrounds are valued and get on well together. We will work to bring equality, diversity and inclusion issues into sharper focus and seek out improvements to our services and work environment.

We are committed to supporting all Members and employees to feel they belong at the council and have opportunities to succeed.

We will work with employees to identify and remove barriers to inclusivity and diversity.

The council will actively celebrate the value that a diversity of perspectives brings and will proactively seek opportunities to celebrate our differences as well as the common goals that connect and unify us all – together we are stronger.

As an inclusive local authority, we will seek opportunities to work with residents from all groups of protected characteristics to design, co-produce and deliver high quality services that work for all. Collaborative, partnership working is the way to achieve this.

Our equality objectives are:

We will achieve our equalities vision through our equality objectives.

- **Our employees** – To create an inclusive and collaborative working environment that is representative of our communities
- **Access to services** – To provide support in accessing services for all, accommodating diverse needs, and promoting inclusion at all levels, including a developed digital literacy offer
- **Cohesive community** – To raise awareness of the richness in diversity, by celebrating our communities' differences and what unites us
- **Partnership working** – To seek opportunities to co-produce, co-design and to bring lived experience into policy making, strategy development and implementation/ service delivery

Under each objective is a commitment which describes a specific and measurable piece of work, which when completed will help us on our journey to achieving our equalities vision.

Our corporate priorities and change programme

We have identified four overarching priorities that as a council we want to achieve for the city. Under each priority there are a number of areas of action and more detail about what we will do.

Our council priorities are:

A city that is strong and prosperous

We will support economic recovery, enhance the city's role as a place for prosperity and opportunity, and safeguard business clusters, including those focussed around the city and district centres and London Southend Airport. We will deliver on regeneration projects to support jobs, growth and opportunity, improve the skills base of the city's workforce and build a more inclusive local economy. We will build strong communities, wellbeing and resilience and create a city that is safe for all.

We will power economic and community recovery to help our communities thrive and make Southend-on-Sea a strong and prosperous city.

A city with a good quality of life

We will create better life opportunities for our children and young people, and work collaboratively with adults to enable them to live safe, well and independently in the community, connected to the people and things they love. We will also support children and adults who look after a family member, partner or friend who would struggle to cope without their support.

We will work hard to ensure people have a good quality of life.

A city rising to the climate change challenge

We declared a Climate Emergency in 2019, consolidating carbon reduction and climate mitigation and adaptation activity across the council. We will continue our evidence-based approach and use our resources wisely to ensure strategies and projects maximise carbon reduction and climate mitigation and adaptation. We will also implement measures to address the risks of natural flooding and coastal erosion.

We will tackle climate change, become a national exemplar for flood and coastal erosion risk management, and make Southend-on-Sea a green city.

A city delivering genuinely affordable housing

We know there is a pressing need for locally affordable housing in the city, and to increase the environmental sustainability of homes. Rented housing in the private and social sector must be safe and well managed, with tenant's voices listened to and repairs and maintenance carried out in a timely way. Those at risk of homelessness must be supported and where homelessness occurs, this should be brief and non-recurrent.

We will deliver and maximise the supply of safe, well managed affordable housing

Change programme

To achieve the priorities set out in the corporate plan we need to transform how we work. We must focus on changing in areas that will have the greatest impact, unlock the potential of our employees, and enable us to deliver the best possible outcomes for our residents and communities. Areas in the council we need to see change are:

- **Delivering the right quality services** – The overall goals of customers need to be understood and there to be an alignment of a common customer-centric vision. We will listen to customers to understand their needs, enhance customer journeys and manage service delivery risks. We will design services from the point where a customer begins to try to achieve a goal, right through to the point when the goal has been completed and the best possible outcome is achieved.
- **How we work** – There is a need to develop modern working practices to maintain employee engagement and enable people to maximise their performance. This includes developing our approach to hybrid working and making sure those working from home don't suffer from increased levels of loneliness and mental distress. New technologies are making it easy to access information remotely, work from different locations, and provide a more joined up service for our customers. Adapting to a hybrid approach to work will improve the services to local people, reduce our carbon footprint, cut down on travel time and costs and ensure there are new experiences and face-to-face interactions for employees. This will increase our attractiveness for talent attraction and help manage retention of existing employees. Progressing the review of the council's Constitution will ensure effective and efficient governance for councillors and council officers and enable better decision making.

- **Digital as an enabler** – Almost all transformation has a digital element to it. Our sustainable smart city and smart tourist city programmes will help us to develop a new way of working that supports everyone in the council to deliver their best work and achieve improved outcomes for residents and communities. Key to this is making the council a more accessible and inclusive place to work. Flexible working and the ability to be flexible when needed will allow us to adapt to meet new challenges and opportunities. Alongside this, collaborating and co-designing with others will enable us to understand and identify any prospects or barriers on the way, so we can make best use of our resources. We will develop services to be joined up so there is one single view of our customers and always accessible, to allow for ease of customer use. This will be supported by the Digital Strategy and the four elements that sit underneath it: Smart Tech, Smart Working, Smart Council and Smart City.

Effective programme management is key to the delivery of transformation programmes. We must continue to flex our approach to ensure the council meets its strategic objectives and effectively responds to the changing operating environment. This work is already underway, but with our corporate plan we have extended the scope and accelerated the pace of change. The need for effective management of demand and customer expectations requires robust monitoring and management of quality, performance and outcomes alongside coherent and co-ordinated programmes of work projects. A key element of our change programme will be in strengthening alignment and governance across our project and programme portfolios. Creating consistency of understanding around direction, overall spend, outcomes and value for money.

Financial sustainability

We will continue to strive to ensure the council remains financially stable and resilient for the future. This has never been more challenging. Like most local authorities across the country, we face tough financial challenges whilst also experiencing major increases in demand for our services. We are also in a cost-of-living crisis, with escalating numbers of residents in Southend-on-Sea experiencing financial hardship and climate crisis.

Resourcing our strategic priorities will require tough choices and careful consideration over the next four years. Decisions will be underpinned by our Financial Sustainability Strategy 2022 to 2032 and Medium-Term Financial Strategy for 2022/23 to 2026/27, helping to target resources and effectively consider and manage a range of financial impacts. Both strategies have been comprehensively updated to reflect the impact of the COVID-19 pandemic. They provide a clear financial framework for the organisation and will support the delivery of our priorities, including local regeneration ambitions, facilitating more effective joined-up health and social care services as set out in the Government's Integration White Paper, whilst navigating the challenges and impact of a pandemic, climate change, a cost-of-living crisis, and an unprecedented increase in demand for advice and support from local residents and businesses.

Despite the challenges, the council is determined to build on the solid financial foundation we have worked so hard to create locally. We will maintain robust financial planning, scrutinise budgets closely, be prudent in managing risks and always strive to deliver better value for money for local people. We will continue to embed our 'Getting to Know Your Business' programme and have a commercial mindset when thinking about our assets. We will ensure that our financial strategy continues to align with Government funding and aim to mobilise all our limited resources to deliver priorities that will make a tangible, positive difference for our residents, businesses and visitors.

A city that is strong and prosperous

We will:

- support economic regeneration and business development
- use our spending power wisely
- 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

Support economic regeneration and business development

We will progress a programme of culture-led regeneration projects to support economic recovery, enhance Southend-on-Sea's important sub-regional role as a place for economic prosperity and opportunity, and safeguard key business clusters, including those focussed round the city and district centres and London Southend Airport, while avoiding bringing noise and air pollution.

Regeneration projects to be delivered over the next three to five years include:

- activating the Victoria Centre development and taking forward plans to ensure its long-term business sustainability.
- the Seaway Leisure project
- redevelopment at Roots Hall and a relocated stadium for Southend United Football Club at Fossetts Farm
- The Launch Pad innovation hub at Airport Business Park Southend
- facilitating growth of London Southend Airport in partnership with Rochford District Council and other stakeholders, to realise its potential as a zero carbon regional transport hub, providing significant new employment opportunities

We will be innovative and proactive in helping our businesses, organisations and communities recover from the impact of the pandemic, encouraging the city's strong entrepreneurial spirit. We will enable transition to a sustainable economy by supporting low carbon growth and encouraging businesses to reduce waste and pollution.

The council will play a leading role to ensure the local employment and skills system improves residents' skills and employment prospects and helps businesses with their recruitment needs:

- **Skills** – We will work to improve the skills base of the city’s workforce and build a more inclusive local economy. The Southend Adult Community College has an important role in delivering community learning to improve our digital offer and attract more businesses to the area.
- **Jobs** – We will deliver on major regeneration projects to support jobs, growth and opportunity. We will support our key employment sectors, including health and care, finance and business hospitality, retail and tourism, and support employment growth sectors, such as digital, cultural and creative, healthcare technology, advanced manufacturing and engineering, and the green and blue economy, to create local opportunities. As a Kickstart Gateway, we will help local employers get funding to create jobs for 16 to 24 year olds on Universal Credit.
- **Inclusion** – We will work with businesses, developers and our suppliers to ensure equal access to well-paid and secure jobs with prospects. We will also support women, young people, disabled people and people from Black, Asian and minority ethnic communities to achieve their full potential.

We are well positioned as a city to maximise opportunities from regional partnerships, such as the Association of South Essex Local Authorities (ASELA), Thames Estuary Growth Board and South East Local Enterprise Partnership. In our ASELA partnership, we are working to create a [new technical university in south Essex](#). This new university will focus on degrees, degree-level apprenticeships and short course CPD in highly vocational subjects. We are also working on plans to develop the [South Essex Estuary Park](#). The Park will be a single regional parkland system, with multiple benefits including flood risk management

and climate change mitigation, featuring a continuous and accessible coastal path from Tilbury Fort to Shoeburyness.

We will build and maintain links with Thames Freeport, an economic zone connecting Ford’s world-class Dagenham engine plant to the global ports at London Gateway and Tilbury, so residents can take advantage of new jobs and skills created at Freeport.

Use our spending power wisely

We will use the council’s spending power to support economic growth and regeneration. We have big investment stakes in housing and jobs within the city and we are a Living Wage employer. We will maximise benefits from our spending power by mainstreaming social value in all procurements. Social value will create new jobs and apprenticeships, ensure local businesses are part of large contract supply chains as well as deliver environmental sustainability and community outcomes. Where possible, we will buy goods and services locally and we will require suppliers to pay their staff at least the Living Wage.

Bid for funding opportunities and attract inward investment

We will use our now status as a city to change the conversation about Southend-on-Sea as a place to invest and do business. We want to see businesses thrive and grow and Southend-on-Sea become an attractive and safe location for investors. We will welcome new opportunities and investment in the area. We will make sound judgements about where investment comes from. It must be green and reflect our equality, diversity and inclusion aspirations.

We will be ready with programmes and projects in order to bid for funding that supports employment and skills, connectivity, economic recovery and growth, and culture-led regeneration. This will include bidding for the Government's Digital Growth Grant and Levelling Up Fund.

A central pillar of the Government's Levelling Up agenda is the UK Shared Prosperity Fund (UKSPF). We will prepare investment plans for the UKSPF and Multiply, which is the first priority of the Fund, and seek to ensure the outcomes they target will have positive impacts in Southend-on-Sea. Under the UKSPF, all areas of the UK will receive a multi-year conditional allocation via a funding formula. The Fund is focused on investing in community and place, supporting local business and people and skills. Multiply funding will help to improve adult numeracy skills.

Sustain and grow digital investment and inclusion

We will invest in our places to unlock the city's economic potential and make sure that Southend-on-Sea is a place where businesses want to be. Connectivity across Southend-on-Sea needs to be improved to attract business growth and inward investment and cater for growing digital needs. We will complete the city's £30 million full fibre upgrade, in partnership with CityFibre, to provide access to gigabit broadband, and do our bit to make sure that the digital infrastructure is in place to support increasing internet traffic.

We will encourage businesses and residents to use superfast broadband, 4G, 5G, Low Power networks and wifi for business, working-from-home and education. We know that the cost of getting fibre to the door can be prohibitive. We will explore opportunities to enable connectivity for our residents. Digital inclusion

offers a sustainable way to support people out of poverty and is a critical driver for our sustainable smart city.

Deliver our city centre strategy and investment plan

We will put our new City Masterplan in place, reimagining the city centre for future generations. We will work with our partners to implement the plan, recognising that the vibrancy of the High Street is often seen as a barometer for the vitality of a place and therefore it is a shared priority.

We are rethinking our approach to all our shopping centres, minimising reliance on retail only spaces. With our partners we will create mixed-use, well connected high streets with featuring retail, residential, heritage, cultural, entertainment, public, green and residential spaces. We will ensure heritage assets and their setting are conserved and enhanced so they continue to make a full contribution to the character of Southend-on-Sea. We will improve access to all parts of our city for people with physical, sensory and learning disabilities. We will also create a safer city centre for all.

Enhance our tourism, cultural and leisure offer

Southend-on-Sea is an aspiring smart and green tourist city, a city which needs to balance the needs of residents, and visitors and the environment. We will recover and grow our visitor economy sustainably, promoting Southend-on-Sea as a place to visit and stay for local visitors and for those from further afield. Our tourism strategy 'Destination Southend' sets out clear priorities and actions for the council to work in partnership with the tourism business community to enhance the offer and develop opportunities to increase the



value of the visitor economy – extending the season and building on staycation – and grow green tourism.

Southend-on-Sea's world-famous pier requires continued investment from the council and its visitor experience will continue to grow, building on recent record numbers of visitors. We also want to make the most of our natural environment. Managing our open spaces and award-winning beaches will help spread the value of tourism across the whole city area and events will be developed to support this wider opportunity.

We are investing in our cultural offering, including improvements to the Cliffs Pavilion, public spaces and other cultural assets to ensure that residents and visitors can enjoy high quality experiences in Southend-on-Sea. The recently co-produced 'Culture Vision' sets out our aspirations to work with partners in the cultural sector and grass roots organisations to help demonstrate the real power of culture.

Our libraries, museums and galleries will all contribute to support community needs and play an important role in the public health agenda, both for physical and mental wellbeing. Our leisure offer will continue to adapt to meet the changing needs of residents.

We will promote and enhance the city's tourism, cultural and leisure offer to ensure wide participation and benefit our residents, businesses and visitors.

Support community recovery

Southend-on-Sea is a place of diverse and many different cultures. We will continue to develop relationships with our diverse communities and partners, including those that represent groups with protected characteristics. We will help build strong communities, wellbeing and resilience and secure the best possible outcomes for our residents.

Priority areas for community recovery include:

- **Tackling poverty and hardship**

We will develop and implement a tackling poverty strategy to address the inequalities in our city and make life fairer for those affected by poverty and the cost of living and the consequences of living in debt. We will co-produce the strategy with residents and work together to find sustainable solutions across the four-year lifespan of the corporate plan and beyond.

- **Reduce health inequalities**

We will take a place-based approach for reducing health inequalities, including mental and physical health inequalities, and life expectancy inequality across Southend-on-Sea.

- **Service provision** - We will continue to work with health and voluntary sector partners to tackle service inequality in the city, including making sure services are accessible to vulnerable people.

- **Food Environment Policy** - We will need to increase our collaboration in reducing the growing burden of obesity, which has an enormous impact on health and well-being outcomes. The COVID pandemic has seen a change in how people access food, especially less

healthy food, with a growing industry for fast food delivery. Additionally, the rising cost of living is significantly impacting on people's access to food and we are seeing more dependency on food banks. We will need to be bold in how we effect sustainable change in our food environment and people's relationship with food, to have a balanced approach in our local plan and policies on how we promote access to healthier food and reduce wastage, improve the provision and access to relevant information, advice and guidance on healthier eating, reduce food poverty and insecurity and boost the economic recovery.

- **Physical activity** - We want our residents to have physically active lifestyles, to move more and make use of our parks, open spaces and coastline. We will encourage them to do so through varied lifestyle improvement and wellbeing activities and making walking and cycling more convenient and accessible.
- **Healthy places** – We are committed to making Southend-on-Sea a healthier place to live and are already delivering when it comes to tackling air quality through actions set out in our Air Quality Action Plan. We will keep working to reduce levels of air pollution in the city and meet national air quality objectives.
- **Social isolation**
We will support initiatives that enable residents working with other residents to address digital exclusion and break down [intergenerational barriers](#). Community builders, who are people who encourage others to get involved with their neighbourhood of with a common need or interest, will continue to have hundreds of conversations per month with residents, businesses and groups, identifying local community connectors, ideas and

resources. They will support events and spaces connecting people with each other to reduce social isolation and create momentum to take community action. We will also continue to develop the [Southend Livewell directory](#), which highlights local groups and projects that can be accessed to form new friendships, learn new skills and make a positive difference locally.

- **Understanding and improving our communication with vulnerable residents**

We will work with the Trauma Alliance to ensure that all staff dealing with vulnerable people within the authority, statutory and the voluntary sectors are trained to be trauma informed and have on going membership to a community of practice. This will improve our residents experience when accessing front line services and improve relationship building and trust.

- **Strengthening our community, faith and voluntary sector**

We will:

- support the direction of any additional identified funding towards the Community Investment Board, which is managed and delivered by volunteers and gives the community control on what is funded
- re-procure the Voluntary Sector Infrastructure organisation to include a strong volunteer support and brokerage offer, to connect volunteers with local volunteering opportunities
- support community engagement projects that will help to create a stronger, more resilient voluntary, faith and community sector in Southend-on-Sea
- continue to work with individuals and organisations from a strengths-based perspective and celebrate achievements
- build on the relationships and contacts with communities fostered during

the pandemic. For example: [Good Neighbours scheme](#), the [Westborough Alleys project](#) and the [Community Connectors project](#) run by the council and SAVS

Improve community safety

Our priorities for reducing crime and disorder and protecting vulnerable people across Southend-on-Sea are set out in the Community Safety Partnership Strategy for 2022 to 2025. The strategy has been developed by the Southend Community Safety Partnership Board, which comprises of statutory and non-statutory partners, including Essex Police. The Community Safety Partnership's priorities are based upon an assessment of crime and disorder issues across the city and reflect community views and insight. The priorities are:

- Safe and Confident Communities
- Violence Against Women and Girls
- Hate Crime
- Knife Enabled Serious Violence

We will implement community safety measures to create a safe and secure city for residents and visitors of all ages. The Community Safety Patrol Team, CCTV equipment and town link radio system are all central to this. We will continue to take action against individuals that commit anti-social behaviours.

We will work collaboratively with partners to prevent and reduce sexual harm on the night time economy, including understanding the specific needs of women who sell sex on the street. The Street Prostitution Strategy 2022 to 2023 will protect and improve the quality of life of sex workers and make sure residents feel safe in areas of the city where street prostitution happens.

The council will work with its partners to make sure the Southend Domestic Abuse Strategy meets the requirements in the Domestic Abuse Act 2021 for local authorities. The new strategy aims to address the local response to domestic abuse more generally, not just the support to victims within 'safe' accommodation.

We will look to provide safe community spaces for children and young people and continue to develop the 'See The Signs' campaign to educate residents and communities on county lines drug gangs and child exploitation.

Delivery strategies and plans

The list below shows relevant delivery strategies and plans for this priority area.

- Economic Growth Strategy 2017 to 2022
- City Centre Strategy and Investment Plan
- Social Value Policy
- Tourism Strategy 'Destination Southend'
- Culture Vision
- Tackling Poverty Strategy 2023 to 2026
- Essential Living Fund Policy 2013
- Food Environment Policy
- Air Quality Action Plan 2022 to 2025
- Community Safety Partnership Strategy 2022 to 2025
- Street Prostitution Strategy 2022 to 2023
- Domestic Abuse Implementation Strategy 2021
- Southend, Essex and Thurrock Exploitation Strategy 2019 to 2024

Our priorities

A city with a good quality of life

We will:

- 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 care services meet the needs of all
- ensure services are diverse, sustainable and high quality, including those who pay for their own care

Achieve our vision of a city where all children achieve success

We will continue to improve the experience of children, young people and families have when in contact with children's services by focusing on delivering against our improvement targets. This work will be delivered in collaboration with children, young people, families, and with our employees.

Part of our vision of a city where all children achieve success is increasing the influence of children, young people and communities in planning and decision making. We will provide co-production opportunities in all areas of planning and decision making in the council.

Ensure children and young people, including those in care, feel and are safe at home, school and in their communities

Working as a member of the Southend Safeguarding Children's Partnership we will maintain a focus on safeguarding all children and young people. We will provide the right support for children and their families at the earliest opportunity, through to specialist and statutory interventions. This is to ensure the welfare and safety of vulnerable children and young people.

Children, young people and families will receive the support needed that improves their resilience and outcomes or reduces the chance of a problem getting worse. They will have access to co-ordinated Early Help in accordance with need as soon as difficulties are identified. We will work with our partners to ensure they have the best possible emotional health and wellbeing outcomes.

Enable and provide opportunities for the best start in life

We will work in partnership with early year providers and partners to ensure a coordinated and integrated delivery of services to give young children the best start in life and support their transition to school.

We will work with schools and other partners to make sure that every young person in the city has access to the opportunities they need to thrive in life, including an excellent education. We will seek to eliminate disparities in educational achievement.

We will:

- offer support and challenge all schools and trusts in Southend-on-Sea to be Ofsted Good or Outstanding
- continue the improvements with special educational needs and disability (SEND) so that by the time the next Ofsted and Care Quality Commission inspection comes about, we will be judged as 'Good' or the equivalent
- implement changes to statutory attendance and entitlement so pupils can attend the most appropriate setting, and are safe and well

We will support schools and settings to become even more inclusive, and to deliver outcomes for pupils (and their families) who have additional needs to enable them to thrive in their mainstream setting alongside their peers.

Enable people to age well, live well and care well

The council will work with residents to enable them to live safe, well and independently in the community, connected to the people and things they love. We will achieve this by:

- listening to people and focusing on their strengths
- transforming care and support to ensure that there are flexible options that enable independence
- getting the best value from the Southend-on-Sea pound for the people we support

Delivering this vision will mean people in the city:

- can easily access information and advice that connects them to support that helps prevent, reduce, delay the need for care and support
- can lead the discussion where they might need more formal assessment
- are supported to live well and longer in their community with choice and control
- have a good experience of the care and support they receive
- have a smooth transition into adult services with a focus on their potential and living independently

Embedding a strength and asset-based approach

A strength and asset-based approach will view individuals holistically and explore their abilities and circumstances, in a solution focused way. Individuals will be encouraged to identify the goals they want to achieve and work towards attaining these goals to empower the individual. Reablement, active recovery and tools for independent living will be central to this approach.

Transforming care and support

The council's overall direction for adult social care is built on three core strategies named [‘Ageing Well’, ‘Caring Well’, and ‘Living Well’](#), setting out priorities over the next five years. The three strategies were co-designed with people who use services and their friends and families:

- The **‘Ageing Well’** strategy focuses on supporting the needs of people as they get older. It aims to provide ‘a life, not just a service’ and support people be in control of their own lives and care, to enable independence.
- The **‘Living Well’** strategy looks at the needs and wellbeing of adults of working age with additional needs such as physical, sensory, learning difficulties, mental health challenges and autism. Best practice has shown our residents living with these challenges would benefit from a person-centred approach to care, which supports them to live independently and be involved within their local community.
- Our **‘Caring Well’** strategy focuses on the needs of unpaid carers, sometimes called ‘hidden carers’, which can be children or adults that find themselves in a position caring for a family member, partner or friend. These carers play a significant role in preventing the need for a more formal care provision, and the health and social care system relies on this unpaid support.

We have annual action plans to move forward the delivery of each strategy and take us to where we want to be by 2027. Partnership groups have been formed to manage the development, delivery, and monitoring of the yearly action plans for each strategy. These will build on the work of the previous year and in reaction to emerging needs and trends.

All action plans contain a desire to further develop co-production and ensure links across services and other department plans and strategies to reduce duplication and make efficient use of available resources.

Ensure that health and social care services meet the needs of all

In September 2021, the Government set out its [new plan for adult social care reform in England](#). This included a lifetime cap on the amount anyone in England will need to spend on their personal care, alongside a more generous means-test for local authority financial support. In December 2021 the Government published a white paper, [People at the Heart of Care](#), outlining a 10-year vision that puts personalised care and support at the heart of adult social care, ensuring people: have the choice, control and support they need to live independent lives; can access outstanding quality and tailored care and support; and find adult social care fair and accessible.

We will work with our health and social care partners to make navigating health and social care services seamless for our residents and reduce the factors that exacerbate health inequality in the city.

Health and social care integration

The Government's Health and Care Act received Royal Assent on 28 April 2022. The Act introduces significant reforms to the delivery of health and care services in England. As part of the measures, every part of England will be covered by an integrated care system, bringing together NHS, local government and other partners to collectively plan health and care services to meet the needs of the local population. The Mid Southeast Essex Integrated Care System is made up of two parts:

- the Integrated Care Board is responsible for commissioning a range of services and will have legal duties, including reducing inequalities, improving quality of provision, maintain patient choice and promoting integration.
- the Integrated Care Partnership will create a local integrated care strategy, involving people who live in Southend-on-Sea, with a focus on influencing the wider determinants of health and broader socio-economic development.

Our partnership working ambitions are grounded within our Health and Wellbeing Strategy, Joint Strategic Needs Assessment, Locality Strategy and Southeast Essex Alliance place plan. We recognise there are system challenges relating to demand, capacity in care provision and discharge out of hospital, which we will address through short and long term mitigation plans, particularly in employee recruitment and retention schemes and investing in the care market. We are working with health partners to develop place-based provision and approaches. This will provide opportunities for joined up initiatives to reduce care needs, manage increasing demand and complexities, improve discharge flow out of hospital and ensure people can remain living independently for as long as possible at home.

Care Quality Commission local system inspection readiness

In May 2022, Parliament officially granted the Care Quality Commission (CQC) powers to review health and social care local systems. At the core of this new approach will be the CQC new single assessment framework, against which they will assess providers, integrated care systems and local authorities. This framework will set out what they expect good care to look like in terms of what a person should experience when navigating the health and social care sector and assessing care.

From April 2023, the inclusion of a duty for the CQC to assess local authorities' delivery of social care services will begin. The new single assessment framework will include five key lines of enquiry – Safe, Effective, Caring, Responsive and Well Led. It will draw on “I” statements used in Think Local Act Personal “Making it Real” framework, to ensure personalised, culturally appropriate care.

In CQC inspection readiness we are developing our self-assessment against the framework and will bring to life the real experiences of people who use services, their families and carers, ensuring that they are the central focus.



Ensure services are diverse, sustainable and high quality, including those who pay for their own care

As a condition of the Government's published white paper, [People at the Heart of Care](#), we will complete a fair cost of care exercise with home care and care home providers, to arrive at a shared understanding of the local cost of providing care.

Market Position Statement

A market position statement has been produced by the council following market research and engagement with people who use or run care services, our partners and market stakeholders. The market position statement summarises supply and demand in Southend-on-Sea and highlights business opportunities in the area.

Delivery strategies and plans

The list below shows relevant delivery strategies and plans for this priority area.

- Southend Early Help Partnership Strategy 2021 to 2024
- Special Educational Needs and Disabilities Strategy
- School Performance Strategy 2019 to 2023
- Ageing Well 2022 to 2023
- Living Well 2022 to 2023
- Caring Well 2022 to 2023
- Southend Essex Thurrock Dementia Strategy 2022 to 2026
- Health and Wellbeing Strategy 2021 to 2024
- Joint Strategic Needs Assessment
- Locality Strategy 2018
- Southend-on-Sea Market Position Statement

Our priorities

A city rising to the climate change challenge

We will:

- 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

Become a net Zero Carbon Southend by 2030

Transition to a zero carbon Southend-on-Sea will help us to meet the climate emergency, support our economic and community recovery and create opportunities for new high skilled jobs and industry.

We know the carbon footprint of our city – developed through the council's work with Project REMeDY. This is a part-government funded project led by the council with a consortium of partners, including technical and industry experts and academics, working to bring affordable low carbon heating to residents and businesses in Southend-on-Sea.

Measuring our carbon footprint is an important step in our evidence-based approach to achieving our ambitious net zero target. It shows the scale of the challenge and will shape our plans and priorities. The largest sources of carbon emissions in Southend-on-Sea are residential energy, commercial energy and road transport.

Other work in progress includes:

- geographic information system mapping of residential and commercial emissions
- carbon tool for updating and reporting on emissions reduction
- detailed modelling of pathway to net zero for a selection of building archetypes

Based on all this information we are developing a Net Zero strategy, to be launched in 2022/23. We will demonstrate strong local leadership and take a strategic approach to climate change. We will reduce emissions across our own estate, including South Essex Homes properties, and identify how we can reach the council's net zero carbon target via transport and procurement.

We are also reframing our Green City Action Plan. The plan will help the council to build climate resilience across Southend-on-Sea, take a proactive approach to urban greening and create and improve public open spaces.

Our new [Southend-on-Sea City Local Plan](#) will set out site options and policies for new jobs, housing, services, green spaces and supporting infrastructure.

We will continue to build solid partnerships with a range of organisations to achieve a clear pathway for our city to achieve net zero carbon by 2030. Businesses, stakeholders and residents made clear their commitment to minimising the impacts of climate change during the development of Southend 2050, resulting in the green city ambition.

Reduce waste, re-use and increase recycling

The Government's [Environment Act](#) became Law in November 2021. It contains a variety of targets, plans and policies for improving our natural environment that will affect the council. The Act will mean major changes to waste and recycling services in the city over the next few years. Proposed changes include:

- extended producer responsibility to make producers pay for 100% of cost of disposal of products
- a Deposit Return Scheme for single use drinks containers
- charges for single use plastics
- greater consistency in recycling collections in England

We are procuring recycling and waste collection and treatment solutions for the city that meet these changes, as well as our environmental, sustainability and social value ambitions. Importantly, these solutions will be aligned to the needs of our residents and local environment.

We will encourage people to prevent waste, promote re-use and recycling behaviour, and incorporate a carbon reduction approach. We are committed to driving resources up the waste hierarchy to become a sustainable city for businesses, residents and visitors. We will do this through outreach and engagement activities.

The [PlastiCity](#) project is laying the foundation for the development of a circular economy in Southend-on-Sea. The circular economy is a model of production and consumption, which involves sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products as long as possible. In this way, the life cycle of products is extended. In practice, it implies reducing waste to a minimum. As part of our circular economy approach, we are developing strategies and solutions to reduce plastic consumption and increase plastic recycling rates across the city's businesses and schools. In addition, we are identifying and mapping circular activities in Southend-on-Sea, including business activities. The main focus is on plastics, but we are also looking at other materials and activities, such as waste reduction, repair and re-use schemes.

Develop an active and sustainable travel network

To achieve our ambition of reaching net zero by 2030 and increase mobility and accessibility for all residents in the city, we will improve public transport, make travel easier, enable healthy living and active travel, and keep people and goods moving. The Local Transport Plan 4 (2023 to 2040) sets out the council's plans, policies and programmes on transport and transport infrastructure.

We will improve bus services and work with local bus companies to make those improvements. Bus service improvements in the Southend-on-Sea Bus Service Improvement Plan (2022 to 2027) will be delivered through the Southend-on-Sea Enhanced Partnership Plan (2022 to 2027).

We will make active travel modes such as walking and cycling more convenient and accessible for everyone in the city and make single occupancy car use less attractive.

We will:

- improve our cycle network
- progress implementation of school streets and low traffic neighbourhoods
- promote ways of travelling by bus, train, bike, e-bike and on foot
- introduce demand management measures for the transport network
- decarbonise the transport network by reducing the need to travel, increasing sustainable modal split, increasing electric vehicle charging points, investigating the development of hydrogen fuel cell infrastructure and making use of new technologies

Promoting low-carbon vehicles, by rolling out electric vehicle charging infrastructure and investigating developing hydrogen fuelling infrastructure, is a priority action for the council. We will continue to support meeting the needs of electric vehicle charging, recognising that the electricity network and street furniture infrastructure does not currently allow for the level of ambition of the council. In addition to this, air quality, embodied carbon and congestion issues remain. The council is taking an evidence-based approach to the delivery and implementation of electric vehicles across the city that aligns with the objectives of Local Transport Plan 4 (2023-2040) and the climate change programme.

Our corporate transport priorities will be supported by the following strategies and plans:

- the council's Air Quality Action Plan sets out our actions for improving air quality in the city
- London Southend Airport preparing for hydrogen powered aircraft
- the Association of South Essex Local Authorities' [transport vision](#)
- the Thames Estuary's [The Green Blue action plan](#)

- Transport East's [transport strategy](#)
- the Government's [Levelling up white paper](#) and [transport decarbonisation plan](#)

We will continue to deliver on our ambitious programme of investment in improving our pavements and highways. We will also effectively manage parking needs from residents, shoppers, businesses and their workforces, visitors and airport passengers, to support the quality of residents' street scene and local environment, and growth of our high streets, tourism sector and London Southend Airport.

Enhance, promote and protect our natural environment

We will invest in enhancing, promoting and protecting our natural environment, preserving it for future generations. This will include:

- developing a 10-year vision for our parks and green spaces, identifying areas of greatest need for investment, including infrastructure, biodiversity, children's play, sports facilities and creating opportunities for volunteering
- delivering our strategies on managing our trees, as well as improving opportunities for pollinators, such as bees and butterflies, in line with the Government's [National Pollinator Strategy](#)
- creating new partnerships and strengthening existing ones in delivering our green vision for the city
- adopting a green infrastructure approach to green space planning, acknowledging the multiple benefits green spaces provide for our environment, economy, health and well-being and communities
- protecting and enhancing the biodiversity of our natural environment, including seeking opportunities to re-wild in many of our green spaces

- procuring street cleaning services to support us in protecting our natural environment.
- encouraging residents to join a growing street champion volunteer base, empowering communities to improve their local natural and built spaces
- launching communications and engagement campaigns with multiple audiences, using nudge theory, with a call to action to preserve and respect our environment
- working with partners to increase the number of Green Flag Parks in the city

Undertake flood and coastal erosion risk management

We will invest in protecting and nurturing our coastline, which continues to be our much loved and best used asset. We will also connect communities with water assets and environmental issues.

The council will work with the Environment Agency, who are responsible for sampling the seawater during the bathing season, which runs between May and September. We will provide information to the public about bathing water quality and alert people if there is a risk to bathers.

Under the Flood and Water Management Act 2010, the council is designated as a Lead Local Flood Authority (LLFA) and has a duty to take the lead in the management of local flood risk in the area. The Act confers powers on the LLFA to enforce flood management policies in the city for riparian owners. As a LLFA, we will:

- manage local flood risk, defined as flooding from surface water runoff, tide lock, ordinary watercourses and groundwater
- maintain a register of the assets or features that increase flood risk
- approve and adopt sustainable drainage systems

- investigate significant flooding incidents and publish results of these reports
- authorise consent to works on ordinary watercourses

Our key plan is the Local Flood Risk Management Strategy, which specifies:

- our objectives for managing local flood risk
- measures to achieve our objectives
- the costs and benefits of implementing measures, how they will be funded and maintained in the future

We are also a Risk Management Authority under the Coastal Protection Act (1949) and have permissive powers (not duties) to manage seven miles of coastline. We are responsible for leading on coastal erosion risk management activities, including monitoring coastal change and repairing and building new coastal erosion defences. Our Southend-on-Sea Shoreline Strategy (2019) provides a long-term, holistic framework for managing the risk of coastal change in Southend-on-Sea. A priority scoring tool will be used to aid the prioritisation of asset maintenance across the Southend-on-Sea coastal frontage.

Areas of action for flood and coastal risk management work include:

- the council led [Catchment to Coast Partnership Project](#), part of the Environment Agency's [National Flood and Coastal Resilience Innovation Programme](#) to demonstrate how practical actions can improve resilience to flooding and coastal erosion.
- using an Integrated Urban Drainage Model to look at the hydraulic catchment area of Eastwood Brook as a whole, working with Essex, Castle Point and Rochford councils as project partners.
- the Leigh Port infrastructure project, which will see the construction of a new quay wall frontage, improvements to site access,

dredging of the area beside the quay wall and channel, and resurfacing of the wharf to make the port a safe place to work and visit. This work is funded by an award from the Government's Levelling Up Fund.

- the Marine Parade public realm project to incorporate a modern and safe by design streetscape with integrated art elements and sustainable drainage features, green infrastructure and hostile vehicle mitigation measures.
- the East Beach coastal defence refurbishment scheme.
- refurbishment of the groyne field along Southend-on-Sea's coastal frontage.
- the [Sustainable and Resilient Coastal Cities \(SARCC\) pilot](#), which will pilot a series of nature-based solutions to be integrated into existing engineered coastal assets. Works will range from dune restoration, installation of vertipools and green gabion baskets.

We will work in partnership with all relevant risk management authorities, including the Environment Agency and Anglian Water, on flood and coastal erosion risk management issues, such as discharge of sewage from storm overflows.

The council's Shoreline Strategy, Local Flood Risk Management Strategy and sustainable drainage systems policy all link to the Southend-on-Sea Local Plan.

Delivery strategies and plans

The list below shows relevant delivery strategies and plans for this priority area.

- Net Zero Strategy
- Green City Action Plan 2022
- Local Transport Plan 4 2023 to 2040
- Southend-on-Sea Bus Service Improvement Plan 2022 to 2027
- Southend-on-Sea Enhanced Partnership Plan 2022 to 2027
- Parking Strategy
- Local Flood Management Strategy
- Southend-on-Sea Shoreline Strategy 2019



Our priorities

A city delivering genuinely affordable housing

We will:

- 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

Address local housing need

Our housing priorities are to:

- prioritise the supply of safe, locally affordable homes
- ensure regeneration and growth creates inclusive, healthy places to live and thrive
- encourage good quality housing design, management and maintenance
- support people to live independently in their own homes and avoid homelessness

- make any instance of homelessness brief and non-recurrent

These priorities, which are set out in our [Housing, Homelessness and Rough Sleeping Strategy 2018 – 2028](#), underpin how we will respond to evolving housing challenges, major projects and Government initiatives.

Prioritise the supply and quality of safe, locally affordable homes

We recognise a range of housing types are needed to meet different types of housing needs. We will:

- continue to build and acquire new council housing, developing on the successes of the Housing Revenue Account Land Review project and the Acquisitions Programme.
- ensure registered providers prioritise the delivery of locally affordable homes in line with council priorities.
- work with our partners to progress the Better Queensway project and create a new neighbourhood at Porters Place, providing high quality homes well connected to the city centre.
- support wider sections of our community to access the housing market, including key workers.

Make any instance of homelessness brief and non-recurrent, with functional zero homelessness

We will improve outcomes for people approaching us as at risk of homelessness. Where people approach us as homeless, we will seek to make the experience as brief as possible and put the right housing and support in place so that they don't have to encounter homelessness multiple times. We will aim for 'functional zero' homelessness, which is making sure that the services and support in our city match demand. So even if someone is homeless, they will still have somewhere safe and warm to sleep, whilst longer-term, settled arrangements are made as soon as possible.

The council's successful bid for a three-year Rough Sleeper Initiative grant fund, partnership work and our core homelessness powers and duties will all play a role in the delivery of our aim of functional zero homelessness.

Maximise environmental sustainability of homes

We will maximise environmental sustainability in local housing, and make sure there is a high standard of energy efficient and net zero homes across the city's housing stock. We will do this by:

- improving the safety, comfort and sustainability of existing council housing
- engaging and involving residents and developers more about improving the environmentally sustainability of homes
- embedding environmental sustainability standards that are more stringent than building regulations into the local plan



- requiring development to be low or zero carbon, more resilient to climate change and adequately mitigating flood risk
- encouraging residents to access energy efficiency grants and discounts
- investigating the potential for local heat networks
- showcasing outstanding examples of energy efficient and net zero homes

Ensure good quality housing design, management and maintenance

We will ensure good quality housing design, management and maintenance in social housing and the private rented sector.

We will continue to roll-out the Selective Licensing Scheme in designated areas of the city to improve the private rented sector.

All inadequate housing in the private rented sector will be identified and action taken by the council to encourage and, where appropriate, force landlords to meet legal standards and local requirements. This includes houses of multiple occupancies. We will use the full range of engagement and enforcement tools at our disposal to do this.

Wherever possible, we will support owner-occupiers to make sure their homes meet

minimum standards, both in terms of their condition and energy efficiency. We will identify and implement IT systems to facilitate improvements in the licensing of dwellings and to allow us to carry out inspections more efficiently

Reduce the number of empty homes

We are strongly committed to reducing the number of empty homes, facilitating and assisting the creation of good quality and affordable homes in the city and to making best use of existing housing stock.

Working in partnership with empty property owners, residents and partner agencies is integral to the successful delivery of this priority. We will work with owners early on to prevent properties becoming empty for a prolonged period and use legislative tools to bring long-term empty homes back into use in a timely and effective manner. We will support older residents to 'right size' their housing as a means of improving their quality of life, which will link to our improved later life living offer.

The steps we will take to reduce the number of empty homes in the city, maximise the re-use of empty homes and tackle issues surrounding empty homes are set out in detail in our [Empty Homes Strategy 2021–2026](#).

Deliver the Local Plan

We will deliver a Southend-on-Sea Local Plan shaped by the needs of our communities. We will make sure the following ambitions set out in the plan are achieved:

- ensure the right development in the right places
- reduce spatial inequalities
- improve health and wellbeing
- continue to protect the natural and heritage assets we cherish

We will consult on the Preferred Approach version of the Local Plan in 2022/23. Following this, we will prepare a final version of the document for comment and subsequent examination. The adoption of a Local Plan will provide clear priorities for action in the short, medium and long term to address the challenge of climate change, provision of homes, jobs and infrastructure, and the transition to a low carbon Southend-on-Sea.

We will raise the quality of development and secure higher environmental building standards, including the development of design codes co-produced with the community. We will require development to be zero and low carbon and more resilient to climate change, taking into account evidence on flood risk and coastal change, biodiversity, heritage and so on.

The Local Plan will focus development in accessible locations to support active travel and make the most effective use of brownfield land. We will improve access to green space, promoting new and improved green infrastructure in areas where this is lacking.

Delivery strategies and plans

The list below shows relevant delivery strategies and plans for this priority area.

- Housing, Homelessness and Rough Sleeping Strategy 2018 to 2028
- Empty Homes Strategy 2021 to 2026
- Allocations Policy 2021
- Selective Licensing Scheme
- Southend-on-Sea Local Plan

How the plan will be delivered

To deliver this ambitious corporate plan we need to build on our strengths and the lessons learned during the pandemic, reflect on our areas of development, and transform as a council. As a major employer and leader in the city, we must become an outstanding and inclusive organisation that all councillors, employees and residents can be proud of.

- **A clear set of priorities** – This plan sets out a clear and ambitious set of priorities, which provide a sense of purpose for every council employee and are collectively owned by the organisation’s leadership at political and officer level. All departments in the council will deliver on or enable one or more of these priorities to be delivered.
- **Outcome-based approach** – We are committed to achieving changes for the better for the people and communities of Southend-on-Sea. We will make better use of insight gained from analysing data and information, effectively engage with our residents and communities and deliver the right services to achieve desired outcomes.
- **Measure and monitor our progress** – We will measure and monitor our progress in delivering our priorities, and flex our resources and approach accordingly. Our new Performance Management Framework will drive the what and the how of measuring success. Our performance monitoring is aligned with our financial reporting and risk management. Key performance indicators (KPIs) are aligned to each of our Corporate Priorities, reporting to our Cabinet and Corporate Management Team. All council employees will have performance and development conversations, connecting them to the delivery of our outcomes.
- **Challenging inequality** – We will challenge inequality, to make sure Southend-on-Sea is a city that works for everyone. Inequalities cannot continue to hold people back in our city and prevent them from reaching their full potential. We will act to remove barriers that people face.

- **Employee and member development** – Our councillors and employees are our greatest assets. Together our councillors and employees combine the essential skills, experience and knowledge to manage and lead our council. A core component of our People Vision is to build a collaborative learning culture that embeds personal growth, ensuring the right skill sets and behaviours to build mutual trust and respect are at the heart of the working relationship between councillors and officers. We will be clear to our present and future employees what our employment proposition is, how they will be supported to perform their roles well and progress their careers. We will build a more inclusive working environment, support underrepresented groups at senior levels and eliminate discrimination. The council’s Constitution will be reviewed to enable better decision making by councillors and council employees.
- **Empowering our communities and residents** – We will continue to engage and empower our communities and residents through co-design and co-production, where service providers and users work together to reach a collective outcome. We will further develop our online engagement platform ‘Your Say Southend’, develop

a consistent approach for working with communities and residents, and reach out to voices seldom heard. We will involve residents in the design and delivery of services and help increase the capacity for communities to come together to enhance their and environment. Understanding lived experiences is crucial to co-producing local solutions. We will build trust and relationships with residents and communities, work jointly on challenges, provide support and training, and where possible, share power and resources.

- **Working in partnership** – We will continue to work alongside our neighbouring boroughs, local partnerships, central government and MPs. We will lead collaboratively alongside our communities and partners, and do so with innovation, ambition, openness and purpose, to build a bright future for everyone in our new city. We will work jointly with our partners in the Mid Southeast Essex Integrated Care System. This includes the Integrated Care Board and Integrated Care Partnership. We will continue to explore the potential for joint working and additional powers that could bring in south Essex and wider work across pan Essex with the Association of South Essex Local Authorities.

Get involved

It is essential that the voice of communities and partners are reflected in our plans for our new city. We maintain a number of different, accessible channels of engagement, such as face to face meetings and workshops, telephone, email and our [website](#).

[Contact your Councillor](#) to find out how you can share your ideas or concerns. You can ask if they hold surgeries in their ward. Your councillor represents public interest as well as individuals living within your ward, including you. They have regular contact with the public through council meetings, telephone calls or surgeries. Surgeries provide an opportunity for any ward resident to go and talk their councillor face to face.

[Your Say Southend](#) will help you find and participate in discussions and consultations that are ongoing in Southend-on Sea. Have 'your say' and take the opportunity to feedback, share your ideas and influence decisions that matter to you.

If you are interested to get involved on a practical level check out Livewell Southend and the Community Directory run by the Southend Association of Voluntary Services. You can find hundreds of active groups and projects which might need help and resources to continue to make our city a better place for everyone.

If you are a young person and want to influence the work of the council, please contact Youthvoice@southend.gov.uk



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This document is published by Southend-on-Sea City Council. A summary can be provided in alternative formats such as Braille, audio-tape or in large print.

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



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Southend-on-Sea City Council

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

Agenda

Item No.

6

Report prepared by: Andrew Barnes – Head of Internal
Audit

Corporate Risk Register – July 2022 update

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

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

1 Purpose of Report

- 1.1 To consider the updated summary Corporate Risk Register.

2 Recommendations

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

3 Summary Corporate Risk Register

- 3.1 The Council's Corporate Risk Register sets out the key risks to the successful delivery of the Council's corporate Southend 2050 Ambition and Outcomes and outlines the key management arrangements in place to mitigate and reduce risks, or maximise opportunities.
- 3.2 Updates on the Corporate Risk Register are discussed with and reported to Corporate Management Team (CMT) and the summary position is reported to Cabinet twice a year in June / July and January / February. The updated position on each risk or opportunity and management arrangements to mitigate these are included in Appendix 1.
- 3.3 The presentation of the risks reflects the alignment to the Southend 2050 Themes and reports the management actions being taken to mitigate the risks, or maximise the opportunity and includes the lead officer and relevant Cabinet Member for each risk. The differing roles of Members, in determining priorities and policies, and Officers in managing delivery of those priorities and implementing those policies should be remembered.
- 3.4 The re-introduction of a Corporate Plan from 2022/23 has provided the opportunity for a review of the Council's governance framework that underpins the delivery of the expectations of the Corporate Plan, and therefore a team is reviewing the current governance arrangements and will make recommendations to deliver improvements that will seek to implement the Council's aim of simple and effective governance.
- 3.5 Effective risk management is a key element of the governance framework and will therefore provide a key element of the updated governance framework. Work is being undertaken on updating the risk management policy statement and strategy as part of the review of governance arrangements, with the aim of ensuring that risk awareness and horizon scanning is business as usual for all teams.

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

20. Local plan (Place).

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

4 Reason for recommendation

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

5 Corporate Implications

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

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

5.2 Financial implications

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

5.3 Legal Implications

The Accounts and Audit Regulations 2015 require that:

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

5.4 People Implications

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

5.5 Property Implications

None specific.

5.6 Consultation

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

5.7 Equalities and Diversity Implications

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

5.8 Risk Assessment

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

5.9 Value for Money

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

5.10 Community Safety Implications

None specific.

5.11 Environmental Impact

None specific.

6 Background papers

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

7 Appendices:

Appendix 1 – Summary Corporate Risk Register as at July 2022

OUR
SHARED
AMBITION



SOUTHEND
2050
it all starts here

Corporate Risk Register
July 2022

Southend BC Risk Matrix

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

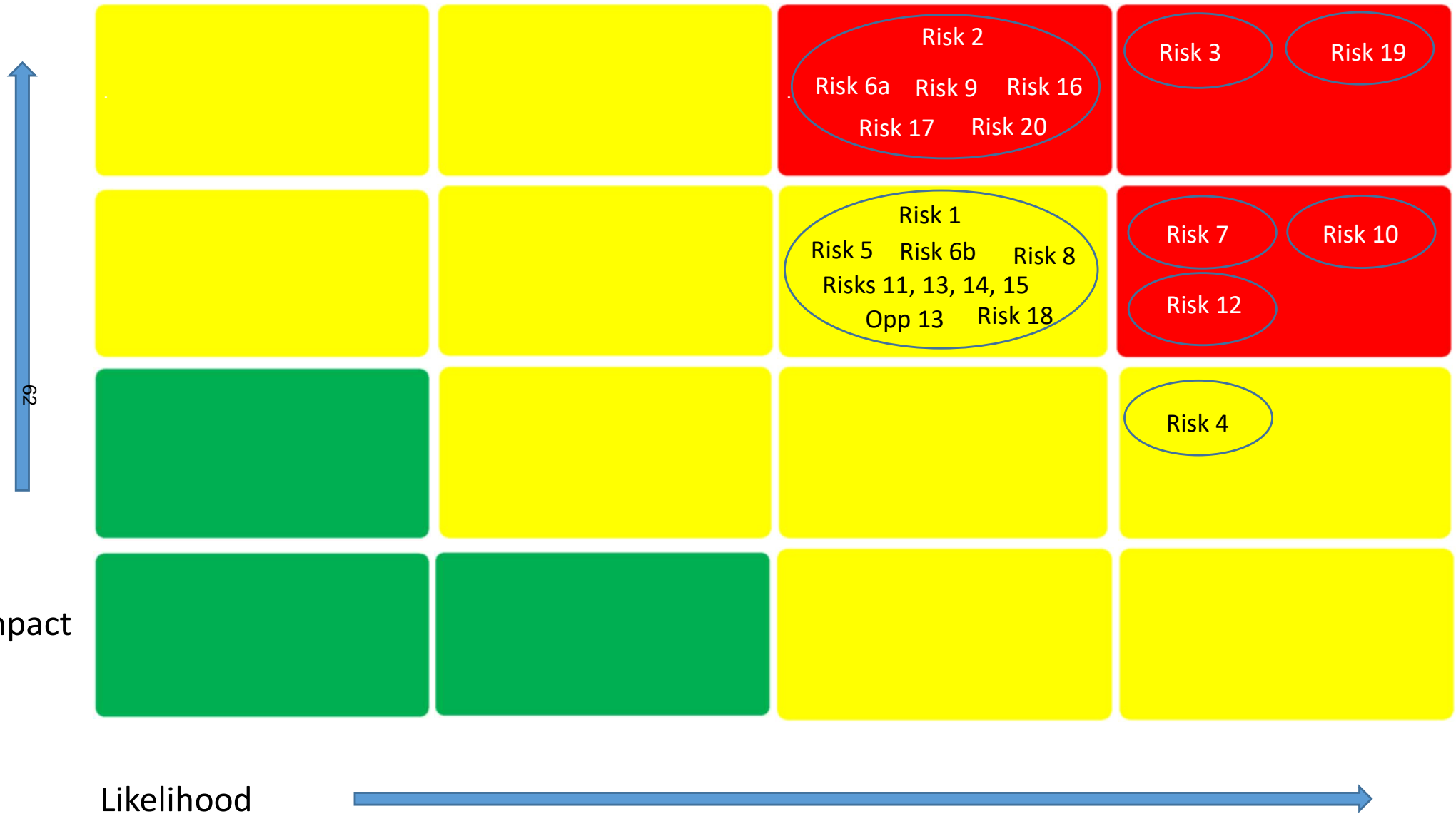
| | | | | |
|----------------------------------------|---------------|---------------|--------------------|---------------------|
| Catastrophic / exceptional opportunity | 4 | 8 | 12 | 16 |
| Severe / significant opportunity | 3 | 6 | 9 | 12 |
| Material | 2 | 4 | 6 | 8 |
| Negligible | 1 | 2 | 3 |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

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

Risk Register Heat Map: Risk numbers

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

Risk Register Heat Map: Current risk score





| CRR ref | Risk / Opportunity | Management (key controls and action to mitigate the risk / deliver the opportunity) | Risk Assessment (current score) | | Risk rating (LxI) | Leads |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|--------|-------------------|-----------------------------------------|
| | | | Likelihood | Impact | | |
| 1 8 | <p>Covid-19 pandemic</p> <p>Risk that the Covid-19 pandemic causes an outbreak of ill-health in the City resulting in health and care services being unable to cope with the volume of cases, and significant disruption to the operational activities of the Council and other public service organisations in the City.</p> | <p>1. This risk continues to evolve as the pandemic situation continues to change and the management of the risk is adjusted accordingly.</p> <p>2. Civil contingency arrangements redeployed as necessary, including the Local Outbreak Management Plan (revised May 2022), Health Protection Oversight and Engagement Board and the Health Protection Board, with representation from UK Health Security Agency (UKHSA) and links into the Essex Resilience Forum and central government.</p> <p>3. The Health Protection Board and the Health Protection Oversight and Engagement Board are now responsible for dealing with wider public health protection issues and will ensure the system remains vigilant and optimises local resilience to respond.</p> <p>4. Collaborative working to deliver a vaccination programme targeted at the most vulnerable, including care home residents and staff, front line NHS and social care workers, with numerous sites operating across the City and the Civic Centre operating as a hub, preparing for the next round of vaccination.</p> <p>5. Further redeployment of some Council staff to support the ongoing public health response has been agreed and additional training will be provided.</p> | 3 | 3 | 9 | Andy Lewis / Leader and CM for ASC & HI |



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



**CROSS
CUTTING**



| CRR ref | Risk / Opportunity | Management (key controls and action to mitigate the risk / deliver the opportunity) | Risk Assessment (current score) | | Risk rating (LxI) | Leads |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|--------|-------------------|--------------------------------------------|
| | | | Likelihood | Impact | | |
| 3 | <p>Inflation and cost of living pressures</p> <p>Risk that failure to address the pressures caused by inflation and cost of living cause budgetary control difficulties and growing demand for services, that the Council is unable to address, threatening the financial sustainability of the Council.</p> <p>Risk that impact on the supply chain (causing labour shortages, cost increases in materials, labour and fuel and difficulty in sourcing plant and vehicles) and finance to deliver the increased costs of the capital programme, lead to a significant adverse impact on Council services and the ability to deliver the outcomes desired by the Council.</p> | <p>1. On-going budget reviews; better linking of business planning and budgeting to service outcomes; effective and creative management of service demand; review of major contractual arrangements; further implementation of the Commissioning Framework; exploring new commercial opportunities; evaluating a range of income generation initiatives.</p> <p>2. Medium Term Financial Strategy (MTFS), including budget pressures to regularly consider financial impact of inflation and cost of living reported to CMT, Cabinet and Council to provide assurance, with reports to and minutes of meetings.</p> <p>3. Assisting many local households through providing access to a range of Government grants, including the Household Support Fund (£1.4m), Council Tax Energy Rebate Scheme (£10.5m), Essential Living Scheme (£270k), Discretionary Housing Payments (£400k) and schemes such as rent and deposits for qualifying people in housing need and targeted hardship support for South Essex Homes tenants.</p> <p>4. A new local Tackling Poverty Strategy is under development that will include themes and advice around debt and welfare, fuel poverty, digital exclusion, housing poverty and food poverty. Key elements of this new strategy will be co-produced with local people throughout this summer.</p> <p>5. A Just About Managing page on the Council's website signposting people to advice, guidance, and opportunities. The Council, where it can, will try to provide an additional package of local support / mitigation / advice for the most vulnerable.</p> | 4 | 4 | 16 | Joe Chesterton / Leader and CM for AM & II |



credit: ActiveSouthend

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



| CRR ref | Risk / Opportunity | Management (key controls and action to mitigate the risk / deliver the opportunity) | Risk Assessment (current score) | | Risk rating (LxI) | Leads |
|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|--------|-------------------|-----------------------------------------------|
| | | | Likelihood | Impact | | |
| 5 67 | <p>Workforce</p> <p>Risk that the Council will not have the appropriate staffing resources, with the right skills, doing the right things, working in the right places through collaborative teams.</p> <p>Cross-council specific pressures relating to attracting talent in a competitive market, or straining existing resources, due to significant staffing changes and operational pressures are impacted by the significant changes to ways of working implemented in response to covid-19, leading to reduced workforce capacity causing a failure to effectively address the challenges posed by covid-19 and financial pressures in the short term and achieve the Council's desired outcomes in the longer term.</p> <p>Further risk caused by the number of changes to CMT, that may impact on the capacity to progress with delivery of desired outcomes.</p> | <ol style="list-style-type: none"> 1. The council has agreed a new corporate planning model, that will focus the priorities of the council over the next 4 years, starting June/July 2022. 2. Part of a new corporate planning approach includes a new approach to transformation, and this too will change to be in line with our new 4-year Corporate Plan. 3. The updated transformation programme is being established, and drivers for it will centre around future proofing our ways of working to deliver quality services, within a financially sustainable context. 4. Workforce is managed as a key strategic issue, from attraction, pay, reward and retention, to the way the workforce works in a modern, flexible and agile way. 5. Workforce outcomes for the Corporate Plan will be part of the Corporate Plan, delivered through a new programme of governance and transformation. As part of this approach, the management of risk will be monitored and mitigated where appropriate. 6. Appropriate governance and oversight on all recruitment, redeployment, learning & development and redundancies to ensure that the Council is making the best use of it's human resource and enabling all employees to reach their full potential in line with the Southend 2050 ambition 7. Managing the capacity of CMT by backfilling for those acting up as they lead the organisation through this transitional period and 'double teaming' so that they are able to cover for each other. | 3 | 3 | 9 | Stephen Meah-Sims / Leader and CM for AM & II |



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



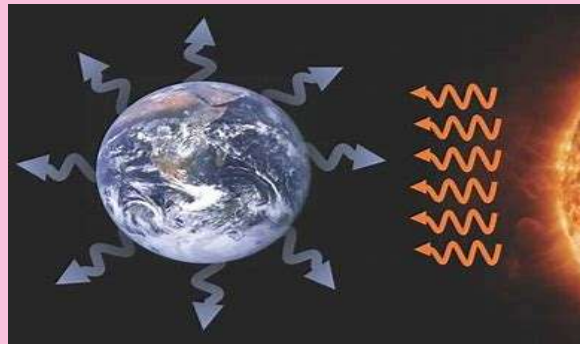
| CRR ref | Risk / Opportunity | Management (key controls and action to mitigate the risk / deliver the opportunity) | Risk Assessment (current score) | | Risk rating (Lxl) | Leads |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|--------|-------------------|------------------------------------|
| | | | Likelihood | Impact | | |
| 6b 69 | <p>Data Protection</p> <p>Risk that a failure to comply with responsibilities as a Data Controller (under DPA 2018 / UK GDPR) leads to personal data being compromised, resulting in harm to individuals, loss of trust from residents, businesses and others, regulatory action, financial penalty and reputational damage.</p> | <ol style="list-style-type: none"> Changes to processing of personal data and new processing, including COVID-19 related matters, risk assured in line with the Data Protection by Design and Default Policy and Procedure. Annual Information Governance Toolkit assessment undertaken with a report prepared from the independent assessment and actions to improve. Annual Data Protection refresher training rolled out in June 2022. Senior Information Risk Owner in place, monitoring issues and progress, and produces an Annual SIRO report on data protection to Cabinet. Regular reporting to Good Governance Group and Corporate Management Team with reports to and minutes of meetings. | 3 | 3 | 9 | Stephen Meah-Sims / CM for AM & II |



| CRR ref | Risk / Opportunity | Management (key controls and action to mitigate the risk / deliver the opportunity) | Risk Assessment (current score) | | Risk rating (LxI) | Leads |
|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|--------|-------------------|---------------------------------------|
| | | | Likelihood | Impact | | |
| 7 70 | <p>Capital Investment Programme Delivery</p> <p>Risk that a failure to deliver the agreed Capital Investment Programme leads to a lack of progress on the intended improvements to infrastructure and facilities for the City anticipated to support Southend 2050 and the recovery priorities, resulting in reduced inward investment from businesses, missed employment opportunities for residents and reputational damage for the Council. Risk that impact on the supply chain (causing labour shortages, cost increases in materials, labour and fuel and difficulty in sourcing plant and vehicles) and finance to deliver the increased costs of the capital programme, lead to a significant adverse impact on the ability to deliver the outcomes desired by the Council.</p> | <ol style="list-style-type: none"> 1. Member input to budget and programme creation to ensure focus on the key priorities and deliverables. 2. Committed resources, both human and financial to deliver the programme. 3. Project plans and managers in place for all projects upon entry to the programme, as presented to and approved by Investment Board, for onward presentation to and approval by Cabinet. 4. Capital Programme Delivery Board (CPDB) overseeing and monitoring progress to ensure that plans are delivered with updated Terms of Reference on the roles of the Investment Board and the CPDB in place. 5. Capital Challenge sessions (x2) chaired by Cabinet member for CS and PD to support the final proposed capital investment programme budget for 2022/23 to 2026/27. 6. Reprioritisation review undertaken by the CPDB to assess the resources in place to deliver the programme and ensure focus of resources on the right priorities. 7. Reporting to CMT / Cabinet to provide overall oversight and scrutiny. | 4 | 3 | 12 | Joe Chesterton / CMT / CM for AM & II |



| CRR ref | Risk / Opportunity | Management (key controls and action to mitigate the risk / deliver the opportunity) | Risk Assessment (current score) | | Risk rating (LxI) | Leads |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|--------|-------------------|--------------------------------------------------------------------|
| | | | Likelihood | Impact | | |
| 8 71 | <p>Safeguarding responsibilities and child welfare</p> <p>Risk that the Council will not be able to effectively deliver it's statutory safeguarding responsibilities as a result of a lack of understanding, resources and the additional challenges posed by covid-19 restrictions, and that this causes a failure to deliver the outcomes anticipated for vulnerable people that are in need of support.</p> <p>Risk of failure to ensure that there are consistently good or better outcomes for children and families accessing children services, particularly the vulnerable that face the greatest exposure to those threats, resulting in worsening outcomes for those in need of that support.</p> | <ol style="list-style-type: none"> 1. Local Safeguarding Partnerships in place to complement and oversee the work of the Children's and Adult's services. 2. Principal Social Worker – lead role in assuring quality of policy and practice and ensuring adherence to key frameworks e.g. safeguarding. 3. Review mechanisms in response to serious incidents – ensuring learning from Serious Case Reviews / Safeguarding Adults Reviews is embedded to minimise future risk. 4. Care Quality Arrangements – working alongside key partners e.g. NHS/CQC to ensure safe, good quality care provision. 5. Establishment of a new Adult Quality Assurance Framework to assure social work practice and regular audits introduced in 2022, to be embedded by 2023. 6. Embedding the new quality assurance model for Children's Services following the pilot and results from the Improvement Board. We are looking to embed this model as BAU from April 2022 7. Annual Safeguarding Report taken to Cabinet in November. | 3 | 3 | 9 | Michael Marks & Tandra Forster / CM for CL & I and CM for ASC & HI |



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



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



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



CGI from Better Queensway transformation consultation

| CRR ref | Risk / Opportunity | Management (key controls and action to mitigate the risk / deliver the opportunity) | Risk Assessment (current score) | | Risk rating (LxI) | Leads |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|--------|-------------------|---------------------------------------------|
| | | | Likelihood | Impact | | |
| 12 75 | <p>Housing</p> <p>Risk that a failure to implement plans to address rising homelessness and failure to implement the Housing, Homelessness and Rough Sleeping Strategy will lead to further street and other homelessness, increased use of temporary accommodation (TA) & an inability to meet rising housing demand over the next 20 years, leading to worse outcomes for residents and an inability to deliver the outcomes for the City desired by the Council.</p> <p>Risk is increased by the impact of the cost of living pressures on those just about managing no longer being able to manage, causing an increase in homelessness.</p> <p>Risk is increased by pressure to accommodate refugees causing additional demand on housing stock and also because some property used for temporary accommodation is identified for redevelopment.</p> | <ol style="list-style-type: none"> 1. Housing, Homelessness and Rough Sleeping strategy approved and being delivered. Progress reported to Cabinet, with reports to and minutes of meetings. 2. Core Strategy and Local Development Plan in place with reports to and minutes of meetings. 3. Cabinet and Scrutiny Panels review and challenge, with reports to and minutes of meetings. 4. Member Housing Working Party with reports to and minutes of meetings. 5. Operational delivery is being managed as caseloads are high, challenging capacity. 6. A 'Just About Managing' page on the Council's website signposting people to advice, guidance, and opportunities. The Council, where it can, will try to provide an additional package of local support / mitigation / advice for the most vulnerable. | 3 | 3 | 9 | Alan Richards / Leader and CM for ER, R & H |



| CRR ref | Risk / Opportunity | Management (key controls and action to mitigate the risk / deliver the opportunity) | Risk Assessment (current score) | | Risk rating (LxI) | Leads |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|--------|-------------------|----------------------------------|
| | | | Likelihood | Impact | | |
| 13 76 | <p>Adult social care</p> <p>Risk that difficulties being experienced in the adult social care market will cause provider failure and further difficulty in meeting increasing demand for support, resulting in worsening outcomes for those in need of that support. The impact of and response to covid-19 and inflation has heightened these risks in the short term, increasing the pressure on capacity in the market.</p> <p>Opportunity has been identified to reduce the number of people in residential care, using reablement and the community to support people to stay at home for longer.</p> | <p>1. The Council influences the market for care by signalling the future expectation of requirements through:</p> <ul style="list-style-type: none"> • Market Position Statement • Commissioning Strategies. <p>2. The Care Governance Process provides quality assurance arrangements, oversight and support for the local market, including external assessment of services through the Care Quality Commission.</p> <p>3. Provider Failure Policy in place to direct action in the event of provider difficulty.</p> <p>4. Fair Cost of Care Exercise and development of a Sustainability Plan, supporting strategic focus as well as sustainability of future care provision.</p> <p>4. Independent diagnostic undertaken resulting in a Recovery Plan to address the financial challenge and transformation work being undertaken on service delivery, overseen by the Recovery Programme Board.</p> <p>5. Short term options to provide additional short term capacity being explored.</p> | 4 | 3 | 12 | Tandra Forster / CM for ASC & HI |



| CRR ref | Risk / Opportunity | Management (key controls and action to mitigate the risk / deliver the opportunity) | Risk Assessment (current score) | | Risk rating (LxI) | Leads |
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| | | | Likelihood | Impact | | |
| 14 77 | <p>Social cohesion</p> <p>Risk that the impact of the cost of living pressures on both young people and those living in challenging circumstances, cause them to be particularly worried about the future and experience mental health issues, isolation and fears, resulting in a reduction in social cohesion and an increase in undesirable behaviour.</p> <p>Increased footfall to beach and public spaces with increased unmanaged drinking leading to anti-social behaviour and an increased need to manage the public spaces.</p> <p>Refugees perceived as utilising resources causing additional tensions.</p> <p>These impact on the ability of the City to deliver the outcomes desired by Southend 2050 and damage the reputation of the City.</p> <p>Opportunity for the celebration of City status to re-set and re-focus direction galvanising the community.</p> | <ol style="list-style-type: none"> 1. Support for young people including promotion of apprenticeship opportunities and Kickstart schemes. 2. LGA peer remote peer project on support for younger people aged 18 -25 with funding secured to build on the recommendations. 3. New and innovative routes to access mental health support, including ChatHealth. 4. Multi-agency Southend Community Safety Partnership (CSP) work together to tackle crime, disorder and anti-social behaviour. <ol style="list-style-type: none"> 2. Community Safety Unit (CSU) in place with CCTV and officers providing a visual presence and enforcement activity. 3. OpUnion tactical coordination group to ensure a partnership Police / Council response to increased demand in key areas. 4. Public Spaces Protection Orders being put in place to help manage problematic areas. 5. Daily Partner briefings to share information and intelligence across the City. 6. Enforcement Review of the Council's functions involving enforcement activity to optimise the effectiveness of that resource at addressing the various enforcement roles required by the Council. | 3 | 3 | 9 | Andy Lewis / CM for ER, R & H, CM for ASC & HI and CM for PP |



| CRR ref | Risk / Opportunity | Management (key controls and action to mitigate the risk / deliver the opportunity) | Risk Assessment (current score) | | Risk rating (LxI) | Leads |
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| | | | Likelihood | Impact | | |
| 15 78 | <p>Waste management</p> <p>Risk of contractor failing to meet contractual requirements to effectively manage waste arrangements results in a loss of service quality and additional financial liability for the Council.</p> <p>Additional risk that the council will not have suitable arrangements in place for October 2023 when the current contract ends.</p> <p>Further risk that the enhanced service being sought from the revised future arrangements will not provide a solution that will deliver the outcomes in respect of adaptation to climate change and recycling that is being sought by the Council.</p> | <ol style="list-style-type: none"> 1. Regular contract performance undertaken, formal contract management meetings in place with reports and minutes as appropriate. 2. Data set monitored by DMT / performance board and senior managers with reports to and minutes of meetings. 3. Cabinet and Scrutiny overview with reports to and minutes of meetings, including an in depth scrutiny project on barriers to recycling that is complete with Environment Working Group report completed. 4. Market engagement undertaken in Mar and Apr 22 to understand broad concepts of service delivery against council aims and objectives. 5. Two stage procurement to be undertaken: Stage 1 to submit two outline proposals: one being a full weekly collection service and the second being the bidders proposals to meet the Council's aims and objectives. Stage 2 to submit full proposals against the service model determined by stage 1. 6. Timetable in place to complete stage 1 and determine a service model by February 23, stage 2 to award contract by October 23 and then mobilise service for commencement in May 24. 7. Existing service with current provider extended beyond Oct 23 (subject to negotiation) to allow the procurement process to take place and mitigate for delays. | 3 | 3 | 9 | John Burr / CM for E, C, & T and CM for PP |



Proposed Roots Hall development

| CRR ref | Risk / Opportunity | Management (key controls and action to mitigate the risk / deliver the opportunity) | Risk Assessment (current score) | | Risk rating (LxI) | Leads |
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| | | | Likelihood | Impact | | |
| 16 79 | <p>House building programme</p> <p>Risk that not achieving the development and delivery of the house building pipeline through effective engagement and arrangements with the market and developers that have been impacted by Covid-19, inflation and supply chain issues, will result in an inability to deliver the anticipated housing supply, causing additional pressure on the housing market and an impact on the delivery of the desired outcomes of the Council, with an impact on Local Plan housing targets (see also CRR20).</p> | <p>1. House building pipeline in place and being managed with Cabinet agreement to specifically focus on five key workstreams:</p> <ul style="list-style-type: none"> a) Council acquisitions programme b) HRA infill development programme c) Next Steps accommodation programme (all delivering additional housing numbers) d) PSP Southend LLP projects e) Major Schemes (Better Queensway / Roots Hall & Fossetts Farm) <p>2. Methodology for working with developers in place, to ensure that the right considerations are made about potential developers.</p> <p>3. Updated partnership arrangements with developers to address economic challenges.</p> <p>4. Regular reporting to Corporate Management Team and Cabinet, with reports to and minutes of meetings.</p> | 3 | 4 | 12 | Alan Richards / CM for ER, R & H |



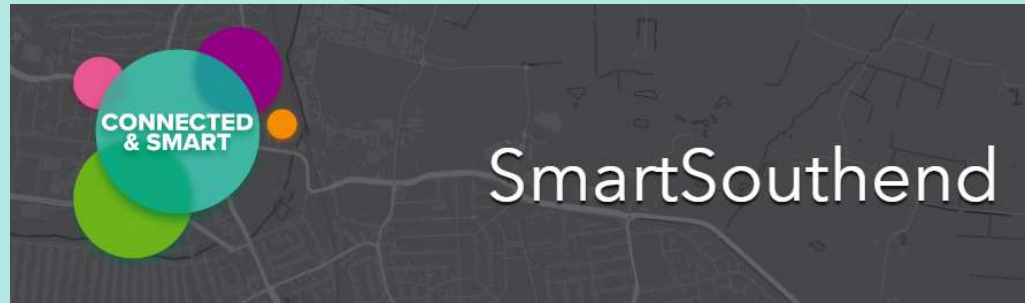
| CRR ref | Risk / Opportunity | Management (key controls and action to mitigate the risk / deliver the opportunity) | Risk Assessment (current score) | | Risk rating (LxI) | Leads |
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| | | | Likelihood | Impact | | |
| 17 | <p>Regeneration and major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



| CRR ref | Risk / Opportunity | Management (key controls and action to mitigate the risk / deliver the opportunity) | Risk Assessment (current score) | | Risk rating (LxI) | Leads |
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| | | | Likelihood | Impact | | |
| 18 81 | <p>Visitor destination</p> <p>Risk that the competing demands and needs of residents and visitors will impact on the City's ability to meet the needs of its residents or provide a suitable destination for visitors, and that cost of living pressures impact on the ability of the City to provide an attractive proposition for visitors, with a resultant impact on the economic strength of the City and employment opportunities for school leavers.</p> <p>Opportunities arising from City Status and people holidaying in the UK, but with potential increase in visitor numbers needing to be enabled to be done safely and ensure the offer made by businesses is sustainable.</p> | <ol style="list-style-type: none"> 1. Refreshed tourism strategy 'Destination Southend' developed in partnership with key stakeholders on the Southend Tourism Partnership built on feedback from stakeholders including residents and visitors. 2. Cultural Vision refreshed built on feedback from key stakeholders including residents and visitors that will inform investment decisions and actions to be progressed. 3. Culture led regeneration of High Street working with stakeholders and partners towards a new Masterplan to shape the offer of the City Centre, supported by Levelling Up Funding awarded. 4. Effective investment in and management of local attractions including engagement with key stakeholders. 5. 'Visit Southend' website to promote events and attractions available to visitors. 6. Visit Southend Safely campaign to manage public expectations and behaviour to help ensure a safe, enjoyable visit given the circumstances of the pandemic. | 3 | 3 | 9 | Tandra Forster / CM for E, C, & T |



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



credit: Forward Motion

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

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Southend-on-Sea City Council

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

to

Cabinet

on

26 July 2022

Agenda
Item No.

7

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

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

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

1. Purpose of Report

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

2. Recommendations

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

3. Background

- 3.1 At the cycle of meetings in July 2021, the Place Scrutiny Committee (Minute 107), the People Scrutiny Committee (Minute 116) and the Policy and Resources Scrutiny Committee (Minute 134) each agreed that a single joint in-depth scrutiny project be undertaken on behalf of the three committees during the 2021/22 municipal year on the theme of 'Enabling Councillors to be Effective', as part of the respective scrutiny work programmes for the year. The project plan and work programme for the in-depth scrutiny project were agreed by the committees during the cycle of meetings in September 2021.
- 3.2 The project was led by a member Project Team for which appointments were agreed by the Council at its meeting on 15 July 2021. The Project Team comprised the following members: Councillors B Beggs, K Buck, T Cowdrey, K Evans, A Line, J Moyies, D Nelson, I Shead and A Thompson. Councillor J Moyies was appointed Chair of the Project Team at its meeting on 19 August 2021.

- 3.3 The Project Team was supported by relevant officers including S Meah-Sims (Interim Executive Director (Strategy, Change and Governance)), T Row (Principal Democratic Services Officer) and S Tautz (Principal Democratic Services Officer/Project Co-ordinator). Other officer support was provided in respect of specific elements of the in-depth scrutiny project:
- 3.4 Progress with regard to the joint in-depth scrutiny project was achieved throughout the 2021/22 municipal year, including the development of an action plan, a comprehensive work programme and the receipt of relevant presentations. Although the progress of the project was delayed slightly as a result of the unfortunate local events that occurred in October 2021, efforts were made to ensure that the timescale for the delivery of the project was maintained and that the project was completed by the end of the 2021/22 municipal year.
- 3.5 The draft final report and recommendations arising from the in-depth scrutiny project were agreed by each of the scrutiny committees during July 2022. In considering the recommendations of the project that concerned the enhancement or development of digital systems, the scrutiny committees were advised that the corporate commitment of the Council to ensure that its services were fully inclusive would be maintained and that alternative means of contacting the authority would continue to be offered where digital systems might exclude residents and service users.
- 3.6 In accordance with Scrutiny Procedure Rule 10 (Part 4 (e) of the Constitution), the report and recommendations of the in-depth scrutiny project would normally be presented to the Cabinet by the chair of the relevant scrutiny committee. As the scrutiny project for 2021/22 was undertaken jointly on behalf of each the three committees, each scrutiny committee has agreed that the report and recommendations arising from the project should be presented to the Cabinet by Councillor J Moyies as Chair of the Project Team.

4. Recommendations

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

5. Other Options

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

6. Reasons for Recommendations

- 6.1 Not applicable

7. Corporate Implications

7.1 Contribution to the Southend 2050 Road Map

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

7.2 Financial Implications

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

7.3 Legal Implications

None

7.4 People Implications

None

7.5 Property Implications

None

7.6 Consultation

As described in the report

7.7 Equalities and Diversity Implications

None

7.8 Risk Assessment

None

7.9 Value for Money

None

7.10 Community Safety Implications

None

7.11 Environmental Impact

None

8. Background Papers

None

9. Appendices

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

**People Scrutiny Committee, Place
Scrutiny Committee, Policy and
Resources Scrutiny Committee**

Joint In-Depth Scrutiny Project 2021/22

**‘Enabling Councillors to
be Effective’**

Final Report and Recommendations (May 2022)

1. INTRODUCTION

- 1.1 Elected councillors give local government its essential legitimacy, accountability, strategic direction and community focus. The provision of support and assistance to all councillors regardless of which political party or group they belong to, whether they are Executive or 'back-bench members or whether they are part of an administration or in opposition, is essential for the purposes of enabling councillors to be effective.
- 1.2 The work of a councillor is complex and challenging and the political, legislative and local landscape in which we work is changing constantly. As more duties and responsibilities have been placed on local authorities, councillors have seen their workload increase significantly. Local residents and communities have high expectations of their elected representatives from the day of their election and throughout their period of office. Both new and experienced councillors therefore need appropriate support, guidance and personal and professional development to undertake their complex and evolving roles.
- 1.3 I would like to thank all councillors and officers for their contribution to the in-depth scrutiny project.

Councillor James Moyies
Chair of the In-Depth Scrutiny Project Team

2. BACKGROUND

- 2.1 Each of the Council's scrutiny committees (the People Scrutiny Committee, the Place Scrutiny Committee and the Policy and Resources Scrutiny Committee) has traditionally undertaken an in-depth scrutiny project each year. The in-depth projects are selected at the beginning of each municipal year and generally focus on the Council's corporate priorities or matters of local concern. Recent in-depth scrutiny projects have also been aligned with the ambition and outcomes arising from the Southend 2050 programme. The in-depth scrutiny projects lead to the development of reports and recommendations which advise the Executive and the Council on its policies, budget provision and service delivery. Participation in the in-depth projects enable councillors to be actively involved in a specific topic and to influence and shape proposals around service improvement that will result in improved outcomes.
- 2.2 In considering options for the approach to in-depth scrutiny activity for 2021/22, the scrutiny committees considered the benefits of undertaking a joint scrutiny project around the effectiveness of the current 'Councillor Queries' portal, which had generated a mixed experience for councillors since its implementation, particularly around the way that the councillor queries arrangements worked and enabled them to deliver their democratic mandate to local residents. The scrutiny committees considered that the nature of such scrutiny activity should be broadened to reflect the theme of 'Enabling Councillors to be Effective' and that the scoping of the project should incorporate other appropriate matters of importance to councillors within this theme, alongside the effectiveness of the 'Councillor Queries' portal.

3. FRAMEWORK OF THE IN-DEPTH SCRUTINY PROJECT

- 3.1 At the cycle of meetings in July 2021, the People Scrutiny Committee, the Place Scrutiny Committee and the Policy and Resources Scrutiny Committee each agreed that a single in-depth scrutiny project be undertaken on behalf of the three committees during the 2021/22 municipal year on the theme of 'Enabling Councillors to be Effective', as part of the scrutiny work programme for the year.

- 3.2 There were a number of reasons for the identification of the in-depth scrutiny project. In addition to the concerns raised in regard to the effectiveness of the current 'Councillor Queries' arrangements for the handling of enquiries and questions that councillors raised with officers of the Council, other matters were agreed for inclusion as part of the in-depth scrutiny project, including problem reporting, requests for information, councillors' contact and engagement with the Council and residents and the effectiveness of the 'My Southend' platform.
- 3.3 In agreeing the nature of the in-depth scrutiny project for 201/22, the scrutiny committees acknowledged that a separate review of the Council's Constitution was taking place and that any recommendations arising from the project around constitutional matters could feed into that review process to avoid duplication. In considering the proposed scope of the in-depth scrutiny project, it was also recognised that design group was currently looking at councillor development as part of the leadership programme and that appropriate recommendations arising from the project could also contribute to that separate work activity.
- 3.4 The agreed scope of the in-depth scrutiny project was:
- (a) To identify and review current arrangements for the provision of support that councillors need to carry out their elected role, focusing on the "Councillor role" rather than the specific requirements of members of the Cabinet, the Shadow Cabinet or the chairs of committees.
 - (b) To identify any 'quick wins' in terms of aspects of the main areas of focus of the project and to understand other ongoing activity that relates to the aims of the project to ensure joined-up arrangements.
 - (c) Where relevant, to feed into the separate review to be undertaken of the Council's Constitution by the General Purposes Committee, to which all members of the Council will have a separate opportunity to contribute.
 - (d) To complement the work of the design group currently looking at councillor development as part of the leadership programme.
- 3.5 The review was set within the context of the Council's 2050 ambition and priorities and the Project Team was tasked with reviewing relevant issues and to report back to the Cabinet with appropriate findings and recommendations.
- 3.6 As a number of elements of the in-depth scrutiny project also covered issues that were considered as part of the scrutiny project undertaken by the Policy and Resources Scrutiny Committee for 2019-2021, we received a progress update on the implementation of each of the recommendations arising from that scrutiny project for 2020/21, to assist the consideration of aspects of the current in-depth scrutiny project and the formulation of appropriate recommendations arising from the project.

4. METHODOLOGY

- 4.1 The review was undertaken on behalf of the three scrutiny committees by a Project Team comprising the following members appointed by the Council on 15 July 2021:
- Councillors B Beggs, K Buck, T Cowdrey, K Evans, A Line, J Moyies, D Nelson, I Shead and A Thompson.
- 4.2 Councillor J Moyies was appointed Chair of the Project Team at its meeting on 19 August 2021.

4.3 The Project Team was supported by relevant officers including S Meah-Sims (Interim Executive Director (Strategy, Change and Governance)), T Row (Principal Democratic Services Officer) and S Tautz (Principal Democratic Services Officer/Project Co-ordinator). Other officer support was provided in respect of specific elements of the in-depth scrutiny project:

J Astle (Digital Communications Advisor)
C Foster (Head of IT Delivery)
A Keating (Strategic Communications Manager)
M Medina (Community Capacity Advisor)
P Moyo (Internal Communications Officer)
K Pachalko (Engagement and Participation Manager)
J Painter (Service Manager (Customer Services))
D Skinner (Intelligence Officer (Planning and Compliance))
C Thomas (Director of Digital and ICT)

4.4 The Project Team met on six occasions between August 2021 and April 2022. Although the progress of the in-depth scrutiny project was delayed as a result of unfortunate local events that occurred in October 2021, efforts were made by the Project Team to ensure that the timescale for the delivery of the project was maintained and that the project was completed within the 2021/22 municipal year.

4.5 The project was undertaken using an evidence-based approach to the consideration of service options, through a mixture of experiences presented by councillors and informative presentations that supported the understanding of the current provision of services to support councillors. No witness sessions or site visits were held in respect of the project, although some examples of service provision in other local authorities were presented to the Project Team. The Project Team reviewed guidance published by the Local Government Association in relation to effective councillors and the handling of casework.

4.6 A project plan and work programme for the in-depth scrutiny project was agreed by the Project Team in September 2021 and by each of the scrutiny committees during the October 2021 cycle of meetings. The project plan and work programme set out the scope and framework for the project, alongside a programme of thematic evidence-gathering activities around the following specific areas identified as key to the desired outcomes for the project:

- First Contact (resident queries dealt with by councillors and the experience of residents when contacting the Council).
- Councillor Queries (review of improvements to arrangements for the handling of councillor queries).
- Officer/Councillor Engagement (practical arrangements and the operation of the Councillor/Officer Protocol).
- Councillor Casework and Support (the benefits of a casework system to improve the management of resident issues, other support for all councillors).
- Cross-Service, External Partners and Outsourced Services (ensuring that services provided by external organisations/agencies are handled seamlessly).
- Enabling Non-Aligned Councillors (ensuring that non-aligned councillors have the ability to be effective).

4.7 The following sources of evidence were considered as part of the in-depth scrutiny project:

- (a) Councillor 'case studies', experiences and feedback.
- (b) Specific examples of issues within the scope of the project where things have not gone well.

- (c) Relevant data etc. held by the Council or obtained from published sources or benchmarking arrangements.
- (d) Performance information on key issues (e.g., response times, call handling etc.).
- (e) Customer feedback (e.g., contact with the Council, contact with councillors, use of the website etc.).
- (f) Information/feedback from relevant officer teams (e.g., 'Councillor Queries')
- (g) Benchmarking information (e.g., around member support services and the use of casework systems at other local authorities).
- (h) The presentation/demonstration of relevant systems and processes.
- (i) A review of recommendations arising from the in-depth scrutiny project undertaken by the Policy and Resources Scrutiny Committee for 2019/20-2020/21.

5. FIRST CONTACT

5.1 At the meeting of the Project Team in December 2021, we considered aspects of the work programme for the joint in-depth scrutiny project, around the 'First Contact' theme.

(a) 'My Southend'

5.2 We received a presentation from the Director of Digital and ICT and the Head of IT Delivery, on current plans for the replacement of the 'My Southend' interactive self-service portal for residents.

5.3 Self-service facilities offer residents a convenient way of managing their Council services, reporting issues and contacting the authority with service requests or comments, without having to wait in a phone queue or navigate websites. The Council has introduced the 'My Southend' platform as its interactive self-service portal for residents.

5.4 The Project Team was advised that the 'My Southend' platform was five years old and had been designed as a replacement for paper-based forms. The Director of Digital and ICT advised us that the current platform was at end of life and that the supplier had no plans to replace or enhance the platform any further. The Director of Digital and ICT reported that ICT had been tasked with investigating options for a replacement system in July 2021, as this approach offered an opportunity to rethink the way online services were packaged and to transform service delivery, and that funding for investigation into the scope and business case for a replacement platform had been agreed by the Investment Board in September 2021, alongside the introduction of a new Revenues and Benefits portal to be integrated into the 'My Southend' platform. The Director of Digital and ICT reported that the replacement of 'My Southend' had the potential to improve the current customer engagement experience and that integration with waste management services was also planned to be introduced as part of the implementation of the new platform.

5.5 We understand that the business case agreed in September 2021 proposed the undertaking of discovery and consultation activity with councillors, officers and residents to inform the production of a full business case for the new platform. A service provider has been appointed and discovery and design is due to commence in July 2022, so that the full business case for the new platform can be submitted to the Investment Board in November 2022 and considered by the Cabinet in January 2023.

5.6 We were also advised of a number of challenges with the current 'My Southend' platform, including digital exclusion, the use of some complicated forms that did not cover all service areas, the inability to track the progress of service requests and reports, the lack of a casework management facility for councillors, a lack of ability to identify common areas of service request, and limited integration with other systems. The Director of Digital and ICT indicated that, subject to full compliance with relevant data protection legislation and the consideration of safeguards for personal data held in different service areas, it was

intended that the functionality of the new 'My Southend' portal would also extend to the Council's partners that were involved in service delivery for residents, so that services were handled seamlessly.

- 5.7 The Director of Digital and ICT advised us that the replacement of the 'My Southend' platform was currently in the discovery phase and that work had already been undertaken to understand the digital abilities of residents and improve their system experience, to understand the current use of 'My Southend' through analysis of service requests and complaints, and to develop ward-level analysis of demographics and the use of 'My Southend' using data from the 2011 Census.
- 5.8 The Project Team was assured that full programme governance would be established around the replacement of the 'My Southend' portal and that councillors and service users would be fully involved in the development of the vision and functional specification for the new portal, which was not intended to move away from the continued provision of human contact for residents.
- 5.9 We were advised that it was also intended to secure some 'quick wins' from the replacement of 'My Southend', including improvements to the language used in some on-line forms, the investigation of options for validation to enable correct enquiries to be raised first time and to reduce the level of duplicate cases, and the use of analytics and customer feedback to review existing forms and user interfaces to improve customer experience and ease of completion.
- 5.10 We welcome the plans for the replacement of the 'My Southend' interactive self-service portal for residents and have requested that the Project Team be kept up to date with ongoing progress on the replacement of the portal.

(b) Website

- 5.11 The Council's website is a suite of related web pages used to store and provide service information to external users, located under the single domain www.southend.gov.uk. The Project Team received a presentation from the Digital Communications Advisor on current plans for the development of the website.
- 5.12 We were advised that the corporate website consisted of information relating to over 400 services, complemented by additional linked websites such as 'My Southend', the Planning Portal and the Modern.Gov democratic services facility. The Digital Communications Advisor reported that extensive work had been undertaken to improve the main website, including a full relaunch in May 2020 and that accessibility and user-journeys had been a major consideration for the re-development of the website.
- 5.13 The Project Team noted that the website had recently been completely overhauled to comply with accessibility law and featured drop-down menus in line with modern websites, whilst also working better on mobile devices and providing shorter user-journeys to key content.
- 5.14 The Digital Communications Advisor reported that the updated website had an in-built ability to show results even if search criteria were mis-typed and could route straight to relevant content rather than simply displaying a list of search results. The Project Team was advised that analytics indicated that people were now able to find content far quicker and having to visit fewer pages before they found the information they required and that comments related far less to finding content than with the previous website.
- 5.15 We were advised that the website had been subject to several accessibility ranking and audit evaluations and was currently rated 87/100 (excellent) for accessibility by

SiteImprove. The Digital Communications Advisor reported that the Government Digital Service had audited and passed the website in January 2021 and that the recommendations arising from a Shaw Trust accessibility audit undertaken by people with a range of disabilities and needs when accessing information online, were currently being implemented to further improve the website.

- 5.16 The Project Team was informed that the introduction of search functionality for the linked websites was also being investigated, alongside further data-driven improvements using analytics from the website and on-site searches, and future tools to improve usability and customer experience, such as a live chat function. We strongly consider that any introduction of live chat functionality for the website should only be on the basis of human interaction rather than being automated by any form of artificial intelligence.
- 5.17 We would encourage councillors to provide details of any specific search enquiries that had proved problematic in terms of identifying information on the Council's website, directly to the Corporate Communications Team.
- 5.18 We welcome the plans for the for the development of the Council's website.

(c) Resident Queries and Experience

- 5.19 Although we did not consider the 'Councillor Queries' theme of the work programme for the in-depth scrutiny project at our meeting in December 2021, we discussed the increase in the number of resident queries being dealt with by councillors that had been perceived at the commencement of the in-depth scrutiny project, although it was currently generally felt that the level of such queries had since reduced for some members. We also received current call handling performance information.
- 5.20 We were advised that no 'Mystery Caller' type exercises around the provision of customer services have been previously commissioned but did not consider that this was necessary as part of the in-depth scrutiny project at the current time. However, we do believe that appropriate forms of 'mystery caller' or other review arrangement should be introduced wherever necessary to ensure that arrangements already put in place to ensure that the quality of the experience offered to residents when contacting the Council are being met.

6. COUNCILLOR QUERIES

- 6.1 At the meeting of the Project Team in January 2022, we considered aspects of the work programme for the joint in-depth scrutiny project around the 'Councillor Queries' theme.
- 6.2 We received a presentation from the Service Manager (Customer Services)) on the current performance of the 'Councillor Queries' portal for members and ongoing plans for the development of the portal.
- 6.3 The Project Team was advised that the 'Councillor Queries' portal had originally been established at the start of the COVID-19 pandemic in 2020, as a means of providing responses and information to councillors in respect of service enquiries around the Council's ongoing response to the impact of the pandemic. In August 2021, a team of seven officers from various service areas across the Council was established as an interim arrangement to manage the Councillor Queries arrangements, to address the lack of consistent service being experienced by councillors when submitting enquiries. The aim of the officer team was to take responsibility for the provision of responses to enquiries, whilst ensuring that responses were also consistent with a more personal approach.
- 6.4 We were advised that some aspects of 'Councillor Queries' were now considered to be working well, including the ability of the officer team to direct enquiries to the correct service

area, acting as a single point of contact for progress chasing and liaison with service areas on behalf of councillors. However, we understand that efforts will continue to be made to improve the service further, including engagement with councillors to ensure that all enquiries are directed to the dedicated 'Councillor Queries' inbox rather than directly to officers, to ensure a consistent approach. The Project Team was also advised that improved engagement with all of the political groups around the operation of the 'Councillor Queries' portal was to be developed, as only limited attendance had so far been seen at events to promote the use of the portal, and that the councillor queries team occasionally encountered difficulties in obtaining responses to enquiries from some service areas but were working with the relevant Executive Directors to improve this issue. The Service Manager (Customer Services) advised us that efforts also continued to be made to provide responses to enquiries submitted through the 'Councillor Queries' portal, within the five-day service level agreement.

- 6.5 We reviewed data on the level of enquiries submitted through the 'Councillor Queries' portal between August and December 2021, which indicated that the main areas of enquiry related to highways, parks, waste management, regulatory services and licensing. During that period, 1427 enquiries had been received through the 'Councillor Queries' portal, with smaller numbers of queries submitted by councillors through 'My Southend' (131) and Velocity (the corporate portal for the reporting of ICT related issues) (17). It was reported that the level of queries submitted through the 'Councillor Queries' portal had shown a decrease over this period, although it was likely that councillors might be raising queries directly with relevant officers, or through alternative means of contact, in some situations.
- 6.6 The Project Team considered that it was important that appropriate guidelines were in place so that councillors were clear on the best approach to use when raising enquiries, particularly when these often contained personal or sensitive information, or might concern safeguarding matters, and that members needed to exercise judgement on the best means of contact given the circumstances of specific enquiries. The Service Manager (Customer Services) advised the Project Team that the Customer Care Team also exercised judgement in terms of the 'urgency' allocated to specific enquiries received from councillors.
- 6.7 The Interim Executive Director (Strategy, Change and Governance) indicated that member support arrangements (including the 'Councillor Queries' portal) was part of the ongoing corporate review of business support functions, which would also consider the need for the provision of dedicated support for councillors and options to support member casework through the procurement or in-house development of appropriate casework management arrangements.
- 6.8 The Project Team suggested that arrangements for the improvement of existing reporting arrangements of local incidents by councillors over weekends, bank holidays and at times of other significant national or local events should be investigated, and that details of the 'Gold' command arrangements for response to an emergency or major incident available to councillors, needed to be updated. We consider that it is essential that appropriate officers of the Council and representatives of key service areas are always available given the nature of Southend as a 'weekend' destination. We consider that this information could usefully be available on the area of the new intranet proposed to be dedicated to the provision of information for councillors.
- 6.9 We support the continued use of the 'Councillor Queries' portal and consider that the Council should continue to pursue the introduction of appropriate enhancements to the portal.

7. OFFICER/COUNCILLOR ENGAGEMENT

- 7.1 We recognise that councillors and officers are indispensable to one another and mutual respect and communication between both is essential for good local government. Together, councillors and officers bring the critical skills, experience and knowledge required to manage an effective public sector organisation.
- 7.2 Although elements of the work programme for the in-depth scrutiny project contained proposed activity relating to officer/councillor engagement, we have requested the Interim Executive Director (Strategy, Change and Governance) to ensure that these aspects of the project instead be aligned with the separate work being undertaken with all councillors to implement the actions arising from the review of the Member/Officer Protocol in 2021, to avoid duplication of effort in the completion of the project by the Project Team.
- 7.3 We have therefore made no specific recommendations on this aspect of the work programme for the in-depth scrutiny project.

8. COUNCILLOR CASEWORK & SUPPORT

(a) Casework Management

- 8.1 At the meeting of the Project Team in March 2022, we received a presentation from the Interim Executive Director (Strategy, Change and Governance) with regard to current and future member casework management arrangements.
- 8.2 Dealing with enquiries from local residents is a key part of a councillor's democratic role and a significant large part of Members' time is spent responding to enquiries from the public. We considered that being able to deal with residents and understand the issues and concerns they faced, whilst being equipped with the skills, confidence and ability to take action in response to their queries, was an important and valued role of councillors. The issues that local people raise with councillors are often referred to as 'casework' and usually deal with the resolution of an individual problem.
- 8.3 The Project Team considered examples of the types of contact with councillors that could be regarded as 'casework', which can arise from a variety of sources:
- Letters, phone calls, email and social media.
 - Councillor surgeries, advice sessions and doorstep calls.
 - Campaigning and other political activity
- 8.4 Dealing with casework requires councillors to develop and maintain their own arrangements for managing information and tracking progress. The amount of casework that a councillor receives depends on the nature of the area they represent, although research suggests that the higher the level of deprivation in an area, the more casework there is likely to be. We consider that the Council currently only provides very limited casework support facilities for councillors and that there is room for improvement in current arrangements for handling casework.
- 8.5 We believe that it is important to be able to define what 'casework' means to the Council, but that this could include any query made to a councillor or any query that a councillor might have but might also include helping people to help themselves to avoid members taking on too much personal responsibility in seeking to resolve matters for constituents. We received a copy of guidance published by the Local Government Association in 2017 in relation to effective councillors and the handling of casework, which we found to be helpful.
- 8.6 We received initial details of two commercial casework management systems that were currently in use by other local authorities. Members considered that it was important to

ensure that, whilst any adopted casework management system enabled councillors to securely track and manage constituent casework efficiently and effectively, it was essential that any such system was compatible with the Council's existing ICT infrastructure and could integrate fully with other relevant systems in use across the authority. The Project Team was advised of the general findings of discussions in respect of casework management systems that Councillor Cowdrey had undertaken with other councillors across the country and suggested that it would be beneficial for access to specific cases within any adopted system, to be able to be shared between ward members. Councillors also highlighted the need for any adopted casework management system to be fully compliant with data protection legislation.

- 8.7 In terms of the resource implications of the procurement and implementation of a casework management system for councillors, the Interim Executive Director (Strategy, Change and Governance) indicated that it would be important to consider whether the development of an appropriate facility could be managed in-house or alongside existing member support arrangements and that it would also be necessary to identify capacity within the ICT Section to implement any adopted system, as well as efficiencies that could be generated through the adoption of a casework management system and its delivery as part of the ongoing review of existing business support arrangements across the Council.
- 8.8 We strongly believe that the implementation of a casework management system would significantly improve the effectiveness of councillors through the provision of a more efficient service to residents and would make casework easier to deal with for both councillors and officers. The introduction of such a system would also supplement the Council's ability to identify patterns and themes around issues of service provision or performance.
- 8.9 If an appropriate casework management system is introduced, we consider that it will be necessary to encourage all councillors to fully utilise the facility. Additional training may be required for members and for those officers across the Council who will be required to support the roll-out and operation of the system. The introduction of a casework management system arising from the recommendations of the Project Team will, if endorsed by the scrutiny committees and agreed by the Cabinet, lead to significant investment and commitment to strengthening the quality of service and experience for councillors. The success of this work will be partly dependent upon all councillors using the proposed casework management arrangements.
- 8.10 We suggest that it might be appropriate for any adopted system to be rolled-out on a phased basis. We also consider that it is important that a range of accessible channels are always made available to facilitate contact with councillors, including support for members of the public and constituents that might not be able to utilise electronic or web-based methods of contact.
- 8.11 The Project Team considered that it would be beneficial to councillors in terms of supporting them in the effective handling of constituency casework, for a regular survey (or similar) exercise to be undertaken to assess current casework levels and the type and nature of resident queries received by councillors. We also supported a suggestion that a comprehensive 'library' of frequently asked questions (FAQs) could be developed for councillors, as a means of supporting members to deal with common types of issue raised by the public and constituents, and that such facility could also provide for the development of 'model' responses/answers to frequently raised issues.
- 8.12 The Project Team considers that the Council should therefore pursue the introduction of an appropriate web-based system to facilitate effective casework management arrangements, through the development of a fully costed business case for the adoption of the eCasework casework management system.

(b) Member Support Arrangements

- 8.13 The Project Team also reviewed options presented by the Interim Executive Director (Strategy, Change and Governance) for the future provision of member support arrangements, arising from opportunities and efficiencies identified by the corporate review of business support arrangements.
- 8.14 We believe that the Council should seek to improve the effectiveness of councillors through the development of enhanced member support arrangements to provide administrative assistance to all councillors to enable them to be effective within their roles. We consider that the establishment of any new resource for councillors should provide support for all members of the Council, alongside specific support services for the Leader and Cabinet, across areas such as casework activity, learning and development, communications and service signposting etc.
- 8.15 The Project Team expressed support for an option presented by the Interim Executive Director (Strategy, Change and Governance) for the establishment of a member support team utilising resources identified by the review of business support arrangements, based on a Member Support Office structure. In supporting this approach, we requested that any such member support team should be located in the existing members area of the Civic Suite once established and have a 'visible' on-site presence at all times, whilst also accepting the ongoing principle of remote working arrangements. The Interim Executive Director (Strategy, Change and Governance) advised that appropriate training would need to be provided for officers of the member support team in order that it could function effectively in support of all councillors.
- 8.16 We also considered whether the establishment of a new support resource for councillors should include any form of political assistant service. Whilst we recognise the potential value of political assistants to undertake research activities for the main political groups within a local authority and allow the separation of professional officer and political roles to enable the provision of advice to councillors that officers are prevented from providing as a result of political restriction, we do not consider that this approach would be appropriate or necessary for the Council at the current time.
- 8.17 We consider that the introduction of a dedicated member support team would also help to improve the effectiveness of councillors and that the Council should pursue the introduction of the proposed member support arrangements for all members of the Council.

9. CROSS-SERVICE, EXTERNAL PARTNERS AND OUTSOURCED SERVICES

- 9.1 At our meeting in March 2022, we also considered the aspect of the work programme theme around 'Cross Service, External Partners and Outsourced Services'.
- 9.2 We were keen to ensure that appropriate arrangements were in place to ensure that enquiries received from local residents that concerned services provided by partner organisations or other external agencies, are always passed on seamlessly rather than being referred back as not the responsibility of the Council.
- 9.3 The Interim Executive Director (Strategy, Change and Governance) advised us that it was intended that the establishment of the dedicated member support resource supported by the Project Team as part of our consideration of the future provision of member support arrangements, would help to deliver the aspiration of the in-depth scrutiny project that queries concerning services provided by other organisations were effectively handled through a 'right first time' approach. The Interim Executive Director (Strategy, Change and Governance) indicated that it was equally important for officers of the Council to be aware

of how queries concerning services provided by external organisations should be handled and that appropriate training would therefore need to be provided around the establishment of the new member support resource to ensure that officers had ready access to appropriate information on service provision by the Council and other organisations.

- 9.4 Whilst we recognised that the establishment of the dedicated member support resource would help to ensure that queries concerning services provided by other organisations were dealt with on a 'right first time' approach, we consider that going forward, efforts should also be made to continue to improve customer engagement experiences through the integration of relevant systems with those of the Council and its service providers, as part of the procurement or replacement of relevant systems.
- 9.5 We considered that it was important that the Council was able to respond flexibly to queries that involved external organisations and that responses were coordinated with other organisations involved in a particular issue, where appropriate. We suggested that the proposed development of a library of frequently asked questions and model responses proposed as part of our discussions around the introduction of a casework management system for councillors, would also help to support members to deal with issues that involved services provided by external organisations.

10. ENABLING NON-ALIGNED COUNCILLORS

- 10.1 The work programme for the in-depth scrutiny project made provision for the project to ensure that non-aligned councillors had the ability to be effective and to identify any barriers that restricted the ability of non-aligned councillors to represent residents effectively, through discussion with non-aligned councillors.
- 10.2 As a result of the delay caused to the progress of the in-depth scrutiny project as a result of the unfortunate local events of October 2021, it was not possible for us to complete this aspect of the work programme before the end of the municipal year. However, representation on the Project Team by a non-aligned councillor was maintained throughout the delivery of the in-depth scrutiny project and no specific issues in this regard were brought to the attention of the Project Team for consideration.
- 10.3 We are aware that the allocation of seats on the Council's committees etc. is undertaken in accordance with Sections 15 and 17 of the Local Government and Housing Act 1989, whereby the authority is required to allocate seats to 'political groups' and that non-aligned councillors are not therefore included in the calculation for the allocation of seats on committees.
- 10.4 Our recommendations later in this report in respect of councillor casework and member support, recognise the need for effective support services to be provided for all councillors.
- 10.5 The provision of support and assistance to all councillors applies equally to those members that are not aligned to a political (or other) group on the Council. We consider that the identification of barriers that restricted the ability of non-aligned councillors to represent residents effectively could therefore be raised as part of the separate ongoing review currently being undertaken of the Council's Constitution, to which all members have an opportunity to contribute.

11. OTHER ISSUES

- 11.1 At the meeting of the Project Team in April 2022, we considered several matters that arose from previous consideration of aspects of the work programme for the joint in-depth scrutiny project:

(a) Intranet

- 11.2 The intranet is the private internal network used by the Council to store information and to help collaboration. We received a presentation from the Strategic Communications Manager and the Internal Communications Officer with regard to current plans for the development of the Council's new intranet, which went live in early May 2022.
- 11.3 The Project Team recognised that the previous intranet was not now fit for purpose, as it didn't serve multiple audiences in an intuitive way and, with particular relevance to the in-depth scrutiny project, did not have a dedicated section for the provision of information for councillors. We were advised that the current intranet facility could not be accessed 'on the move' and that the existing platform was old, unsupported by Microsoft, and had significant limitations. We had also received concerns from councillors that the internal telephone directory facilities within the current intranet were not fit for purpose.
- 11.4 We were advised that action to ensure that the contact telephone numbers and email addresses of all officers of the Council were available in the internal telephone directory had been addressed as part of the development of the new intranet, which would also act as a repository for the Council's policy documents in order to increase the availability of such policies to members.
- 11.5 The new intranet has been designed to fully support officers and councillors to carry out their roles effectively and incorporates a dedicated and exclusive area for councillors alongside an improved 'active directory' to enable councillors to search for contact details for officers and service areas, together with a range of quick links to enable councillors to find and access information easily. We have been advised that the new cloud-based intranet will be fully integrated with Microsoft 365, Microsoft Teams and other systems, so that officers and councillors will be able to access it on any device where they are logged in and 'on the move.'
- 11.6 We were advised that there were tangible benefits to be achieved from the new intranet, in that it aimed to be much more intuitive and simpler to navigate, particularly around contact details for individual officers and team structures and finding documents and links to specific information. We consider however, that it is important for the new intranet to have an effective search function, to enable the identification of relevant strategies and policies. In this respect, we consider that it is necessary for all strategies and policies to be able to be searched using tags appended to each individual document, and which also contains details of relevant publication/review dates and responsible officers.
- 11.7 The Project Team considers that it would be helpful for the dedicated councillor's area of the intranet to also reflect links to national policy information and contain frequently asked questions with regard to individual service areas. We have also suggested that the intranet should additionally include an expanded 'Councillors' section to provide details of Cabinet membership and portfolio responsibilities, appropriate links to ward profile data and access to the Pentana corporate performance management system.
- 11.8 The Interim Executive Director (Strategy, Change and Governance) has advised us that part of the rationale for the new intranet is that it will become a useful tool to help officers and councillors in delivering services effectively and we welcome the opportunity for councillors to work with officers to develop the new intranet further and to champion its use as a tool for councillors.
- 11.9 We welcome the plans for the replacement of the Council's intranet, including the provision of a dedicated area for councillors. We understand that the new intranet will continue to be developed and would encourage all councillors to use the intranet and to identify whether

the dedicated area for councillors covers everything that members need and whether the addition of further links to specific information should be considered.

(b) 'Your Say Southend'

- 11.10 We received a joint presentation from the Engagement and Participation Manager, the Community Capacity Advisor and the Intelligence Officer (Planning and Compliance), with regard to the 'Your Say Southend' engagement and consultation platform.
- 11.11 The 'Your Say Southend' platform was launched in November 2020 to provide residents with an opportunity to participate in engagement and consultation across Southend-on-Sea. The platform offers residents a way to provide feedback, share ideas and influence decisions that matter to them and to facilitate engagement with individuals that might otherwise be hard to reach. The platform is used to complement, but not replace, traditional face-to-face methods of engagement and consultation activity and is designed to support the outcomes of engagement and consultation based on the following objectives:
- Informing decisions, providing opportunities for the community to contribute to decision-making processes.
 - Building capacity, educating the community on a specific theme or issue to increase knowledge or change behaviours.
 - Strengthening relationships, building new relationships and/or improving relationships with the community.
- 11.12 The 'Your Say Southend' platform can be used to facilitate any form of local engagement, not just formal types of consultation exercise, through the use of tools to gather ideas, create forums and mapping and also helps the Council to establish and share good practice, use resources effectively, maximise the use of consultation findings and to co-ordinate effort and avoid duplication.
- 11.13 We have asked the Engagement and Participation Manager to explore the links between 'Your Say Southend', the Council's Petitions Scheme and the 'My Southend' platform, to improve the journey of local residents through the various portals. We consider that the petition scheme should be signposted within the 'Your Say Southend' platform.
- 11.14 The Project Team understands that, at the time of the development of 'Your Say Southend', it was not possible for the portal to be facilitated as part of an existing platform or via a joint procurement arrangement with the development of 'My Southend.' We have also asked the Engagement and Participation Manager to work with the Director of ICT to review this approach going forward when the contract for 'Your Say Southend' is next due for renewal, to enable consideration to be given to the integration of 'Your Say Southend' and 'My Southend' and the possible development of a joint gateway to these systems.
- 11.15 We have been advised that the sharing of results of consultation and engagement activity will also now be available on the Council's new intranet as well as through the 'Your Say Southend' platform. The Project Team additionally considered that it would be helpful for appropriate benchmarking information to be prepared around the effectiveness of 'Your Say Southend' and for a simple profile of registered users of the platform to be prepared, to support its continued development. We have also suggested that promotion of the opportunities for involvement presented by 'Your Say Southend' should be included within the information booklet produced for inclusion with the annual Council Tax bills.
- 11.16 The Project Team was pleased to be advised by the Interim Executive Director (Strategy, Change and Governance) that the Local Government Information Unit had expressed interest in working with the Council to promote the success of the 'Your Say Southend' platform.

11.17 We welcome and support the continued development of the 'Your Say Southend' platform alongside traditional forms of engagement and consultation and would encourage all councillors to consider how best they can use the platform to support local engagement and consultation activity. Relevant officers have indicated that they would be able to provide a one-to-one demonstration of the uses of the platform to any councillor that would appreciate this.

12. RECOMMENDATIONS

12.1 We consider that the review was undertaken within the context of the Council's 2050 ambition and priorities and that, whilst allowing for the impact of the local circumstances that arose in October 2021, the proposed outcomes for the project have been achieved.

12.2 We have identified some 'quick wins' in terms of aspects of the work programme for the in-depth scrutiny project as set out in this report, alongside other substantive recommendations to improve the effectiveness of councillors. We therefore recommend as follows:

'My Southend'

- (1) That the current plans for the replacement and improvement of the 'My Southend' interactive self-service portal for residents be welcomed.
- (2) That the Director of Digital and ICT and the Head of IT Delivery progress the holding of appropriate engagement and evidence gathering sessions for councillors to inform the development of the specification for the replacement of the 'My Southend' portal.
- (3) That the Director of Digital and ICT and the Head of IT Delivery investigate the possible rebranding of the 'My Southend' portal to complement appropriate opportunities for corporate rebranding as part of the award of city status to Southend-on-Sea.

Website

- (4) That progress to date and current plans for the further development of the Council's website be welcomed.
- (5) That the Strategic Communications Manager investigate appropriate opportunities for the provision of user feedback as part of the updated website experience. To inform the further improvement of the website
- (6) That the Strategic Communications Manager consider whether the presentation received by the Project Team should be made to the wider cohort of councillors and, if appropriate, to newly elected members of the Council as part of the member induction process.

Resident Queries and Experience

- (7) That the suite of the Council's policy documents be published on the website and/or intranet and that arrangements be made for specific policy documents to be provided to councillors on request.
- (8) That the Interim Executive Director (Strategy, Change and Governance) investigate appropriate opportunities for the holding of a regular member survey to assess casework levels and the type and nature of resident queries received by councillors.

Councillor Queries

- (9) That the current performance of the 'Councillor Queries' arrangements for members be noted and that the plans for the development of the portal as part of the proposed introduction of a casework management system for councillors, be supported.
- (10) That the Service Manager (Customer Services) consider options for the possible development of a 'template' form for enquiries submitted through the current 'Councillor Queries' portal, for use until a casework management system for councillors has been implemented.
- (11) That the Interim Executive Director (Strategy, Change and Governance) progress the proposed improvements to the 'Councillor Queries' arrangements, that we have outlined in this report.
- (12) That the Interim Executive Director (Strategy, Change and Governance) and the Service Manager (Customer Services) consider options for improved reporting arrangements of local incidents by councillors, over weekend and bank holiday periods and the inclusion of appropriate contact information on the proposed councillor's area of the new intranet.

Casework Management

- (13) That options for the development of a comprehensive library of frequently asked questions and 'model' responses/answers to support members to deal with common types of issues, be investigated.
- (14) That the implantation of a casework management system for councillors be progressed and that the Interim Executive Director (Strategy, Change and Governance) undertake the development of a fully costed business case for the adoption of the eCasework casework management system.
- (15) That the Interim Executive Director (Strategy, Change and Governance) progress the areas of functionality for the implementation of a casework management system that we have outlined in this report, as part of the development of the business case for the eCasework casework management system
- (16) That the Director of ICT and Digital consider options for the possible in-house development of an appropriate casework management system and the integration of such in-house or externally procured system with the Council's ICT infrastructure and relevant systems already in use by the Council to support councillor casework.

Member Support Arrangements

- (17) That the proposed establishment of a new support resource for all councillors and the suggested support offer based on a Member Support Office structure, be endorsed.
- (18) That the Interim Executive Director (Strategy, Change and Governance) progress the development of a business case for the new support resource for councillors as part of the corporate review of business support arrangements.
- (19) That the Interim Executive Director (Strategy, Change and Governance) include the preferences expressed by the Project Team for the location of the new support resource for councillors, within the development of the appropriate business case.

- (20) That the proposed new support resource for councillors should not include any form of political assistant service.

Cross Service, External Partners and Outsourced Services

- (21) That the establishment of the proposed member support resource supported by the Project Team at Recommendation (17) above, be utilised to deliver the aspiration of the in-depth scrutiny project that enquiries concerning services provided by the Council and relevant external organisations are handled seamlessly.
- (22) That, wherever possible, customer engagement experiences be improved through the integration of relevant systems with those of the Council and its service providers, as part of the procurement or replacement of relevant systems.

Enabling Non-Aligned Councillors

- (23) That the identification of barriers that restrict the ability of non-aligned councillors to represent residents effectively, be considered as part of the review currently being undertaken of the Council's Constitution.

Intranet

- (24) That progress to date and current plans for continued development of the new intranet, including provision for the incorporation of a dedicated area for councillors, be welcomed.
- (25) That the Interim Executive Director (Strategy, Change and Governance) progress the proposed additional areas of functionality for the new intranet, including matters for inclusion within the dedicated area for councillors, that we have outlined in this report.
- (26) That all councillors be requested to consider whether the dedicated councillor area of the new intranet covers everything that members need and whether the addition of further links or access to specific documents should be implemented.

'Your Say Southend'

- (27) That progress to date and current plans for the continued development of the 'Your Say Southend' engagement and consultation platform, be supported.
- (28) That the Interim Executive Director (Strategy, Change and Governance) progress the proposed additional areas of functionality for the platform, that we have outlined in this report.
- (29) That all councillors be encouraged to promote the use of 'Your Say Southend' as an opportunity for residents to participate in ongoing engagement and consultation activity.

12.3 Although the scope of the in-depth scrutiny project provided an opportunity for it to feed into the review of the Constitution where relevant, we have made no specific recommendations on constitutional matters as part of our work.

12.4 We have similarly made no recommendations around councillor development, which is currently being considered as part of the leadership programme, although some of the recommendations that we have made will have implications for ongoing training and

development requirements for councillors, particularly in terms of induction arrangements for new members.

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Southend-on-Sea City Council

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

To

Cabinet

On

26th July 2022

Report prepared by: Gary Perry-Ambrose, Senior Finance
Business Partner

Agenda
Item No.

8

Fees and Charges Update

Relevant Scrutiny Committee: Policy and Resources Scrutiny Committee
Cabinet Members: Councillor Stephen George and Councillor Paul Collins

Part 1 (Public Agenda Item)

1. Purpose of Report

To consider the introduction of a selected range of new fees and charges, together with some targeted increases above CPI which are outside the scope of the Council's delegated fees and charges policy.

2. Recommendations

Cabinet is requested to approve the new fees and charges proposed for property and legal services at Appendix 1a and the revisions to fees and charges shown in the schedule at Appendix 1b.

3. Background

3.1 Raising revenue from charges for services is an important consideration in the overall financing of the Council's services and activities and a key element for financial self-sustainability. It can in other circumstances play a range of other roles, including demonstrating the value of a service or discouraging abuse of a service. It can also play a role in furthering desirable strategic outcomes. Consideration is therefore given on a regular basis to the scope for raising additional revenue and/or re-enforcing Council policy objectives through charges for services. The review considers the appropriateness and adequacy of the levels of charges proposed and where possible benchmarking local charges against other levels across the region/country.

- 3.2 In September 2018 the Fees and Charges Policy was approved and the constitution updated at Part 3 Schedule 3 paragraph 3.2(k) which delegated authority to Chief Officers to set fees and charges in their areas of responsibility (save for parking charges) including making in year changes in accordance with the approved policy.
- 3.3 The policy states that the prices for services will be decided on an annual basis. However, Fees and Charges may be revised at any stage of the financial year if the need arises such as from legislative changes, supply & demand in the marketplace, or any other factors in line with the Constitution.
- 3.4 Our Medium Term Financial Forecast (Reported in February 2022) highlighted that there is a significant future budget gap which needs to be closed and appropriate levels of fees and charges will form an important part of that work. Receiving income for the services we deliver will also assist in ensuring that we remain financially sustainable as the value of government support continues to reduce.
- 3.5 The fees and charges in this report have been benchmarked against comparator authorities and organisations to ensure that they are fair, appropriate and reasonable.
- 3.6 The majority of the proposed new charges are for services delivered to private organisations rather than local residents as we continue to try to support people during the current cost of living challenge. Of those charges which will impact on residents, the increase is primarily due to a number of years where the price has remained frozen, whilst the medium term financial plan assumptions have continued to increase the budget by inflation, creating a gap which is not sustainable in the long term.
- 3.7 It is anticipated that these proposed changes to fees and charges will be implemented on 1st October 2022 subject to the necessary consultation periods for the relevant services.

3.8 Property and Legal Fees

These fees and charges which are associated with the management, leasing and disposal of the Council's land have been reviewed and benchmarked against the fees and charges levied by other authorities mainly across the East of England region. The Powers to Charge have also been confirmed by independent solicitors, Sharpe Pritchard. This work has been undertaken as part of the corporate 'Know Your Business' initiative. The property and legal charges are in most cases both applicable to property transactions and by presenting them together it is hoped that this is made clear.

There may be some instances where contractual agreements such as leases, limit or prescribe different fees and charges and where there is a contractual position, that will take precedence. The notes to the schedule explain the VAT position and provide that going forward, fees and charges will be uplifted in line with other fees and charges and rounded to the nearest £5. In addition, there is provision for bespoke fee structures to be agreed where appropriate for specific transactions including where charity, community or third sector organisations are involved.

3.9 Planning Fees

A number of changes are proposed to the current pre-application advice service. These include changes to the level and categories of fee used. Reference is also made to the service being applicable to a post application situation, should the applicant wish to engage with that service. This reflects long established existing practice in Southend and elsewhere and is only added for clarity.

A council's approach to planning advice services is determined locally and individual council's take very widely varying approaches to it. A table has been prepared to give a broad general sense of the fees charged at other councils in Essex. However, the significant variations in the categories used and approaches to charging for planning advice in all regards makes direct comparison difficult. The data in the table should be viewed with this in mind.

In broad terms the changes seek to increase fees and introduce some new categories of fees. These will ensure that the charges levied more accurately cover this cost of the work involved. As far as they are comparable the changes will also bring our charges more into line with other similar authorities in Essex.

If adopted the service would be more expensive than it is at present. However, we would not be the most expensive authority in Essex in any given category of development. It should be emphasised that the changes are not about endeavouring to make a profit, they are seeking to better allow the recovery of the costs incurred in delivering the planning advice service.

3.10 Museums Service

The fees charged in the service area are relatively low and as a result any increases, when rounded to the nearest whole number tend to have a significant percentage increase. The museums service has now reviewed a number of their charges and the result is a small increase in financial terms.

3.11 Parking

A number of car parks in zone 3 currently remain non-chargeable and in order to ensure that they become available to users correctly and to encourage appropriate use and turnover of spaces some of these need to become fee paying.

One barrier to these car parks becoming chargeable is the negative impact it will have on current users who are using them for legitimate reasons and have indicated a willingness to pay the appropriate fee providing that a season ticket option is made available. Therefore, it is proposed that a zone 3 season ticket price is introduced so that these car parks can be utilised appropriately with the intention that they will encourage greater use and turnover of spaces rather than being blocked out for significant portions of the day.

3.12 Highways and Enforcement

It is critical that any works on the public highway are done so in a prompt and safe manner and any reinstatement works are to the appropriate standard to ensure longevity of our asset. To this end it is proposed that the fees and charges are reviewed to encourage this behaviour.

In order to reduce unnecessary vehicle access onto a pedestrian zone the fee is being increased to limit vehicle movements and improve safety. Permit extensions will now be charged at the same price as the original permit to remove the low cost option of extending a permit which does not encourage a prompt return to a clear highway. Deposit values are being increased to be able to cover the costs of any reinstatement works should they be required. If the works do not cause any damage, then this will be fully refundable.

The cost of site inspections is also increasing to recover costs of a minimum of 3 inspections (before, during and after).

All of these increases are in order to recover costs, provide a deterrent to overruns on the public highway and encourage a high standard of works which will in turn protect the local street scene.

The value of private vehicle crossings has also been benchmarked against other authorities in the local area and has taken account of the work required within the department to facilitate these.

3.13 Flood Risk Management

Consent is required if temporary or permanent works affect the flow of water or cross-sectional area of an ordinary watercourse. As the Lead Local Flood Authority, we may issue this consent under Section 23 of the Land Drainage Act 1991. Gaining this consent to ensure that water flows are unaffected is critical for any development, especially in an urban area such as Southend.

These new charges will ensure that developers are able to discuss any plans prior to submitting a planning application and can utilise the expert knowledge within the Council to support them during the planning phase.

4. Other Options

To retain fees and charges at their current levels which will result in an increasing gap between income and expenditure as inflationary pressures drive up costs whilst fees and charges remain static.

5. Reasons for Recommendations

As part of our commitment to achieving financial self-sustainability and improved resilience we must ensure a sensible commercial mindset where appropriate. The recommendations in this report allow the Council to improve its income generating capabilities and ensure that appropriate charges are levied where necessary to better cover (or make a contribution) to the costs incurred for delivery of that service.

6. Corporate Implications

6.1 Contribution to the Southend 2050 Road Map

Improving our income base from locally generated revenue sources will assist in moving the Council towards financial independence.

6.2 Financial Implications

As set out in this report

6.3 Legal Implications

None at this time

6.4 People Implications

None at this time

6.5 Property Implications

None at this time

6.6 Consultation

All relevant consultations will take place prior to the implementation of these charges.

6.7 Equalities and Diversity Implications

Any equality and diversity implications will need to be addressed by the individual service areas responsible for the charges and the services which are delivered.

6.8 Risk Assessment

None at this time

6.9 Value for Money

In order to deliver value for money it is essential that the Council gets the right balance between charging for services and funding services from Council Tax. These proposals will improve our income base whilst charging a fair and reasonable fee to users of those services.

6.10 Community Safety Implications

None at this time

6.11 Environmental Impact

None at this time

7. **Appendices**

Appendix 1a – Proposed Fees relating to Property and Legal Services
Appendix 1b – Proposed Fees and Charges Schedule 2022/23

8. **Background Papers**

None

FEES RELATING TO PROPERTY & LEGAL SERVICES

| 1. Commercial Land / Property Transactions | | | |
|---------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| | Transaction/activity | Recommended Fee - Property/Surveyors | Recommended Fee - Legal/Solicitor |
| 1.1 | Freehold Transfer / Sale (marketed) (Minimum value £4,000 ¹) | Each party to bear own costs | Each party to bear own costs. |
| 1.2 | Freehold Transfer / Sale (off-market / special purchaser) (Minimum value £4,000) | 1% of greater of market value or agreed price subject to minimum fee £750 | Simple transfers of land under £1000: £750 For all other transfers by agreement with Legal Services or £100 per hour. |
| 1.3 | New Commercial Lease (marketed) | Each party to bear own costs | Each party to bear own costs. |
| 1.4 | New Commercial Lease (off-market / special purchaser) | 10% of greater of greater of market rent / agreed rent or 1% of market value / agreed premium depending on lease type. Subject to minimum fee £750 | By agreement with Legal Services or £100 per hour. |
| 1.5 | Supplemental Lease / Short Form Lease or Licence | £500 | £750 |
| 1.6 | Renewal of lease on same terms (using the same precedent lease as the tenant's existing lease with no drafting changes (changes to rent, dates etc included). Note: Costs on renewal can only be charged where the lease is contracted out or where a lease is not contracted out but a represented tenant has agreed to pay costs | £500 | £500 |
| 1.7 | Deed of Release / Deed of Variation or Rectification / Deed of Covenant | £500 | £500 |
| 1.8 | Licence to Assign / Underlet / Change Use / Alter | £500 Note: + 50% additional charge if more than one element – e.g. to assign and alter would be stated fee x 1.5. | Licence to Assign: £300 minimum Licence to Assign with AGA/GAGA/with guarantor: £500 minimum |
| 1.9 | Surrender of Lease / other legal document. | £500 Note: In the case of a surrender and renewal only 50% fee to be charged on surrender and full new lease fee. | £500 |
| 1.10 | Registration of Assignment, Underletting or Charge (unless fee otherwise stated in lease) | N/A | £40 |
| 1.11 | Tenancy at Will | £250 | £300 minimum |

¹ Minimum sale price - if we receive a request to purchase land, the value of which is less than £4,000 then the minimum sale price of £4,000 will apply, plus any other fees and costs linked to that transaction.

| | | | |
|---------------------------------|-----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
| 1.12 | Licence to Occupy / Temporary Access Licence e.g. for works access etc | £500 | £500 |
| 1.13 | Authorised Guarantee Agreement / Other form of Guarantee | £250 | |
| 1.14 | Rent Deposit Agreement | N/A | £300 |
| 1.15 | Nomination Agreement | N/A | £300 |
| 1.16 | Easement / Wayleave / Substation Agreement | Case by case – minimum fee £500 then hourly rate, total capped at £1,500 depending on complexity. Discretion to waive if delivering infrastructure for a Council project. | Simple documents: £750 For all other documents by agreement with Legal Services or £100 per hour. |
| 1.17 | Preparation and service of Notices of default (e.g. s.146) | Case by Case – minimum fee £250 then hourly rate. | £300 |
| 1.18 | Schedule of dilapidations | Case by case | N/A |
| 1.19 | Agreement for Lease / Option Agreement | Minimum fee £500 – case by case, hourly rate applied and capped at £10,000. If off-market, all Council costs to be underwritten. | Simple Agreement: £750 For all other Agreements by agreement with Legal Services or £100 per hour. |
| 2. Right to Buy matters | | Property | Legal |
| 2.1 | Vacation of mortgage/removal of registered charge including sending deeds to borrower's solicitors | N/A | N/A |
| 2.2 | Registration of charge (including deferred charges) | N/A | N/A |
| 2.3 | Notice of Assignment | N/A | N/A |
| 2.4 | Deed of Variation / Rectification | £250 - £500 depending on complexity. | £350 for Deed of Variation |
| 3. Beach Huts | | Property | Legal |
| 3.1 | Consent to assign | | £25 |
| 3.2 | Notice of assignment for registration of an assignment or a grant of probate of letters of administration | | £40 |
| 3.3 | Granting new lease | | £350 |
| 4. S106 Agreements | | Property | Legal |
| 4.1 | S106 agreements and unilateral undertakings | N/A | £500 minimum 3 or more obligations: £1,500 – £2,500 Large sites: £4,000 - £6,000 |
| 5. Other / Disbursements | | Property | Legal |
| 5.1 | Copy documents (non FOI) - certified | n/a | £50 minimum |
| 5.2 | Document recovery charge (if documents held in off site storage) | £10 per box required | At cost |
| 5.3 | Provision of soft copy documents where they are already held electronically | No charge | £25 |
| 5.4 | Local and Environmental Searches | N/A | At cost quoted unless unduly complex |

| | | | |
|-----|----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| 5.5 | Land Registry Documents | At cost | At cost |
| 5.6 | Advertising | At cost + £25 | At cost + £25 |
| 5.7 | Third party costs (e.g. independent valuation, counsel fees, technical reports needed) | At cost quoted Note, additional time cost may be incurred if procurement other than single-source is required. | At cost quoted Note, additional time cost may be incurred if procurement other than single-source is required. |

6. Time charges as applicable / if required.

| Title | Descriptor (indicative) | Hourly Rate - Property | Legal |
|----------------------------------------------------------|---------------------------------------------------------------------------------------------|------------------------|-------|
| Director / Head of Service | Director / Service Lead 10+ years Post Qualification Experience | £150 | £150 |
| Team Leader / Senior Surveyor / | Team Leader / Manager | £125 | £125 |
| Surveyor / Solicitor/Legal Exec (8 years plus PQE) | Experienced Surveyor / Solicitor / Legal Executive 8 years Post Qualification Experience | £100 | £100 |
| Surveyor/Solicitor/Legal Exec | 0-7 years Post Qualification Experience | £85 | £85 |
| Graduate Surveyor / Trainee Legal Exec/Trainee Solicitor | | £60 | £60 |
| Paralegal | | £45 | £45 |

Notes:

All above fees and charges to be inflated inline with the annually agreed fees and charges and rounded to the nearest £5.

Payments: [insert section on MySouthend once set up]

The holding, letting and management of property is not a statutory service and as such, subject to the terms of any relevant legal agreements, the Council will, where possible and reasonable, seek to recover the costs of dealing with any property transactions or other matters.

Minimum sale price - if we receive a request to purchase land, the value of which is less than £4,000 then the minimum sale price of £4,000 will apply, plus any other fees and costs linked to that transaction. Note: This minimum figure would not necessarily apply to Statutory Valuations (i.e. Leasehold Enfranchisement).

The Council is permitted to recover costs in applying the general charging (cost recovery) provisions contained in Section 93 of the Local Government Act 2003 and/or Sections 1 and 3 of the Localism Act 2011 whereby the Council can seek to recover costs for discretionary services where the person who receives the service has agreed to its provision. Discretionary services are those services that the Council has the power but not a duty to provide.

The fee scale sets out broad guidelines for the charging of fees and where possible the Council will work within these guidelines. However, fees will be considered in the context of the anticipated work involved and the Council reserves the right to levy a bespoke fee structure for particular transactions where appropriate, including where charitable, community or third sector organisations or similar are involved.

VAT is payable on the fees at the prevailing rate (currently 20%). VAT will be charged on all surveying and legal fees, disbursements and third part costs where they themselves are subject to VAT.

Disbursements will be charged at cost in addition to any other fees and depending on the circumstances, the surveyor may require these to be paid on account or covered by a solicitor's undertaking in advance of incurring expenditure. Disbursements are out of pocket expenses which are (or are to be) incurred to a third party as a necessary expense while dealing with a transaction or enquiry. Examples of disbursements include the cost involved in procuring services/documents such as searches, land registry documents, specific surveys, credit referencing, CHAPS payment fees (same day electronic transfer of funds fees), placing public notices, other costs or third-party fees.

ENDS

HIGHWAYS (Highways, Transport & Parking)

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| Description of Service | | Basis of Charge | Current Charge 2022/23 | VAT (20%) | Gross 2022/23 Charge | Proposed Net Charge 2022/23 | VAT (20%) | Proposed Gross 2022/23 Charge | Proposed Increase Gross Charge | |
|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------|-----------|----------------------|-----------------------------|-----------|-------------------------------|--------------------------------|---------|
| | | | £ | £ | £ | £ | £ | £ | £ | % |
| Highways & Traffic Management Services | | | | | | | | | | |
| 1 | Vehicle access onto pedestrian zone | | 15.00 | | 15.00 | 85.00 | | 85.00 | 70.00 | 466.67% |
| Apparatus on the highway (crane, cherrypicker etc) | | | | | | | | | | |
| 2 | Application/Permission to erect temporary structures such as a crane/cherry picker on the highway for up to 5 working days (fee is for each 5 day period) non refundable | | 245.00 | | 245.00 | 245.00 | | 245.00 | 0.00 | 0.00% |
| 3 | Deposit - per m2 (minimum deposit £1000) | | 58.00 | | 58.00 | 110.00 | | 110.00 | 52.00 | 89.66% |
| 4 | Permit extensions - a new permit is required if works are to be extended | | 58.00 | | 58.00 | 245.00 | | 245.00 | 187.00 | 322.41% |
| 5 | Site Inspections to monitor compliance - per inspection (minimum of three inspections) | | 58.00 | | 58.00 | 85.00 | | 85.00 | 27.00 | 46.55% |
| Scaffolding or Other Structure on or over the Public Highway | | | | | | | | | | |
| 6 | Application/permission to erect scaffolding on the highway for up to 28 days (fee is for each 28 day period) non-refundable | Full Cost Recovery | 245.00 | | 245.00 | 245.00 | | 245.00 | 0.00 | 0.00% |
| 7 | Deposit - per m2 (minimum deposit £1000.00) | | 58.00 | | 58.00 | 110.00 | | 110.00 | 52.00 | 89.66% |
| 8 | Permit extensions - a new permit is required if works are to be extended | | 58.00 | | 58.00 | 245.00 | | 245.00 | 187.00 | 322.41% |
| 9 | Site Inspections to monitor compliance - per inspection (minimum of three inspection) | | 58.00 | | 58.00 | 85.00 | | 85.00 | 27.00 | 46.55% |
| Hoarding or Fence on the Public Highway | | | | | | | | | | |
| 10 | Application/permission of an application/permission to erect a hoarding on the highway for up to 28 days (fee is for each 28 day period) non refundable | | 245.00 | | 245.00 | 245.00 | | 245.00 | 0.00 | 0.00% |
| 11 | Deposit - per m2 (minimum deposit £1000.00) | | 58.00 | | 58.00 | 110.00 | | 110.00 | 52.00 | 89.66% |
| 12 | Permit extensions - a new permit is required if works are to be extended | | 58.00 | | 58.00 | 245.00 | | 245.00 | 187.00 | 322.41% |
| 13 | Site Inspections to monitor compliance - per inspection (minimum of three inspections) | | 58.00 | | 58.00 | 85.00 | | 85.00 | 27.00 | 46.55% |

| | | | | | | | | | |
|----|-----------------------------------------------------------------------------------------------------------------------------------|--------------------|--------|--------|---------|--------|--------|------------|--|
| | Deposit of Building Materials on the public highway (S171 licence) | | | | | | | | |
| 14 | Application/Permission to deposit building materials on the highway up to 28 days. (fee is for each 28 day period) non refundable | Full Cost Recovery | 245.00 | 245.00 | 245.00 | 245.00 | 0.00 | 0.00% | |
| 15 | Deposit - per m2 (minimum deposit £1000.00) | | 58.00 | 58.00 | 110.00 | 110.00 | 52.00 | 89.66% | |
| 16 | Permit extensions - a new permit is required if works are to exceed 28 days | | 58.00 | 58.00 | 245.00 | 245.00 | 187.00 | 322.41% | |
| 17 | Site Inspections to monitor compliance - per inspection (minimum of three inspections) | | 58.00 | 58.00 | 85.00 | 85.00 | 27.00 | 46.55% | |
| | Application/permission to carry out works by Licence under Section 50 NRSWA 1991 | | | | | | | | |
| 18 | Permission to carry out works by Licence under Section 50 NRSWA 1991 | | 245.00 | 245.00 | 245.00 | 245.00 | 0.00 | 0.00% | |
| 19 | Deposit - per m2 (minimum deposit £1000.00) | | 58.00 | 58.00 | 110.00 | 110.00 | 52.00 | 89.66% | |
| 20 | Validation or extension request to a s50 licence | | 245.00 | 245.00 | 245.00 | 245.00 | 0.00 | 0.00% | |
| 21 | Site Inspections to monitor compliance - per inspection (minimum of three inspections) | | 58.00 | 58.00 | 85.00 | 85.00 | 27.00 | 46.55% | |
| | Temporary Disturbance/Buuilders Crossing Licence (New) | | | | | | | | |
| 22 | Application/Permission for temporary disturbance licence for up to 28 working days (fee is for each 28 day period) non refundable | | 245.00 | 245.00 | 245.00 | 245.00 | 0.00 | 0.00% | |
| 23 | Deposit - per m2 (minimum deposit £1000) | | 58.00 | 58.00 | 110.00 | 110.00 | 52.00 | 89.66% | |
| 24 | Permit extensions - a new permit is required if works are to be extended | | 58.00 | 58.00 | 245.00 | 245.00 | 187.00 | 322.41% | |
| 25 | Site Inspections to monitor compliance - per inspection (minimum of three inspection) | | 58.00 | 58.00 | 85.00 | 85.00 | 27.00 | 46.55% | |
| | Permanent Vehicular Crossing | | | | | | | | |
| 26 | PVX; application fee – includes inspection and administration (non refundable) | | 150.00 | 150.00 | 245.00 | 245.00 | 95.00 | 63.33% | |
| 27 | PVX; application fee – includes inspection and administration (non refundable) – cross a watercourse or ditch | | 200.00 | 200.00 | 245.00 | 245.00 | 45.00 | 22.50% | |
| | | | | | | | | | |
| 28 | Advance Payments Code - inspection, administration and legal fees | | | | 850.00 | 850.00 | 850.00 | NEW | |
| 29 | Road Adoption (minimum fee) | | | | 500.00 | 500.00 | 500.00 | NEW | |
| | Flood Risk Management | | | | | | | | |
| | Section 23 - Land Drainage Act (1991) | | | | | | | | |
| 30 | Pre-Application advice - written advice | | | | 165.00 | 165.00 | 165.00 | NEW | |
| 31 | Pre-Application advice - site visit and written advice | | | | 325.00 | 325.00 | 325.00 | NEW | |
| 32 | Watercourse consent (per structure) | | | | 50.00 | 50.00 | 50.00 | NEW | |
| 33 | Sustainable Drainage Systems (SuDS) planning advice | | | | various | | | NEW | |

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CAR PARKING (Highways, Transport & Parking)

| Location/Description | Unit | Zone 1a 8am - 6pm | Zone 1b 8am - 6pm | Zone 2 8am - 6pm | Zone 3 8am - 6pm |
|----------------------------------------------------------------------------|-----------|----------------------|----------------------|---------------------|---------------------|
| Season Ticket for a Named Car Park** (VAT applicable) | Annual | £600.00 | £600.00 | £500.00 | £250.00 |
| | 6 month | £310.00 | £310.00 | £260.00 | £130.00 |
| | Quarterly | £160.00 | £160.00 | £135.00 | £70.00 |
| | Monthly | £55.00 | £55.00 | £45.00 | £30.00 |
| Season Ticket for Car Parks within a specified Zone ** (VAT applicable) | Annual | £1,100.00 | £1,100.00 | £900.00 | |
| | Quarterly | £330.00 | £330.00 | £270.00 | |
| | Monthly | £110.00 | £110.00 | £90.00 | |
| Season Ticket - Baxter Avenue Car Park ** | Annual | £1,200 per bay | | | |

- * Just the zone 3 charge is new
- * Just the zone 3 charge is new
- * Just the zone 3 charge is new
- * Just the zone 3 charge is new

List of car parks and zones

<https://www.southend.gov.uk/car-parks-1/parking-charges-1st-april-2021>

Zone 1a, 1b and 2 are shown for information purposes only

PLANNING (Environment, Culture & Tourism)

| Description of Service | | Basis of Charge | Current Charge 2022/23 | VAT (20%) | Gross 2022/23 Charge | Proposed Net Charge 2022/23 | VAT (20%) | Proposed Gross 2022/23 Charge | Proposed Increase | Gross Charge | |
|-----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-----------|----------------------|-----------------------------|-----------|-------------------------------|-------------------|--------------|--|
| Pre-application advice - Large scale major | | In most cases the pre-application process will only be appropriate for the initial meeting on these types of project. The case officer will advise on individual cases accordingly, but the Council will expect an applicant to enter into a Planning Performance Agreement for a bespoke fee for engagement beyond the initial meeting in most instances | | | | | | | | | |
| 1 | Written advice (Not applicable for this type of development) | Discretionary | 1,638.54 | 327.71 | 1,966.25 | 2,166.67 | 433.33 | 2,600.00 | 633.75 | 32.23% | |
| 2 | Meeting plus written advice | Discretionary | 881.67 | 176.33 | 1,058.00 | 1,166.67 | 233.33 | 1,400.00 | 342.00 | 32.33% | |
| Pre-application advice - Small scale major | | In many cases the pre-application process will only be appropriate for the initial meeting on these types of project. The case officer will advise on individual cases accordingly, but the Council will expect an applicant to enter into a Planning Performance Agreement for a bespoke fee for engagement beyond the initial meeting in many instances | | | | | | | | | |
| 3 | Written advice | Discretionary | 470.00 | 94.00 | 564.00 | 625.00 | 125.00 | 750.00 | 186.00 | 32.98% | |
| 4 | Meeting plus written advice | Discretionary | 1,328.75 | 265.75 | 1,594.50 | 1,666.67 | 333.33 | 2,000.00 | 405.50 | 25.43% | |
| 5 | Follow up meeting plus written advice | Discretionary | 345.83 | 69.17 | 415.00 | 833.33 | 166.67 | 1,000.00 | 585.00 | 140.96% | |
| Pre-application advice - Minor | | | | | | | | | | | |
| 6 | Written advice | Discretionary | 232.08 | 46.42 | 278.50 | 316.67 | 63.33 | 380.00 | 101.50 | 36.45% | |
| 7 | Meeting plus written advice | Discretionary | 695.83 | 139.17 | 835.00 | 916.67 | 183.33 | 1,100.00 | 265.00 | 31.74% | |
| 8 | Follow up meeting plus written advice | Discretionary | 232.50 | 46.50 | 279.00 | 458.33 | 91.67 | 550.00 | 271.00 | 97.13% | |
| 9 | Replacement dwelling, one additional dwelling or annex to a dwelling – Written advice only | Discretionary | | | | 158.33 | 31.67 | 190.00 | 190.00 | NEW | |
| 10 | Replacement dwelling, one additional dwelling or annex to a dwelling – Meeting and written advice | Discretionary | | | | 350.00 | 70.00 | 420.00 | 420.00 | NEW | |
| 11 | Replacement dwelling, one additional dwelling or annex to a dwelling – Follow up meeting and written advice | Discretionary | | | | 166.67 | 33.33 | 200.00 | 200.00 | NEW | |
| Pre-application advice for people wishing to extend/alter a dwelling | | | | | | | | | | | |
| 12 | Alterations to a dwelling – Written advice only | Discretionary | | | | 70.00 | | 70.00 | 70.00 | NEW | |
| 13 | Alterations to a dwelling – Meeting and written advice | Discretionary | 106.50 | | 106.50 | 200.00 | | 200.00 | 93.50 | 87.79% | |
| 14 | Alterations to a dwelling – Follow up meeting and written advice | Discretionary | | | | 110.00 | | 110.00 | 110.00 | NEW | |

MUSEUMS (Environment, Culture & Tourism)

| Description of Service | | Basis of Charge | Current Charge 2022/23 | VAT (20%) | Gross 2022/23 Charge | Proposed Net Charge 2022/23 | VAT (20%) | Proposed Gross 2022/23 Charge | Proposed Increase | Gross Charge |
|-----------------------------------------------------|-----------------------------------------------|-----------------|------------------------|-----------|----------------------|-----------------------------|-----------|-------------------------------|-------------------|--------------|
| | | | £ | £ | £ | £ | £ | £ | £ | % |
| Museum - Service fees | | | | | | | | | | |
| Weddings/Civic Ceremonies (Southchurch Hall) | | | | | | | | | | |
| 1 | Wed, Thur | Discretionary | 358.33 | 71.67 | 430.00 | 420.83 | 84.17 | 505.00 | 75.00 | 17.44% |
| 2 | Mondays, Tuesday, Fridays, Saturdays, Sundays | Discretionary | 541.67 | 108.33 | 650.00 | 595.83 | 119.17 | 715.00 | 65.00 | 10.00% |

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FEES AND CHARGES 2022/23

Appendix 2

| Weddings/Civil Ceremonies (Priory) | | | | | | | | | | | |
|------------------------------------|-----------------------------------------------------|---------------|----------|--------|-------------|--|----------|--------|-------------|-------|--------|
| 3 | Wed, Thur before 18:00 hrs | Discretionary | 879.17 | 175.83 | 1,055.00 | | 920.83 | 184.17 | 1,105.00 | 50.00 | 4.74% |
| 4 | Wed, Thur 18:00 to 22:00 hrs | Discretionary | 1,166.67 | 233.33 | 1,400.00 | | 1,200.00 | 240.00 | 1,440.00 | 40.00 | 2.86% |
| 5 | Mon, Tues, Friday, Saturday, Sun before 18:00 hrs | Discretionary | 1,350.00 | 270.00 | 1,620.00 | | 1,375.00 | 275.00 | 1,650.00 | 30.00 | 1.85% |
| 6 | Mon, Tues, Friday, Saturday, Sun 18:00 to 22:00 hrs | Discretionary | 1,908.33 | 381.67 | 2,290.00 | | 1,908.33 | 381.67 | 2,290.00 | 0.00 | 0.00% |
| 7 | Deposit | Discretionary | 131.67 | 26.33 | 158.00 | | 131.67 | 26.33 | 158.00 | 0.00 | 0.00% |
| Planetarium Fees | | | | | | | | | | | |
| 8 | Single Adult | Discretionary | 6.80 | | 6.80 | | 7.00 | | 7.00 | 0.20 | 2.94% |
| 9 | Single Child/OAP | Discretionary | 4.60 | | 4.60 | | 5.00 | | 5.00 | 0.40 | 8.70% |
| 10 | Family Ticket (2 adults & 3 children) | Discretionary | 21.00 | | 21.00 | | 24.00 | | 24.00 | 3.00 | 14.29% |
| 11 | Groups (10 or more) Adult | Discretionary | 5.30 | | 5.30 | | 6.00 | | 6.00 | 0.70 | 13.21% |
| 12 | Groups (10 or more) Child | Discretionary | 3.00 | | 3.00 | | 4.00 | | 4.00 | 1.00 | 33.33% |
| 13 | Evening Booking Surcharge (for groups) | Discretionary | | | Market Rate | | | | Market Rate | | |

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Meeting of Association of South Essex Local Authorities (ASELA) - Joint Committee

Date: Thursday, 14th July, 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), D Blackwell (Castle Point Borough Council), M Coxshall (Thurrock Borough Council) and S George (Southend-on-Sea City Council)

In Attendance: I Butt (Castle Point Borough Council), L Carpenter (Thurrock Borough Council), A Horgan, A Hutchings (Castle Point Borough Council), A Lewis (Southend-on-Sea City Council), S Logan (Basildon Borough Council), J Stephenson (Brentwood Borough Council and Rochford District Council), A Wardle (ASELA Communications Lead), S Tautz (Southend-on-Sea City Council), R Whiteley (Thurrock Borough Council) and L Wosko (Castle Point Borough Council)

Start/End Time: 10.00 am - 12.05 pm

1 Election of Chair and Vice-Chair

On the nomination of Councillor S Wootton and with the unanimous support of the Joint Committee:

Resolved:

- (1) That Councillor C Hossack be elected as Chair of the Joint Committee for the remainder of the 2022/23 municipal year.

On the nomination of Councillor C Hossack and with the unanimous support of the Joint Committee:

Resolved:

- (2) That Councillor S Wootton be elected as Vice-Chair of the Joint Committee for the remainder of the 2022/23 municipal year.

2 Apologies for Absence

Apologies for absence were received from Councillor K Bentley (Leader - Essex County Council), P Glading (Chairman - Opportunity South Essex (Co-Opted Member)), G Jones (Chief Executive - Essex County Council), M Doran (Essex County Council) and P Bates, E Helm (Southend-on-Sea City Council).

3 Declarations of Interest

No declarations of interest were made at the meeting.

4 Minutes of Previous Meeting

Resolved:

That the minutes of the meeting of the Committee held on 10 February 2022 be confirmed as a correct record.

5 ASELA Joint Committee - Review of Governance Arrangements

The Joint Committee considered a report of the Monitoring Officer for Basildon Borough Council, regarding the annual review of the governance documents for the Joint Committee recently undertaken by the Monitoring Officers, Chief Financial (Section 151) Officers and Chief Executives of the ASELA local authorities, to ensure that the governance arrangements for the Committee remained fit for purpose to support the developing ambitions of ASELA.

It was reported that the review of the governance arrangements had identified that it would be beneficial to clarify that the proceedings of the Joint Committee were bound by the provisions of Schedule 12 of the Local Government Act 1972, but that constituent local authorities had agreed to operate in accordance with the arrangements set out in the governing documents. The Joint Committee was advised that this approach primarily related to the provision that there be no arrangement for a casting vote and for decisions that affected an individual local authority to require the specific support of that authority rather than simple agreement by a majority vote. Members noted that it was proposed that such clarification be made through the inclusion of an additional relevant provision within the governance documents for the Joint Committee.

The Joint Committee was advised that, arising from the recent review of the governing documents, Monitoring Officers were developing an Assurance Framework to provide clarity and understanding of operating arrangements and processes across the key programmes of ASELA, to ensure that these were consistent and fit for purpose as the programmes progressed.

Members considered that it was also important to ensure that the activities of the Joint Committee were subject to robust overview and scrutiny arrangements, notwithstanding that the governance documents already made provision for the work of ASELA to be subject to scrutiny through each of the constituent local authorities' own overview and scrutiny processes.

Resolved:

- (1) That the report of the annual review of the governing documents for the Joint Committee, be noted.
- (2) The following additional provision be added to the governing documents as new Paragraph 1.8:

‘The Joint Committee and its proceedings are bound by Schedule 12 of the Local Government Act 1972; however constituent authorities have agreed and shall be expected to operate in accordance with the local arrangements set out in the Governing Documents.’
- (3) That the Joint Committee note that no other changes are considered to be required to the governing documents at this time.
- (4) That the ongoing development of an Assurance Framework to provide clarity and understanding of operating arrangements and processes across the ASELA key programmes, for consideration at a future meeting of the Joint Committee, be noted.

- (5) That Monitoring Officers be requested to consider the effectiveness of current arrangements for the activities of the Joint Committee to be subject to overview and scrutiny by each of the constituent local authorities' and report on any changes required to achieve a robust scrutiny process for the Joint Committee, to the next meeting.

6 ASELA Joint Committee - Accountable Body & Secretariat Arrangements

The Joint Committee considered a report of the Interim Director of Financial Services for Southend-on-Sea City Council, with regard to the proposed transfer of the role of Accountable Body for ASELA from Castle Point Borough Council to Southend-on-Sea City Council and for the transfer of the future provision of secretariat support for the Joint Committee, from Southend-on-Sea City Council to Thurrock Borough Council.

Members were reminded that the governing documents for the Joint Committee required that the designation of an 'Accountable Body' should be agreed by the Committee in relation to the functions and resources of ASELA. A Lewis indicated that, as a result of the likely growth in the future scope and responsibilities of the partnership, it was recommended that this responsibility should be transferred to Southend-on-Sea City Council who were in a position to provide adequate capacity and resources to enable the Accountable Body to implement appropriate control around the finances of ASELA and to support the proposed Assurance Framework.

The Joint Committee was advised that the governing documents also required that a local authority be designated to provide secretariat services to the Committee and were informed that, in order to facilitate the sharing of support responsibilities across the constituent local authorities', it was proposed that ongoing provision of such secretariat services should transfer to Thurrock Borough Council pursuant to the assumption of the Accountable Body role by Southend-on-Sea City Council.

Resolved:

- (1) That Southend-on-Sea City Council act as the Accountable Body in relation to the functions and resources of ASELA with immediate effect, until further notice.
- (2) That Thurrock Borough Council provide secretariat services to the Joint Committee with immediate effect, until further notice.
- (3) That the appreciation of the Joint Committee for the support of Castle Point Borough Council in undertaking the role of Accountable Body for the functions and resources of ASELA to date, be noted.
- (4) That the appreciation of the Joint Committee for the support of Southend-on-Sea City Council in the provision of secretariat services for ASELA and the Committee to date, be noted.

7 Association of South Essex Local Authorities - Finance Report

The Joint Committee received the ASELA finance report for June 2022, which set out the current financial position for the partnership and provide assurance in relation to the arrangements for financial management and reporting in respect of the ASELA budget.

Members were advised that the provisional outturn for 2021/22 currently showed an in-year deficit of £251,000, which was predominately related to funding of £240,000 expected from Homes England not being received during the year, although the surplus brought forward from previous years had the effect of reducing the actual deficit for the year to £174,000.

The Joint Committee was informed that significant effort had been made to secure the outstanding funding from Homes England, but that it had not proved possible to find a solution that would allow Homes England to fund the work that had been completed in anticipation of the promised funding being received. It was reported however that, since the preparation of the report and as a result of new powers given to Homes England by the Department for Levelling Up, Housing and Communities, Homes England had formally confirmed in writing that it would be able to make the funding of £250,000 to ASELA, although the mechanism for the settlement of the funding arrangement had not yet been confirmed by Homes England.

The Joint Committee was advised that the provisional outturn for 2022/23 currently showed an in-year deficit of £74,000 in addition to the deficit for 2021/22 of £174,000 but that, once the outstanding funding had been secured from Homes England, it was expected that this would eradicate the current budget deficit.

Resolved:

- (1) That the ASELA Finance Report for June 2022, be noted.
- (2) That should the outstanding funding of £240,000 due from Homes England to fund work already completed by ASELA not be received, proposals for the eradication of the forecast budget deficit for 2022/23 be considered at the next meeting of the Joint Committee.
- (3) That the Chair write to Homes England and the Department for Levelling Up, Housing and Communities (as appropriate) on behalf of the Joint Committee, expressing concern at the implications of the apparent delay in the receipt of the outstanding funding on the delivery of the key programmes of ASELA and seeking the settlement of the funding arrangement as soon as possible.
- (4) That appropriate updates on the progress of the settlement of the funding arrangement with Homes England be provided to all members of the Joint Committee in advance of the next meeting.

8 Thames Freeport Programme - Highlight Report

The Joint Committee received an overview of current progress with regard to the Thames Freeport programme.

L Carpenter reported that the final Business Case developed by the Thames Freeport partners had been submitted to the Government during April 2022, the decision on which was still awaited.

The Chair suggested that going forward, the Thames Freeport programme should be regarded as a key element of the delivery of an overall economic growth ambition for South Essex by ASELA rather than as a standalone programme and that it would also be helpful for the ASELA region to be formally defined as a Functional Economic Area. L Carpenter indicated that discussions around the review of the current key programmes in terms of the broader economic corridor of South Essex, had already been initiated by Chief Executives and that appropriate proposals for the refresh of the key programmes as overarching themes, would be brought to the next meeting of the Committee for consideration.

The Joint Committee considered that, as part of the review of the Thames Freeport programme, the opportunity should also be taken to ensure that the other key programmes of ASELA were appropriately focussed on economic growth and the provision of housing, transport, skills, infrastructure and the environment, with existing and future activity being delivered as part of the proposed overarching programme

themes. L Carpenter reported that the possible identification of Lead Members/Project Sponsors for the ASELA programmes to support the delivery of activity and outcomes alongside the lead officers for each programme, had also recently been discussed by Chief Executives.

Resolved:

- (1) That the progress of the Thames Freeport programme be noted and that the continued provision of support to deliver the programme, be endorsed.
- (2) That a report on the review and refresh of the current ASELA key programmes as overarching themes to support economic growth and the provision of housing, transport, skills, infrastructure and the environment for South Essex, be made to the next meeting of the Joint Committee.
- (3) That proposals for the identification of Lead Members/Project Sponsors for the overarching key programmes, to support the delivery of activity and outcomes alongside Chief Executives going forward, be made to the next meeting of the Joint Committee.

9 South Essex Estuary Park Programme - Highlight Report

The Joint Committee received an overview of current progress with regard to the South Essex Estuary Park (SEE Park) programme.

L Carpenter reported that the full business case for each of the landscape spaces within the SEE Park was currently being developed, alongside an indicative programme delivery plan and the identification of an appropriate governance framework for the SEE PARK to ensure its future self-funding independence, which was to be brought to the next meeting of the Joint Committee for consideration.

The Joint Committee indicated that it was important to maintain focus on the benefits of the SEE Park for the whole of the South Essex area and to protect the programme from the challenges presented by other landscape regeneration issues in the ASELA area, particularly those arising from the delivery of the proposed Lower Thames Crossing.

Members were pleased to be advised of the national recognition being generated by the delivery of the SEE Park programme, including the recent nomination of the programme for the global World Architecture Festival Awards for 2022.

Resolved:

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

10 Digital Programme - Highlight Report

The Joint Committee received an overview of current progress with regard to the Digital programme.

J Stephenson reported that the installation of over 200km of full fibre infrastructure across the ASELA region had recently been completed, to connect public sector sites including libraries, sheltered accommodation, schools, fire stations and community and village halls. The Joint Committee was advised that the next element of the programme was It was reported that the taking of service from the fibre installation, which was a key requirement of the grant funding for the programme and the point at which real benefit would be delivered. J Stephenson reported that a procurement process was currently underway for the taking of service, which was to be concluded by the end of August 2022.

The Joint Committee requested that a presentation on the successful outcomes arising from the programme to date be made to the next meeting of the Joint Committee and that appropriate fibre carriers and infrastructure providers be invited to attend the meeting to outline their experiences of the delivery of the programme and the opportunities that it can bring to stimulate investment for South Essex, particularly in 'not spot' areas.

Members requested that details of the specific outcomes achieved from the Digital programme so far and the current level of return on investment achieved from the delivery of the programme, be included in future highlight reports made to the Joint Committee.

Resolved:

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

11 Housing Programme - Highlight Report

The Joint Committee received an overview of current progress with regard to the Housing programme.

The Chair sought clarification of the implications for the delivery of the programme, arising from the current delay in the settlement of the funding arrangement with Homes England previously raised as part of the consideration of the ASELA finance report for June 2022. J Stephenson highlighted that, despite the delay in the settlement of the funding arrangement, a significant amount of work with partners including Homes England had been achieved on the delivery of aspects of the programme.

The Joint Committee was advised that there was a need to allocate additional resources to the delivery of the programme and that provision had been made within the current ASELA budget for recruitment to a Programme Director position to lead the programme. Members noted that the programme was currently being delivered on the basis of the 'in kind' officer capacity allocated by the ASELA local authorities, but that this arrangement would not be sustainable for the full delivery of the programme going forward.

J Stephenson reported that Homes England were currently working with partners on technical assessments for seven 'pipeline' sites across the ASELA area to deliver approximately 1,000 new homes, many of which already had planning permission, but each of which also had complex needs in terms of the unlocking of development potential. I Butt reassured the Joint Committee that this aspect of the programme did not cut across the local plans of the constituent local authorities and that it sought to identify and utilise collective resources in a coordinated approach to facilitating the delivery of new housing development on stalled sites.

Members requested that, subject to the consideration of any commercial sensitivities, details of the 'long list' of sites included in the programme be incorporated in future programme highlight reports made to the Joint Committee and that the specific individual requirements of each of the pipeline sites that were needed to be resolved to facilitate the unlocking of previously approved development schemes, also be included in future reports, in tabular form.

Resolved:

- (1) That the progress of the Housing programme be noted and that the continued provision of support to deliver the programme, be endorsed.

- (2) That the RAG status for the programme be reviewed at the next meeting of the Joint Committee, in the event that the outstanding funding arrangement has not been settled by Homes England at that time.

12 South Essex Technical University Programme - Highlight Report

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

S Logan reported that, following the approval of the full business case for the Technical University by the Partnership Board in March 2022, letters of commitment had been received from the main business supporters to confirm their continued commitment to the programme and the provision of an agreed number of learners from September 2023 onwards. Members were advised that two further businesses had also now confirmed support for the establishment of the University.

The Joint Committee considered the Business Case and Financial Model for the Technical University and the establishment of a Business Advisory Forum to support wider business interest around the University. S Logan reported that the proposed Financial Model was considered to be commercially viable, but that pump-priming funding would be required from ASELA. The Joint Committee was informed that resources had been made available by Essex County Council to support the provision of professional support for the procurement of the higher education provider for the Technical University by October 2022.

The Joint Committee received video presentations prepared by senior management representatives of key business supporting the establishment of the South Essex Technical University.

Resolved:

- (1) That the progress of the South Essex Technical University programme be noted and that the continued provision of support to deliver the programme, be endorsed.
- (2) That the South Essex Technical University Business Case and Financial Model be endorsed.
- (3) That the commitment of ASELA funding of £60,000 in 2022/23 to enable the appointment of advisers to continue to move the project forward, be agreed.
- (4) That appropriate updates on the progress of the procurement of the higher education provider for the South Essex Technical University, be provided to all members of the Joint Committee in advance of the next meeting.

13 Association of South Essex Local Authorities - Communications Report

The Joint Committee received an update on recent communications activity to support ASELA and its key programmes, following the agreement of a broad communications and engagement strategy to support the key programmes at the previous meeting of the Committee.

A Wardle reported that ASELA had continued to benefit from a high profile since the previous meeting through external recognition and had increased its social media following. Members were advised however, that proactive communications opportunities had been limited during the recent pre-election period but that, as the key programmes moved increasingly into delivery mode, opportunities for positive promotion and engagement would increase.

The Joint Committee considered proposed key messages and proof points for future communications activity, arising from the endorsement of the ASELA communications and engagement strategy.

Resolved:

- (1) That the ASELA Communications Report be noted.
- (2) That the proposed key messages for future communications activity contained in Section 3 of the report, be agreed.

14 Other Business

The Chair raised the following additional item of business:

(a) Integrated Care Partnership

The Chair suggested that Jo Cripps, the Executive Director (Strategy and Partnerships) of the Mid and South Essex Integrated Care System, should be invited to attend a future meeting of the Joint Committee to discuss how ASELA could support the Integrated Care Partnership around its priority to achieve health equity through good education, opportunities for employment, decent housing and a vibrant local economy.