

Public Document Pack
SOUTHEND-ON-SEA CITY COUNCIL

Cabinet

Date: Tuesday, 8th November, 2022

Time: 6.30 pm

Place: Council Chamber - Civic Suite

Contact: Colin Gamble - Head of Democratic Services

email: committeesection@southend.gov.uk

AGENDA

- 1 Apologies for Absence**
- 2 Declarations of Interest**
- 3 Minutes of the meeting held Tuesday, 26 July 2022**
- 4 Minutes of the meeting held Wednesday 24 August 2022**
- 5 Minutes of the Meeting held Thursday, 29 September 2022**
- 6 Resourcing Better Outcomes - Finance and Corporate Performance Report 2022/23 - Period 6 (Pages 23 - 108)**
Report of Executive Director (Finance and Resources)
- 7 Treasury Management Report - Mid Year 2022/23 (Pages 109 - 130)**
Report of Executive Director (Finance and Resources)
- 8 Endorsement of Transport East Transport Strategy (Referred back from Place Scrutiny Committee, 10th October 2022) (Pages 131 - 138)**
Report of Executive Director (Neighbourhoods and Environment)
- 9 Options for the Procurement of the Voluntary Sector Infrastructure Contract (Referred back from People Scrutiny Committee, 11th October 2022) (Pages 139 - 146)**
Report of Executive Director (Adults and Communities)
- 10 Refugee Resettlement and Asylum Work (Pages 147 - 156)**
Report of Executive Director (Growth & Housing)
- 11 SEND Strategy (Pages 157 - 188)**
Report of Executive Director (Children and Public Health)
- 12 The Victoria Shopping Centre and Utilisation of Council Buildings (Pages 189 - 196)**
Report of Executive Director (Growth & Housing)
- 13 Parking Strategy (Pages 197 - 270)**
Report of Executive Director (Neighbourhoods and Environment)

- 14 **City of Culture Bid** (Pages 271 - 274)
Report of Executive Director (Adults and Communities)
- 15 **Scrap Metal Dealers Licensing Consultation** (Pages 275 - 298)
Report of Executive Director (Neighbourhoods and Environment)
- 16 **Annual Safeguarding Report** (Pages 299 - 402)
Joint report of Executive Director (Adults and Communities) and Executive Director (Children and Public Health)
- 17 **Council Tenants Heating Charges Assessment 2022/23** (Pages 403 - 408)
Report of Executive Director (Finance and Resources)
- 18 **Proposal to increase the allowances and fees for Southend in-house foster carers** (Pages 409 - 440)
Report of Executive Director (Children and Public Health)
- 19 **Debt Management - Position to 30th September 2022** (Pages 441 - 456)
Report of Executive Director (Finance and Resources)
- 20 **Minutes of the meeting of Public Protection Working Party held Thursday, 6 October 2022** (Pages 457 - 460)
Minutes attached
- 21 **Minutes of the meeting of The Shareholder Board held Wednesday, 12 October 2022** (Pages 461 - 466)
- 22 **Minutes of the meeting of the Shareholder Board held Tuesday, 8 November 2022**
To follow
- 23 **SO46 Report** (Pages 467 - 468)
Report attached
- 24 **Exclusion of the Public**

To agree that, under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the items of business set out below on the grounds that they 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.
- 25 **Fair Cost of Care and Market Sustainability Plan**
Confidential report of Executive Director (Adults and Communities) to follow

Chair & Members:

Cllr S George (Chair), Cllr C Mulroney (Vice-Chair), Cllr L Burton, Cllr P Collins, Cllr I Gilbert, Cllr K Mitchell, Cllr M Terry and Cllr S Wakefield

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SOUTHEND-ON-SEA CITY COUNCIL

Meeting of Cabinet

Date: Tuesday, 26th July, 2022
Place: Council Chamber - Civic Suite

3

Present: Councillor S George (Chair)
Councillors C Mulroney (Vice-Chair), L Burton, P Collins, I Gilbert,
K Mitchell, M Terry and S Wakefield

In Attendance: Councillors J Moyies and R Woodley
M Marks, A Lewis, J Chesterton, G Gilbert, J Burr, S Dolling,
R Harris, S Meah-Sims and K Ramkhelawon

Start/End Time: 10.00 am - 11.35 am

185 Apologies for Absence

There were no apologies for absence.

186 Declarations of Interest

The following declarations of interest were made:

(a) Cllr Mitchell – Agenda Items 7 (Corporate Risk Register) and 8 (Annual Public Health Report) – A Better Start Southend (ABSS) is in partnership with Hamlet Court Road in Harmony Community Group - the Councillor is the Chair of this group.

187 Minutes of the meeting held on Tuesday, 14 March 2022

Resolved:

That the minutes of the meeting held on Tuesday, 14 March 2022 be confirmed and signed as a correct record.

188 Minutes of the meeting held on Tuesday, 14 June 2022

Resolved:

That the minutes of the meeting held on Tuesday, 14 June 2022 be confirmed and signed as a correct record.

189 Minutes of the Special Meeting held on Friday, 1 July 2022

Resolved:-

That the Minutes of the Meeting held on Friday, 1 July 2022 be confirmed as a correct record and signed.

190 Corporate Plan

The Cabinet considered a report of the Interim Executive Director (Strategy, Change and Governance) presenting the Council's draft Corporate Plan for 2022-26 for agreement.

Recommended:

That the draft Corporate Plan 2022-26, set out at Appendix 1 to the submitted report, be approved and the responsibility for any final changes prior to publication be delegated to the Chief Executive, in consultation with the Leader of the Council.

Other Options:

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.

Reasons for recommendation:

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

Note: This is a Council Function

Called-in to: Policy and Resources Scrutiny Committee

Cabinet Member: Cllr George

191 Corporate Risk Register

The Cabinet considered a report of the Executive Director (Finance and Resources) presenting the the updated summary Corporate Risk Register.

Resolved:

That the updated summary Corporate Risk Register and the position at July 2022, outlined in Appendix 1 to the submitted report, be noted.

Other options:

None

Reason for decision:

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.

Note: This is an Executive Function

Called-in to: All three Scrutiny Committees

Cabinet Member: Cllr Collins

192 Annual Public Health Report

The Cabinet considered a report of the Executive Director (Children and Public health) presenting the 2021 Annual Report of the Director of Public Health.

Resolved:

That the content and recommendations of the 2021 Annual Report of the Director of Public Health be noted.

Other Options:

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

Reason for decision:

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

Note: This is an Executive Function

Called-in to: People Scrutiny Committee

Cabinet Member: Cllr Mitchell

193 In-depth Scrutiny Project - 'Enabling Councillors to be effective' Final Report

The Cabinet considered a report of the Interim Executive Director (Strategy, Change and Governance) presenting the final report of the In-Depth Scrutiny Project for 2021/22 – 'Enabling Councillors to be Effective.'

Resolved:

1. That the recommendations arising from the in-depth scrutiny project, as set out in Appendix 1 to the submitted report, be approved.

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.

Reason for decisions:

In accordance with Scrutiny Procedure Rule 10 (Part 4 (e) of the Constitution), the report of the in-depth scrutiny requires approval by the Cabinet. 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.

Other Options:

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

Note: This is an Executive Function
Called-in to: All three Scrutiny Committees
Cabinet Member: Cllr George

194 **City Culture Bid**

The Cabinet considered a report of the Executive Director (Adults and Communities) setting out the potential opportunities, risks and likely resources required for the Council to prepare a bid for the 2029 UK City of Culture competition.

Resolved:

That initial research and engagement be undertaken with the Southend-on-Sea resident community to assess the level of support for a bid to become the 2029 UK City of Culture and that a further report come back to Cabinet on the outcome of this engagement, with a 66% in favour of a bid being the criteria.

Other Options:

The Council could decide not to pursue a city of culture bid without any evidence gathering of the benefits/disbenefits and community engagement.

Reason for decision:

To reach out to the Southend-on-Sea community to test their appetite before committing significant public finances to progress a bid.

Note: This is an Executive Function
Called-in to: Place Scrutiny Committee
Cabinet Member: Cllr Mulronev

195 **Leisure Services**

The Cabinet considered a report of the Executive Director (Adults and Communities) presenting a way forward for the long-term future delivery of the Council's leisure provision following an options appraisal.

Resolved:

1. That the options for the long-term delivery of the Council's leisure provision, as set out in the submitted report, be noted.
2. That a procurement exercise be undertaken to appoint a provider to be the Council's leisure operator, which should consider and factor in the following key principles:
 - i. A 10-15 year contract to allow for investment in the facilities and provide the Council with both the best return and also the most attractive proposition for the market;
 - ii. The Council should seek investment from the market within SLTC as described and also the condition survey investment, on the basis that this will generate additional revenue to fund the capital through prudential borrowing undertaken by the Council;

- iii. Seek a financial offer from the market to deliver a new improved contract with a revenue position that enhances that under the existing leisure contract with innovation in offer and method of operation;
- iv. Structure the procurement on a lot-based approach, providing the opportunity for the relevant schools to bid and operate their own facilities where appropriate;
- v. Include utilities benchmarking;
- vi. Build into the specification the delivery of:
 - a. The overall health and wellbeing strategic aims and vision to ensure that the operator is required to support the Council in delivering these
 - b. The strategic management of Garon Park in partnership with the Garon Park Trust
- vii. Develop a dialogue-based approach to procurement to enable the Council to discuss approaches through competitive dialogue with the market.

Other options:

There are several alternative management options available when considering the future delivery of the Council's leisure provision.

Reasons for decision:

To proceed with a procurement exercise to appoint a provider to be the Council's leisure operator factoring in a range of key principles.

Note: This is an Executive Function
Called-in to: Place Scrutiny Committee
 Cabinet Member: Cllr Mulroney

196 Southend Business Improvement District LTD RE-Ballot

The Cabinet considered a report of the Executive Director (Adults and Communities) presenting an update on the success of the Southend Business Improvement District (BID) since its launch in April 2013 and re-ballot in 2017 and sought agreement to provide the support required for a renewal ballot of Southend City Centre businesses for a further five-year term of the Southend BID.

Resolved:

1. That the progress and impact of the BID be noted.
2. That the Director of Culture and Tourism, in consultation with the Cabinet Member for Public Protection, be given delegated authority to: -
 - i. Consider on behalf of the Council as billing authority, whether the proposal conflicts with any formally adopted policy of the Council, and, if it does, give notice of this in accordance with the BID regulations.
 - ii. Determine whether the Council should support the BID's proposal decided by the majority of BID Directors and businesses and if so, to vote yes on its behalf in the BID ballot. If a 'no' vote is proposed, this will be referred to Cabinet for further consideration.

iii. Formally manage the ballot process in accordance with BID regulations.

iv. That subject to a 'yes' vote at ballot by the relevant BID business community, the Council as relevant local billing authority will manage the billing and collection of the additional levy, and its transfer to the BID company. In the event of a 'no' vote, that the costs of the ballot be recovered from the BID Company as per the BID regulations.

v. Review and update the Operating Agreement, as required, which details the billing, collection and enforcement provisions as well as the arrangements for transmitting the BID receipts to the BID in consultation with the Executive Director (Finance and Resources).

vi. Enter into a revised service level agreement with the BID company regarding the operation of the BID and delivery of Council requirements and baselines.

Other Options:

There are certain functions within the BID ballot process which can only be undertaken by the local authority. Therefore, if the Council is to support a third term of the BID it must be willing to undertake these activities.

Reasons for Decision:

The Southend BID company has leveraged funding from businesses in the BID area which wouldn't otherwise have been available to invest in the city centre. The report sets out the impact the BID has made in the city centre and central seafront area funded through the levy and additional contributions. These interventions and value adding activities have been to the benefit of the area and could not have been delivered under the previous Town Centre Partnership / Management arrangement.

Note: This is an Executive Function

Called-in to: Place Scrutiny Committee

Cabinet Member: Cllr Terry

197 Fees and Charges Update

The Cabinet considered a report of the Executive Director (Finance and Resources) presenting 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.

Recommended:

1. That the new fees and charges proposed for property and legal services, set out at Appendix 1a and the revisions to fees and charges shown in the schedule, set out at Appendix 1b to the submitted report, be approved.

2. That it not be the Council's policy to introduce charging in the following very small car parks in Zone 3:

- Eastwood Boulevard Car Park (Blenheim Park Ward);
- Pargat Drive Car Park (Eastwood Park Ward); and
- Sutherland Boulevard Car Park (West Leigh Ward)

3. That any decision to implement charging in the Rayleigh Road Car Park in Eastwood, as set out in the submitted report, will only occur after the appropriate governance process is followed.

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.

Reasons for Recommendation:

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.

Note: This is a Council Function

Called-in to: Policy and Resources Scrutiny Committee

Cabinet Members: Cllr George and Cllr Collins

198 SO46 Report

Resolved:

That the submitted report, be noted.

Note: This is an Executive Function

Called-in to: Place Scrutiny Committee

Cabinet Member: Cllr Collins

199 Reports approved under the Delegated Authority Report process

The Cabinet considered a report of the Interim Executive Director (Neighbourhoods and Environment) presenting the decisions taken under the Delegated Authority Report (DAR) process.

Resolved:

That the decisions taken under Delegated Authority, be noted.

Note: This is an Executive Function

Called-in to: Place Scrutiny Committee

Cabinet Member: Cllr Wakefield

200 Exclusion of the Public

Resolved:

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

201 Parking Procurement

The Cabinet considered a report of the Interim Executive Director (Neighbourhoods and Environment) presenting the outcomes of the invitation to Tender (ITT) process for the Parking Enforcement Services Contract Lot 1 and the Cashless Parking and Parking Permits System Contract Lot 2 and sought approval to award the Parking Enforcement Services contract (Lot 1) following the ITT process to the successful bidder and the direct award through a procurement framework agreement for the award of the Lot 2 Contract.

Resolved:

1. That the contract be awarded to Provider A; this being the successful bidder for the Lot 1 Contract for a seven-year period with the option to extend up to a further 3 years at the Council's discretion.
2. That authority be delegated to the Executive Director (Neighbourhoods and Environment) to liaise with Legal Services to finalise the required contract documentation and contract sealing for the Lot 1 Contract.
3. That a permanent budget increase of £300k per annum for the Lot 1 contract commencing April 2023 and that this be included as part of the 2023/24 budget setting process, be approved.
4. That one off implementation costs of £198k for the new contract funded by the Business Transformation Reserve, be approved.
5. That authority be delegated to the Executive Director (Neighbourhoods and Environment) to procure the services for Lot 2 Contract by way of direct award via a Framework Agreement, subject to the appropriate operating budget being in place.

Other Options:

As set out in the submitted report.

Reasons for Decisions:

As set out in the submitted report.

Note: this is an Executive Function

Called-in to: Place Scrutiny Committee

Cabinet Member: Cllr Wakefield

Chair: _____

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SOUTHEND-ON-SEA CITY COUNCIL

Meeting of Cabinet

Date: Wednesday, 24th August, 2022

Place: Council Chamber - Civic Suite

4

Present: Councillor S George (Chair)
Councillors C Mulroney (Vice-Chair), L Burton, P Collins, I Gilbert,
K Mitchell and S Wakefield

In Attendance: Councillor R Woodley
A Lewis and G Gilbert and R Harris

Start/End Time: 6.30 pm - 6.35 pm

225 Apologies for Absence

Apologies for absence were received from Councillor Terry.

226 Declarations of Interest

The following declaration of interest was made:

A Lewis – Minute 227 (Porters Place LLP – Change of Control – Acquisition of Swan HA by Orbit Group Limited) – Council representative on Porters Place Southend-on-Sea LLP Board.

227 Porters Place Southend-on-Sea LLP: Change of Control - Acquisition of Swan HA by Orbit Group Limited

The Cabinet considered a report of the Interim Director of Regeneration and Growth seeking formal approval to give Southend-on-Sea City Council's consent under the Porters Place Southend-on-Sea LLP Partnership Agreement for a change of control of Swan Housing Association in favour of Orbit Group Limited.

The matter had been considered by the Shareholder Board at its meeting held on 23rd August 2022 and the recommendations from the Board were before the Cabinet for consideration (Minute 228 below refers).

The Cabinet noted that the Shareholder Board had made an amendment to resolution 3 in respect of the extension to the time periods concerning the revised Business Plan, budget and viability assessment (as set out in the tabled Minutes).

Resolved:

1. That approval is given for consent, under the Porters Place Southend-on-Sea LLP Agreement, to a change of control of Swan BQ Limited to reflect the proposed acquisition of Swan Housing Association (together with its subsidiaries) by Orbit Group Limited.

2. That the Executive Director (Finance and Resources) be authorised to finalise and authorise the execution of any legal documentation (if required) with Orbit Group Limited, and any relevant other party, to comply with the terms of the legal suite and to effect the approval of the change of control.

3. That the time periods referred to in resolutions 1 and 2 of Cabinet of 22nd March 2022 (Minute 836 refers) be extended beyond the 31st December 2022 until such time as the revised Business Plan, budget and viability assessment is approved or the 31st December 2023, whichever is the earlier.

Note: This is an Executive Function

Cabinet Members: Cllr George and Cllr Gilbert

Referred direct to: Place Scrutiny Committee

228 Minutes of the meeting of the Shareholder Board held on Tuesday, 23 August 2022

The Cabinet received the Minutes of the meeting of the Shareholder Board that had taken place on 23rd August 2022, in respect of the report referred to in Minute 227 above.

Resolved:

That the Minutes of the meeting of the Shareholder Board held on 23rd August 2022, be noted.

Note: This is an Executive Function

Cabinet Member: Cllr George and Cllr Gilbert

Referred direct to: Place Scrutiny Committee

Chair: _____

SOUTHEND-ON-SEA CITY COUNCIL

Meeting of Cabinet

Date: Thursday, 29th September, 2022

Place: Council Chamber - Civic Suite

5

- Present:** Councillor S George (Chair)
Councillors L Burton, P Collins, I Gilbert, S Wakefield and M Terry
- In Attendance:** A Lewis, J Chesterton, J Burr, B Leigh, S Dolling, E Georgeou, E Lindsell and C Gamble.
- Start/End Time:** 6.30 pm - 7.50 pm

312 Apologies for Absence

Apologies for absence were received from Councillors Mulroney and Mitchell, plus M. Marks, A. Richards, S. Meah-Sims and T. Dafter.

313 Declarations of Interest

The following declaration of interest was made:

(a) A Lewis – Minute 326 (SO46 Report relating to Porters Place LLP) - Council appointed representative on the Porters Place LLP Board.

314 Resourcing Better Outcomes - Finance and Corporate Performance Report for July (Period 4)

The Cabinet considered a report of the Executive Director (Finance and Resources) reviewing the Council's financial performance.

Recommended:

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

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

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

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

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

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

Reasons for recommendations:

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

2. It is important that any adverse variances are addressed in order for the Council to remain within the approved budget provision or where this cannot be achieved by individual service management action, alternative proposals are developed and solutions proposed which will address the financial impact. Councillors will have a key role in approving any actions if the alternative proposals represent significant changes to the service delivery arrangements originally approved by them.

3. The challenge of delivering a balanced financial outturn for 2022/23 is significant. Even at this very early stage of the year – urgent action is needed to try to reduce all non-essential expenditure and/or generate extra income. This priority must be achieved whilst ensuring that our most vulnerable residents are looked after appropriately, and our statutory responsibilities are effectively discharged. Improving efficiency and productivity is essential but the scale of the unprecedented financial pressures will inevitably lead to a reduction in the range, quality, cost and responsiveness of other discretionary Council services.

Other options:

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

Note: This is a Council Function

Referred direct to: All three Scrutiny Committees

Cabinet Members: Cllr George and Cllr Collins

315 City Centre Strategy & Investment Plan

The Cabinet considered a report of the Interim Director for Growth and Housing presenting the City Centre Strategy and Implementation Plan developed with partners following significant public and stakeholder engagement, and outlined the actions, both short and long term, to create a thriving, active, safe, and sustainable City Centre.

Resolved:

1. That the City Centre Strategy & Investment Plan, set out in Appendix 1 to the submitted report, as a means to create a thriving, active, safe and sustainable City Centre, be approved.
2. That the governance arrangements and next steps, including Day One actions, be approved.

Reasons for decision:

1. Evidence highlights that culture-led regeneration can have positive effects on myriad socio-economic factors including health and well-being, skills and learning, commercial opportunity, investment, and social connection. It underpins and adds value to a number of the 2050 outcomes and recovery priorities.
2. This Strategy builds on developments already in progress in the City Centre. The principle aim of the strategy and investment plan is to bring about social, health, economic, and environmental improvement for local people. This is central to delivery of Southend 2050. The Strategy also uses the creative & cultural industries in the City as a catalyst for positive regeneration of the City which reflects the priority it has as part of the Southend 2050 ambition and the underpinning role it plays across several 2050 themes and outcomes.
3. The Strategy provides strategic direction and a statement of intent for the City Centre and is intended as a tool to support and guide investment.

Other options:

None

Note: This is an Executive Function

Referred direct to: Place Scrutiny Committee

Cabinet Member: Cllr Gilbert

316 City Council Corporate Branding Refresh

The Cabinet considered a report of the Executive Director (Strategy, Change and Governance) presenting the final option for the refresh of the City Council's corporate brand.

Resolved:

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

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

Reasons for decision:

Not deciding at this stage will mean that the Council will continue to operate with an outdated logo and branding.

Other options:

None

Note: This is an Executive Function

Referred direct to: Policy and Resources Scrutiny Committee

Cabinet Member: Cllr George

317 Draft Private Rented Sector Housing Enforcement Policy 2022

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) presenting the draft Private Rented Sector Housing Enforcement Policy for public consultation.

Resolved:

1. That the draft Private Rented Sector Housing Enforcement Policy 2022, set out at Appendix 1 to the submitted report, be approved for a 6-week public consultation.
2. That authority be delegated to the Executive Director (Neighbourhoods and Environment), in consultation with the Cabinet Members for Economic Recovery, Regeneration and Housing and Public Protection to make amendments to the Policy, following the consultation should it be required.
3. That the finalised Enforcement Policy (post consultation) be presented to Cabinet on 12 January 2023.

Reasons for decision:

1. To ensure that all landlords and managing agents renting out accommodation in the private rented sector are dealt with in a fair, transparent and consistent manner.
2. To target the Council's resources to the areas of greatest demand whilst ensuring that statutory responsibilities are still met with respect to other tenure groups.
3. To strengthen the enforcement response by formally enforcing against substantial Category 2 hazards.
4. To set out how the Council intends to apply penalties under the Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020.

5. To publish a statement of principle, so as to apply the financial penalties under the Carbon Monoxide Alarm (England) Regulations 2015.

Other options:

To adopt the Policy in part rather than in full or to not adopt the Policy.

Note: This is an Executive Function

Referred direct to: Policy and Resources Scrutiny Committee

Cabinet Members: Cllr Gilbert and Cllr Terry

318 Endorsement of Transport East Transport Strategy

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) presenting the Transport East Transport Strategy.

Resolved:

That the Transport East Transport Strategy, set out at Appendix 1 to the Submitted report, be endorsed.

Reasons for decision:

1. To endorse the Strategy, not adopt it. The Strategy fully aligns and supports our current Local Transport Plan 3, will inform and support the emerging Local Plan and Local Transport Plan 4. The Strategy supports Southend's 2050 ambitions, Southend's Green City Action Plan, our Net Zero ambitions and levelling up agenda through improved access to jobs, skills, training and services.

2. The Strategy supports the work of Opportunity South Essex and the Association of South Essex Local Authorities vision to deliver a decarbonised, integrated public transport system. Rebalance modal priorities in favour of active and sustainable modes and reducing carbon emissions with the aim for South Essex to become carbon neutral ahead of national targets.

3. Department for Transport tasked Transport East to develop a Transport Strategy to set a single voice for the future strategic transport investment in the East Region. Endorsing the Strategy will strengthen Southend's and the Region's strategic case to government in future bids for funding.

Other Options

None. If the Council does not endorse the Strategy it could undermine the strategy (and the one voice of the region) and may make it even more difficult for Southend, and possibly the whole of the region, to attract DfT funding.

Note: This is an Executive Function

Referred direct to: Place Scrutiny Committee

Cabinet Member: Cllr Wakefield

319 Options for the Procurement of the Voluntary Sector Contract

The Cabinet considered a report of the Executive Director (Adults and Communities) presenting the options for the re-procurement of Voluntary Sector Infrastructure Contract.

Resolved:

That the outcomes set out in the submitted report, the financial envelope of £100,000 and the recommended procurement option to go to tender for a Southend infrastructure service, be approved.

Reasons for decision:

To go out to the market for a new voluntary sector infrastructure service for Southend so that it may attract different providers with new ideas and the City can benefit from economies of scale. It will also allow Southend City Council to clearly specify what they want from the new contract.

Other options:

1. To cease funding an infrastructure contract.
2. To go out to tender with Essex County Council as part of a larger contract.

Note: This is an Executive Function
Referred direct to: People Scrutiny Committee
Cabinet Member: Cllr Mitchell

320 Procurement Options for The Stray Dog Service

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) setting out the options for the procurement of the stray dog service.

Resolved:

1. That the contents of the submitted report be noted.
2. That the feasibility of South Essex Property (SEPS) providing the Acceptance Point element of the service proposed under option 5 as detailed in the report (paragraph 4.5 refers), be explored and that subject to the outcome of satisfactory negotiations, authorised the Executive Director (Neighbourhoods and Environment) to make a direct award of this service to SEPS. The kennelling service to be then put out to tender.
3. That in the event a direct award is not made to SEPS, then the service (Acceptance Point/Kennelling) be put out to tender on the basis of options 3 and 4 as detailed in the report (paragraphs 4.3 and 4.4 refers).

Reasons for decision:

Southend-on-Sea City Council has a statutory duty to deliver a service that provides for the collection and kennelling of stray dogs. Current arrangements have lapsed, and it is necessary to re-procure the service. Option 5 as outlined in paragraph 4.7 of the report is the preferred option.

Other options:

As set out in the submitted report.

Note: This is an Executive Function

Referred direct to: Policy and Resources Scrutiny Committee

Cabinet Member: Cllr Terry

321 Public Space Protection Order - Jet Skis and Beach Barbecues

The Cabinet considered a report of the Executive Director (Adults and Communities) presenting the outcomes of the recent consultation for a PSPO to be introduced for Personal Water Craft (PWC), such as jet skis and barbecues and bonfires on beaches.

Resolved:

1. That the introduction of a ban on barbecues under PSPO legislation on designated beaches, be approved.
2. That a PWC code of conduct under PSPO legislation, be adopted.

Reasons for decision:

To introduce a ban on barbecues as 74% of respondents to the consultation supported the proposal and introduce a PWC code of conduct as 85% of respondents to the consultation supported the proposal under the PSPO legislation.

Other options:

None

Note: This is an Executive Function

Referred direct to: Place Scrutiny Committee

Cabinet Member: Cllr Mulronev

322 The Official Feed and Food Control Service Plan 2022-23

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) presenting the Official Feed and Food Control Service Plan 2022-23.

Recommended:

1. That the achievements against the previous plan 2021-22 and the ability to achieve targets is reliant on the ability to maintain staffing levels and the ability to recruit to vacant posts, be noted.

2. That the Official Feed and Food Control Service Plan 2022-23 'The Plan', set out at Appendix 1 to the submitted report, be approved.

Reasons for recommendation:

The Official Feed and Food Control Service Plan is a Statutory document that is required by the FSA Framework Agreement to be produced annually, and to have senior management and/or Councillor approval. The Plan is in line with the FSA audit findings, agreed by Cabinet on the 18th June 2013, and it sets out the priorities for the Service and is available for members of the public to view so that they are aware of what the authority is doing to help ensure that the food they eat is safe.

Other options:

None. The production of the plan is a statutory requirement.

Note: This is a Council Function

Referred direct to: Place Scrutiny Committee

Cabinet Member: Cllr Terry

323 School Admissions Arrangements for Community Schools 2024/25; the Coordinated Admission Scheme for Academic year 2024/25; and Review of the relevant area

The Cabinet considered a report of the Executive Director (Children and Public Health) presenting the admission arrangements for Community Schools for the academic year 2024/25 and the Coordinated Admissions Scheme for 2024/25.

Resolved:

1. That the proposed Admissions Arrangements for Community Schools for the academic year 2024/25, set out in Appendix 1 to the submitted report, be approved.

2. That it be noted that consultation with governing bodies of Community Schools takes place on the published admission number (PAN) for community infant, junior and primary schools for September 2024, as set out in the Admission Arrangements in Appendix 1 to the report.

3. That the proposed Coordinated Admissions Scheme for 2024/25 onwards, as set out in Appendix 2 and Appendix 3 of the report, be approved.

4. That any minor changes after School Governor consultation be ratified by the Executive Director (Children and Public Health) in December 2022 for publication as required by law on 1 January 2023.

5. That the relevant area for schools as follows: Southend, Castle Point and Rochford for 2025 and 2026, be approved.

Reasons for decision:

The Council is required to publish the Co-ordinated Admissions Scheme 2024/25, by 1 January 2023 and to consult on the proposed scheme with schools as required by the Admission Code.

Other options:

The Council could decide to change the admission arrangements for the Community Schools. This would require full public consultation. This would add undue pressure on a small number of local schools for 2024, where no need for change has been identified.

Note: This is an Executive Function
Referred direct to: People Scrutiny Committee
Cabinet Member: Cllr Burton

324 Treasury Management Report - Quarter One 2022/23

The Cabinet considered a report of the Executive Director (Finance and Resources) presenting the Treasury Management Report for Quarter One covering the treasury management activity for the period from April to June 2022 and compliance with the treasury management strategy for that period.

Resolved:

1. That the Treasury Management Report for Quarter One 2022/23, be approved.
2. That it be noted that the Treasury management activities were carried out in accordance with the CIPFA (The Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management in the Public Sector during the period from April to June 2022.
3. That it be noted that the loan and investment portfolios were actively managed to minimise cost and maximise interest earned, whilst maintaining a low level of risk.
4. That it be noted that £0.592m of interest and income distributions for all investments were earned during this three-month period at an average rate of 1.36%. This is 0.47% over the SONIA rate (Sterling Overnight Index Average) and 0.41% over the average bank rate. Also the value of the externally managed funds increased by a net of £0.916m due to changes in the unit price, giving a combined overall return of 3.46%.
5. That it be noted that the level of borrowing from the Public Works Loan Board (PWLB) (excluding debt relating to services transferred from Essex County Council on 1st April 1998) remained at £347.3m (HRA: £74.2m, GF: £273.1m) during the period from April to June 2022.

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

Reasons for decision:

The CIPFA Code of Practice on Treasury Management recommends that Local Authorities should submit reports regularly. The Treasury Management Policy Statement for 2022/23 set out that reports would be submitted to Cabinet quarterly on the activities of the treasury management operation.

Other options:

There are many options available for the operation of the Treasury Management function, with varying degrees of risk associated with them. The Treasury Management Policy aims to effectively control risk to within a prudent level, whilst providing optimum performance consistent with that level of risk.

Note: This is an Executive Function

Referred direct to: Policy and Resources Scrutiny Committee

Cabinet Member: Cllr Collins

325 Minutes of the meeting of Economic Recovery, Regeneration and Housing Working Party held Monday, 5 September 2022

The Cabinet considered the recommendations from the Economic Recovery, Regeneration and Housing Working Party held on Monday, 5 September 2022.

Resolved:

1. That the Notice of Motion seeking the declaration of a cost-of-living emergency in Southend-on-Sea be noted.
2. That a cost-of-living emergency be declared in Southend-on-Sea.
3. That the recommendations set out within the Notice of Motion be reviewed in line with the Council's budget principles already agreed, the most significant being the financial implications of response to the cost-of-living emergency.
4. That the proposed approach to the response to the cost-of-living emergency, alongside the tackling poverty workstream and wider strategic work to prevent duplication and improve consistency, be approved.
5. That the Cabinet Member for Economic Recovery, Regeneration and Housing be designated as the member champion for the response to the cost-of-living emergency.
6. That the Economic Recovery, Regeneration and Housing Working Party act as the multi-agency partnership task and finish group to deliver the response to the cost-of-living emergency, and that representation on the Working Party also include Group Leaders, Cabinet Members and relevant partners and stakeholders, in order to pool resources and maximise the impact of this work.

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

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

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

Reasons for decision:

To respond to the Notice of Motion.

Other options:

None

Note: This is an Executive Function

Referred direct to: Policy and Resources Scrutiny Committee

Cabinet Member: Cllr Gilbert

326 SO46 Report

Resolved:

That the submitted report, be noted.

Note: This is an Executive Function

Referred direct to: The relevant Scrutiny Committee

Cabinet Member: As appropriate to the item

327 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.

328 SO46 Report - Confidential Sheet

Resolved:

That the submitted report, be noted.

Note: This is an Executive Function

Referred direct to: The relevant Scrutiny Committee

Cabinet Member: As appropriate to the item

Chair: _____

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Southend-on-Sea City Council

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

To

Cabinet

On

8 November 2022

Report prepared by:

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

Agenda
Item No.
6

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

Policy and Resources Scrutiny Committee

Cabinet Members: Councillor Stephen George and Councillor Paul Collins

Part 1 (Public Agenda Item)

1 Purpose of Report

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

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

2 Recommendations

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

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

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

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

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

3 Unprecedented Levels of Uncertainty and Financial Challenge Continues

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

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

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

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

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

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

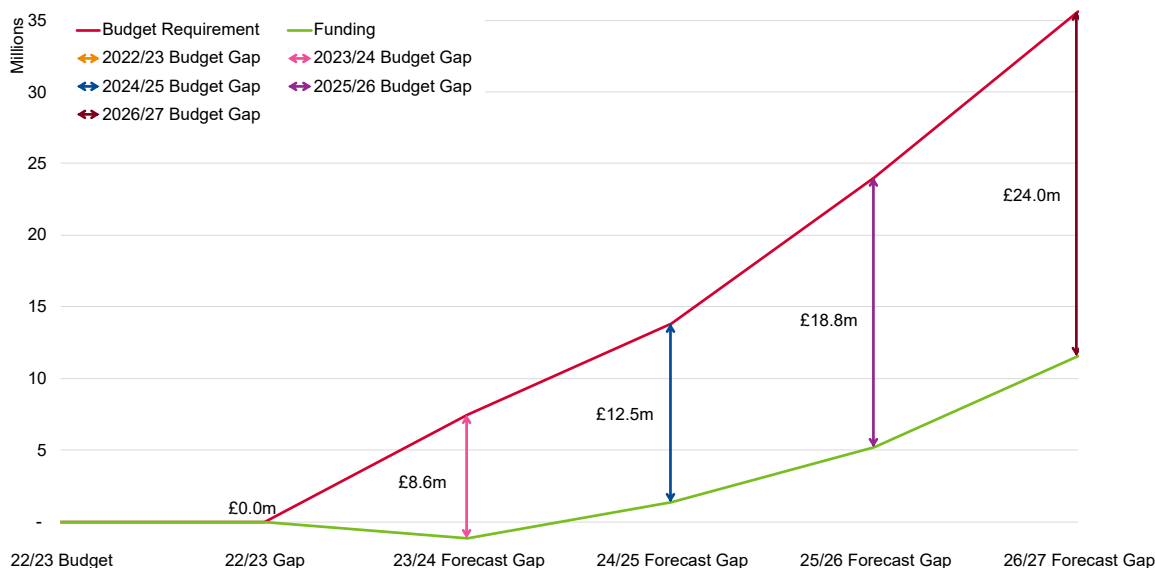
Fiscal Policy Statement delayed to 17th November 2022

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

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

4 Revenue – General fund

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



- 4.3 The potential future budget gap is now going to be significantly larger over the medium term as a direct result of the impact of inflation, service demand pressure and the current projected 2022/23 revenue base overspend. Work has continued to update the future financial forecast, but the content of the Fiscal Policy Statement (now scheduled for 17th November) will be critical to assess the Government’s plans and how this will impact on the Council. The intention is to provide a revised illustration of the potential implications on the Council’s budget over the medium term until 2027/28 in the period 8 financial performance update, which is scheduled to be reported to the Cabinet meeting in January 2023.
- 4.4 Our ‘Getting to Know Your Business’ programme for service managers continues in 2022/23 and will be essential in assessing the new operating environment, financial challenges and value for money (VFM) of services. The ambition is that all service managers in Southend-on-Sea City Council will have a continuing comprehensive understanding of their business areas in terms of their benchmarked operational and financial performance, key demand and cost drivers, income levels, commercial opportunities, value for money and customer insight. This programme is designed to support managers to improve productivity and efficiency in all our business areas ensuring that we secure best value but also to support a more targeted outcomes-based approach to investment. Independent advice and support for dealing with our financial challenges and consideration of a range of options is also being secured.
- 4.5 Alongside the “Getting to Know Your Business” programme, the Executive Director of Finance & Resources also put into place at the start of this financial year a set of 12 budget planning principles for the organisation that were presented to Cabinet in the period 4 report.

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

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

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

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

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

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

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

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

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

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

Corporate Matters and Performance Delivery

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

Environment, Culture & Tourism

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

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

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

Public Protection

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

Adult Social Care & Health Integration

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

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

Asset Management & Inward Investment

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

Children & Learning and Inclusion

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

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

Economic Recovery, Regeneration & Housing

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

Highways, Transport and Parking

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

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

Non-Service Specific Grants

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

Budget Virements

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

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

5 Revenue – Housing Revenue Account

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

6 Capital

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

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

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

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

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

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

For schemes to be delivered by the Council:

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

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

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

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

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

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

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

Programme to be delivered by Subsidiary Companies and Joint Ventures:

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

7 Corporate Performance

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

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

A city that is strong and prosperous

Objectives:

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

A city with a good quality of life

Objectives:

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

A city rising to the climate change challenge

Objectives:

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

A city delivering genuinely affordable housing

Objectives:

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

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

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

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

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

8 Other Options

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

9 Reasons for Recommendations

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

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

10 Corporate Implications

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

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

- 10.2 Financial Implications

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

- 10.3 Legal Implications

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

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

10.4 People Implications

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

10.5 Property Implications

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

10.6 Consultation

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

10.7 Equalities and Diversity Implications

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

10.8 Risk Assessment

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

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

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

10.9 Value for Money

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

10.10 Community Safety Implications

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

10.11 Environmental Impact

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

11 Background Papers

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

Medium Term Financial Strategy 2022/23 – 2026/27

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

12 Appendices

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

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

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

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Appendix 1

Budget Monitoring & Reporting 2022/2023

Period 06 - September 2022 Revenue Budget Performance

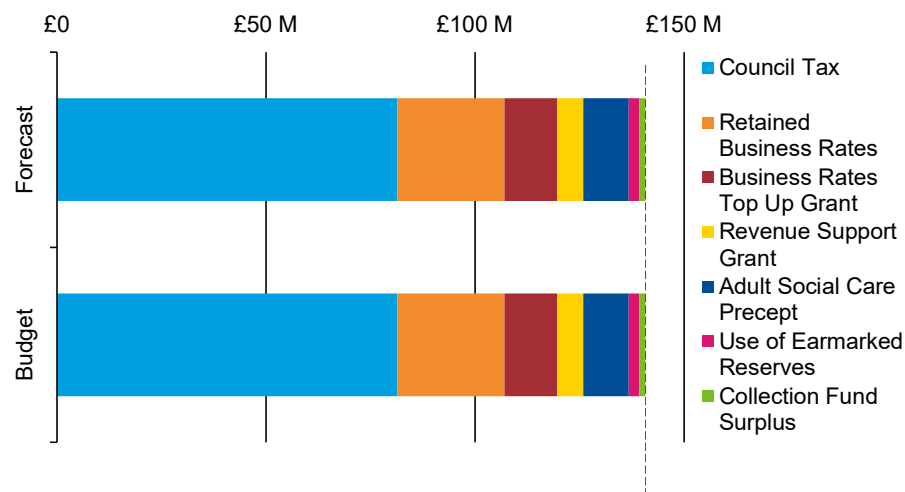
49



Summary

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

Sources of funding (£s)



50

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

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

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

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

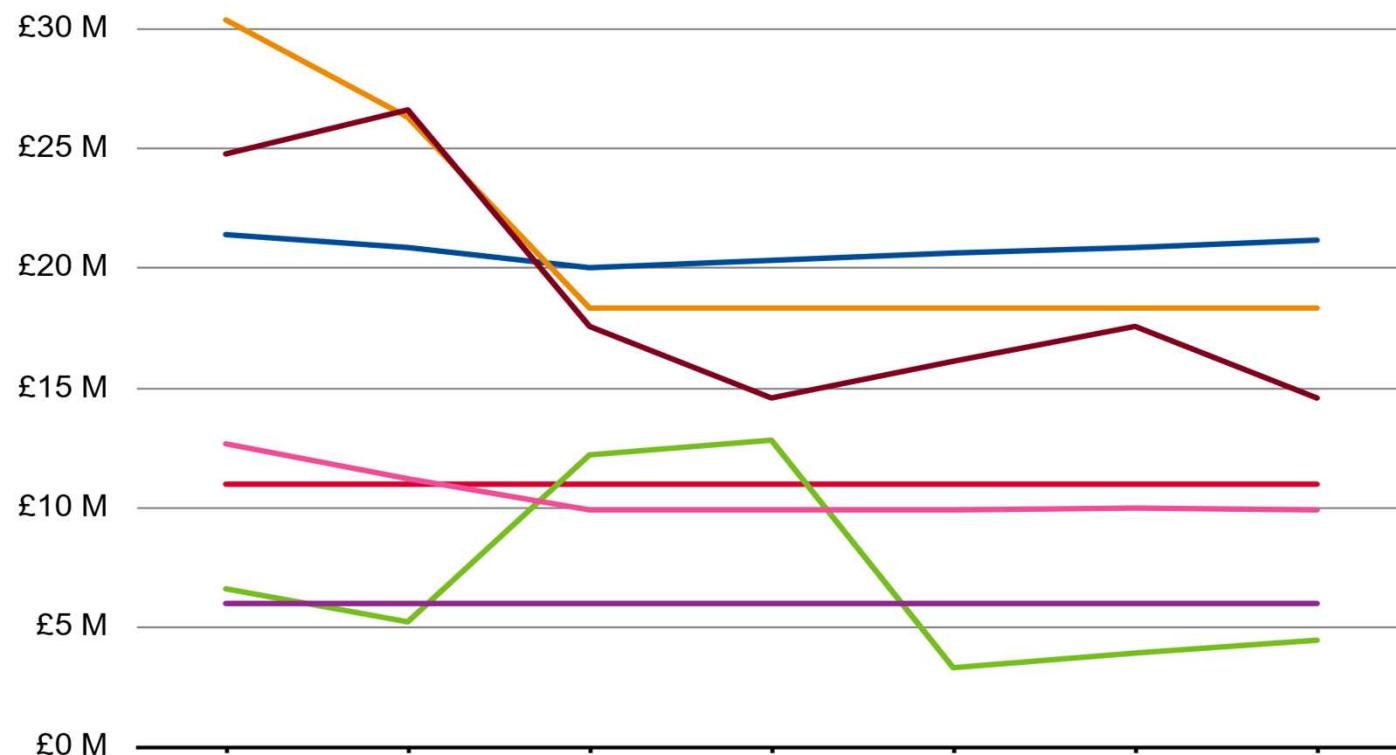
Work is continuing to try and improve the Council's financial position and an updated Period 8 forecast outturn report will be presented to Cabinet in January 2023.

Reserves

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

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

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

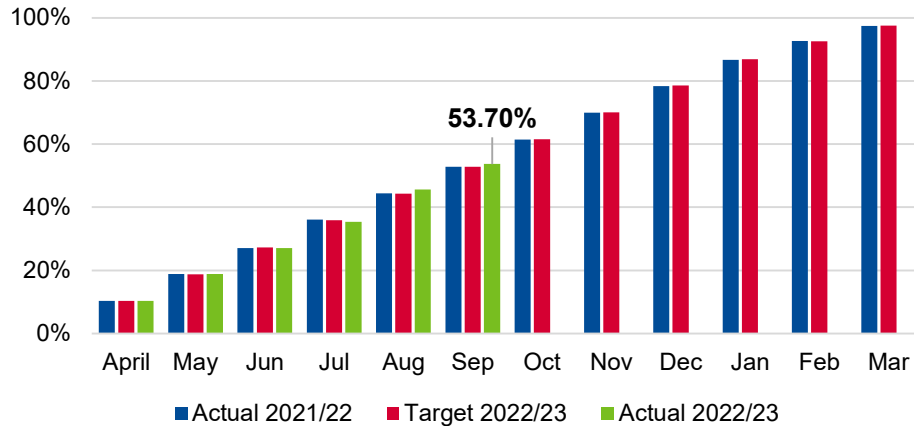


| Reserves in £M | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 |
|---------------------|--------------|--------------|-------------|-------------|-------------|-------------|-------------|
| General Reserves | 11.0 | 11.0 | 11.0 | 11.0 | 11.0 | 11.0 | 11.0 |
| Capital Reserves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

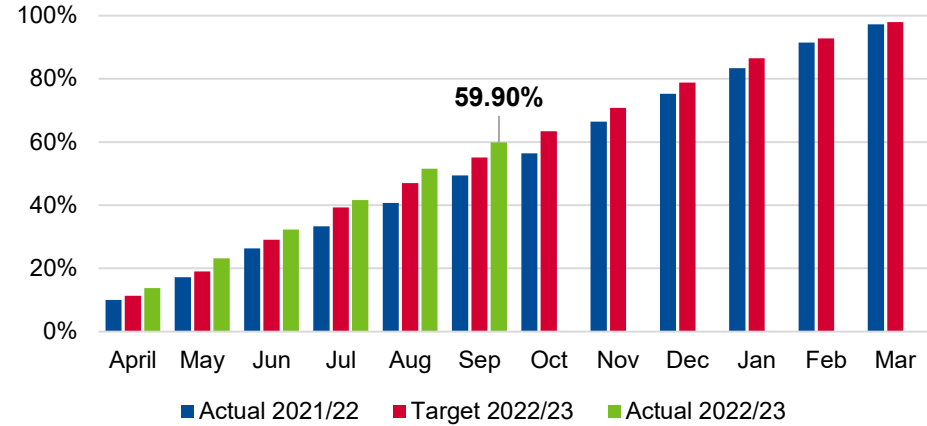
* Technical Reserves are held to even out the Council's finances and reduce in year volatility

Collection Rates

Council Tax Collection

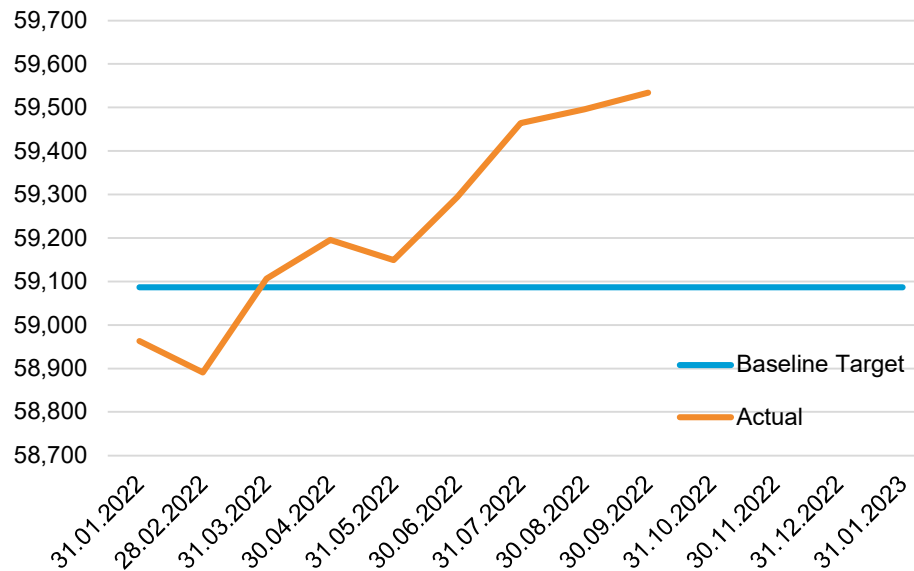


Business Rates Collection



53

Council Tax Base



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

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

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

Leader: Corporate Matters and Performance Delivery

7.35%

of Total Gross Revenue
Service Budget

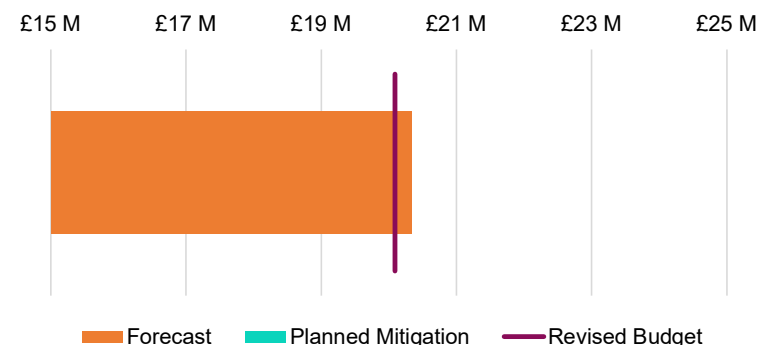
£0.2M

Forecast Adverse Variance

1.23%

Variance as % of Net Portfolio
Service Budget Envelope

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



54

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

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

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

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

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

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

5.00%

of Total Gross Revenue
Service Budget

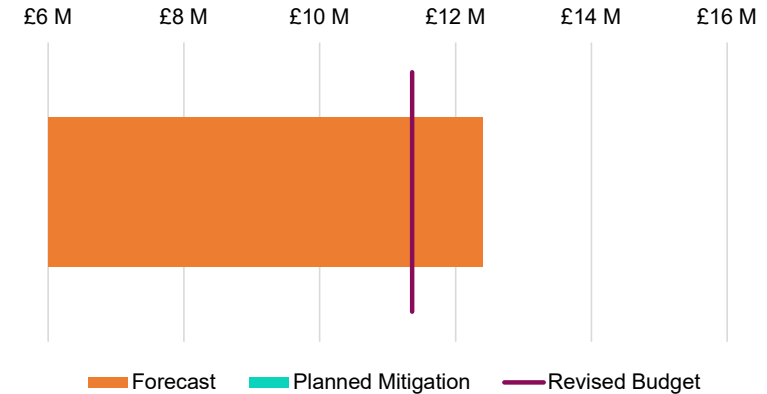
£1.0M

Forecast Adverse Variance

9.15%

Variance as % of Net Portfolio
Service Budget Envelope

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



55

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

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

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

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

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

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

Deputy Leader (Nov-May): Public Protection

5.60%

of Total Gross Revenue
Service Budget

£1.59M

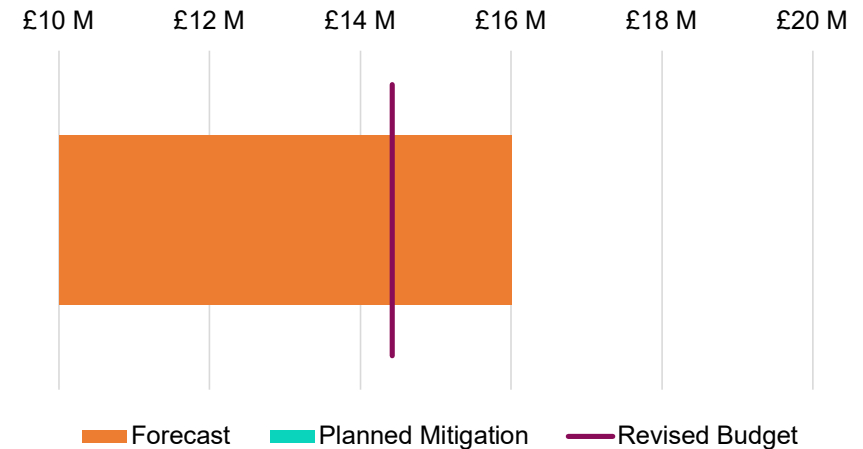
Forecast Adverse Variance

11.01%

Variance as % of Net Portfolio
Service Budget Envelope

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

56



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

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

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

Adult Social Care & Health Integration

25.88%

of Total Gross Revenue
Service Budget

£2.7M

Forecast Adverse Variance

5.87%

Variance as % of Net Portfolio
Service Budget Envelope

| Last Reported Variance £M | Service Area | Revised Budget £M | Forecast Outturn £M | Variance £M |
|---------------------------|---|-------------------|---------------------|--------------|
| 1.434 | Adult Social Care | 35.268 | 37.363 | 2.095 |
| (0.005) | Commissioning | 5.543 | 5.494 | (0.049) |
| 0.742 | Mental Health Services | 4.469 | 5.098 | 0.629 |
| 0.000 | Public Health | 0.223 | 0.223 | 0.000 |
| 0.000 | Community Cohesion and community assets | 0.016 | 0.016 | 0.000 |
| 0.001 | Drugs and Alcohol Service | 0.000 | 0.000 | 0.000 |
| 0.006 | Domestic Abuse (Social Aspects) | 0.189 | 0.195 | 0.006 |
| 2.178 | | 45.708 | 48.389 | 2.681 |
| 57 | | | | |
| 1.439 | Gross Expenditure | 86.025 | 87.619 | 1.594 |
| 0.739 | Gross Income | (40.317) | (39.230) | 1.087 |
| 2.178 | | 45.708 | 48.389 | 2.681 |



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

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

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

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

Asset Management and Inward Investment

2.83%

of Total Gross Revenue
Service Budget

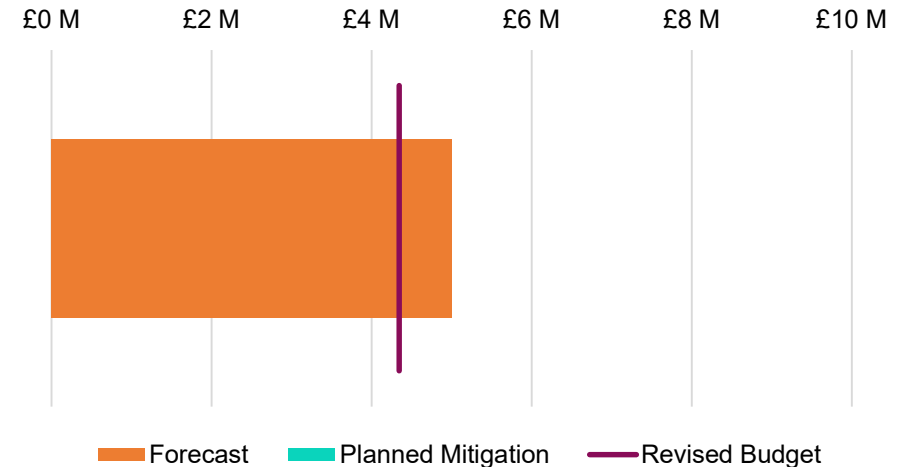
£0.7M

Forecast Adverse Variance

15.29%

Variance as % of Net Portfolio
Service Budget Envelope

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



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

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

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

Children and Learning and Inclusion

29.79%

of Total Gross Revenue
Service Budget

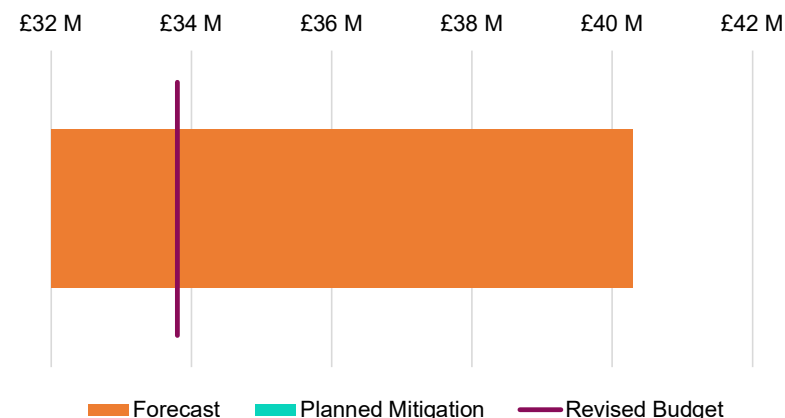
£6.5M

Forecast Adverse Variance

19.20%

Variance as % of Net Portfolio
Service Budget Envelope

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



59

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

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

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

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

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

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

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

Economic Recovery, Regeneration and Housing

19.89%

of Total Gross Revenue
Service Budget

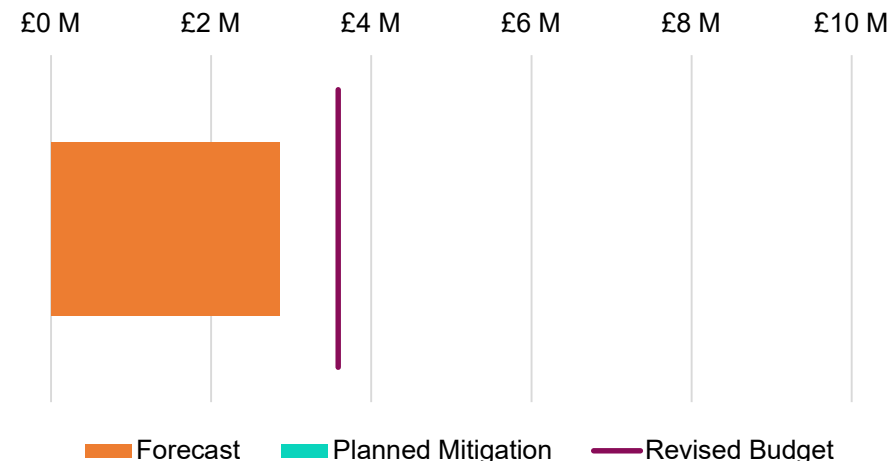
(£0.7M)

Forecast Favourable Variance

-20.35%

Variance as % of Net Portfolio
Service Budget Envelope

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



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

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

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

Highways, Transport and Parking

3.66%

of Total Gross Revenue
Service Budget

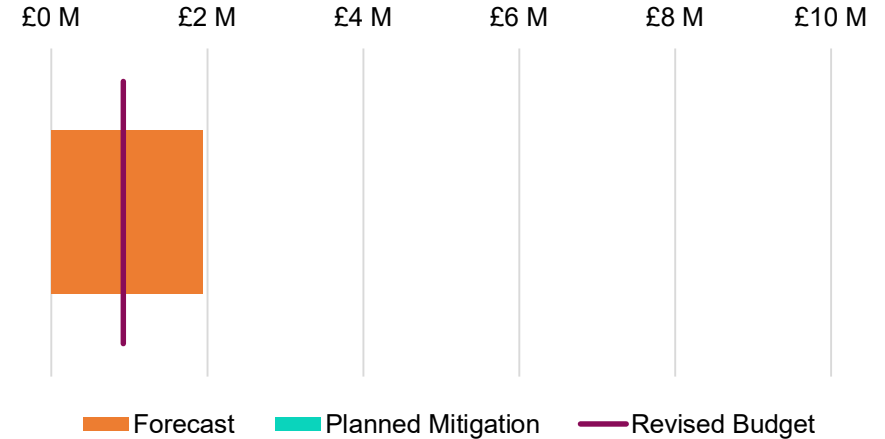
£1.0M

Forecast Adverse Variance

111.06%

Variance as % of Net Portfolio
Service Budget Envelope

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



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

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

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

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

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

Housing Revenue Account

£0.3M

Forecast Adverse Variance

1.1%

Variance as % of Gross Operating Expenditure

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

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

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

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

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

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

Budget Monitoring & Reporting 2022/23

Period 6 – September 2022 Capital Investment Programme Performance



Capital Investment Programme Performance Report

1. Overall Budget Performance by Investment Area

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

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

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

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

Total Schemes Delivered by General Fund

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

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

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

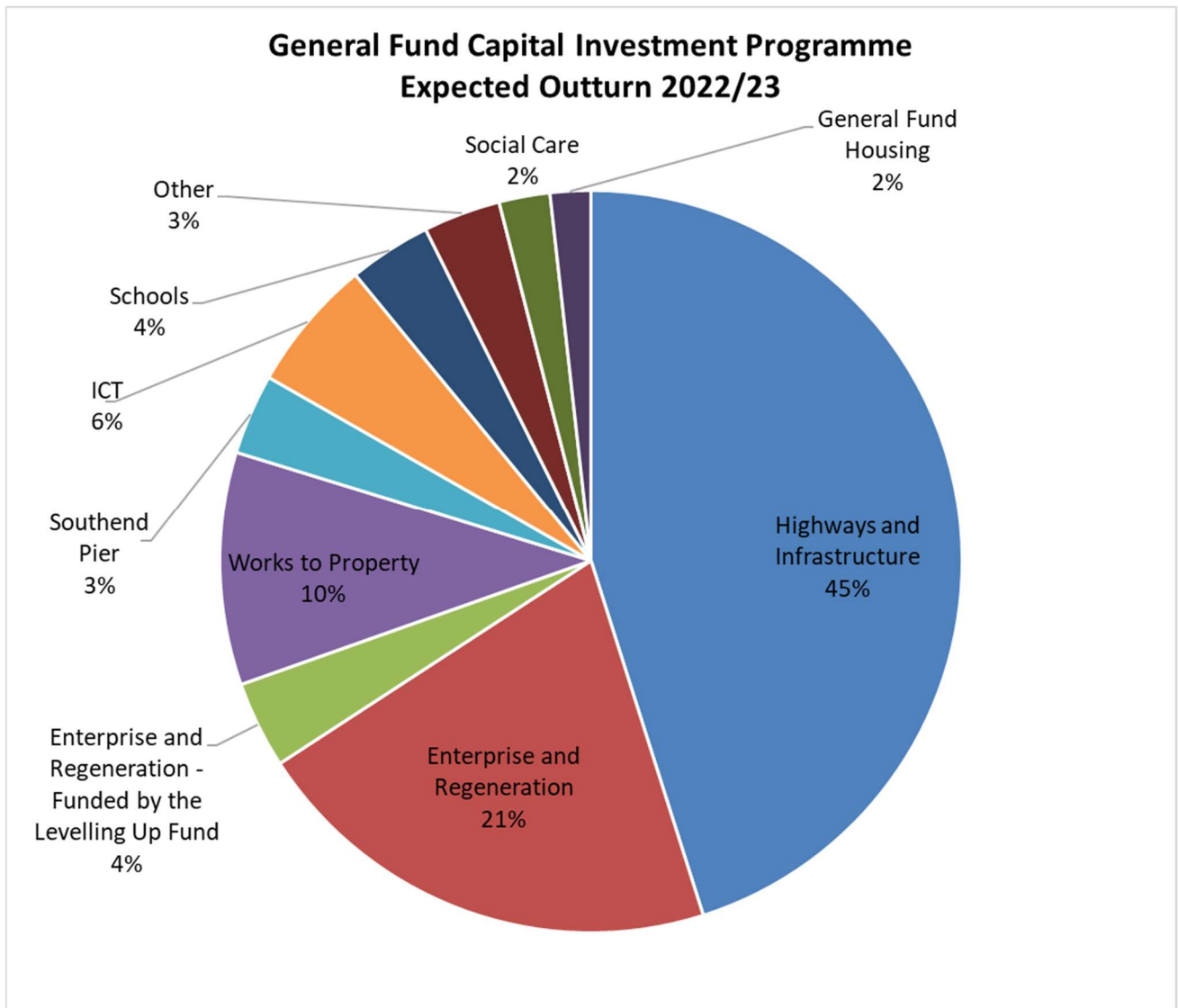
Total Schemes Delivered by Housing Revenue Account

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

Total Schemes Delivered by Subsidiary Companies, Joint Ventures and Partners

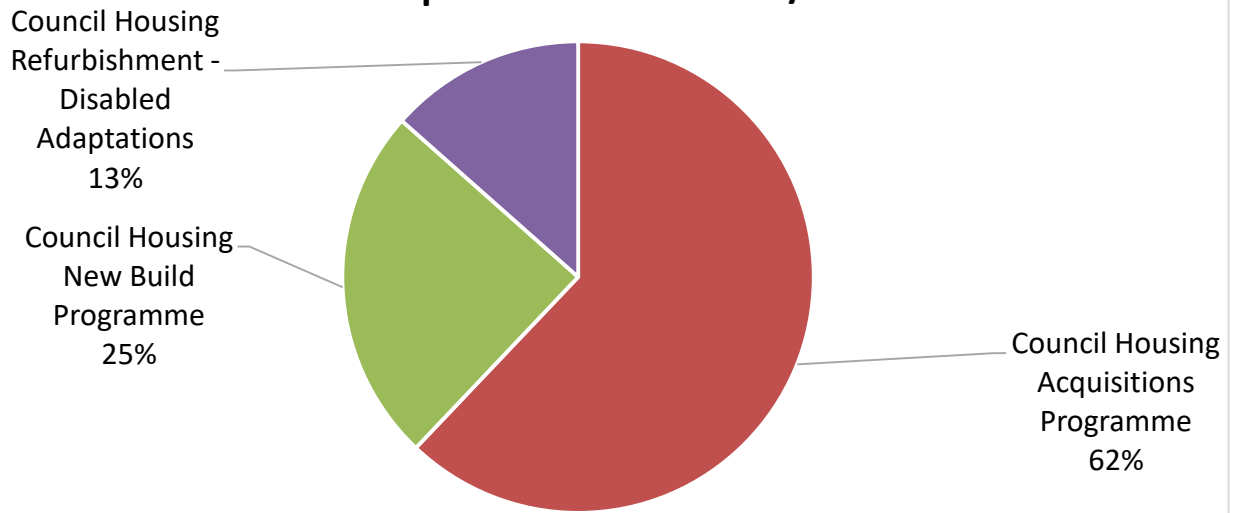
| Investment Area | Revised Budget 2022/23 | Outturn to 30th September 2022 | Current Variance to 30th September 2022 | Expected outturn 2022/23 | Latest Expected Variance to Revised Budget 2022/23 | Amended Budget 2023/24 to 2026/27 |
|-------------------------------|------------------------|--------------------------------|---|--------------------------|--|---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

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

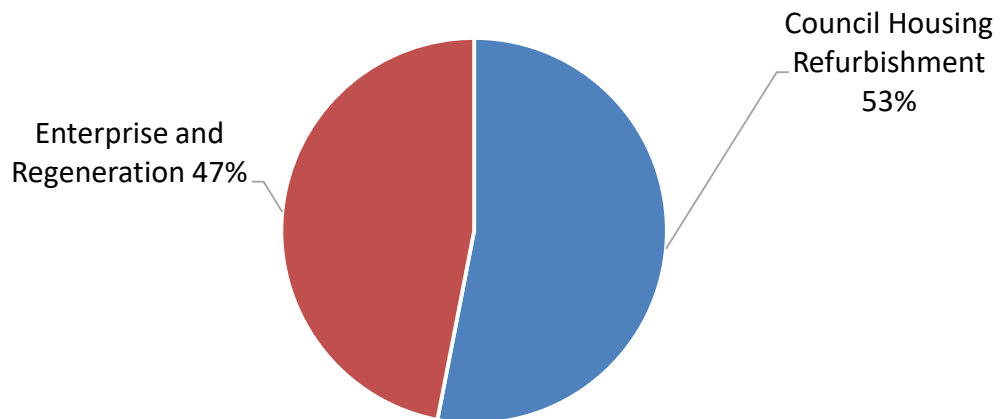


| Other | Expected Outturn 2022/23 | |
|---------------------|-----------------------------|--------------|
| Culture and Tourism | £ | 660 |
| Energy Saving | £ | 532 |
| S106/S38/CIL | £ | 516 |
| | £ | 1,708 |

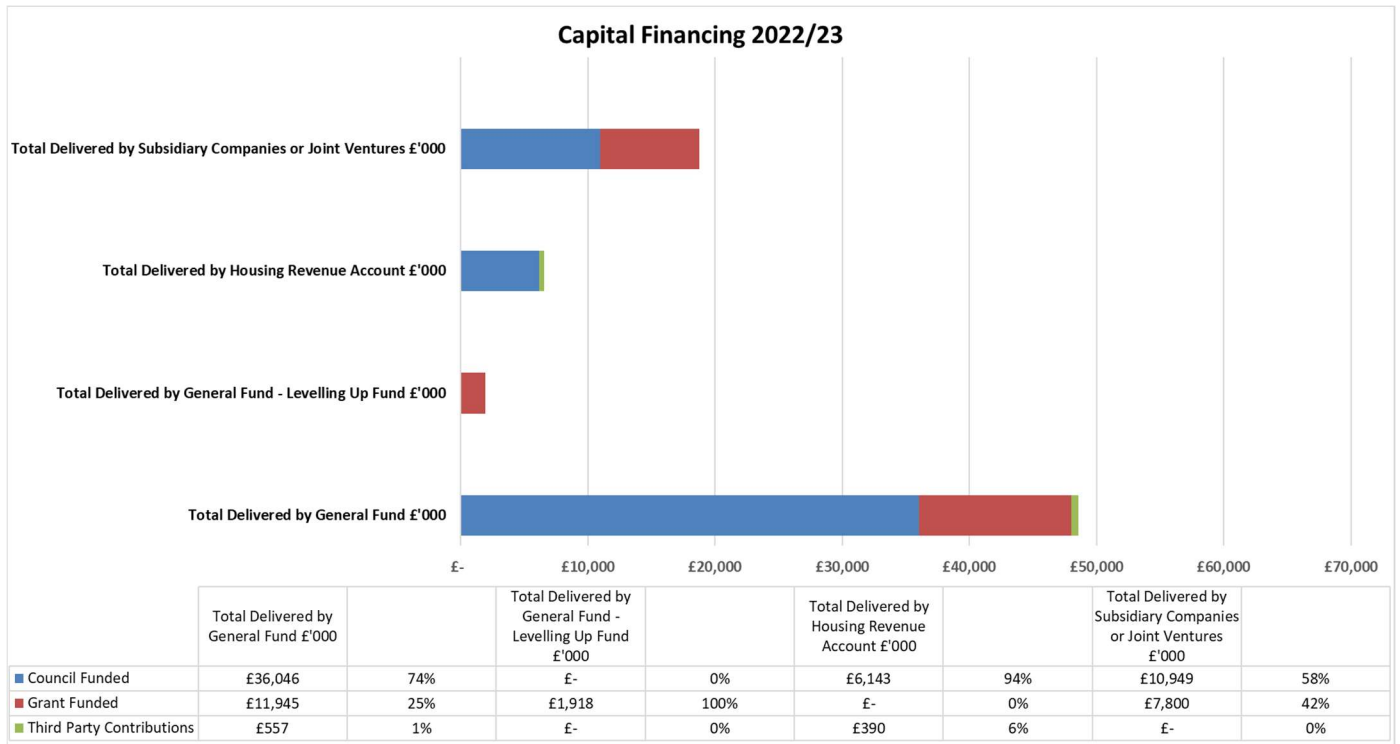
Housing Revenue Account Capital Investment Programme Expected Outturn 2022/23



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



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



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

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

2. Strategic Schemes

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

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

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

General Fund

Enterprise and Regeneration

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

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

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

Social Care

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

Schools

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

Southend Pier

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

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

ICT Schemes

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

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

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

Highways and Infrastructure

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

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

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

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

General Fund - Funded by the Levelling Up Fund

Enterprise & Regeneration

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

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

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

Housing Revenue Account

Construction of New Housing on HRA Land

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

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

Affordable Housing Acquisitions Programme

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

Acquisition of Tower Block Leaseholds – Queensway

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

Subsidiary Companies and Joint Ventures

HRA Decent Homes Programme

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

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

Housing Infrastructure Funding

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

Better Queensway – Loan to Joint Venture

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

3. Progress of other schemes

General Fund

Social Care

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

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

Schools

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

Enterprise & Regeneration

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

Highways and Infrastructure

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

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

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

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

Works to Property

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

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

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

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

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

Culture and Tourism

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

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

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

General Fund Housing

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

Energy Saving

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

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

Growing Places Fund

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

4. Requested Changes to the Capital Investment Programme

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

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

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

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

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

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

Virements between schemes - programme to be delivered by the Council

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

New External Funding - programme to be delivered by the Council

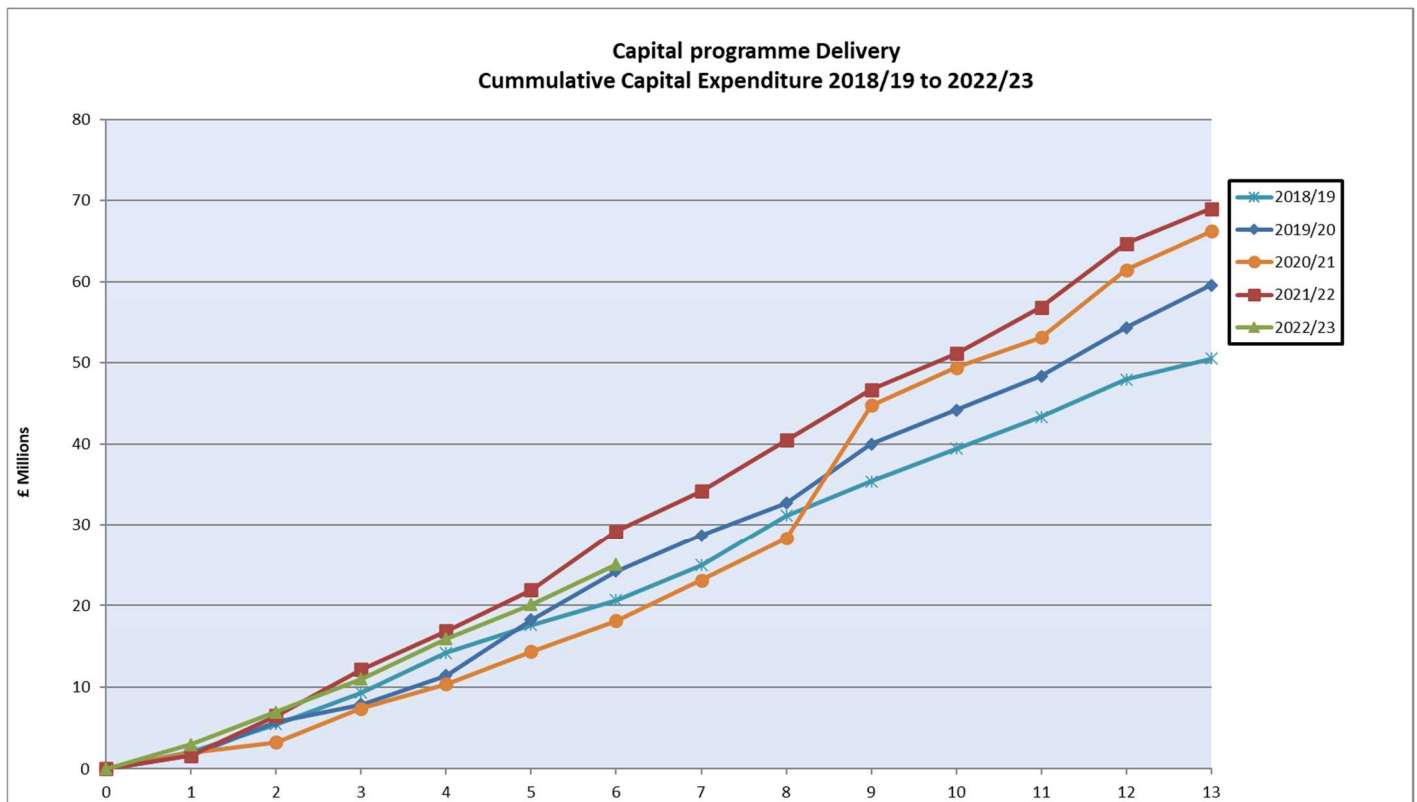
| Scheme | 2022/23 Budget £000 | 2023/24 Budget £000 | 2024/25 Budget £000 | 2025/26 Budget £000 | 2026/27 and future years Budget £000 | Total Budget (all years) £000 |
|--|---------------------------|---------------------------|---------------------------|---------------------------|---|-------------------------------------|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

5. Summary of Capital Expenditure at 30th September

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

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

6. Capital Programme Delivery



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

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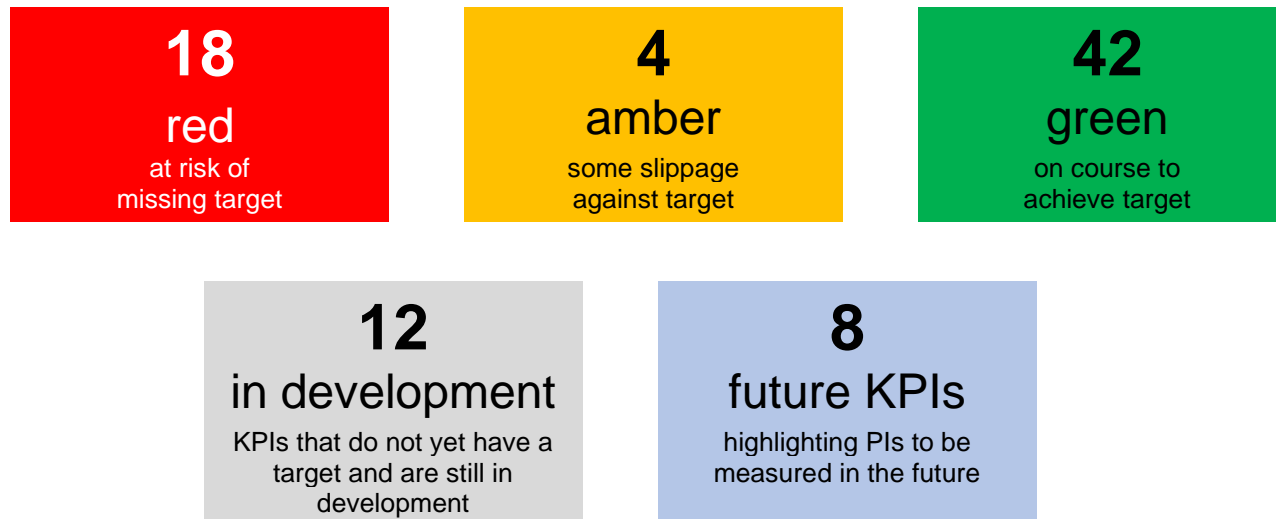
SCC Corporate Plan performance report – Period 6 2022/23

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

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

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

83



A city that is strong and prosperous

Highlight report:

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

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

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

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

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

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

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

The following 1 KPI is amber RAG rated:

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

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

A city that is strong and prosperous

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

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

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

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

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

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

A city with a good quality of life

Highlight report:

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

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

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

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

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

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

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

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

A city with a good quality of life

| Indicator | Value | Target | Aim of indicator | Date range | Compared to last quarter (Q1 22/23) | Compared to the previous year (Q2 21/22) |
|--|-------|--------|------------------|------------|-------------------------------------|--|
| <p>Percentage of Social Workers who have a caseload of more than 18 children [Monthly snapshot]</p> <p><i>Corporate Plan objective: Achieve our vision of a city where all children achieve success</i></p> <p><i>Corporate Risk Register Ref: 8</i></p> | 45.7% | 10% | Minimise | Q2 22/23 | ↓ 33.7% | - |
| <p>This is in line with staff leaving and a struggle to recruit new replacement workers. All children have to have an allocated social worker and as such this results in caseloads increasing for existing workers. It is hoped that caseloads will decrease as replacement workers arrive in the near future.</p> | | | | | | |
| <p>Percentage of children open for at least 5 weeks, who have been discussed in Supervision in the last 3 months [Monthly snapshot]</p> <p><i>Corporate Plan objective: Achieve our vision of a city where all children achieve success</i></p> <p><i>Corporate Risk Register Ref: 8</i></p> | 92.8% | 93% | Maximise | Q2 22/23 | ↑ 85.4% | ↑ 89.3% |
| <p>Progress this quarter, achieving above target for August and September, shows pleasing figures that demonstrate the commitment of all to ensure that supervision is taking place in line with monthly requirements, but also that children are being discussed appropriately and that staff are being supported accordingly to better meet the needs of children.</p> | | | | | | |
| <p>16</p> <p>Percentage of audited cases judged as good or outstanding [Quarterly snapshot]</p> <p><i>Corporate Plan objective: Achieve our vision of a city where all children achieve success</i></p> <p><i>Corporate Risk Register Ref: 8</i></p> | 65% | 85% | Maximise | Q2 22/23 | ↓ 74% (Q4 21/22) | - |
| <p>For Q2 46 of 58 audits were completed (79%). Overall, 65% of audits were rated as Good or better, this compares negatively with Q4 where the figure stood at 74%. The reason for comparisons made between Q2 and Q4 21/22 is that cohorts of teams are audited each quarter and the Q2 cohort were last audited in Q4, a different cohort of teams were audited in Q1, so this data isn't directly comparable.</p> <p>Key indicators from audit where improvements are needed are as follows:</p> <ul style="list-style-type: none"> Plans lacks consistency in regard to being SMART, reviewed and updated and having timetabled actions Direct work focused audits returned poor results service-wide (July 2022) this exercise is being repeated in October Recording of visits lacks a consistency in quality Theme audits of supervision and management oversight showed poor results in specific service areas (Fostering, adoption, CLA and CM16+) <p>It is noted that these indicators are based on preliminary analysis of this quarter's report, which is currently being reviewed.</p> | | | | | | |

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

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

| Indicator | Value | Target | Aim of indicator | Date range | Compared to last quarter (Q1 22/23) | Compared to the previous year (Q2 21/22) |
|---|-------|--------|------------------|------------|-------------------------------------|--|
| <p>Percentage of eligible children benefiting from 2-year old funding [Monthly snapshot]</p> <p><i>Corporate Plan objective: Enable and provide opportunities for the best start in life</i></p> <p>94</p> | 64.5% | 68% | Maximise | Q2 22/23 | ↑ 62.4% | ↑ 62.5% |
| <p>Percentage of 2-, 3- and 4- year-old children benefitting from funded early education in good or outstanding settings [Monthly snapshot]</p> <p><i>Corporate Plan objective: Enable and provide opportunities for the best start in life</i></p> | 97.7% | 96.5% | Maximise | Q2 22/23 | New KPI | New KPI |

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

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

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

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

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

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

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

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

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

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

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

A city rising to the climate change challenge

Highlight report:

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

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

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

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

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

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

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

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

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

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

A city rising to the climate change challenge

| Action (output measure) | Progress | Status | Due Date |
|---|-----------|--|-------------|
| Develop and deliver the Local Transport strategic document <i>Corporate Plan objective: Local Transport Plan 4</i> <i>Corporate Risk Register Ref: 9</i> | On Target | In progress | 31 Jul 2023 |
| | | Local Transport Plans are devised after consultation with local transport companies, residents, and transport user groups. The aim is to reduce congestion in Southend-on-Sea and to develop economic and environmental growth. The local Transport Plan 4 is currently being developed and is on track for a July 2023 delivery. | |
| Pathway to Net Zero Carbon <i>Corporate Plan objective: Become a net Zero Carbon Southend by 2030</i> <i>Corporate Risk Register Ref: 9</i> | On Target | In progress | 31 Mar 2023 |
| | | Scenario setting and modelling is being developed to inform decision making for the council and will be used to inform a preferred option and future strategy to be adopted by the council to meet the net zero carbon challenge. | |
| Revise & update the Green City Action Plan <i>Corporate Plan objective: Become a net Zero Carbon Southend by 2030</i> <i>Corporate Risk Register Ref: 9</i> | On Target | In progress | 31 Mar 2023 |
| | | A reframing of the Green City Action Plan has taken place, underpinned by a robust evidence base, enabling the action plan to be delivered by its timescale. | |
| ⁶⁰ Delivery of a 10-year vision for parks & open spaces regeneration strategy (2022-2032) <i>Corporate Plan objective: Enhance, promote and protect our natural environment</i> <i>Corporate Risk Register Ref: 9</i> | On Target | In progress | 31 Mar 2023 |
| | | This document is an all-encompassing strategy which covers Parks, Open Spaces, Biodiversity, Green spaces, and trees across the 'green realm'. The document sets key themes, standards and actions that will be undertaken to ensure parks and open space continues to play an important role for the health, wellbeing and the economy of the city and its neighbourhoods. | |
| Southend City Council Shoreline Strategy (SSS) Implementation Plan update <i>Corporate Plan objective: Undertake flood and coastal erosion risk management</i> | On Target | In progress | 31 Mar 2023 |
| | | The last version of the Southend City Council Shoreline Strategy (SSS) was published in 2019; update & renewal is due in 2022/23 which is on target to meet this timescale. The SSS is designed to guide the implementation of the Essex and South Suffolk SMP in the Southend-on-Sea frontage, over the next 100 years. The strategy is on target for completion by the set due date. | |
| Southend City Council Local Flood Risk Management Strategy (LFRMS) update <i>Corporate Plan objective: Undertake flood and coastal erosion risk management</i> <i>Corporate Risk Register Ref: 9</i> | On Target | In progress | 31 Mar 2023 |
| | | This is a statutory duty for the council to develop, maintain, apply and monitor a strategy for the management of local flood risk. (LFRMS) outlines the long-term plan for managing local sources of flood risk across the city. This review and update of the LFRMS is on target to be complete by March 2023. | |

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

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

A city delivering genuinely affordable housing

Highlight report:

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

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

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

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

The following 1 KPI is amber RAG rated:

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

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

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

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

A city delivering genuinely affordable housing

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

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

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

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

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

Risk Register Heat Map: Risk Numbers

| Risk | |
|---|--|
| 1 - Covid-19 pandemic | 12 - Housing |
| 2 – Financial sustainability | 13 – Adult social care |
| 3 – Inflation and cost of living pressures | 14 – Social cohesion |
| 4 – public services landscape | 15 – Southend Travel Partnership |
| 5 – Workforce | 16 – Waste Management |
| 6 ¹⁰¹ – a) Cyber Security b) Data protection | 17 – House building programme |
| 7 – Capital investment programme delivery | 18 – Regeneration and major projects |
| 8 – Safeguarding responsibilities and child welfare | 19 – Visitor destination |
| 9 – Mitigating for and adapting to climate change | 20 – Economic recovery and income inequalities |
| 10 – Health inequalities | 21 – Local Plan |
| 11 – LGA peer review of SEND & CWD | |

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

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Southend-on-Sea City Council

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

to

Cabinet

on

8th November 2022

Agenda
Item No.

7

Report prepared by: Caroline Fozzard
Senior Finance Lead (Strategy, Sustainability and
Governance)

Treasury Management Report – Mid Year 2022/23
Policy and Resources Scrutiny Committee
Cabinet Member: Councillor Paul Collins
A Part 1 Public Agenda Item

1. Purpose of Report

- 1.1 The Mid-Year Treasury Management Report covers the treasury management activity and compliance with the treasury management strategy for both quarter two and the period from April to September 2022.

2. Recommendations

That the following is approved:

- 2.1 **The Treasury Management Mid-Year Position report for 2022/23.**

That the following is noted:

- 2.2 **Treasury management activities were carried out in accordance with the CIPFA (The Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management in the Public Sector during the period from April to September 2022.**
- 2.3 **The loan and investment portfolios were actively managed to minimise cost and maximise interest earned, whilst maintaining a low level of risk.**
- 2.4 **£1.393m of interest and income distributions for all investments were earned during this six-month period at an average rate of 1.62%. This is 0.40% over the average SONIA rate (Sterling Overnight Index Average) and 0.34% over the average bank rate. Also, the value of the externally managed funds decreased by a net of £1.687m due to changes in the unit price, giving a combined overall return of -0.34%. (Section 8).**

- 2.5 The level of borrowing from the Public Works Loan Board (PWLB) (excluding debt relating to services transferred from Essex County Council on 1st April 1998) remained at £347.3m (Housing Revenue Account (HRA): £74.2m, General Fund: £273.1m) during the period from April to September 2022 at an average rate of 3.46%.**
- 2.6 The level of financing for ‘invest to save’ schemes decreased from £8.39m to £8.30m during the period from April to September 2022.**

3. Background

- 3.1 This Council has adopted the ‘CIPFA Code of Practice for Treasury Management in the Public Sector’ and operates its treasury management service in compliance with this code. The code recommends that local authorities submit reports regularly as part of its Governance arrangements.
- 3.2 Current guidance is that authorities should report formally at least twice a year and preferably quarterly. The Treasury Management Policy Statement for 2022/23 set out that reports would be submitted to Cabinet quarterly on the activities of the treasury management operation. This is the second quarterly report for the financial year 2022/23, covering both quarter two and the period from April to September 2022.
- 3.3 Appendix 1 shows the in-house investment position at the end of quarter two of 2022/23.
- 3.4 Appendix 2 shows the treasury management performance specifically for quarter two of 2022/23.

4. National Context

- 4.1 Given the ongoing economic and fiscal challenges UK gross domestic product (GDP) is estimated to have increased by 0.2% in the quarter from April to June 2022, upwardly revised from a first estimate of 0.1%. The level of real GDP is now estimated to be 0.2% below where it was pre-coronavirus at Quarter 4 (October to December) 2019.
- 4.2 The unemployment rate for the quarter from June to August 2022 was 3.5%. This is the lowest rate since December to February 1974 with the number of unemployed people per vacancy falling to a record low of 0.9. However, for the quarter from May to July 2022 the economic inactivity rate increased by 0.4% to 21.7%. This increase was largely driven by those aged 16 to 24 years and those aged 50 to 64 years. Looking at economic inactivity by reason, the increase was driven by those inactive because they are students or long-term sick.
- 4.3 The Consumer Prices Index including owner occupiers’ housing costs (CPIH) was at 8.8% in July, at 8.6% in August and 8.8% in September. (The Consumer Prices Index excluding owner occupiers’ housing costs (CPI) rose by 10.1% in the 12 months to September 2022.) The largest upward contributions to the annual CPIH inflation rate in September came from housing and household

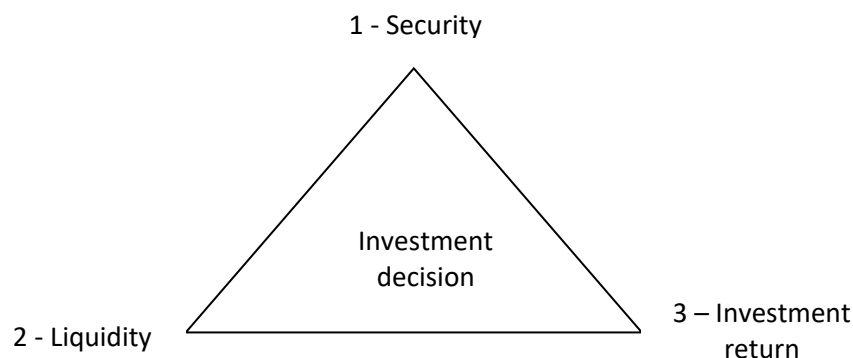
services (principally from electricity, gas and other fuels), food and non-alcoholic beverages and transport (principally motor fuels).

- 4.4 During the quarter the Bank of England increased the bank base rate from 1.25% to 1.75% on 4th August and further increased the rate to 2.25% on 22nd September. At their September meeting the Monetary Policy Committee voted to reduce the stock of purchased UK government bonds by £80bn over the next 12 months.
- 4.5 During the quarter Boris Johnson resigned as Prime Minister which triggered a leadership election within the Conservative Party. This resulted in Liz Truss being elected as leader of the Conservative Party and being invited by the late Queen to form a government as Prime Minister in early September. On 23rd September, the Chancellor delivered a “mini budget” which aimed to implement a number of measures announced by the new Prime Minister during her campaign in July and August, as well as a number of further policies. The financial markets and key financial institutions were concerned about how these measures would be funded and this resulted in a lot of market volatility, particularly in the UK government bond markets. This prompted a sell-off in gilts, mainly by pension funds, which resulted in the Bank of England’s pledge to buy £65bn of Government bonds, to reduce the risk to UK financial stability.
- 4.6 Over the course of the next few weeks the Chancellor was replaced and many of the policies announced in the “mini budget” were reversed. The new Prime Minister’s position became increasingly difficult and she resigned on 20th October, triggering a new leadership election within the Conservative Party. Two candidates put their names forward, Penny Mordaunt and Rishi Sunak. On 24th October Penny Mordaunt withdrew from the contest before the deadline for nominations resulting in Rishi Sunak becoming the leader of the Conservative Party without the need for an MP’s ballot or members’ vote. On 25th October Rishi Sunak was invited by the King to form a government as Prime Minister.
- 4.7 The PWLB rates are at a margin above Government bonds (gilts) and rates across the yield curve increased in response to these events. This currently has no direct impact on the Council’s borrowing as all our current loans are at fixed rates. Also, the Council took out £40m of new borrowing during 2021/22 at historically low rates of between 1.52% and 1.68%, so does not currently have any requirement for new borrowing. This is advantageous as during the quarter the 50-year PWLB rates fluctuated between 2.79% and 5.17%.
- 4.8 The economic situation together with the financial market conditions prevailing throughout the quarter provided opportunities for in-house treasury management activities. Variable rate instant access accounts benefited from the increasing interest rates although that effect did not feed through in the same way for notice accounts. As notice accounts and fixed term deposits mature, advantage can be taken of the increased rates when reinvesting those monies.
- 4.9 The economic conditions and market turmoil has had an impact on the monies invested by our Fund Managers, with the unit price of all the funds decreasing during the quarter. However, as noted throughout this report, in line with the capital finance and accounting regulations the Council’s Financial Instrument Revaluation Reserve will be used to capture all the changes in the unit value of

the funds and therefore there will be no impact from these changes on the revenue budget. These investments are for the medium or long term and the markets are cyclical so the unit price can go up and down, but during the timescale over which they are invested they provide better returns than the in-house investments are able to.

5. Investments – quarter two (July to September)

- 5.1 A prime objective of our investment activities is the security of the principal sums invested. To ensure this security before a deposit is made an organisation is tested against a matrix of credit criteria. During the period from July to September 2022 investment deposits were limited to those who met the criteria in the Annual Treasury Management Investment Strategy when the deposit was placed.
- 5.2 Other investment objectives are to maintain liquidity (i.e. adequate cash resources to allow the council to operate) and to optimise the investment income generated by surplus cash in a way that is consistent with a prudent level of risk. Investment decisions are made with reference to these objectives, with security and liquidity being placed ahead of the investment return. This is shown in the diagram below:



Security:

- 5.3 To maintain the security of sums invested, we seek to lower counterparty risk by investing in financial institutions with good credit ratings, across a range of sectors and countries. The risk of loss of principal of monies is minimised through the Annual Treasury Management Investment Strategy.
- 5.4 Pie chart 1 of Appendix 1 shows that at the end of quarter two; 34% of our in-house investments were placed with financial institutions with a long-term rating of AAA, 27% with a long-term rating of A+ and 39% with a long-term rating of A.
- 5.5 As shown in pie chart 2 of Appendix 1, these monies were with various counterparties, 66% being placed directly with banks and 34% placed with a range of counterparties via money market funds.
- 5.6 Pie chart 3 of Appendix 1 shows the countries where the parent company of the financial institution with which we have monies invested is registered. For money market funds there are various counterparties spread across many countries. The cumulative balance of funds held with any one institution was kept within agreed limits.

Liquidity:

- 5.7 At the end of quarter two £45.9m of our in-house monies were available on an instant access basis, £27.5m were held in notice accounts and £20m was invested in fixed term deposits. The table below shows the fixed term deposits during the period July to September 2022.

Table 1: Fixed Term Deposits

| Counterparty | Date of Deposit | Return Date | Number of days | Interest rate (%) | Amount (£m) |
|---------------------------------------|-----------------|-------------|----------------|-------------------|-------------|
| Lloyds Bank Corporate Markets (NRFB)* | 29/06/2022 | 29/12/2022 | 183 | 0.216 | 12.5 |
| Goldman Sachs International | 29/06/2022 | 29/12/2022 | 183 | 0.219 | 7.5 |

* NRFB – Non Ring-Fenced Bank

- 5.8 The maturity profile of our investments is shown in pie chart 4 of Appendix 1.

Investment return:

- 5.9 During the quarter the Council used the enhanced cash fund manager Payden & Rygel to manage monies on our behalf. An average balance of £5.0m was invested in these funds during the quarter. The table below shows the movement in the fund value over the quarter, the income distributions for that quarter, the returns both for each element and the combined return. See also Table 3 of Appendix 2.

Table 2: Payden Sterling Reserve Fund

| Quarter 2 | £m | Investment return (%) |
|--|---------|-----------------------|
| Value of fund at start of quarter | 4.991 | |
| Decrease in fund due to value of unit price | (0.095) | (7.52) |
| Value of fund at end of quarter | 4.896 | |
| Income distributions | 0.020 | 1.61 |
| Combined investment income (income distribution plus change in fund value due to unit price) | (0.075) | (5.91) |

- 5.10 The Council had an average of £110.5m of investments managed in-house over the period from July to September, and these earned an average interest rate of 1.47%. Of the in-house managed funds:
- an average of £21.3m was held in the Council's main bank account earning an average of 1.42% over the quarter.
 - an average of £41.7m was held in money market funds earning an average of 1.60% over the quarter. These work in the same way as a deposit account but the money in the overall fund is invested in a number of counterparties, therefore spreading the counterparty risk.

- an average of £27.5m was held in notice accounts earning an average of 0.81% over the quarter.
- an average of £20.0m was held in fixed term deposits and earned an average return of 2.17% over the quarter.

5.11 In accordance with the Treasury Management Strategy the in-house performance during the quarter is compared to the SONIA rate. Overall, investment performance was 0.08% lower than the SONIA rate (Sterling Overnight Index Average). This was due to the interest rates on notice accounts not increasing in line with the SONIA rate. Notice was given on these accounts early in quarter two and when the monies are returned at the end of the notice period, they can be invested at higher rates. The SONIA rate fluctuated between 1.190% and 2.190% throughout the quarter. The bank base started the quarter at 1.25%, increased to 1.75% on 4th August and increased to 2.25% on 22nd September. Performance is shown in Graph 1 of Appendix 2.

5.12 As investment balances fluctuate, all investment returns quoted in this report are calculated using the average balance over the period and are quoted as annualised returns.

6. Short Dated Bond Funds – quarter two (July to September)

6.1 Throughout the quarter medium term funds were invested in two short-dated bond funds: Royal London Investment Grade Short Dated Credit Fund and the AXA Sterling Credit Short Duration Bond Fund.

6.2 The monies are invested in units in the fund, the fund is then invested as a whole by the fund managers into corporate bonds in the one-to-five-year range. An income distribution will be generated from the coupon on the bond and income distributions are paid to the Council. The price of units can rise and fall, depending on the value of the corporate bonds in the fund. So, these investments would be over the medium term with the aim of realising higher yields than short term investments.

6.3 In line with the capital finance and accounting regulations the Council's Financial Instrument Revaluation Reserve will be used to capture all the changes in the unit value of the funds and therefore there will be no impact from these changes on the revenue budget. Members should be aware that investment returns in some quarters will look very good and in other quarters there may be losses reported, but these will not impact the revenue account as only the distributions paid to the Council will impact that and not the change in the unit price.

6.4 An average of £7.3m was managed by AXA Investment Managers UK Limited. The table on the next page shows the movement in the fund value over the quarter, the income distributions for that quarter, the returns both for each element and the combined return. See also Table 2 of Appendix 2.

Table 3: AXA Sterling Credit Short Duration Bond Fund

| Quarter 2 | £m | Investment return (%) |
|--|-----------|------------------------------|
| Value of fund at start of quarter | 7.316 | |
| Decrease in fund due to value of unit price | (0.327) | (17.77) |
| Value of fund at end of quarter | 6.989 | |
| Income distributions* | 0.029 | 1.58 |
| Combined investment income (income distribution plus change in fund value due to unit price) | (0.298) | (16.19) |

* This income distribution is an estimate and will be confirmed and distributed in quarter 3.

- 6.5 An average of £7.2m was managed by Royal London Asset Management. The table below shows the movement in the fund value over the quarter, the income distributions for that quarter, the returns both for each element and the combined return. See also Table 2 of Appendix 2.

Table 4: Royal London Investment Grade Short Dated Credit Fund

| Quarter 2 | £m | Investment return (%) |
|--|-----------|------------------------------|
| Value of fund at start of quarter | 7.158 | |
| Decrease in fund due to value of unit price | (0.486) | (26.96) |
| Value of fund at end of quarter | 6.672 | |
| Income distributions | 0.050 | 2.80 |
| Combined investment income (income distribution plus change in fund value due to unit price) | (0.436) | (24.16) |

7. Property Funds – quarter two (July to September)

- 7.1 Throughout the quarter long term funds were invested in two property funds: Patrizia Hanover Property Unit Trust and Lothbury Property Trust.
- 7.2 The monies are invested in units in the fund, the fund is then invested as a whole by the fund managers into properties. An income distribution is generated from the rental income streams from the properties in the fund. Income distributions are paid to the Council. There are high entrance and exit fees and the price of the units can rise and fall, depending on the value of the properties in the fund, so these funds are invested over the long term with the aim of realising higher yields than other investments.
- 7.3 In line with the capital finance and accounting regulations the Council's Financial Instrument Revaluation Reserve will be used to capture all the changes in the unit value of the funds and therefore there will be no impact from these changes on the revenue budget. Members should be aware that investment returns in some quarters will look very good and in other quarters there may be losses reported, but these will not impact the revenue account as only the distributions paid to the Council will impact that and not the change in unit price.

- 7.4 An average of £23.3m was managed by Patrizia Property Investment Managers LLP. The table below shows the movement in the fund value over the quarter, the income distributions for that quarter, the returns both for each element and the combined return. See also Table 1 of Appendix 2.

Table 5: Patrizia Hanover Property Unit Trust

| Quarter 2 | £m | Investment return (%) |
|--|-----------|------------------------------|
| Value of fund at start of quarter | 23.289 | |
| Decrease in fund due to value of unit price | (0.965) | (16.44) |
| Value of fund at end of quarter | 22.324 | |
| Income distributions* | 0.178 | 3.04 |
| Combined investment income (income distribution plus change in fund value due to unit price) | (0.787) | (13.40) |

* This income distribution is an estimate and will be confirmed and distributed in quarter 3.

- 7.5 An average of £15.0m was managed by Lothbury Investment Management Limited. The table below shows the movement in the fund value over the quarter, the income distributions for that quarter, the returns both for each element and the combined return. See also Table 1 of Appendix 2.

Table 6: Lothbury Property Trust

| Quarter 2 | £m | Investment return (%) |
|--|-----------|------------------------------|
| Value of fund at start of quarter | 15.225 | |
| Decrease in fund due to value of unit price | (0.730) | (19.29) |
| Value of fund at end of quarter | 14.495 | |
| Income distributions* | 0.098 | 2.59 |
| Combined investment income (income distribution plus change in fund value due to unit price) | (0.632) | (16.70) |

* This income distribution is an estimate and will be confirmed and distributed in quarter 3.

8. Investments – quarter two cumulative position

- 8.1 During the period from April to September 2022 the Council complied with all the relevant statutory and regulatory requirements which limit the levels of risk associated with its treasury management activities. Its adoption and implementation of the Code of Practice for Treasury Management means its treasury practices demonstrate a low-risk approach.
- 8.2 The Council is aware of the risks of passive management of the treasury portfolio and has proactively managed levels of debt and investments over the six-month period with the support of its treasury management advisers.

8.3 The table below summarises the Council’s investment position for the period from April to September 2022:

Table 7: Investment position

| | At 31 March 2022 | At 30 September 2022 | April to September 2022 | |
|---|------------------------------|------------------------------|-------------------------------|---------------------|
| | Actual Balance (£000s) | Actual Balance (£000s) | Average Balance (£000s) | Average Rate (%) |
| Call accounts# | 19,922 | 13,928 | 20,775 | 1.13 |
| Money market funds | 30,000 | 32,000 | 48,191 | 1.23 |
| Notice accounts | 27,500 | 27,500 | 27,500 | 0.74 |
| Fixed term deposits | 32,500 | 20,000 | 17,405 | 1.41 |
| Total investments managed in-house | 109,922 | 93,428 | 113,871 | 1.12 |
| Enhanced Cash Funds | 5,032 | 4,896 | 5,008 | 1.32 |
| Short Dated Bond Funds | 14,972 | 13,661 | 14,645 | 2.11 |
| Property funds | 37,059 | 36,818 | 37,787 | 2.99 |
| Total investments managed externally | 57,063 | 55,375 | 57,440 | 2.62 |
| Total investments | 166,985 | 148,803 | 171,311 | 1.62 |

#The council’s main current account.

8.4 In summary the key factors to note are:

- An average of £113.9m of investments were managed in-house. These earned £0.639m of interest during this six-month period at an average rate of 1.12%. This is 0.10% below the average SONIA rate and 0.16% below the average bank base rate.
- An average of £5.0m was managed by an enhanced cash fund manager. During this six-month period this earned £0.033m from income distributions at an average rate of 1.32% and the value of the fund decreased by £0.135m giving a combined overall return of -4.07%
- An average of £14.6m was managed by two short-dated bond fund managers. During this six-month period these earned £0.155m from income distributions at an average rate of 2.11% and the value of the funds decreased by £1.310m giving a combined overall return of -15.73%
- An average of £37.8m was managed by two property fund managers. During this six-month period these earned £0.566m from income distributions at an average rate of 2.99% and the value of the funds decreased by £0.241m giving a combined overall return of 1.71%.

- 8.5 The total for interest and income distributions in paragraph 8.4 above is £1.393m. The total change in external fund values due to the unit price is a net decrease of £1.687m, which is set out in the table below. In line with the capital finance and accounting regulations the Council's Financial Instrument Revaluation Reserve will be used to capture all the changes in the unit value of the funds and therefore there will be no impact from these changes on the revenue budget.

Table 8: Externally managed funds – changes in unit price

| Fund | Table Number | Amount (£m) |
|--|---------------------|--------------------|
| Payden Sterling Reserve Fund | Paragraph 8.4 | (0.135) |
| AXA Sterling Credit Short Duration Bond Fund | 11 | (0.529) |
| Royal London Investment Grade Short Dated Credit Fund | 12 | (0.781) |
| Patrizia Hanover Property Unit Trust | 13 | 0.016 |
| Lothbury Property Trust | 14 | (0.258) |
| Total net decrease due to changes in unit price | | (1.687) |

- 8.6 Some cash balances held by the Council are required to meet short term cash flow requirements and therefore throughout the six-month period monies were placed into Money Market Funds 5 times for periods of one year or less. The table below shows the most used counterparties overall and the countries in which they are based. All deals are in sterling despite the country the counterparties are based in.

Table 9: Counterparties used

| Counterparty | Country | No. of Deals | Value of Deals (£m) |
|---------------------|---|---------------------|----------------------------|
| BlackRock | Money Market Fund (Various Counterparties) | 2 | 19 |
| Goldman Sachs | Money Market Fund (Various Counterparties) | 2 | 17 |
| Aberdeen Liquidity | Money Market Fund (Various Counterparties) | 1 | 8 |
| Total | | 5 | 44 |

- 8.7 In addition to the above, use was also made of call accounts during the year, because they provide instant access to funds. This meant that funds were available for unexpected cash flow events to avoid having to pay higher rates to borrow from the market. During the period from April to September 2022 an average of £20.8m was held in such accounts.

- 8.8 For cash balances that are not needed to meet immediate or very short-term cash flow requirements, monies were invested in:
- a 95-day notice account with Barclays.
 - a 95-day notice account with Santander.
 - a 185-day notice account with Goldman Sachs.

Notice was given on all these accounts in July and the monies are due to be returned in quarters three and four respectively. The monies will be re-invested at higher rates.

- 8.9 Monies were also invested in fixed term deposits of up to one year, depending on the liquidity requirements. The table below shows the fixed term deposits held during the period from April to September 2022.

Table 10: Fixed Term Deposits

| Counterparty | Date of Deposit | Return Date | Number of days | Interest rate (%) | Amount (£m) |
|---|-----------------|-------------|----------------|-------------------|-------------|
| Santander UK plc | 12/07/2021 | 12/04/2022 | 274 | 0.250 | 5.0 |
| Goldman Sachs International | 09/07/2021 | 08/04/2022 | 273 | 0.225 | 2.5 |
| Standard Chartered | 19/11/2021 | 19/05/2022 | 181 | 0.290 | 10.0 |
| National Bank of Kuwait (International) plc | 19/11/2021 | 19/05/2022 | 181 | 0.340 | 15.0 |
| Lloyds Bank Corporate Markets (NRFB)* | 29/06/2022 | 29/12/2022 | 183 | 0.216 | 12.5 |
| Goldman Sachs International | 29/06/2022 | 29/12/2022 | 183 | 0.219 | 7.50 |

* NRFB – Non Ring-Fenced Bank

9. Short Dated Bond Funds – quarter two cumulative position

- 9.1 An average of £7.3m was managed by AXA Investment Managers UK Limited. The table below shows the movement in the fund value over the period from April to September, the income distributions for that period, the returns both for each element and the combined return.

Table 11: AXA Sterling Credit Short Duration Bond Fund

| April to September 2022 | £m | Investment return (%) |
|--|---------|-----------------------|
| Value of fund at start of financial year | 7.518 | |
| Decrease in fund due to value of unit price | (0.529) | (14.30) |
| Value of fund at end of quarter 2 | 6.989 | |
| Income distributions* | 0.059 | 1.61 |
| Combined investment income (income distribution plus change in fund value due to unit price) | (0.470) | (12.69) |

* This income distribution is an estimate and will be confirmed and distributed in quarter 3.

- 9.2 An average of £7.3m was managed by Royal London Asset Management. The table below shows the movement in the fund value over the period from April to September, the income distributions for that period, the returns both for each element and the combined return.

Table 12: Royal London Investment Grade Short Dated Credit Fund

| April to September 2022 | £m | Investment return (%) |
|--|-----------|------------------------------|
| Value of fund at start of financial year | 7.454 | |
| Decrease in fund due to value of unit price | (0.781) | (21.44) |
| Value of fund at end of quarter 2 | 6.673 | |
| Income distributions | 0.095 | 2.62 |
| Combined investment income (income distribution plus change in fund value due to unit price) | (0.686) | (18.82) |

* This income distribution is an estimate and will be confirmed and distributed in quarter 3.

10. Property Funds – quarter two cumulative position

- 10.1 An average of £22.8m was managed by Patrizia Property Investment Managers LLP. The table below shows the movement in the fund value over the period from April to September, the income distributions for that period, the returns both for each element and the combined return.

Table 13: Patrizia Hanover Property Unit Trust

| April to September 2022 | £m | Investment return (%) |
|--|-----------|------------------------------|
| Value of fund at start of financial year | 22.308 | |
| Increase in fund due to value of unit price | 0.016 | 0.14 |
| Value of fund at end of quarter 2 | 22.324 | |
| Income distributions* | 0.365 | 3.19 |
| Combined investment income (income distribution plus change in fund value due to unit price) | 0.381 | 3.33 |

* This income distribution is an estimate and will be confirmed and distributed in quarter 3.

- 10.2 An average of £15.0m was managed by Lothbury Investment Management Limited. The table on the next page shows the movement in the fund value over the period from April to September, the income distributions for that period, the returns both for each element and the combined return.

Table 14: Lothbury Property Trust

| April to September 2022 | £m | Investment return (%) |
|--|-----------|------------------------------|
| Value of fund at start of financial year | 14.752 | |
| Decrease in fund due to value of unit price | (0.258) | (3.43) |
| Value of fund at end of quarter 2 | 14.494 | |
| Income distributions | 0.201 | 2.68 |
| Combined investment income (income distribution plus change in fund value due to unit price) | (0.057) | (0.75) |

* This income distribution is an estimate and will be confirmed and distributed in quarter 3.

11. Borrowing – quarter two

11.1 The Capital Financing Requirement (CFR) is the Council's theoretical need to borrow but the Section 151 Officer can manage the Council's actual borrowing position by either:

1. borrowing to the CFR;
2. choosing to use temporary cash flow funds instead of borrowing (internal borrowing) or;
3. borrowing for future increases in the CFR (borrowing in advance of need)

11.2 The Council began quarter two in the second of the above scenarios, with actual borrowing below CFR.

11.3 This, together with the Council's cash flow, the prevailing Public Works Loans Board (PWLB) and the future requirements of the capital investment programme, will be taken into account when deciding the amount and timing of any future loans. During the quarter no new PWLB loans were taken out, no loans matured, and no debt restructuring was carried out.

11.4 The level of borrowing from the Public Works Loan Board (PWLB) (excluding debt relating to services transferred from Essex County Council on 1st April 1998) remained the same at £347.3m during the quarter. The average rate of borrowing at the end of the quarter was 3.46%. A profile of the repayment dates is shown in Graph 2 of Appendix 2.

11.5 The level of PWLB borrowing at £347.3m is in line with the financing requirements of the capital investment programme and the revenue costs of this borrowing are fully accounted for in the revenue budget. The current level of borrowing is also in line with the Council's prudential indicators and is proportionate, prudent, affordable and sustainable.

11.6 Interest rates from the PWLB fluctuated throughout the quarter in response to economic and political events: 10-year PWLB rates between 2.62% and 5.11%; 25-year PWLB rates between 3.04% and 5.44% and 50-year PWLB rates between 2.79% and 5.17%. These rates are after the PWLB 'certainty rate' discount of 0.20%.

11.7 During quarter two, no short-term loans were taken out for cash flow purposes. This is shown in Table 4 of Appendix 2.

12. Borrowing – quarter two cumulative position

12.1 The Council's borrowing limits for 2022/23 are shown in the table below:

Table 15: Borrowing limits

| | 2022/23 Original (£m) |
|----------------------|--------------------------------------|
| Authorised Limit | 395 |
| Operational Boundary | 385 |

The Authorised Limit is the "Affordable Borrowing Limit" required by the Local Government Act 2003. This is the outer boundary of the Council's borrowing based on a realistic assessment of the risks and allows sufficient headroom to take account of unusual cash movements.

The Operational Boundary is the expected total borrowing position of the Council during the year and reflects decisions on the amount of debt needed for the Capital Programme. Periods where the actual position is either below or over the Boundary are acceptable subject to the Authorised Limit not being breached.

12.2 The Council's outstanding borrowing as at 30 September 2022 was:

- Southend-on-Sea City Council £355.6m
 - PWLB: £347.3m
 - Invest to save: £8.3m
- ECC transferred debt £9.23m

Repayments in the first 6 months of 2022/2023 were:

- Southend-on-Sea City Council £0.09m
 - PWLB: £0.00m
 - Invest to save: £0.09m
- ECC transferred debt £0.41m

12.3 Outstanding debt relating to services transferred from Essex County Council (ECC) on 1st April 1998, remains under the management of ECC. Southend City Council reimburses the debt costs incurred by the County. The debt is recognised as a deferred liability on our balance sheet.

12.4 The interest payments for PWLB and excluding transferred debt, during the period from April to September 2022 were £6.0m which is same as the original budget for the same period.

12.5 The table on the next page summarises the PWLB borrowing activities over the period from April to September 2022:

Table 16: PWLB borrowing activities

| Quarter | Borrowing at beginning of quarter (£m) | New borrowing (£m) | Re-financing (£m) | Borrowing repaid (£m) | Borrowing at end of quarter (£m) |
|------------------------|--|--------------------|-------------------|-----------------------|----------------------------------|
| April to June 2022 | 347.3 | 0 | 0 | (0) | 347.3 |
| July to September 2022 | 347.3 | 0 | 0 | (0) | 347.3 |
| <i>Of which:</i> | | | | | |
| General Fund | 273.1 | 0 | 0 | (0) | 273.1 |
| HRA | 74.2 | 0 | 0 | (0) | 74.2 |

All PWLB debt held is repayable on maturity.

13. Funding for Invest to Save Schemes

- 13.1 Capital projects have been completed on energy efficiency improvements at the new Beecroft Art Gallery, replacement lighting on Southend Pier, lighting replacements at University Square Car Park and Westcliff Library and LED lighting at the Priory Park workshop which will generate on-going energy savings. These are invest-to-save projects and the predicted revenue streams cover as a minimum the financing costs of the project.
- 13.2 To finance these projects the Council has taken out interest free loans of £0.161m with Salix Finance Ltd which is an independent, not for profit company, funded by the Department for Energy and Climate Change that delivers interest-free capital to the public sector to improve their energy efficiency and reduce their carbon emissions. The loans are for periods of four and five years with equal instalments to be repaid every six months. There are no revenue budget implications of this funding as there are no interest payments to be made and the revenue savings generated are expected to exceed the amount needed for the repayments. £0.016m of these loans were repaid during the period from April to September 2022.
- 13.3 At the meeting of Cabinet on 23 June 2015 the LED Street Lighting and Illuminated Street Furniture Replacement Project was approved which was to be partly funded by 25 year reducing balance 'invest to save' finance from L1 Renewables Finance Limited. The balance outstanding at the end of quarter two was £8.28m. A repayment of £0.07m was made during the period from April to September 2022.
- 13.4 Funding of these invest to save schemes is shown in Table 5 of Appendix 2.

14. Compliance with Treasury Management Strategy – quarter two

- 14.1 The Council’s investment policy is governed by the CIPFA Code of Practice for Treasury Management in the Public Sector, which has been implemented in the Annual Treasury Management Investment Strategy approved by the Council on 24 February 2022. The investment activity during the quarter conformed to the approved strategy and the cash flow was successfully managed to maintain liquidity. This is shown in Table 7 of Appendix 2.

15. Other Options

- 15.1 There are many options available for the operation of the Treasury Management function, with varying degrees of risk associated with them. The Treasury Management Policy aims to effectively control risk to within a prudent level, whilst providing optimum performance consistent with that level of risk.

16. Reasons for Recommendations

- 16.1 The CIPFA Code of Practice on Treasury Management recommends that Local Authorities should submit reports regularly. The Treasury Management Policy Statement for 2022/23 set out that reports would be submitted to Cabinet quarterly on the activities of the treasury management operation.

17. Corporate Implications

- 17.1 Contribution to Council’s Vision & Critical Priorities

Treasury Management practices in accordance with statutory requirements, together with compliance with the prudential indicators acknowledge how effective treasury management provides support towards the achievement of the Council’s ambition and desired outcomes.

- 17.2 Financial Implications

The financial implications of Treasury Management are dealt with throughout this report.

- 17.3 Legal Implications

This Council has adopted the ‘CIPFA Code of Practice for Treasury Management in the Public Sector’ and operates its treasury management service in compliance with this code.

- 17.4 People Implications

None.

- 17.5 Property Implications

None.

17.6 Consultation

The key Treasury Management decisions are taken in consultation with our Treasury Management advisers.

17.7 Equalities and Diversity Implications

None.

17.8 Risk Assessment

The Treasury Management Policy acknowledges that the successful identification, monitoring and management of risk are fundamental to the effectiveness of its activities.

17.9 Value for Money

Treasury Management activities include the pursuit of optimum performance consistent with effective control of the risks associated with those activities.

17.10 Community Safety Implications

None.

17.11 Environmental Impact

None.

18. **Background Papers**

None.

19. **Appendices**

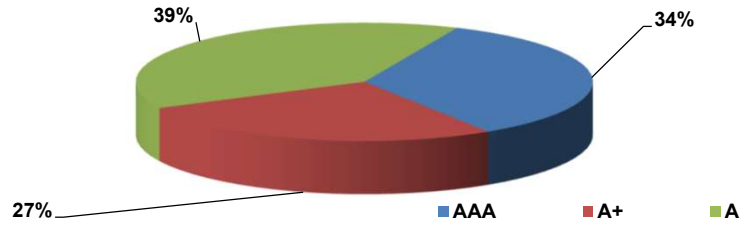
Appendix 1 – In-House Investment Position as at 30 September 2022

Appendix 2 – Treasury Management Performance for Quarter Two – 2022/23

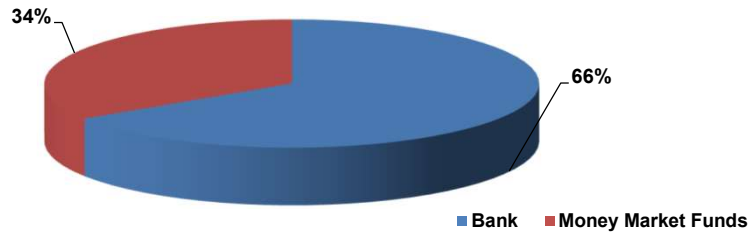
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INVESTMENTS - SECURITY AND LIQUIDITY

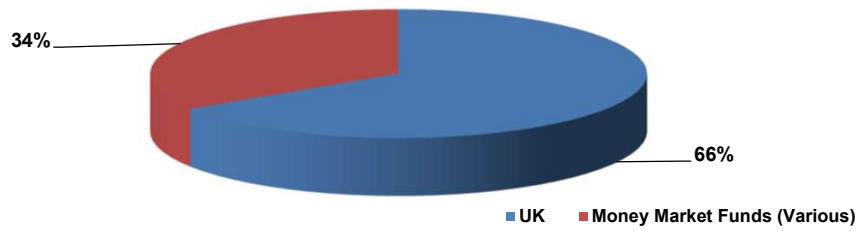
Spread of investments by long term credit rating



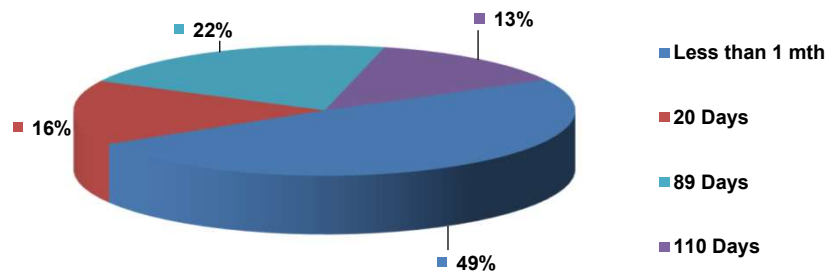
Financial Sector invested in



Countries where parent company is registered



Maturity profile of investments



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TREASURY MANAGEMENT PERFORMANCE FOR QUARTER TWO - 2022/23

INVESTMENT

Graph 1 - Investment Return

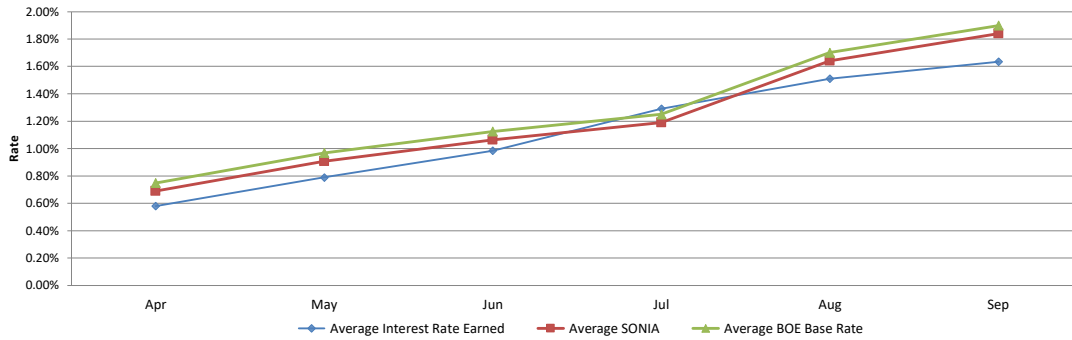
Average interest rate earned on in-house investments compared with benchmarks 2022/23
(1st Quarter 2022/23 shown for comparison)

Table 1 - Property Funds

| Financial Institution | Quarter | Value of fund at the start of the Qtr £ | Number of units in the Qtr Units | Increase / (Decrease) in fund value £ | Value of fund at end of the Qtr £ | Income Distribution for the Qtr £ | Combined Interest Rate % |
|---|---------|--|-------------------------------------|--|--------------------------------------|--------------------------------------|-----------------------------|
| Patrizia(Rockspring) Hanover Real Estate Management Limited | 2 | 23,288,837.83 | 1,327.00 | (964,941.47) | 22,323,896.35 | 178,411.61 | (13.40) |
| Lothbury Investment Management - Property Fund | 2 | 15,224,560.39 | 6,844.14 | (730,445.35) | 14,494,115.04 | 98,201.80 | (16.70) |

Table 2 - Short Dated Bond Funds

| Financial Institution | Quarter | Value of fund at the start of the Qtr £ | Number of units in the Qtr Units | Increase / (Decrease) in fund value £ | Fund Value at end of the Qtr £ | Income Distribution for the Qtr £ | Combined Interest Rate % |
|-----------------------|---------|--|-------------------------------------|--|-----------------------------------|--------------------------------------|-----------------------------|
| Royal London | 2 | 7,158,296.40 | 7,751,268.43 | (486,004.53) | 6,672,291.87 | 50,437.50 | (24.16) |
| AXA | 2 | 7,315,772.40 | 7,406,876.99 | (326,643.28) | 6,989,129.12 | 29,060.56 | (16.19) |

Table 3 - Enhanced Cash Fund

| Financial Institution | Quarter | Value of fund at the start of the Qtr £ | Number of units in the Qtr Units | Increase / (Decrease) in fund value £ | Fund Value at end of the Qtr £ | Income Distribution for the Qtr £ | Combined Interest Rate % |
|-----------------------|---------|--|-------------------------------------|--|-----------------------------------|--------------------------------------|-----------------------------|
| Payden & Rygel | 2 | 4,990,733.59 | 501,591.35 | (94,600.13) | 4,896,133.46 | 20,214.13 | (5.91) |

TREASURY MANAGEMENT PERFORMANCE FOR QUARTER TWO - 2022/23

BORROWING

Table 4 - Short Term Borrowing

| | Counterparty | Rate % | Amount £ | From | To |
|------------------------------|--------------|--------|----------|------|----|
| In place during this Quarter | None | | | | |
| Taken Out This Quarter | None | | | | |

Table 5 - Invest to Save Funding

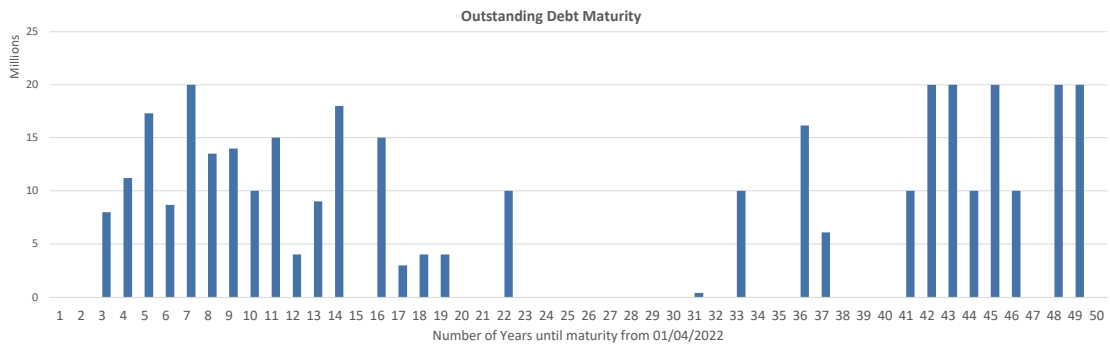
| Financial Institution | Date | Period of loan | Final Repayment date | Amount borrowed £ | Amount Repaid to Date £ | Closing Balance Qtr 2 £ | Rate of interest % |
|---|------------|----------------|----------------------|----------------------|----------------------------|----------------------------|-----------------------|
| Salix Finance Ltd Energy Efficiency Programme | 23/03/2017 | 5 Years | 01/04/2022 | 82,017 | (82,017.00) | 0.00 | 0 |
| | 22/02/2019 | 5 Years | 01/02/2024 | 64,148 | (44,903.60) | 19,244.40 | 0 |
| | 25/11/2019 | 5 Years | 01/11/2024 | 8,200 | (4,100.00) | 4,100.00 | 0 |
| | 02/07/2020 | 5 Years | 01/06/2025 | 6,171 | (2,468.36) | 3,702.54 | 0 |

L1 Renewables Finance Ltd

- 25 year reducing balance finance
- balance of £8.3m outstanding at the end of quarter 2
- there was a repayment of £0.070m in quarter 2

Table 6 - PWLB Borrowing

GRAPH 2 - Long Term Borrowing - PWLB



PWLB - New this quarter

None

PWLB - Repaid this quarter

None

PWLB Rates

| | Lowest | Highest |
|---|--------|---------|
| Range of 10 years PWLB new loan rates this quarter (inc certainty rate) | 2.62 | 5.11 |
| Range of 25 years PWLB new loan rates this quarter (inc certainty rate) | 3.04 | 5.44 |
| Range of 50 years PWLB new loan rates this quarter (inc certainty rate) | 2.79 | 5.17 |

TABLE 7 - Compliance with Treasury Management Strategy

| | |
|--|---------------|
| All transactions properly authorised | ✓ |
| All transactions in accordance with approved policy | ✓ |
| All transactions with approved counterparties | ✓ |
| Cash flow successfully managed to maintain liquidity | ✓ |
| Any recommended changes to procedures | None required |

Southend-on-Sea City Council

Report of Executive Director Neighbourhoods &
Environment

To

Cabinet

On

29 September 2022

Report prepared by: Karen Gearing Principal Engineer –
Strategy

Agenda
Item No.

8

Endorsement of Transport East Transport Strategy

Relevant Scrutiny Committee: Place Scrutiny Committee

Cabinet Member: Councillor Steven Wakefield - Cabinet Member for Highways,
Transport and Parking
Part 1 (Public Agenda Item)

1. Purpose of Report

- 1.1 Transport East is a Sub-National Transport Body comprising Norfolk, Suffolk, Essex, Southend-on-Sea and Thurrock and was set up to provide a single voice for the future of transport in the Eastern Region. Department for Transport (DfT) requested Transport East to prepare a Transport Strategy to set the direction for transport in the region to 2050 and identify the transport investment needed.
- 1.2 The Transport Strategy underwent an 8 week consultation period and was provided approval from the 11 July 2022 Transport East Forum to seek endorsement of the Transport Strategy from the Local Transport Authority members.
- 1.3 The purpose of this report is to seek Cabinet's approval to endorse the Transport East Transport Strategy.

2. Recommendations

- 2.1 **It is recommended that Cabinet take note of the Transport Strategy and agree that Southend-on-Sea City Council, in its capacity as Local Transport Authority endorse the Transport East Transport Strategy appended to this report.**

3. Background

- 3.1 Transport East is the non-statutory Sub-National Transport Body for the east region and is one of seven sub-national transport bodies that cover all of England outside of London. Transport East was formed in 2018 and comprises Norfolk, Suffolk, Essex, Southend and Thurrock. It is an informal body and has

been tasked by the Department for Transport to produce a non-statutory regional Transport Strategy.

- 3.2 Government have made it clear that, whilst not a statutory document, Transport East's Transport Strategy (the Strategy) is vital to act as a framework for future strategic transport investment in the East, and the Transport East partnership, using the strategy as a guide, will be responsible for providing advice on future priorities to the Secretary of State for Transport.
- 3.3 The Strategy for the region aims to fully support its members shared ambitions for economic growth, quality of life and prosperity. The Strategy is appended to this report (Appendix 1).
- 3.4 Transport East is governed by the Transport East Forum and is led by Councillors from Local Transport Authorities (including Southend), District Planning Authorities, Local Enterprise Partnerships, the Chamber of Commerce and delivery partners National Highways, Department for Transport and Network Rail. Only political representatives on the Forum are able to vote and Cllr Wakefield is Southend-on-Sea City Council's representative at the Forum.
- 3.5 Southend-on-Sea City Council (SCC) is closely involved in the operations of Transport East through the Senior Officers Group (TESOG) and have assisted with the development of the Strategy over the last 2 years with the Transport East team and their consultants. TESOG provide technical and professional advice drawn from the Local Transport Authorities, Local Enterprise Partnerships, district authorities, infrastructure agencies and transport service providers.
- 3.6 The Strategy's Vision is '*A thriving Eastern region with safe, efficient and net-zero transport networks advancing a future of inclusive and sustainable growth for decades to come.*' The Strategy identifies four key priorities for the east that strongly reflect the views captured from across the region including Southend:
1. Decarbonising transport to Net Zero
 2. Connecting growing towns and cities
 3. Energising coastal and rural communities
 4. Unlocking global gateways
- 3.7 Decarbonising transport is identified as a key priority and its theme runs through each of the key priorities. Each key priority has a number of goals to identify the pathway to achieve the Strategy's vision.
- 3.8 The Strategy's priorities fully align with National Policy, the current Local Transport Plan 3 and emerging Local Transport Plan 4 (which is in its early stages) as shown in the table below. The Strategy will inform the developing Local Plan which is currently being updated. The Strategy also supports Southend's 2050 Ambitions, Southend's Green City Action Plan, Southend's Bus Service Improvement Plan, our Net Zero Ambitions and Levelling Up Agenda through improved access to jobs, skills, training and services.

Table 3.8.1 Showing Alignment of Themes and Priorities

| LTP 3 Themes | TE – Transport Strategy Priorities | LTP 4 Emerging Themes |
|--|---|---|
| 1. A thriving and sustainable local economy in the City. | 2. Connecting growing towns and cities. 3. Energising coastal and rural communities. | 1. A City of opportunity and prosperity for everyone. |
| 2. Minimise environmental impact, promote sustainability for a greener City. | 1. Decarbonising transport to Net Zero. | 2. A smart transport system that meets the needs of all users while supporting decarbonisation and a sustainable, green City. |
| 3. A safer City. | | 3. A City where our residents are safe, well and active. |
| 4. Reduce inequalities in health and wellbeing and for a more accessible City. | 3. Energising coastal and rural communities. 4. Unlocking global gateways. | 1. A City of opportunity and prosperity for everyone. |

3.9 The Strategy also identifies six core strategic transport corridors that connect the East of England and provide onward connectivity to key UK destinations. These corridors are key to our national economy, the economy of the east and to the economy of Southend:

- Midlands – Kings Lynn – Norwich – Great Yarmouth
- London – Chelmsford – Colchester – Ipswich – Norwich and Suffolk Coast
- Norfolk and Suffolk – Cambridge – Midlands and Southwest
- Kings Lynn – Cambridge – Harlow – London
- Stansted – Braintree – Colchester – Harwich – Clacton
- South Essex: London – Thurrock – Basildon – Southend

3.10 Southend is located within the South Essex – London - Thurrock – Basildon – Southend corridor. The Southend corridor not only extends to London but also connects to neighbouring areas south across the Thames to Kent and north towards Chelmsford and greater Essex. The corridors reflect the Strategy’s place-based approach and linking key destinations such as Southend within, and beyond the Transport East region. The corridors include roads, rail, ports and airports and the strategy recognises the strategic importance of Southend within the region for its destination and tourism. The corridors will remain critical throughout the life of the Strategy which recognises further investment is needed on the corridors if Southend and the rest of the east region is to reach its potential as a thriving, connected, multi-centred economy, whilst reducing carbon emissions.

- 3.11 The Strategy supports the work of Opportunity South Essex and the Association of South Essex Local Authorities (ASELA) (comprising of Southend, Thurrock, Rochford, Castle Point, Brentwood and Basildon) to drive forward progress in this corridor and for UK prosperity. The Strategy also supports ASELA's vision to deliver a decarbonised, integrated public transport system, rebalance modal priorities in favour of active and sustainable modes. With walking, cycling and greener public transport to become the more appealing and practical choice which will be supported by quality placemaking initiatives improving public realm regeneration and community initiatives. Also reducing carbon emissions with the aim for South Essex to become carbon neutral ahead of national targets

4. Other Options

- 4.1 Transport East has no formal status and the Strategy is not a formal statutory document however, it's purpose is to advise DfT of the priorities in the east region and the collective voice of Transport East. Transport East propose to submit the Strategy to the Secretary of State for Transport later this year. If Southend does not endorse the Strategy it could undermine the strategy (and the one voice of the region) and may make it even more difficult for Southend, and possibly the whole of the region, to attract DfT funding. This option is therefore not recommended.

5. Reasons for Recommendations

- 5.1 Cabinet is being asked to endorse the Strategy, not adopt it. The Strategy fully aligns and supports our current Local Transport Plan 3, will inform and support the emerging Local Plan and Local Transport Plan 4. The Strategy supports Southend's 2050 ambitions, Southend's Green City Action Plan, our Net Zero ambitions and levelling up agenda through improved access to jobs, skills, training and services.
- 5.2 The Strategy supports the work of Opportunity South Essex and the Association of South Essex Local Authorities vision to deliver a decarbonised, integrated public transport system. Rebalance modal priorities in favour of active and sustainable modes and reducing carbon emissions with the aim for South Essex to become carbon neutral ahead of national targets.
- 5.3 Department for Transport tasked Transport East to develop a Transport Strategy to set a single voice for the future strategic transport investment in the East Region. Endorsing the Strategy will strengthen Southend's and the Region's strategic case to government in future bids for funding.

6. Corporate Implications

- 6.1 Contribution to the Southend 2050 Road Map
- 6.2 The Strategy has been developed independently by Transport East and reflects views of partners from across the East of England; however, SCC has had many opportunities to input into the strategy during its development and the Transport East Transport Strategy is closely aligned with the outcomes

identified Southend's 2050 ambitions. In particular, the Strategy is closely aligned with the delivery of the Connected and Smart outcomes.

6.3 Transport East has also identified a number of wider outcomes the Transport Strategy will help:

- Reducing transport carbon emissions to net zero by 2040;
- Promoting active, healthy and safe lives for all;
- Promoting and supporting a productive, sustainable and diverse economy;
- Supporting access to education, training and employment opportunities for all;
- Helping our growing areas to develop sustainably to create high quality, inclusive, distinctive and resilient places to live, work and visit;
- Facilitating the sustainable energy sector;
- Protecting and enhancing the built and natural environment.

The Strategy does not conflict with the current Local Transport Plan and is aligned with the developing Local Transport Plan 4.

6.2 Financial Implications

6.2.1 There are no direct financial implications arising from endorsing the Strategy. Transport East is primarily funded by The Department for Transport (DfT) with contributions from local transport authorities and SCC's annual contribution is currently £24.2k. Being a member of Transport East provides a vehicle to:

- Share technical expertise and resources across the partners to assist with the development of a coherent and integrated transport network which is better able to respond to the demands of growth and changing technology;
- Provide a strong, loud and collective regional voice in the national planning, prioritisation and delivery of strategic transport improvements, helping to ensure investment decisions are locally supported, evidence-led, joined-up and take a strategic long-term approach;
- Enable a 'single voice' engagement with the Department for Transport, infrastructure agencies (such as Highways England and Network Rail) and service providers (such as bus and train operating companies), and the East of England's major ports and airports;
- Provide leadership and strategic oversight on strategic transport priorities which cross local authority or regional boundaries.

6.3 Legal Implications

6.3.1 The amended Local Transport Act 2008 provides for the creation of statutory sub-national transport bodies who exercise transport functions, including the production and adoption of a Transport Strategy. Only Transport for the North has created a statutory body. The remaining six sub-national bodies, including Transport East, are informal groups and have no statutory powers.

6.3.2 Although Transport East does not have statutory powers, it is influential in terms of attracting and directing investment in the area and in co-ordinating the activities with local authorities.

6.3.3 The 4 key themes of LTP3 are: a thriving and sustainable local economy in the City; minimise environmental impact; promote sustainability for a greener City; a safer City; reduce inequalities in health and wellbeing and for a more accessible City which are aligned with the 4 key priorities of the Strategy which are: decarbonising transport to net zero; connecting growing towns and cities; energising coastal and rural communities; unlocking global gateways.

6.4 People Implications

6.4.1 There are no people implications associated with this report.

6.5 Property Implications

6.5.1 There are no property implications associated with this report.

6.6 Consultation

6.6.1 The final strategy takes account of the outcome of the region-wide public Consultation and the Transport East Consultation Report is attached at Appendix 2. 514 completed questionnaires and a further 76 emails were received in response to the Consultation. Southend residents were advised of the Consultation via 'Your say Southend', Southend Echo, social media and was also promoted in the monthly newsletter. Whilst the Strategy was broadly supported, some respondents expressed the view that there was a conflict between decarbonisation and road building. As a result of the Consultation, several changes were made to the Consultation draft of the Strategy including:

- A revised Vision that now references decarbonisation. *"A thriving Eastern region with safe, efficient and net-zero transport networks advancing a future of inclusive and sustainable growth for decades to come."*
- The order of the decarbonisation goals has been altered to better reflect the need to decarbonise all transport. Consultation responses commented that the strategy was focussing on decarbonising transport related to growth. The order of the four goals has changed to; reduce the need to travel, shift mode, change fuel, support zero carbon growth. The Strategy also includes a commitment to improve carbon emission evidence and to develop a transport carbon budget for the region.
- The previous Ports and Airports sections have been combined into a single "gateways" section resulting in reduced duplication and a clearer set of goals and activities.
- Strengthened references to linkages between rural and urban areas. Rural and urban issues were seen as unconnected in the draft strategy.
- More emphasis on Levelling Up, in line with national government policy objectives, and how transport can support social inclusion agendas.
- Strengthened reference to cross boundary relationships: London, England's Economic Heartland region and Transport for the Southeast.

- Minor corrections and clarifications to address specific issues raised during Consultation.

6.7 Equalities and Diversity Implications

6.7.1 Transport East commissioned an independent Integrated Sustainability Appraisal (ISA) of the Transport Strategy to assess social, economic and environmental impacts and inform and improve the Transport Strategy. The ISA is currently being updated following public consultation responses and includes an Equality Impact Assessment.

6.7.2 The Equality Impact Assessment indicates that the proposals in the Strategy will not have a disproportionately adverse impact on any people with a particular characteristic.

6.8 Risk Assessment

6.8.1 Government have made it clear that the Strategy is vital to act as a framework for future strategic transport investment in the East, and the Transport East partnership, using the Strategy, will be responsible for providing advice on future priorities to the Secretary of State for Transport.

6.9 Value for Money

6.9.1 Endorsing the Strategy does not directly commit SCC to spend or allocate any funds.

6.10 Community Safety Implications

6.10.1 There are no Community Safety Implications associated with this report.

6.11 Environmental Impact

6.11.1 The Strategy supports decarbonising transport which is fully aligned to SCC's Green Action Plan and 2050 Ambition. An independent Integrated Sustainability Appraisal (ISA) of the Strategy was undertaken to assess social, economic and environmental impacts and inform and improve the Transport Strategy. The ISA is being updated following the public consultation responses and includes:

- Strategic Environmental Assessment (SEA)
- Health Impact Assessment (HIA)
- Equality Impact Assessment (EqIA)
- Community Safety Assessment (CSA)
- Habitats Regulations Assessment (HRA)
- Natural Capital Assessment (NCA)

7. Background Papers

7.1 Local Transport Plan 3.

8. Appendices

8.1 Appendix 1 Transport East Transport Strategy.

8.2 Appendix 2 Transport Strategy Consultation Report.

Southend-on-Sea City Council

Report of Executive Director Adults & Communities

to
Cabinet

on

13 September 2022

Report prepared by: Tracy Harris – Head of Communities,
Adults & Communities

Agenda
Item No.

9

Options for the Procurement of the Voluntary Sector Infrastructure Contract

Relevant Scrutiny Committee(s): People
Executive Councillor: Councillor Kay Mitchell
Part 1 (Public Agenda Item)

1 Purpose of Report

- 1.1 The report covers the infrastructure contract – and options related to re-procurement. The purpose of the report is to detail the requirement for an ongoing infrastructure contract due to what it brings to the City and its residents.
- 1.2 The City of Southend needs mutually supportive communities and a thriving community and voluntary sector to support its residents. One of our means of ensuring this is supporting the core infrastructure that enables people, communities, and voluntary organisations to deliver what is needed.
- 1.3 This report recommends funding an infrastructure organisation for Southend that will deliver
 - communities within the city that are resilient and thriving;
 - a robust and thriving network of local voluntary and community organisations;
 - support for people to volunteer and contribute back to the community.
- 1.4 An infrastructure organisation will have a role to be the voice of, support and grow the voluntary and community sector for the city at, a time when there is tightening of funding and increased costs due to the increased cost of living. It will enable the Council to build a good relationship with the voluntary and community who deliver services and support in Southend.
- 1.5 The report seeks agreement to three main areas:
 - Outcomes for the voluntary sector infrastructure contract.
 - Financial envelope for the voluntary sector infrastructure contract.
 - The method of procurement for the voluntary sector infrastructure contract.

2 Recommendations

- 2.1 **That Cabinet approve the outcomes (section 5), the financial envelope (£100,000) and the recommended procurement option (to go to tender for a Southend infrastructure service).**

3 Background

- 3.1 Local infrastructure services exist to give support to local voluntary, faith and community groups, foster contacts between them and provide them with a voice. Often these are known as councils of voluntary service, voluntary action or volunteer centres. When provided by a local charity the charitable purpose, local footprint, universal offer and accountability to their users give them a unique sense of place, local network connections, good will, understanding and expertise.
- 3.2 In the age of austerity, as funding tightens and demand for services rise, the statutory and public sector needs more than ever to work in collaboration with the voluntary sector who can save the public sector money when delivering services. To help this sector thrive and grow there is even more of a need for an infrastructure organisation to bring support, coordination and growth to this sector.
- 3.3 Southend Association for Voluntary Services (SAVS) have been operating as the infrastructure organisation within the City, established in September 1980. They have been funded through the Council's community grants over reoccurring 3-year periods. The current grant has been extended from October 2021 until March 2023 to allow for the procurement process to be undertaken. SAVS, up until September 2019 held the volunteer bureau as part of their service, this was later given to South Essex Community Hubs (SECH) in the last grant round held by Southend City Council. There is now no volunteer bureau within the City as these grants ceased and there is a recognised need for this service in the City.
- 3.4 The Council agreed at Cabinet on 3rd November 2021, to transfer the funding from the Community Grants to Community members themselves through the Community Investment Board. This has been set up and facilitated through SAVS with Southend residents volunteering to be board members. In order to facilitate the Community Investment Fund SAVS were given additional funding of £37,000 per annum.
- 3.5 In addition to being the infrastructure body for the voluntary, community and faith sector, SAVS also have additional contracts as a service provider with several organisations such as "A Better Start Southend" and the National Lottery. The funding from the Council represents only 10% of their income.
- 3.6 On behalf of the Council, SAVS facilitates a contract to build capacity in the community, in addition to the Community Investment Board and this is funded over two years at £100,000 per annum. This is one-off funding that will cease in December 2023 and can therefore not be added into the new procurement contract sum.

4 Reasons for Recommendations

- 4.1 This paper recommends that we go to market for a new infrastructure service for Southend.
- 4.2 We are recommending ongoing funding for an infrastructure service because they provide a value for money coordination, networking, growth and support service

to the valuable voluntary and community sector of the City of Southend. This support enables community resilience and support to residents.

4.3 The recommendation to go out to the market for a Southend contract is so that it may attract different providers with new ideas and the City can benefit from economies of scale. It will also allow Southend City Council to clearly specify what they want from the new contract.

4.4 In the event we did not have an infrastructure body some of the functions would need to be replaced at additional cost to the authority. These include:

- Coordination of all Council communications out to the voluntary and Community sector;
- Organising representation for the voluntary and community sector at strategic Boards providing them with a voice and then coordination of feedback on key strategies affecting the City.
- An Officer or team with the responsibility for building relationships with all voluntary and community sector organisations
- We would need Officers to spend more time with voluntary and community organisations mapping gaps and building greater relationships with the community

4.5 We are not recommending shared procurement with Essex County Council because Southend as a coastal city has its own unique challenges that vary greatly from the needs of Essex as a large county. By partnering with Essex there is a risk we lose our unique identity within a larger service that is not in the heart of our community and does not support the needs of the City.

4.6 The recommendation to go out to the market for a Southend contract is so that it may attract different providers with new ideas and the city may benefit from economies of scale. It will also allow Southend City Council to clearly specify what they want from the new contract.

5 Outcomes included in the new contract

5.1 The VCS infrastructure contract will deliver the following outcomes:

5.1.1 Primary Outcomes

- communities within the City that are resilient and thriving;
- there is a robust and thriving network of local voluntary and community organisations
- there is support for people to volunteer and contribute back to the community.

5.1.2 Secondary Outcomes

- The third sector (VCFSE) are actively engaged in decisions/policy/direction of the City and attend Council and key partner meetings to inform and influence;
- There is increased income into Southend's third sector (VCFSE) to support growth and sustainability;
- There is a strong network amongst the third sector members (VCFSE) in the City with evidence of collaboration and asset sharing;

- The third sector (VCFSE) receive quality communication about Council, and other key partner activities in Southend;
- There are clear and diverse volunteering opportunities across the City that residents are matched to and if needed supported in;
- The third sector (VCFSE) has good governance in place;
- There is evidence that funding invested through the Community Investment Fund improves the capacity and resilience of the City.

6 Other Options

6.1 There are three possible options that will enable this to go forward with a new contract for an infrastructure organisation these are:

- To cease funding an infrastructure contract;
- To go out to tender with Essex County Council as part of a larger contract;
- To go out to tender for an infrastructure contract for Southend City (recommended option).

6.2 *Option One: To cease funding an infrastructure contract*

6.2.1 The advantage of ceasing to fund the contract for an infrastructure organisation would be a recognised saving to the Council's budget.

6.2.2 The disadvantages of ceasing to fund the contract are many. Whilst only a small contract the infrastructure organisation provides representation, support and stability to the voluntary and community sector. By ending this contract smaller organisations will lack support and representation which could lead to their closure. The Council will also lose contact and the sector and collaborative working will be lost. There will no organisation to facilitate the Community Investment Board and support its volunteers in their mission to provide funding to the sector. There will also be no organisation to support residents to access opportunities to volunteer, this was highlighted as a need during recent coproduction for the Living Well Adult Social Care strategy and without this organisation and support residents will be less likely to volunteer to support their community and gain employment.

6.3 *Option Two: Go out to tender with Essex County Council who are also looking to procure an infrastructure model across the County.*

6.3.1 The advantages of this option is that we would gain from the economies of scale realised by one large contract.

6.3.2 The disadvantages of this model would be the lack of time available to organise this for October 2022. Essex have delayed going out to the market several times already and communication has been challenging. There is also the potential for such a large contract to lack localism with a substantial difference between Southend and other areas of Essex. One larger contract/ contractor could risk Southend losing a local presence and knowledge.

6.4 *Option Three: Go out to tender on the open market for a new infrastructure contract to include the above suggestions.*

6.4.1 The advantages of going out to the market is that it may attract different providers with new ideas and the city may benefit from economies of scale. It will also allow SCC to clearly specify what they want from the new contract.

6.4.2 The disadvantages of this are the time and cost involved with a tender exercise and the risk that it may not attract much interest. These disadvantages are heavily outweighed by the advantages as a market testing event would take place in late September 2022.

7 Consultation

7.1 A workshop, advertised by SAVS to all their members, and attended by 36 people was undertaken with the voluntary and community sector to ascertain what they would want from infrastructure support. The following have been identified as the priorities:

a) **Roles, responsibilities and relationships**

- Representing the voluntary, community and faith sector at a strategic level.
- Facilitate the Community investment fund for the City.
- Embedding community development and spirit, strengthening spaces and opportunities for people to come together.
- Building relationships and providing networking opportunities.
- Cascading opportunities for funding and joint working.

b) **Coaching and Training**

- Free training and peer support to organisations to skill up and therefore strengthen the sector.
- Providing one to one support to small organisations with running and meetings, this should be limited.
- Support with bid writing and demonstrating impact.

c) **Volunteering**

- Relationship building and the development of a volunteer passport to allow volunteers to have required checks needed once and move between placements.
- Developing and supporting volunteers in their placements,
- Matching and brokerage service to build a thriving volunteering offer for the city which should be both face to face and digital.

d) **Digital**

- Supporting one clear database of information held across the City.
- Development of ways organisations can come together digitally to show case and share their work.
- Reducing digital poverty across the city.

8 Corporate Implications

8.1 Contribution to Council's Vision & Corporate Priorities.

8.1.1 Connected and Smart

Southend is a leading Smart City, using technology in smart ways to enable improved resident services, and ensure digital inclusion. Our connectivity, data and principles approach to digital enable us to facilitate better decision making, automated services and digital experiences for those across the City.

8.1.2 Active and involved

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

More Southender's agree that people from different backgrounds are valued and get on well together.

Residents know how to get involved to improve local services.

8.2 Financial Implications

8.2.1 Current contracts whose activities will be rolled into the new contract are listed below

- Core Service £84,667
- Community Investment Board £37,000

8.2.2 This is a total value of £121,667. We aim to go out to tender with a financial envelope of £100,000. We believe that the outcomes are deliverable within this envelope and that this will provide the authority with a saving of £21,667 (20%).

8.3 Legal Implications

8.3.1 There are no legal implications associated with this report.

8.4 People Implications

8.4.1 There are no people implications associated with this report.

8.5 Property Implications

8.5.1 The current organisation, SAVS, who currently holds the contract for infrastructure support rent a property from the Council in Alexander Street Southend for a peppercorn rent, they have a lease until 2029 which does not cover the contract period should they be successful at tender, as this is potentially up to 2034. Therefore, they would have to negotiate a new lease or find alternative accommodation in the City for the remainder of the contract period.

8.5.2 If they were to lose the tender, they could continue to remain in this building to deliver their remaining contracts if they chose to and the new provider would have to source other accommodation within the City.

8.6 Equalities and Diversity Implications

8.6.1 Further to undertaking an equality impact assessment there are no Equalities and Diversity Implications associated with the recommendations made in this report.

8.7 Risk Assessment

8.7.1 Risks have been identified for all three procurement options as detailed above.

8.7.2 The greatest risk remains that to end support and not to procure an infrastructure organisation would be detrimental to the stability of the voluntary and community sector, this would also risk the Council's relationship with this sector at a time when collaboration is key.

8.7.3 Other risks identified are a reduction in the contract sum leading to a loss of some service and a loss of local staff during the process leading to a loss of knowledge in the sector.

8.8 Value for Money

8.8.1 Value for money has been identified by delivering a 20% saving to the contract sum by reducing it from £121,667 to £100,000.

8.8.2 There is evidence that by having an infrastructure organisation this supports stronger and more resilient organisations and communities. This reduces demand for Social Care Services for Adults and Children.

8.9 Community Safety Implications

8.9.1 There is evidence that by having an infrastructure organisation this supports stronger and more resilient organisations and communities which significantly improves community safety.

8.10 Environmental Impact

8.10.1 There is evidence that by having an infrastructure organisation this supports stronger and more resilient organisations, and where those organisations are focused on improving the local environment this can have a beneficial environmental impact.

9 Background Papers

9.1 There are no background papers associated with this report.

10 Appendices

10.1 None.

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Southend-on-Sea City Council

Report of Executive Director (Growth & Housing)

To

Cabinet

On

8th November 2022

Report prepared by: Glyn Halksworth, Director of Housing

Agenda
Item No.

10

Refugee Resettlement and Asylum Work

Policy & Resources Scrutiny Committee(s)

Cabinet Member: Councillor Gilbert

Part 1 (Public Agenda Item)

1. Purpose of Report

To advise Cabinet of work underway to support the resettlement of refugees and asylum seekers in Southend-on-Sea, and to seek agreement to proposals outlined below to continue and further advance this work.

2. Recommendations

- 2.1 To note progress on the Afghan Relocations and Assistance Policy (ARAP)/ Afghan Citizens Resettlement Scheme (ACRS) programmes (section **3.1-3.3** below)
- 2.2 Agree to the renewed pledge for accommodating families under the United Kingdom Resettlement Scheme (UKRS) (section **3.4-3.5** below)
- 2.3 To note progress on the Homes for Ukraine (H4U) Scheme, (section **3.6-3.8** below)
- 2.4 To approve the subsidising of housing costs from the wrap around / support funds we receive, to meet the pledge levels identified in 2.2 (above) and to effectively respond to other housing pressure described (section **3.9-3.10**)
- 2.5 That the Director of Housing, in conjunction with the Executive Director (Growth & Housing) and the Cabinet Member for Economic Recovery, Regeneration and Housing is authorised to:
 - Reach agreement with the East of England Local Government Association Strategic Migration Partnership (SMP) and the Home Office regarding resettlement targets, asylum dispersal arrangements and local responses to national policy (section **3.11**)
 - To review the internal structures and external services to deliver this, to be fit for legacy, current and future challenges, including service commissioning as required (Section **3.12**)
- 2.6 To note intentions to support partners across the city to pursue City of Sanctuary status (section **3.13**)

3. Background

3.1 Afghan Relocations and Assistance Policy (ARAP) and Afghan Citizens Resettlement Scheme (ACRS)

On 29 December 2020, the Defence Secretary and Home Secretary announced the ARAP scheme, to offer relocation or other assistance to former Locally Employed Staff (LES) in Afghanistan. The scheme formally launched on 1 April 2021 and was a central pillar of the cross-government programme to offer sanctuary to those fleeing from Afghanistan following Operation Pitting and the fall of Kabul on 15th August 2021.

The Afghan Citizens Resettlement Scheme (ACRS) commenced on 6 January 2022, prioritising resettlement for those who have assisted the UK efforts in Afghanistan and stood up for values such as democracy, women's rights, freedom of speech, and rule of law, and vulnerable people, including women and girls at risk, and members of minority groups at risk (including ethnic and religious minorities and LGBTQ+).

Afghans resettled under either scheme will receive indefinite leave to remain in the UK and will be able to apply for British citizenship after 5 years in the UK under existing rules.

3.2 There are currently around 9,700 Afghans still living in temporary accommodation nationally, almost exclusively in 'Bridging Hotels' commissioned by the Home Office. Almost all still need suitable accommodation finding for them so they can resettle into communities around the UK. There continue to be new Afghan arrivals at a rate of around 500 per month, with significant additional arrivals anticipated via United Nations High Commissioner for Refugees (UNHCR) referrals. As of August 2022, only around 50 properties were available for matching nationally. This is largely related to the government policy that accommodation should be at Local Housing Allowance rates (LHA) and a paucity of available affordable housing in most housing markets. Whilst a 'top-up' fund is available for local authorities to bid against to secure additional support towards accommodation costs, this is not guaranteed, and is set at a level which is still significantly below that required to find suitable properties in the city, especially larger family homes.

3.3 In Southend, the Park Inn Palace Hotel was directly commissioned by the Home Office in September 2021 to operate as a Bridging Hotel. Southend-on-Sea City Council (SCC) was not involved in the decision to provide this facility within the city, although is required to provide support to the refugees residing there. This provision is currently contracted until December 2023, with capacity for up to 118 people. Some guests have been at the hotel for over 12 months. SCC receives funding to provide support in the hotel, including helping guests to navigate their welfare needs, provision of health screening, facilitate schooling and adult education, and support people to try and find suitable accommodation in Southend or other parts of the country. To date, 77 people have moved out of the hotel, either into accommodation elsewhere in the country or into settled housing locally. In total SCC has supported 193 Afghans in bridging accommodation to date. In addition to the hotel, SCC has settled 4 families (22 individuals) in Southend to date on the 3-year ARAP scheme.

3.4 United Kingdom Resettlement Scheme (UKRS)

The UKRS commenced in March 2021 with the purpose of resettling vulnerable refugees in need of protection from a range of regions of conflict and instability across the globe. The Syrian Vulnerable Persons Resettlement Scheme (VPRS) which was launched in January 2014 and closed to new arrivals on 25 February 2021, has now been replaced by UKRS, and refugees from Syria are now eligible alongside a broader array of nationalities. To date under VPRS and UKRS SCC has resettled 7 families, 2 of whom now live independently in our city, their 5 years on the scheme having now ended. In all, 34 individuals have been supported through this programme. Councils receive funding for each member of households supported under the UKRS, ARAP and ACRS resettlement schemes to provide or facilitate the levels of support required to help families to integrate and achieve independence.

3.5 Government is now asking all UK councils to re-pledge support to the UKRS programme, including to ARAP and ACRS refugees for 2022-23. It is proposed that, given the difficulties sourcing suitable, affordable housing within Southend, that a modest pledge of resettling a further 2 families is made as a higher number is unlikely to be achieved without significant changes to national policy, or significant local investment to supplement housing costs.

3.6 Homes for Ukraine (H4U) and the Ukraine Family Visa Scheme (UFVS)

The UK Government set up the Homes for Ukraine scheme in March 2022, following the Russian invasion of Ukraine on 24 February. This scheme is predicated on UK residents directly offering rooms in their homes to host Ukrainian guests for 6-12 months. Following a matching process whereby prospective hosts are connected with guests in need, local authorities across the country were then required by the Home Office to check the suitability of placements to enable these to progress. Once everything is agreed and in place and guests have arrived, hosts receive a £350 per month 'thank you payment', and local authorities receive funding to commission and deliver support for Ukrainians arriving under this scheme, similar to those support requirements described in paragraph 3.3 (above). Central Government policy has been developing quickly in this area, and an "Autumn Plan" is due soon. Concerns relate to the ending of hosted placements, particularly given indications nationally that a quarter of households currently accommodating Ukrainian refugees under H4U wish to end their involvement at the six months point. According to the findings of a study by the Office of National Statistics in July 2022, the biggest reason for sponsors wanting to pull out after six months is that they only intended this to be the period for which they would help, and similar numbers say they now want their house to themselves. However, over 70% go on to say that they might change their mind if they received more support or more money. In Southend, similar research we have conducted locally broadly indicates the same findings. Some local authorities are now providing additional payments to hosts in order that their guests are accommodated that way for a longer period. Home Office officials have confirmed that such arrangements are to be funded by local authorities directly from their support grants and that additional payments made to hosts would not be subject to taxation. We are currently investigating the potential benefits of this approach in Southend.

3.7 Under H4U there have been 135 Ukrainian arrivals, with 91 guests in hosted accommodation as of 14th October. Of these, 9 families to date have required temporary accommodation, a new host or alternative arrangements due to a placement breakdown. There have also been some families returning to Ukraine. We anticipate that there may be further breakdowns when placements reach their 6-month or 12-month end. As indicated in 3.6, we are investigating measures to reduce the likelihood of these occurrences.

3.8 Under the UFVS, Ukrainian guests are permitted to come to the UK, and live with their families already resident in the UK. Local authorities do not receive any funding in relation to UFVS, nor do they have any role in administering this scheme. Hosts do not receive any ‘thank you payments’. Due to our lack of direct involvement, we do not have precise data relating to UFVS, but are aware of 24 Ukrainians currently living in Southend through this mechanism. In a small number of cases (3 that we are currently aware of) relations have already broken down, and where this is the case alternative housing has been provided for the affected families by SCC and some local charity partners.

3.9 Housing challenges.

As indicated above, a lack of affordable, suitable housing is the greatest impediment to progress across all the resettlement schemes operated by the Council. This is not unique to Southend and is the experience of almost all councils across the country, especially in the southeast. In Southend this challenge is exemplified by research undertaken locally into affordable housing availability, whereby there were no available 3- or 4-bedroom properties at either the LHA rate or at the LHA rate plus the maximum amount of top-up grant that could potentially be secured under the current arrangements with the Home Office and DLUHC, and only small numbers of available property at higher rates.

| | LHA rates | Number of properties available to rent at LHA | Number of properties available to rent at LHA + £125pcm | Number of properties available to rent at LHA + 30% | Number of properties available to rent at LHA + 50% | Mean rent | Median rent |
|--------|-----------|---|---|---|---|-----------|-------------|
| 3 beds | £1000.01 | Nil | Nil | 7 | 29 | £1465 | £2025 |
| 4 beds | £1300.01 | Nil | Nil | 2 | 4 | £2130 | £2000 |

(Source data: Rightmove, 26 July 2022)

Southend, in common with many other councils, is exploring all available mechanisms to secure additional suitable, affordable housing. This includes potentially use of some of support funding received to assist families to source housing in the private rented sector, with the potential for entering into suitable leasing arrangements with landlords. Mechanisms for the provision of rent guarantors are being explored to encourage private sector landlords to let their housing to refugees, particularly those outside of UKRS. Negotiations are also ongoing with government about piloting alternative approaches to the top-up grant for Afghan refugees, to see if this could assist in securing more homes for people and allow them to move into settled accommodation, and out of hotels.

3.10 In addition to the pressures finding housing for refugees to move out of hotels or into accommodation following the end of hosted arrangements, there are homelessness duties which fall to SCC to meet. For Afghan guests in Bridging Accommodation these are made two offers of accommodation, and if both these offers are refused (and both were deemed “appropriate” per Home Office and DLUHC determination), guests will be given notice to leave the accommodation and find their own accommodation. A new “homelessness referral form has been produced by the Home Office (HO) and the HO have asked that if a household is likely to be at risk of homelessness, council staff should encourage guests to consent to a referral being made to assess them for a homeless duty. For Ukrainian refugees under both schemes, where placements breakdown and they find themselves homeless, the council may need to provide temporary accommodation. In common with other areas, this has already happened on several occasions in Southend. All homelessness presentations will be considered on a case-by-case basis, but it is important to note the additional burden this is likely to place upon SCC, and to note the additional emphasis this gives to the need for a pipeline of suitable, affordable accommodation to militate against these pressures.

3.11 The Asylum Dispersal programme.

Since 13 April 2022, all local authorities in England, Scotland and Wales have been dispersal areas and are required to participate in full asylum dispersal. This Full Dispersal model allows accommodation providers, working on behalf of and directly commissioned by the Home Office, to identify private rental sector properties that can be procured for asylum dispersal accommodation in these local authority areas. In Southend, Clearsprings Ready Homes (CRH) is the contracted provider.

Currently, a formula exists whereby local councils are required to take asylum seekers into their areas equivalent to 0.07% of the population. For Southend, using calculations provided by the Strategic Migration Partnership (SMP), which coordinates this programme regionally, this equates to 131 people. To date there have been 174 asylum seekers into Southend. At the start of the financial year, only around half of local authorities were participating in the programme, understandably limiting the amount of available accommodation, and placing additional pressure on those areas who were participating.

Due to the unprecedented levels of small boat crossings this summer, there are ever greater needs to source accommodation for asylum seekers as part of this programme. Figures released by the Home Office in February showed that 28,526 migrants crossed the Channel in 2021, up from 299 in 2018, and that almost all claim asylum. Home Office officials have recently indicated that the number of migrants crossing the channel this year is even higher. As a result of this there has been a consultation underway to develop regional plans to respond to the growing needs, and this will likely lead to an increase in the formula being used, with a proposal that an allocation equivalent to 0.5% of the population is introduced. This would see a significant increase in the number of asylum seekers expected to be housed locally by CRH, to more than 800 people. An additional pressure in this regard is the difficulty being experienced by CRH in sourcing the requisite levels of accommodation in all local authority areas, particularly as they are expected to provide accommodation at LHA levels, and

consequently they are often needing to access additional units in other areas, particularly urban settings such as Southend. This results in additional pressure in an already difficult housing market. There is an ongoing liaison and negotiation regionally between local authority chief officers, the SMP and Home Office to identify a suitable regional plan which will fairly distribute the response to this challenge.

The increases in demand regarding asylum seekers has also led to increases in the formula used by the National Transfer System for Unaccompanied Asylum-Seeking Children (UASC), from 0.07% of the child population to 0.1%, a rise of 12 young people, from 27 to 39. This aspect of provision is led by SCC children's services.

3.12 Service capacity and community support

It is imperative given the breadth of work above that we continuously review the capacity of SCC and the broader support systems to provide the appropriate welcoming environment for refugees through all routes. This will include the need to commission services external to SCC, and to make sure that the services we rely upon are appropriately funded from the grants which SCC receives for this work. Additionally, it will require a flexible resourcing response from across SCC to scale up the work as required by fluctuations in demand across the system. It is proposed that authority for any related commissioning activity be delegated, as indicated in paragraph 2.6, for this purpose.

3.13 City of Sanctuary

City of Sanctuary UK was established in 2005 in Sheffield by two community activists intent on bringing people together to providing more welcoming and inclusive communities. In 2007, with the support of Sheffield City Council and over 70 local community organisations, the city became the UK's first ever City of Sanctuary. Since this time, hundreds of local councils, schools, universities, libraries, theatres and more have been awarded with Sanctuary status, pledging to create a culture of solidarity, inclusivity and welcome.

Some community and faith organisations in Southend have expressed a desire to pursue City of Sanctuary status and it is proposed that SCC contributes to and supports this work, which is it is believed will bring new ideas and learning, the benefits of wider networks and communities of practice, and further impetus to the work already underway to support new communities in our city.

4. Other Options

- 4.1 That SCC does not pledge to support any further families to resettle in the city and continues to work only with those families currently here as part of the UKRS or in temporary arrangements such as bridging accommodation or the Homes for Ukraine scheme.
- 4.2 That SCC does not seek to identify ways to increase the viability of private sector housing options for refugees through potential use of support grants for this purpose, or to supplement hosts to extend arrangements for Ukrainian guests under H4U.
- 4.3 That SCC does not support community and faith organisations to pursue City of Sanctuary accreditation.

5. Reasons for Recommendations

5.1 The proposal for a Pledge.

The Council, as part of the EELGA and the SMP, needs to make a pledge level, and Lord Harrington (before he resigned) had urged each council to make a significant pledge, as part of our commitment to this process. To date there has been no further appointment to the role of Minister of State for Refugees, but as part of his portfolio as Parliamentary Under Secretary of State at the Department for Levelling Up, Housing and Communities, Andrew Stevenson MP has responsibility for Refugee Housing (Ukraine and Afghanistan) amongst other housing priorities. The request for renewed pledges remains in place.

5.2 The proposal to subsidise housing costs.

As outlined in 3.9 and 3.10 it is understood that current requirements for resettlement properties to be sourced at LHA rates is impracticable and that without adoption or alternative local practice or revised national policy, SCC is unlikely to be successful in finding suitable property for refugees. Deployment of a proportion of the support grant for some families will assist in securing houses for them. This would be undertaken on a case-by-case basis and would take account of future affordability by the family to avoid placing them in unsustainable housing.

5.4 The proposal to review the current support arrangements.

It is important to continuously monitor system capacity to be able to respond effectively to the fluctuating demands of such a programme of work. This applies both to service directly provided by SCC, as well as support, education and other services which are supplied by other organisations. It is therefore important to establish dynamic service configurations and commissioning approaches to enable this.

5.3 The proposal to support City of Sanctuary status

There is much to celebrate about the way the city of Southend has responded to the refugee agenda in recent years, and in particular since September 2021 and the work undertaken to support Afghan and Ukrainians forcefully displaced by the political and military situations in their home states. The council is a key contributor to this success, but is reliant on the considerable and varied offers of the local faith and community organisations - and public sector partners – in this work. The benefits of becoming a City of Sanctuary would also include access to a considerable network of other leading cities across the country and the many organisations active in those communities who provide inclusive and welcoming environments for refugees and asylum seekers. This will be of significant benefit to SCC, as well as community groups and organisations.

6. Corporate Implications

6.1 Contribution to the Southend 2050 Road Map

Safe and Well

- residents feel safe and secure in their homes, neighbourhoods and across the city
- everyone has a good quality, sustainable home that meets their needs

- we protect and improve the quality of life for everyone in our community, including the vulnerable

Active and Involved

- enable inclusive community projects which provide opportunities for people of all ages to participate, grow skills, confidence and social connection and make a positive contribution to tackling inequalities
- more Southenders agree that people from different backgrounds are valued and get on well together

6.2 Financial Implications

SCC receives grants for all aspects of the refugee and asylum work described above, and any activity undertaken in the delivery of these programmes is wholly funded from within these grants.

- The ARAP scheme provides a grant of £28 per person per day whilst they remain in a Bridging Hotel. There is also a grant available from the Home Office to support the first 6 months of temporary accommodation should it be necessary if 2 appropriate housing offers are refused.
- The £350 Thank You payments to sponsors under the Homes for Ukraine are fully reimbursed quarterly from the Home Office on receipt of the appropriate management information returns.
- For every person received in Southend under the Homes for Ukraine scheme the Council receives £10,500 to support the services which may be required by them and highlighted earlier in this report. This is a one off payment and is for 12 months after the person has arrived. If they relocate to another authority then part of this funding moves over to that authority with them.

These grants also allow for full cost recovery across council departments such that officer contributions from a range of services are reimbursed. The grants have been and are further proposed to be, used for external commissioning, creating jobs, and enhancing sustainability in local third sector organisations and other partners.

6.3 Legal Implications

None arising from this report.

6.4 People Implications

None arising from this report.

6.5 Property Implications

None arising from this report.

6.6 Consultation

Most of the above originated from central government policy and actions, with only the UKRS programme being optional, along with the proposal to City of Sanctuary status. UKRS pledges are also now being requested from all councils across the country. All other programmes are requirements of government policy. There have been no consultations undertaken regarding any of the foregoing.

6.7 Equalities and Diversity Implications

An ongoing, dynamic EA is being prepared for this work and will be kept under regular review. Many refugees will have protected characteristics, and this infers the need to work within an equality and diversity framework and putting measures in place to ensure that asylum seekers and refugees receive a fair and just response. It is important that decision-making that is timely and transparent and involves people, or their advocates, as fully as possible, in the process.

6.8 Risk Assessment

A full risk log is kept as part of the oversight and governance of the Ukraine and Afghan programmes and is kept under regular review.

6.9 Value for Money

Any external commissioning would be subject to the principles of SCC's Commissioning Framework and procurement oversight. This work will continue to optimise the use of internal resources by redeployment and cross-service working where feasible.

6.10 Community Safety Implications

None arising from this report.

6.11 Environmental Impact

None arising from this report.

7. Background Papers

None

8. Appendices

None

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Southend-on-Sea City Council

Executive Director (Children and Public Health)

To

Cabinet

On

8th November 2022

Report prepared by: Gary Bloom
Head of Special Educational Needs and Disabilities (SEND)

Agenda
Item No.

11

Southend SEND Strategy 2022-2025

People Scrutiny Committee
Cabinet Member: Councillor Burton
Part 1 (Public Agenda Item)

1. Purpose of Report

- 1.1 The Special Educational Needs and Disability (SEND) offer across Southend is delivered by and involves a range of partners, but the offer is led by the Local Authority and Health and is subject to inspection by Ofsted and the Care Quality Commission (CQC). Following the LGA Peer review of the Council's SEND and Children with Disability (CWD) services it was agreed that a new SEND strategy for the Southend area was needed, and work was undertaken to revise, review and co-produce a new Southend SEND strategy.
- 1.2 The attached new strategy has been considered at the Southend SEND Strategic Partnership Board and the Education Board in November. This report is seeking Cabinet approval to publish the Southend SEND Strategy 2022-25 in a range of accessible media including print, electronic and video.

2. Recommendations

It is recommended that Cabinet:

- 2.1 **Agree the content and format of the Southend SEND Strategy 2022-25; and**
- 2.2 **Agree that the strategy is produced in an accessible document, which can be shared in a variety of formats in order to engage a range of audiences.**

3. Background

- 3.1 The previous SEND Strategy "Success for All" covered the period 2016-19 which spanned the Joint Area SEND Inspection undertaken by Ofsted and the Care Quality Commission in October 2018. As a result of the Inspection the Council and the then named Clinical Commissioning Group (now Integrated Care System) were required to prepare a joint Written Statement of Action determining how the SEND Partnership were going to address and measure the impact of

four areas of weakness. This Written Statement of Action outlined the Three Year Journey for SEND that would lead to an improvement journey and resolve those four areas of weakness.

- 3.2 The revisit by Ofsted and CQC in May 2021 recognised sufficient improvement in three of the four areas of weakness. One of the actions undertaken to improve previous weaknesses was to strengthen the governance arrangements around SEND and to develop a new partnership strategy.
- 3.3 Developing a new SEND Strategy began at a SEND Summit in April 2021 but work on it was delayed following agreement at a Special Council meeting for an independent LGA peer review of the Council's SEND and CWD service which took place in October 2021 and reported its findings and recommendation to Cabinet in January 2022.
- 3.4 The LGA peer review included a recommendation on the new SEND strategy to ensure that it was co-produced and had children and their families at the centre of the strategy.
- 3.5 As a result of that recommendation the Southend SEND Strategic Partnership has ensured that coproduction is at the heart of the Strategy involving children and young people with SEND and their families at every stage. This has included checking back frequently to ensure agreement with the way the Strategy was developing. The five identified priorities in the strategy are what children and young people with SEND and their families told us was important to them and this helped determine what our core commitments are.

| | |
|----------------------------------|--|
| Transitions | Children and young people are prepared and supported to thrive at each change in their lives, helping them to feel secure and confident |
| Early Intervention | Identification, assessment and effective support are provided at the earliest opportunity. |
| Plans | EHCPs and other plans for children and their families have the young person at the centre, are well co-ordinated, co-produced, timely, and lead to well informed and effective support, which is regularly monitored and reviewed |
| The Local Offer | Southend's Local Offer website is a widely and easily accessible resource that signposts to a range of universal, targeted and specialist support services and high quality provisions for Children and Young People with SEND and their families. |
| Good Mental Health and wellbeing | Children and young people are provided with the best chance to achieve positive mental health, be happy and thrive within their family, education and social lives, develop their potential, build strong relationships and contribute to their community. |

- 3.6 The new Strategy identifies the key actions required to deliver these priorities and these will be expanded upon with a more detailed success measures document in an accompanying action plan.

- 3.7 Children and young people with SEND and their families told us they wanted to access the Strategy in a variety of ways and once the content is approved work will be undertaken to make this possible.

4. Other Options

- 4.1 The SEND Partnership could continue to operate without a formal published Strategy or subsume the SEND Strategy into a wider Council Strategy.

5. Reasons for Recommendations

- 5.1 It is recommended and widely acknowledged that SEND is a joint area responsibility encompassing partners from Education, Health and Care and the children, young people and families they support and therefore a specific coproduced SEND Strategy outlining priorities for the next 3 years is recommended.

6. Corporate Implications

- 6.1 The SEND Partnership Strategy makes a significant contribution to the Southend 2050 Road Map.
- 6.2 The intention is to deliver the Strategy from within existing revenue and capital resources, however work undertaken as part of the SEND Strategy may highlight the need for e.g. provision development or service redesign.
- 6.3 Any areas of additional expenditure that are identified which cannot be funded from existing available resources will be sought through identified governance routes.
- 6.4 No identified Legal Implications.
- 6.5 No identified People Implications.
- 6.5 No identified Property Implications although SEND Provision Development opportunities may be sought.
- 6.6 The draft SEND Strategy has been co-produce and there has been on going already public consultation with various groups, stakeholder and partner agencies and the attached new Strategy and has been updated in line with the response to that engagement.
- 6.7 No identified Equalities and Diversity Implications.
- 6.8 Risk Assessment – The SEND Risk Log is reviewed regularly as part of the SEND governance process, oversight resting with the SEND Strategic Partnership Board.
- 6.9 Financial Implications for the cost of publishing the strategy will be managed within existing resources. As the strategy develops into action plans, any further

resource implications in relation to the direct education provision for SEND children and young adults with Education Health and Care Plans will fall to the decision of the Education Board. By way of a reminder, the Education Board / Schools' Forum is a statutory body under delegated direction of the Council who in turn oversee the governance, consultation and oversight of the Dedicated Schools Grant and the High Needs block funding within. The Education Board, which is also a published forum have also already agreed resource prioritisation subject to action plans for the expansion of key areas in relation to the direct education provision for SEND within funding available, and therefore the SEND Strategy will be managed within that framework. Any revised considerations that may fall to the SEND team, which are a statutory Council funded service will have to be continually managed within existing resources given the unfortunate strain and recognised cost pressures on Council resources.

6.10 No identified Community Safety Implications.

6.11 No identified Environmental Impact.

7. Appendices

7.1 SEND Strategy (attached).

8. Background Papers

8.1 None.

Southend Special Educational Needs and Disability (SEND) Strategy 2022–2025



**Helping children and young people with
SEND in Southend.**

Contents

| | |
|--|---------|
| 1. Introduction | page 3 |
| 2. What are special educational needs and disabilities | page 4 |
| 3. Local context | page 5 |
| 4. The SEND Partnership | page 12 |
| 5. Our aims | page 13 |
| 6. Developing the priorities | page 15 |
| 7. The 5 key priorities | page 17 |
| 8. Developing our actions | page 20 |
| 9. Making it happen | page 21 |
| 10. Measuring impact and progress | page 24 |
| 11. Keeping you informed | page 25 |
| 12. Thanks | page 25 |
| 13. Appendix 1 Legislation and policy | page 26 |
| 14. Appendix 2 Glossary of terms | page 27 |

1. Introduction

Welcome to the 2022 to 2025 Southend Special Educational Needs and Disabilities (SEND) Partnership Strategy for children and young people aged 0 to 25.

This SEND partnership strategy outlines our five key priorities and our aims and ambitions, all of which focus on improving the lived experiences of children and young people with SEND and their families.

Much has been done to improve services for children and young people with SEND since October 2018, when the Care & Quality Commission (CQC) and Ofsted carried out a Local Area joint inspection of the SEND offer in Southend. Four areas of weakness were identified, and the Southend SEND Partnership was formed to oversee the journey of improvement, so that children and young people with SEND in Southend and their families have better experiences.

In 2021 the progress and the difference made was recognised, but the need to keep improving remains.

This strategy has been informed by public consultation and was co-produced by the SEND Strategic Partnership. It builds on existing work and shows what will be done to ensure the SEND offer continues to improve.

Feedback from families tell us that the priorities set out here are important to them. We expect that children and young people with SEND and their families will feel the impact of the work of the Southend SEND Partnership.

2. What are special educational needs and disabilities?

A child or young person has SEND if they have a learning difficulty or a physical or mental impairment which has a long-term and substantial adverse effect on their ability to carry out normal day-to-day activities, which calls for special educational provision to be made for them.

This is a combined definition from the Children and Families Act 2014 and the Equality Act 2010. These Acts guide the responsibilities and statutory duties of the Southend SEND Partnership to ensure that children and young people have the support they need.

We asked some local children and young people **“What does having SEND actually mean for you?”**

They told us:

“I am comfortable and happy at home or at school but outside in the community it is more difficult.”

“Having special needs affects your confidence quite a lot.”

“You feel the need to prove yourself.”

“People judge before getting to know you.”

“Having SEND is helpful in school as people understand and I have support to get involved.”

They told us they want:

“To be in control and choose what I want to do, feeling welcome”

“Look forward to each day as it comes!”

“A feeling of belonging and inclusion in the school and local community

The Southend SEND Partnership is committed to working together to make things better for children and young people with SEND

3. Local context

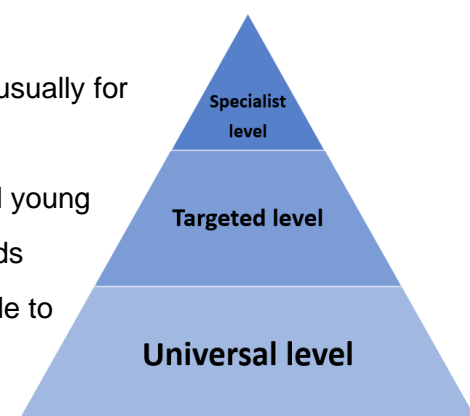
Southend City Council (SCC); the Mid and South Essex Integrated Care System (ICS) and Essex Partnership University Trust (EPUT) work alongside a range of schools and settings, providers, partners, voluntary organisations and other stakeholders to provide high quality provision for all children and young people with SEND.

To understand the prevalence of special educational need across Southend this section provides data about the numbers of children and young people with SEND and their needs* and some context on the range of provision available across education, health, social care and local services at a universal, targeted and specialist level.

Specialist level – services or provision that is highly specialist and usually for children or young people with significant and complex needs

Targeted level – services or provision that is offered to children and young people who need targeted support for a specific type or level of needs

Universal level – services or provision that is offered and is available to all children and young people.



SEN Support

Pupils who have an identified SEN need and require additional (targeted) provision in school are categorised as receiving SEN Support.

Data from the January 2022 schools census shows us those pupils who are recorded as receiving SEN Support in Southend:

- There were 2,966 children at SEN support in our local schools; this equates to 9.25% of the school population.
- This is 3.30% lower than the national average of 12.55%.
- 63% of those pupils at SEN support are male, which is consistent with the national picture.
- The largest cohort of pupils at SEN Support are in year 5 (10.9%).
- Pupils at SEN Support eligible for free school meals is 40.8%, above the national average of 36.4%.

Education Health and Care Plans

Education, Health and Care Plans (sometimes called an EHC Plan or EHCP) are for children and young people up to the age of 25 who require special educational provision (*over and above that which is provided at universal and targeted level*), to meet their special educational needs.

Data from the January 2022 schools census shows those pupils who have an EHC Plan in Southend schools:

- The largest cohort of pupils with an EHC plan are in year 6 (10.1%)
- Pupils with an EHC plan that are eligible for free school meals is 43.3%, compared to 39.7% nationally
- 75% of pupils with an EHC plan are male which is consistent with the national picture.
- The percentage of pupils who have an Education Health and Care plan attending Southend schools is 3.71%
- This is similar to the national average of 3.95%
- Approximately 180 pupils with a Southend maintained EHC plan attend out of area schools
- Approximately 10 pupils with an EHCP are Electively Home Educated
- Of all pupils in Southend special schools, 86% have a Southend maintained EHC plan.

As of September 2022 Southend maintained 1,545 EHC plans.

When looking at the combined picture of all pupils at SEN Support and with EHC plan we know that prevalence of SEND in Southend is highest amongst primary age pupils and drops off in older years groups. This has been consistent over the past 3 years. The percentage of all SEND pupils in Southend schools categorised as having a Social, Emotional and Mental Health primary need is 21.6% (2022) and is the most prevalent need in Southend.

**Different time points for data collection and reporting periods mean that there is not a consistent time point at which data is reported, for example a mixture of calendar, academic and financial years. The schools Census and the DfE SEN2 return, provides the major source of data collected on children and young people with SEND and is published here. This data has been used alongside with Southend's internal reporting dashboard. Some figures have been rounded to the nearest 10 to comply with suppression rules.*

Education Provision

In Southend there is a wide range of educational provision to meet pupil need at a universal, targeted or specialist level:

- 45 mainstream schools spanning infant to secondary age,
- 3 independent schools,
- 5 special schools,
- A special free school, colleges and a university.

As of August 2022 100% of LA Maintained schools (all primary phase) were judged Good or Outstanding in addition to 94% of Primary phase, 83% of Secondary phase and 80% of Special schools (*published on the Ofsted website*)

Southend's special schools cater for a range of needs and age groups:

| | | | |
|-----------------------|---|-----------------------|------------|
| Kingsdown School | Type of need - Physical Difficulties, Profound & Multiple Learning Difficulties, Severe Learning Difficulties | Age range 3-14 years | 120 places |
| Lancaster School | Type of need - Physical Difficulties, Profound & Multiple Learning Difficulties, Severe Learning Difficulties | Age range 14-19 years | 100 places |
| St Nicholas School | Type of need - Autism, Moderate Learning Difficulties | Age range 11-16 years | 92 places |
| Sutton House Academy | Type of need – Social Emotional and Mental Health | Age range 5-16 years | 65 places |
| St Christopher School | Type of need - Autism Spectrum Disorder, Moderate Learning Difficulties, Social Emotional and Mental Health | Age range 3-19 years | 235 places |

Alternative Education Provision in Southend is made by the 2 following registered settings

| | | | |
|---|--|-----------------------|-----------|
| Victory Park Academy | Type of need – Social Emotional and Mental Health | Age range 5-16 years | 85 places |
| Southend YMCA Community School (<i>free school</i>) | Type of need: pupils who have, by reason of illness, disability, social, emotional or mental health issues, require alternative educational arrangements | Age range 14-18 years | 50 places |

In addition to mainstream and specialist settings Southend Local Authority commission a number of resource bases (sometimes called Enhanced Provision) that provide targeted support for pupils with:

- Autism
- Speech, Language and Communication Needs
- Learning Difficulties

| | | | |
|-------------------------------|--|-------------------|-----------|
| Hamstel Infant School | Autism Resource Base | Age Range 3 - 7 | 3 places |
| Temple Sutton Primary School | Autism Resource Base | Age Range 3 - 11 | 12 places |
| Blenheim Primary School | Autism Resource Base | Age Range 3 - 11 | 12 places |
| Greenways Primary School | Autism Resource Base | Age Range 4 - 11 | 12 places |
| Southend High School for Boys | Autism Resource Base | Age Range 11 - 16 | 15 places |
| Fairways Primary School | Speech, Language and Communication Resource base | Age Range 4 - 11 | 15 places |
| Chase High School | Learning Resource Base | Age Range 11 - 16 | 12 places |
| Shoeburyness High School | Learning Resource Base | Age Range 11 - 16 | 18 places |

There are a number of pupils that are Electively Home Educated (EHE) in Southend. As of 1st September 2022 there were 403 pupils recorded as EHE.

In Southend there are many post-16 options offering AS/A-levels, vocational qualifications at all levels, apprenticeships, traineeships, supported internships and bespoke packages of learning. There are also 16 to 19 academies, and vocational learning and training providers

The local area encompasses:

- School sixth forms (both mainstream and special schools)
- South Essex College - a further education college offering a variety of courses, apprenticeships and supported internships.

- Southend Adult Community College offers apprenticeships and SEND provision in addition to their specialist Westcliff Centre for 19-21 year olds.

Social Care and Early Help

There is a range of support available for families requiring Social Care input.

- At a universal level 0-19 Early Help Family Support (EHFS) Service provide for children, young people and their families with a range of needs including parenting, family support and youth work. All children and young people are assessed and supported according to their individual specific needs, whether that is SEND, diagnosed or not.
- At a targeted level all new referrals to children's social care are received via MASH+ (the Multi Agency Safeguarding Hub) and assessed against statutory thresholds and duties for social care intervention and eligibility criteria. The eligibility criteria must be met to receive paid services, including personal budgets which are agreed at a resource allocation panel that makes the decision on financial care packages.
- Teams and services across statutory Children's Social Care operate at a specialist level. One of the teams within the department is the Children with Disabilities Team which provides assessment, support and intervention for children and young people with SEND from the ages of 0 – 18 that are severely disabled and meet the eligibility criteria for the team. The team works with children, young people, and their families to ensure that they are supported to have every chance of achieving success through to adulthood. The team is based at the Lighthouse Development Centre and is one of a several providers based at the Centre supporting children with disabilities meaning that children, young people, and their families are provided with a fully inclusive service.

The Children with Disabilities Team support children with various care packages that may consist of direct payments for Personal Assistance support, care or activities at home, care or activities away from home such as after school or holiday clubs; or overnight (short term) breaks away from home.

The Children with Disabilities Team will link closely with all professionals involved in the young person's life from Health, Education and Adult Services and facilitate a transition for a child/young person into adult services beginning preparation from the age of 14 years to the transfer to adult services.

Health provision

Health services for children and young people including those with SEND are delivered at a universal, targeted and specialist level and include the following services:

- Universal care is provided by Primary Care Networks and GP practices
- Children, Young People and Families 0-19 Public Health Services (Southend City Council) offers a universal service for all families, children, and young people which includes Health Visiting and School Nursing. They also offer targeted services for the following:
 - The Health Visitor targeted pathways for those children that have specific needs.
 - A Specialist Public Health Nurse (SCPHN) for children with Special Educational Needs in mainstream school.
 - Specialist Public Health Nurse (SCPHN- EHE) for children who are Home Educated.
- Targeted provision from GP practices for Learning Disability Health Checks (from 14 years of age)
- A Better Start Southend (ABSS) offer targeted Speech and Language Therapy through the Let's Talk programme provided in 6 ABSS ward areas of Southend.
- The Family Nurse Partnership provides a targeted offer for those under 20 expecting their first baby. A family nurse offers pregnancy support, after the birth advice and guidance for up to 2 years.
- The multi-disciplinary team at Lighthouse Child Development Centre provided by Essex Partnership University Foundation Trust (EPUT) offer targeted and specialist services for:
 - Specialised outpatient care for children and young people up to the age of 19 years of age with significant delay or concern and have, or are likely to require, the support from more than one service or discipline.
 - Targeted and specialist support from Community Paediatricians, Physiotherapy, Occupational Therapy and Speech and Language Therapy
 - An integrated pathway for neurodevelopmental assessment for children and young people with suspected Autism and Attention Deficit Hyperactivity Disorder (ADHD) pathways or other neurodevelopmental needs.
- The core mental health service for children and young people up to 19 years of age (up to 25 if they young person has an EHCP) is Southend Essex and Thurrock (SET) Child and Adolescence Mental Health Service (CAMHS). SET CAMHS offer targeted and specialist community-based assessment and treatment. The service is provided

by North East London Foundation Trust (NELFT) and includes a central single point of access (SPA) for referrals providing clinical triage leading to; advice and guidance, onward referral to specialist teams (i.e. Eating Disorder, Learning Disability etc.), locality teams and signposting to other services.

- NELFT also provide targeted support in Southend through Mental Health in Schools Teams (MHST). Targeted support is currently offered across 8 mainstream school settings and one further education setting as part of a national pilot.
- Southend University Hospital Foundation Trust (SUHFT) as part of Mid and South Essex Partnership Foundation Trust (MSEFT) offer targeted and specialist services from urgent and emergency treatment, acute paediatric care, outpatient and audiology services
- Specialist referral routes with regional condition specific tertiary centres such as Great Ormond Street, South London & Maudsley, Evelina and Addenbrookes NHS Foundation Trusts.
- Essex Partnership University Trust (EPUT) offer a range of targeted and specialist community paediatric services to support the needs of children and families in Southend:
 - The Paediatric Community Nursing Team provides clinical nursing care for children with complex and on-going health needs.
 - An integrated Diabetes Service (in partnership with MSEFT).
 - Continence Service.
 - Paediatric Asthma & Allergy Service plus dedicated asthma, eczema and allergies training for patients and families.
 - Epilepsy Nursing provision.
 - Service provision is also in place for Specialist School Nursing and Specialist Health Visitors.
 - Community Learning Disability Services.
- The Play and Parenting service (Jigsaws) provides specialist support to families from maternity to age 5, offering support to families with complex and life-limiting conditions.

Support Services and the voluntary sector

The SENDIASS service (Special Educational Needs and Disability Information, Advice Support Service) is jointly commissioned by Education, Health and Social Care is well established and well used by families who require advice and support on SEND issues.

The Department for Education funded parent carer forum; Southend SEND Independent Forum (SSIF) were established at the end of 2020 and provides a great deal of community support and advice to SEND parent carers.

Voluntary sector organisations based in or local to Southend provide a range of universal, targeted and specialist services to support children and young people with SEND and their families. The Local Offer website provides information, advice and guidance on local services and details of organisations and groups in the local area

www.southend.gov.uk/sendlocaloffer

4. The Southend SEND Partnership

The Southend SEND Partnership works together to drive high standards and continuous improvement and is committed to improving the experience of our children and young people with SEND aged from 0 – 25 by providing the right help and support at the right time.

The strategic partnership consists of:

- Southend City Council teams responsible for SEND services across Education, Early Years, Children's and Adult Social Care and Public Health.
- Health partners from Mid and South Essex Integrated Care Board (ICB), including The Lighthouse Child Development Centre as part of Essex Partnership University Trust (EPUT) and Southend University Hospital Foundation Trust (SUHFT).
- Southend SEND Independent Forum (SSIF), the Department for Education funded Parent Carer Forum for Southend.
- Representatives from mainstream and special schools, early years and further education settings.
- The voluntary sector and representatives from a range of community initiatives including A Better Start Southend (ABSS) and Healthwatch.

The Southend SEND Partnership commits to listening to the child and young person's voice and hear about their lived experiences. Everything we do will be shaped by better understanding of the individual needs of all children and young people with SEND and their families, no matter their circumstances or need.

Our ambition is for all children and young people to thrive and be happy in communities where families and services work together to help them achieve their potential and fulfil their dreams.

We will achieve this ambition as a whole system partnership, with shared aims and values. Working together we will focus on improving the lived experiences of children and young people with SEND and their families.

5. Our aims

We know that children and young people with SEND, and their families need additional support, and a strong local partnership is essential to achieve our shared ambition.

Our aim is to:

- raise aspirations.
- improve outcomes and opportunities.
- have high quality, accessible, local services.
- support a successful transition into adulthood, enabling independence and resilience.
- ensure children's wishes, dreams and aspirations are at the heart of decision making.
- have an easy to navigate, open and transparent SEND system.
- make a real and measurable impact on the lives of children and young people with SEND and their families.

We want Southend to be a place where all children and young people with SEND and their families:

- 1) Feel welcomed, are listened to and are equal, respected and valued partners in decision-making.
- 2) Have high aspirations, choice and control over their future and can make a positive contribution to the wider community.

- 3) Are communicated with sensitively and compassionately.
- 4) Feel safe, and are supported by skilled education, health and care practitioners who understand individuals needs and how these can be best met.
- 5) Have access to consistent high quality childcare, health care, education and training opportunities and employment.
- 6) Benefit from evidence-based practice.
- 7) Benefit from a system where practitioners support children and young people to be the best version of themselves and have inclusive and equal access to services and opportunities alongside their peers.
- 8) Can access services that are responsive and preventative.
- 9) Receive support that is personal and encourages self-help and resilience to enable individuals to become the best version of themselves.
- 10) Are supported and encouraged to provide feedback which helps the SEND Partnership to continually improve.

6. Developing the priorities

A programme of engagement with parents, carers, young people, education settings and colleagues who support children and young people with SEND was undertaken to identify the priorities that mattered to them. Various methods of engagement were used including online surveys, group meetings and one to one conversation.

Children and Young People told us:

“Staff need more training to help me and understand what support I need.”

“Share information using videos and animations; they are easier than reading lots of writing.”

“We want our own spaces where we can meet other young people and socialise and know that we have a refuge if we feel unsafe.”

“We feel we have to live up to older people’s expectations and want to be valued for ourselves.”

Parents and Carers told us:

“We need joined up services with a strong parental input.”

“Better and quicker access to services for families.”

“Putting the right people in the important, supportive roles.”

“Help should be timely, not taking years, and appointments should be given in an effective time span.”

“Early mental health intervention.”

“Ensure that what is in the Education Health and Care Plan is delivered. Hold schools accountable so parent doesn’t have to fight school alone for provision to be made.”

Members of the Southend SEND Partnership told us:

“We need better systems in place to identify SEND.”

“Ensure health services have capacity to undertake assessment.”

“Smooth transition to adult services.”

“The voice of the child and their family should be central to all decisions made in relation to the young person’s life and future.”

“Ensure our education workforce is fully trained and upskilled in supporting children and young people with SEND and their families.”

“More investment in early intervention and prevention.”

Listening to what matters to families and children and young people has helped to shape our priorities.

7. Agreeing the priorities

The feedback gained from children, young people, their families and members of the Southend SEND Partnership, together with feedback from the SEND inspection re-visit and the SEND improvement programme has identified 5 priorities for action over the next 3 years. These form the basis of this strategy supporting the SEND community from early years to adulthood.

Our 5 key priorities

Transitions

Early intervention

Good mental health and wellbeing

Plans

The Local Offer

Transitions: Children and young people are prepared and supported to thrive at each change in their lives, helping them to feel secure and confident

This is important because:

Change is part of everyday life so it is important to help children and families learn how to successfully adapt.

Children and young people with SEND and their families will go through lots of changes. This could be a different school or setting, a different service provider or worker, moving into employment or a change in personal circumstances and needs.

Without effective planning and the right support for children and young people with SEND, transitions can be unmanageable for the child, which can have a lasting impact.

One young person told us a good transition means “Feeling prepared and ready!”

Early Intervention: Identification, assessment and effective support are provided at the earliest opportunity.

This is important because:

Children and young people who have their needs recognised earlier, generally have better outcomes.

Children and young people may find it easier to manage day to day life and access the world around them.

Families feel supported and better able to cope.

The right support can be provided at the right time, in the right place, which may reduce needs or prevent them from increasing.

One young person told us “Good support means being empowered to do things on my own.”

Good mental health and wellbeing: Children and young people are provided with the best chance to achieve positive mental health, be happy and thrive within their family, education and social lives, develop their potential, build strong relationships and contribute to their community.

This is important because:

It helps children and young people cope better with day-to-day life.

It helps children and young people to engage with others and maintain positive relationships.

It helps to build self-esteem and confidence.

It helps children and young people to effectively understand and communicate their own needs.

It helps children and young people to make positive choices.

One young person told us “I see a counsellor and my music has helped me through my thoughts and feelings.”

Plans: EHCPs and other plans for children and their families have the young person at the centre, are well co-ordinated, co-produced, timely, and lead to well informed and effective support, which is regularly monitored and reviewed.

This is important because:

Effective plans show the child or young person’s needs, ensure the correct support is in place and lead to better outcomes.

Children and young people’s hopes and aspirations can be turned into meaningful and achievable outcomes.

Children and young people and families are listened to, understood, and well supported.

Those providing the support within the plan know what they are expected to do and when they need to do it.

Timely planning and reviews provide the right support, in the right place and at the right time.

One young person told us “The support I receive is a really big balancing act as it needs to be at the right time in the right way.”

The Local Offer: Southend’s Local Offer website is a widely and easily accessible resource that signposts to a range of universal, targeted and specialist support services and high quality provisions for Children and Young People with SEND and their families.

This is important because:

Children and young people, families and professionals know who to go to for consistent advice and support.

It helps children, young people, families and professionals to feel empowered, make informed choices and better engage with the community.

A range of high quality provision will help children and young people and families to access support close to home.

Children and young people, families and professionals have relevant and up to date information that can be found quickly and easily.

One young person told us “We need fully accessible sports clubs that are clued up on SEND specific needs.”

8. Developing our actions

Once the priorities had been agreed a draft strategy setting out the proposed actions went out for wider consultation.

Feedback was invited from young people, parents and carers of children and young people with SEND and professionals who work with and support children and young people with SEND.

People were able to provide feedback through face to face or online engagement events and also via a survey.

The Parent and Carer Forum (Southend SEND Independent Forum) worked closely with the SEND Partnership to engage a wide range of stakeholders and supported the review of consultation feedback. This is to ensure that the key priorities and the proposed actions reflect the needs of the SEND community.

Through this consultation families said that actions should focus on:

- Improving mental health service provision and waiting lists
- Increased visibility of professionals in the community to meet SEND families
- Simple pathways that support navigation of the SEND system
- Ensuring plans are concise, simple and child focused
- End of school transition support to college or into the workplace
- A reduction in waiting times for diagnosis
- Strong community connections like clubs and sports
- Better promotion of services and provision in the area
- More opportunities to get young people into work
- Keeping families more informed and part of the process

The wide range of feedback from the consultation has been collated and is available to view on the Local Offer website www.southend.gov.uk/sendstrategy

9. Making it happen – what we will do.

This strategy provides an opportunity to refresh our planned actions so that children, young people and their families feel the impact of better support, services and intervention.

This section sets out each priority and what we will do over the next 3 years.

Priority - Transitions: Children and young people are prepared and supported to thrive at each change in their lives, helping them to feel secure and confident

We will:

- Ensure assessments are prioritised for children and young people approaching transitions.
- Produce and embed guidance that sets out agreed expectations for school-based transitions for children and young people with an EHCP, on SEN Support or with complex medical conditions.
- Provide support and training for children and young people parent carers and professionals to ensure all children and young people with SEND are prepared as early as possible for adulthood and the transitions they face.
- Develop an agreed set of skills across the Education, Health and Social Care workforce so that practitioners work to the same preparing for adulthood principles, awareness of what good health, social care and education transitions look like and what provision is in place and at which level.
- Work as a SEND partnership to share (where appropriate) information to ensure children, young people and families, do not have to repeat their story and that risk or vulnerabilities are mitigated.
- Produce and publish a roadmap of what is expected at each stage for key transition points in a child or young person's journey (health, education & social care) so that all professionals are working towards the same goals and pathway.
- Provide clear information to parents, children and young people about options at each transition stage so they can make informed choices.
- Work with employers and Further Education providers to develop a greater range of options, education, training and employment, for young people when they move on from compulsory education.

Priority - Early Intervention: identification, assessment and effective support are provided at the earliest opportunity

We will:

- Ensure there is proactive signposting to early support services so that families experience of the SEND system improves and appropriate support is available at the earliest opportunity.
- Continue the review of therapy provision (the balanced system review) and implement the recommendations.
- Continually review and improve the advice and support available to schools and settings.
- Undertake a capacity and demand review to ensure effective use of resources.

- Embed the Graduated Response across education, health and care with a range of supportive materials which set out our expectations of how children and young people's needs should be met within mainstream schools and local services.
- Build resilience in schools to manage challenging behaviours which will improve the life chances of young people and preventing escalation to crisis and entering the criminal justice system.
- Review SEND decision-making systems and ensure that processes are transparent and understood by families.

Priority - Good mental health and wellbeing: Children and young people are provided with the best chance to achieve positive mental health, be happy and thrive within their family, education and social lives, develop their potential, build strong relationships and contribute to their community.

We will:

- Support community services to be more inclusive to provide better support, improve mental health and life chances.
- Improve data collection to support effective commissioning.
- Review the provision of Counselling Services for all children and young people and publicise what is available on the Local Offer.
- Offer training updates on early identification of need and appropriate sign posting to all frontline practitioners and those that have contact with children and young people.
- Develop a person-centred behavioural approach which provides the support, tools and training needed to build resilience for parents, carers and families to manage challenging behaviour.
- Develop a set of agreed expectations for education settings to support children and young people around emotional wellbeing.
- Support the development of mental health services that are inclusive of SEND.

Priority - Plans: EHCPs and other plans for children and their families have the young person at the centre, are well co-ordinated, co-produced, timely, and lead to well informed and effective support, which is regularly monitored and reviewed.

We will:

- Consistently capture and act upon the voice of the child and young person and their families at the earliest opportunity to influence and shape their plans.
- Get better at reviewing plans so they grow with the child and reflect their current aspirations.
- Provide support and challenge to providers to ensure the support detailed in all plans is delivered effectively.
- Enhance quality assurance processes around EHCPs to ensure a consistent, person centred approach, unique to each child and young person which raises parental confidence in the quality and impact of plans.
- Review the impact and effectiveness of the EHC Hub.
- Improve the timeliness of production of draft EHCPs.
- Produce guidance and information on routes and sources of support for families if they experience difficulties that are not being addressed by settings or if they feel that their child's needs are not being correctly identified or met.

Priority - The Local Offer: Southend's Local Offer website is a widely and easily accessible resource that signposts to a range of universal, targeted and specialist support services and high-quality provisions for Children and Young People with SEND and their families.

We will:

- Develop and implement a communication plan which effectively advertises and promotes the Local Offer as the 'go to' information source for all children and young people with SEND, their families and SEND professionals.
- Work with local groups and holiday support services to ensure there is advice, support and guidance on how to make provision for children and young people with SEND.
- Finalise the evaluation of the Local Offer website and deliver improvements. If necessary, a new codesigned website will be reprocured to ensure that the website is the best it can be.
- Complete a SEND partnership review of provision available for children and young people to close gaps in provision through effective identification of need and joint commissioning involving all partners.
- Complete the delivery of the Southend SEND Capital Programme.
- Produce a clear map of provision across the city that is easily understood and has clear routes on how to access them.
- Complete an audit in reference to inclusion across the local area and educational settings.
- Identify support and resources across settings to better enable children and young people to be educated and participate in activities alongside their peers.
- Promote awareness and understanding of SEND and SEND support services amongst families, practitioners, education settings and our wider communities by recruiting SEND champions.

The Southend SEND Partnership have 5 core commitments:

1. Increase the voice and engagement of children and young people with SEND and their families.
2. Develop our workforce across the Southend SEND Partnership to ensure they have the right knowledge, skills, confidence and resilience, with opportunities to learn together.
3. Be the best we can be focusing on quality, impact, innovation and improvement supported by evidence of what works well.
4. Improve communications across the SEND Partnership and with children, young people and families, professionals, settings and the voluntary sector.
5. Improve joint working and make the best use of available resources.

10. Measuring impact and progress

Ultimate accountability for the delivery of the SEND Strategy rests with the SEND Strategic Partnership Board, The strategy is underpinned by a detailed action plan for which the Southend SEND Partnership is accountable. The partnership will drive the delivery of this strategy and the action plan.

Progress against the strategy will be monitored at least termly, with scrutiny and challenge from:

- Southend SEND Strategic Partnership Board.
- Southend Education Board
- Southend Health and Wellbeing Board.
- The Mid and South Essex Integrated Commissioning Board.
- Southend City Council People Scrutiny committee.
- The Mid and South Essex Children and Young Peoples Growing Well Board.

Our success will be determined by the lived experience of our children, young people, and families to understand if, and how, they are seeing the difference.

We will monitor impact by:

- Listening to feedback from children and young people, their families and professionals.
- Working with Southend SEND Independent Forum (SSIF) and other groups.
- Working with the SEND Young People's Forum and other youth groups to hear directly from young people.
- Reviewing feedback from regular surveys.
- Designing new and creative ways to capture feedback.
- Reviewing provision arrangements for SEND in Southend schools and settings.

11. Keeping you informed

Progress and updates will be published on the SEND Local Offer website:

www.southend.gov.uk/sendstrategy. This will provide key documents and opportunities to feedback, ask questions or make suggestions on the progress of the SEND Partnership.

Our SEND Partnership e-newsletter will also provide regular updates on the work being done and the difference it is making sign up with this link [Southend-on-Sea City Council \(govdelivery.com\)](http://Southend-on-Sea City Council.govdelivery.com)

12. Thanks

With special thanks to everyone who contributed to this strategy, including the children, young people and families who took part in the engagement meetings and online survey, Southend SEND Independent Forum (SSIF) - the Department for Education funded parent carer forum in Southend, schools, youth groups and other organisations in Southend who have been involved, local authority teams, the Mid and South Essex Integrated Care Board and other health organisations, and the elected members of Southend City Council.

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



Mid and South Essex
Integrated Care
System

13. Legislation and Policy

Legislation driving provision for children and young people with SEND is currently under review by HM Government. We will ensure that this strategy is in line with any changes to legislation, national and local policy and best practice during its lifespan. At present, that legislation and policy is:

National

- Breaks for carers of disabled children regulations 2011
- National strategy for autistic children, young people and adults: 2021 to 2026
- NHS Long Term plan 2019.
- Reasonable adjustments for disabled pupils (2012): Technical guidance from the Equality and Human Rights Commission.
- SEND and Alternative Provision Green Paper (right support, right place, right time) 2022
- Special Educational Needs and Disability Code of Practice 2015
- Supporting pupils at school with medical conditions (2014): statutory guidance from the Department for Education.
- The Autism Act 2009
- The Care Act 2014.
- The Children Act 1989/ 2004.
- The Children Act 1989 Guidance and Regulations Volume 2 (Care Planning Placement and Case Review) and Volume 3 (Planning Transition to Adulthood for Care Leavers).
- The Children and Families Act 2014.
- The Chronically Sick and Disabled Persons Act 1970
- The Education Act 1996.
- The Equality Act 2010
- The Mental Capacity Act 2005.
- The Mental Capacity Act Code of Practice: Protecting the vulnerable (2005).
- Working Together to Safeguard Children (Statutory guidance)

Appendix 2

| <h3>14. Glossary</h3> | |
|-----------------------|--|
| ABSS | A Better Start Southend is a partnership of organisations who operate in six local wards – Westborough, Victoria, Milton, Kursaal, West Shoebury and Shoeburyness. |
| ADHD | Attention Deficit Hyperactivity Disorder is a condition that can affect a person's behaviour, concentration and impulse |
| ASC | Autistic Spectrum Condition is a lifelong developmental disability which affects how a person communicates, relates to other people and makes sense of the world around them |
| EHC Plan or EHCP | Education, Health and Care Plan is a statutory plan setting out child's special educational needs and the provision set out to meet them |
| EHE | Electively Home Educated is a term used to describe a choice by parents to provide education for their children at home - or at home and in some other way which they choose, instead of sending them to school full-time |
| EPUT | Essex Partnership University Trust – a local health provider |
| GP | General Practitioner a local health provider |
| ICB | Integrated Care Board is a partnership of organisations that come together to plan and deliver joined up health and care services, and to improve the lives of people who live and work in their area |
| LA | Local Authority is responsible for a range of vital services for people in defined areas such as social care, schools |
| LD | Learning Disability is a term that describes a person with a physical or mental impairment which has a substantial and long term adverse effect on their ability to carry out normal day to day activities |
| MASH+ | Multi agency safeguarding hub a referral point to access children's social care |
| MHST | Mental Health in Schools Teams are a national pilot offering support for children and young people from trained practitioners in evidence based mental health interventions in schools supervised by NHS staff |
| MSE ICB | Mid and South Essex Integrated Care Board a new partnership between the organisations that meet health and care needs across mid and south Essex |
| MSEFT | Mid and South Essex Partnership Foundation Trust – a group of hospitals covering mid and south Essex |
| NHS | National Health Service – leaders of health care in England |
| PD | Physical Difficulties a limitation on a person's physical functioning, mobility, dexterity or stamina that has a substantial and long-term negative effect on an individual's ability to do normal daily activities. |
| PMLD | Profound & Multiple Learning Difficulties is term to describe severe learning disability and other disabilities (such as difficulties with hearing, speaking and moving) that significantly affect a person's ability to communicate and be independent. |
| RB | Resource base (sometimes called Enhanced Provision) provide targeted support in a setting attached to a mainstream school which enables children to make progress, achieve their identified outcomes and continue to access the mainstream curriculum and school |
| SCC | Southend City Council is the local government authority providing services for the area |

| | |
|------------------------|--|
| Schools census | An electronic collection of pupil data from primary, secondary, special schools and pupil referral units, which takes place three times a year |
| SEMH | Social Emotional Mental Health is a term to describe someone who has a range of social and emotional difficulties which manifest themselves in many ways and behaviours. |
| SENDIASS | Special Educational Needs and Disabilities Information Advice and Support Service is a free, impartial and confidential service offering information, advice and support for parents and carers of children and young people with special educational needs and disabilities (SEND) and to young people. |
| SEND | Special Educational Needs and or Disabilities is a term referring to a learning difficulty and/or a disability that means a child needs special health and education support. |
| SEND Capital Programme | Funding provided by the Government, through the Department for Education to help local authorities shape facilities for children with Special Educational Needs |
| SEN Support | Educational or training provision that is additional to or different from that made generally for others of the same age. This means provision that goes beyond the differentiated approaches and learning arrangements normally provided as part of high quality, personalised teaching. It may take the form of additional support from within the school or require the involvement of specialist staff or support services. SEN support is the term used to describe the support that schools provide for pupils who have been identified as having SEN but who do not need an Education, Health and Care (EHC) needs assessment. Pupils at SEN Support are given support that is additional to and different from the majority of children and is paid for out of the school's resources. Most pupils with SEN in mainstream schools are provided for at SEN Support. |
| SLD | Severe Learning Difficulties is a term to describe significant and profound cognitive difficulties. |
| SET CAMHS | The Child and Adolescence Mental Health Service provides advice and support to children, young people and families who need support with their emotional wellbeing or mental health difficulties. The service covers Southend, Essex and Thurrock. |
| SSIF | Southend SEND Independent Forum is Southend's local Parent Carer Forum funded by the Department for Education. |
| SCPHN | Specialist Public Health Nurse provides support for children with Special Educational Needs in mainstream school. |
| SCPHN - EHE | Specialist Public Health Nurse provides support for children who are Home Educated |
| SUHFT | Southend University Hospital Foundation Trust. |

Southend-on-Sea City Council

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

To

Cabinet

On

8 November 2022

Report prepared by:

Alan Richards - Executive Director (Growth & Housing)

Agenda
Item No.

12

The Victoria Shopping Centre and Utilisation of Council Buildings

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

Part 1 (Public Agenda Item)

1. Purpose of Report

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

2. Recommendations

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

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

2.3 To develop the procurement options

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

3. Background – The Victoria Centre

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

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

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

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

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

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

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

3.8 The Civic Centre and Civic 2.

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

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

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

4. Other Options

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

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

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

5. Reasons for Recommendations

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

6. Corporate Implications

- 6.1 Contribution to the Southend 2050 Road Map

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

Pride & Joy

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

Safe & Well

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

Active & Involved:

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

Connected & Smart

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

Opportunity & Prosperity

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

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

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

6.2 Financial Implications

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

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

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

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

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

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

6.3 Legal Implications

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

6.4 People Implications

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

6.5 Property Implications

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

6.6 Consultation

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

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

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

engagement alongside other conversations and discussion forums as appropriate.

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

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

6.7 Equalities and Diversity Implications

6.7.1 These will require detailed consideration at all key stages.

6.8 Risk Assessment

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

6.9 Value for Money

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

6.10 Community Safety Implications

6.10.1 This will require detailed consideration at all key stages.

6.11 Environmental Impact

6.11.1 This will require detailed consideration at all key stages.

7. Background Papers

7.1 There are no background papers associated with this report.

8. Appendices

8.1 There are no appendices associated with this report.

Southend-on-Sea City Council

Report of Executive Director
Neighbourhoods and Environment
to
Cabinet
On
08 November 2022

Agenda
Item No.

13

Report prepared by: Sharon Harrington,
Head of Traffic & Highways

**Adoption of the Southend Vision for Parking, Parking Strategy 2022-2032, the
Parking Implementation Plan 2022-2032 and Parking Action Plan 2022-2032**

Relevant Scrutiny Committee(s): Place Scrutiny
Cabinet Member: Councillor Steven Wakefield

1. Purpose of Report

- 1.1 Cabinet at its September 2021 meeting agreed a draft parking strategy and authorised public consultation on its content. A report setting out the results and analysis of the public consultation was reported to Cabinet at its February 2022 meeting. At the February meeting, Cabinet resolved:- “that the matter be referred to the Transport, Asset Management and Inward Investment Working Party for consideration.”
- 1.2 The comments of the Transport, Asset Management and Inward Investment Working Party are set out in **Appendix 2** and have been used to inform the finalised parking strategy which is recommended to Cabinet for adoption and approval.

2. Recommendation

- 2.1 **Cabinet are recommended to:-**
- 1) note the comments of the Transport, Asset Management and Inward Investment Working Party;**
 - 2) note the recommendation to adopt the policies where there was majority support for them as set out in paragraph 3.5 of this report; and**
 - 3) Adopt the finalised versions of the Southend Vision for Parking, Southend Parking Strategy 2022-2032, Southend Parking Implementation Plan 2022-2032 and, Southend Parking Implementation Action Plan 2022-2032 contained in Appendix 3.**

Background

- 3.1 The operation and management of civil parking enforcement (CPE) is regulated by primary legislation, regulations and statutory guidance. In 2008, the Department for Transport (DfT) published the Secretary of State's Statutory Guidance, for Local Authorities on Enforcing Parking Restrictions¹. The Statutory Guidance requires local authorities to 'publish and openly promote' its strategies and policies and to undertake public consultation on their content.
- 3.2 Cabinet in September 2021 approved the draft Southend Vision for Parking and draft Parking Strategy and authorised public consultation on their content. **The Parking Strategy, Vision for Parking, and Parking Implementation Plan and Parking Implementation Action Plan are attached at Appendix 3.**
- 3.3 The adopted Vision for Parking promotes four principles the Council wants to instil across the City. These are:-
- To provide parking where possible;
 - Control parking where necessary;
 - Enforce parking fairly and consistently; and
 - Operate parking efficiently and cost effectively.
- 3.4 Public consultation took place from 12th October to 2nd December 2021 via Your Say on the Southend website. The questionnaire asked a series of questions designed to inform the decision-making process to finalise the Parking Strategy. There was also a comments section to enable other issues to be recorded. **The analysis of the results of the public consultation is set out in Appendix 2.**
- 3.5 Of the 11 parking related questions contained in the consultation, 10 gained a clear majority of responses in support for the particular policy proposal from those responding. Based on majority support it is recommended that these policies are adopted to form part of the finalised Southend Parking Strategy; they are:-

Adoption of emissions-based parking charges – 54% support/strongly support, 36% against, and 10% had no opinion.

Extending parking controls where there is significant night-time activity – 52% support/strongly support, 38% against, and 10% had no opinion.

Limiting the number of resident permits per household
50% support/strongly support, 42% against, and 8% had no opinion.

Stronger parking controls around schools - 82% support/strongly support, 11% against, and 7% had no opinion.

Phasing out cash payments for parking – 51% support/strongly support, 41% against, and 8% had no opinion.

A borough-wide review of all limited waiting bays – 78% support/strongly support, 7% against, and 15% had no opinion.

¹ [Statutory guidance for local authorities in England on civil enforcement of parking contraventions - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/441212/Statutory-guidance-for-local-authorities-in-England-on-civil-enforcement-of-parking-contraventions-2008.pdf)

A borough-wide review of business parking and loading provision – 74% support/strongly supported, 4% against, and 22% had no opinion.

The conversion of controlled parking zones (CPZ) to shared use bays – 57% support/strongly support, 30% against, and 13% had no opinion.

A review of existing town centre loading bays to provide more parking bays– 59% support/strongly support, 19% against, and 22% had no opinion.

A review of the Seafront and consideration of partial pedestrianisation – 61% support/strongly support, 29% against, and 10% had no opinion.

- 3.6 The parking related question where there was an indeterminate response neither for or against is not recommended to be adopted or to form part of the Southend Parking Strategy; this is:-

Options to convert verges damaged by parked vehicles to parking bays – 49% support/strongly support, 45% against, and 6% had no opinion.

The response both for and against is considered to be indeterminate (too close between those for and against) and accordingly, the option to consider alternative uses for damaged grass verges will not form part of the final Parking Strategy.

Additional comments

- 3.7 In addition to the fixed questions there was an opportunity for participants to make comments and suggestions. A total of 135 individual responses were received covering a range of subjects. Of the comments made, the five main threads were:-

- Improve public transport;
- Increase electric charging points;
- Park & Ride;
- Parking Costs;
- Review of all double yellow lines.

- 3.8 Improving public transport sits outside the remit of the parking strategy except for the provision or enforcement of bus stops/bus stop clearways which is a parking enforcement function.

- 3.9 Park and Ride can seem to be an effective tool in the management of traffic in and around towns. Such schemes are effective where there is extensive demand from commuters working in a town centre who are travelling into the centre to park at the beginning of the day, parking all day and then leaving in the evening. This is not the pattern in Southend where the main employment for residents is outside the Borough. In these circumstances Park and Ride would not be beneficial.

- 3.10 The review of double yellow lines, parking costs and electric vehicle charging provision are covered in the Parking Strategy and the Parking Implementation Plan sets out the operation approach for delivery.

4. The Parking Implementation Plan (PIP)

- 4.1 The adoption of the Parking Strategy provides the over-arching principles for the development of the Parking Service for the next decade 2022-2032. The operational delivery of the Parking Strategy is set out in more detail in the Parking Implementation Plan (PIP).
- 4.2 The PIP provides greater detail on the approach we will adopt for the delivery of the Parking Strategy and twenty-two specific statements setting out how the Parking Service will deliver the objectives. The PIP is a living document setting out the operational approach and indicative timeframes for achieving its objectives. It is recognised that these may vary or change over time. The PIP will be reviewed and updated annually. The progress on the delivery of the PIP and any updates of the PIP will be reported for information to the first quarter meeting of the Traffic Regulations Working Party in its new scrutiny role of the Service.

5. Transport, Asset Management and Inward Investment Working Party comments

- 5.1 The February Cabinet decision was to refer the proposal to adopt the Parking Strategy, Vision for Parking and Parking Implementation Plan to the Transport, Asset Management and Inward Investment Working Party for consideration. The Working Party considered the proposals at its 6 September 2022 meeting. **The comments of the Working Party are summarised in Appendix 2.**

6. Corporate Implications

- 6.1 **Contribution to the Southend 2050 Road Map**
The adoption and publication of the Southend Parking Strategy and Parking Implementation Plan are statutory requirements for local authorities operating civil parking enforcement. They are seen as key contributors to the Southend 2050 Road Map particularly in the ability to influence modal shift to other modes of more sustainable transport. The adoption of an emissions based charging strategy for paid parking is designed to encourage the switch to less polluting or electric vehicles and is seen as an important tool to achieve the Council objective of the city being carbon neutral by 2030.

7. Financial Implications

- 7.1 While statutory guidance has removed the requirement that local authorities operate their parking accounts to be 'at least self-financing' it remains 'best practice'. Civil enforcement authorities cannot adopt policies that are designed as income generation, nor should policies be adopted meaning non-motoring residents are subsidising parking for residents who chose to own and run a vehicle. The Southend Parking Strategy objective is to continue to operate the Southend Parking Account, so it remains in surplus for the next decade. All aspects of service delivery set out in the PIP will have to be self-contained within the parking account to ensure that no additional funding is required to support any elements of the parking strategy.

8. Legal Implications

- 8.1 Adopting the recommendations will ensure the authority is compliant with statutory guidance issued by the Secretary of State under section 87 of the Traffic Management Act 2004. The Secretary of State requires civil enforcement authorities to openly publish its policies and strategies and to consult the public on the content. After adoption and publication, the Parking Strategy document will need to be kept under review from time to time to ensure it is consistent with current guidance.

9. Consultation

- 9.1 Public consultation was carried out via the Council's 'Your Say' Southend platform and ran from 6 October to 2 December 2021. A number of social media reminders and a press release were circulated during the consultation period with the aim to encourage public engagement.
- 9.2 2,600 people accessed the online consultation and 1,400 people visited the consultation page and viewed the survey and associated documents. 206 people took the time to respond online. The analysis was based on a clear majority with an 8% or greater differential between for/against. Where the differential was less than 8% the results were considered indeterminate. **The analysis of the results of the public consultation can be found in Appendix 1.**
- 9.3 The low numbers engaging and responding to the public consultation is disappointing particularly after the amount of effort put in to publicising the consultation through press and social media. The low engagement/response rate may have been influenced by a number of factors:-
- Only running an online consultation;
 - The number of questions may have been a detraction;
 - The strategy proposals were not contentious.
- 9.4 While parking issues at local level can be very contentious and result in significant public engagement, response rates to higher level parking policies are generally less contentious resulting in lower response rates. Low response rates to parking policy consultations is a national trend and can give rise to questions about the reliability of the results as a means to inform the decision making process. It is also worth noting that the parking strategy does not contain anything contentious
- 9.4 Some years ago the London Borough of Wandsworth commissioned MORI to undertake research on the viability of low parking response rates. The research involved 'door knocking' all households in a number of locations where parking consultation had taken place to assess if a greater number of responses changed the overall response rates between the ratio of the yes/no/don't know response rates. The result of the research showed the response rate ratio remained within 1-2 percentage points irrespective of a low or high overall response rate.
- 9.5 It is reasonable to assume that similar results to what MORI found in Wandsworth would be applicable to other parking consultations in other boroughs. It is therefore reasonable that the Wandsworth research would also apply to the ratio of response rates of the recent parking consultation in Southend. On this basis the analysis of

the results of the consultation are considered to be valid and can be used to inform the decision-making process in this report.

10. Equality analysis

10.1 The equality analysis is set out in **Appendix 4** to the report.

Background Papers

Parking Strategy 2021-2031

Cabinet Report 14th September 2021

[\(Public Pack\)Agenda Document for Cabinet, 14/09/2021 14:00 \(southend.gov.uk\)](#)

Appendices

Appendix 1

Analysis of the results of the parking consultation

Appendix 2

Minutes of highways, transport & parking working party meeting

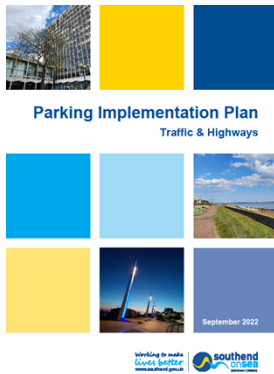
SOUTHEND-ON-SEA CITY COUNCIL
Meeting of Highways, Transport & Parking Working Party
Date: Tuesday, 6th September, 2022
Time: Virtual Meeting via MS Teams
Present:
Councillor S Whitfield (Chair)
Councillors M Berry, K Buck, S Cowan, T Cox, M O'Connor,
A Thompson and C Walker
A Publicist is available with Council Procedure Rule 31.1
In Attendance: J Butt, L Delahanty, N Hobson, T How and A Turk
Start/End Time: 6.30 pm - 8.20 pm
1 Apologies for absence & Substitutions
Apologies for absence were received from Councillors D Gasteron (Chairman), Councillor
Hobson and Councillor Councillor Berry
2 Declarations of Interest
No interests were declared at the meeting.
3 Parking Strategy
Pursuant to Minute 725 of the meeting of Cabinet held on 22nd February 2022, the
Working Party received a report of the Executive Director (Neighbourhoods and
Development) on the results of the public consultation on the draft Parking
Strategy and Parking Implementation Plan. The contents of the Strategy and
Plan would be referred to Cabinet for consideration at its meeting in November 2022
with the final draft Parking Strategy and Parking Implementation Plan.
The Working Party discussed the report in some detail. It was noted that the level
of responses to the consultation had been relatively low, although this was not
unusual. The Working Party felt that there was some inconsistency in applying
the criteria to determine the responses to be progressed in the strategy. It was
emphasised that the proposals set out in the strategy would not be implemented
immediately but would be progressed in phases to coincide with the delivery of the
report to Cabinet in November 2022. It was noted that the current cost of being cited
for parking offences is £100. The Working Party felt that this was a low amount and would
be advised an application to reflect the current situation and remove data during
the life of the plan.
With reference to the application to move to cashless payments for parking, it was
suggested that a slower approach to implementing this should be considered.
This was suggested given the high proportion of the residents of Southend,
including the number of people visiting the city, visitors rely on payment from
cashiers to facilitate the facility for all cash payments for parking when
available. The Working Party was advised that the removal of cash payments
would not be overnight but would be phased in over many years as the demand
and use of cash payments will decrease. The Executive Director

Appendix 3

Southend Parking Strategy 2022 -2032 (including the Vision for Parking)



Southend Parking Implementation Plan 2022 -2032



Parking Implementation Action Plan

Appendix 3

Parking Implementation Plan (PIP)

Actions 2022 - 2032

| Action | Priority | What we will do | Expiry and date of completion | Timeline |
|--------|-------------|---|-------------------------------|---------------|
| PIP-1 | Site Safety | The Council's existing general parking management and enforcement policies will be reviewed in the interim. The review will be completed and published in 2022. | 2022 | Annual review |
| PIP-2 | Site Safety | The Council will be in ongoing consultation with the relevant stakeholders to ensure that the parking management policies are updated to reflect the needs of all new developments and the needs of all new residents. | 2022 | Annual review |
| PIP-3 | Site Safety | Investigating and working with the relevant stakeholders, including a review of budget resources, to ensure that the Council is able to deliver the necessary measures to support the delivery of the PIP. | 2022 | Annual review |
| PIP-4 | Site Safety | Investigating and working with the relevant stakeholders, including a review of budget resources, to ensure that the Council is able to deliver the necessary measures to support the delivery of the PIP. | 2022 | Annual review |
| PIP-5 | Site Safety | A comprehensive review of the existing parking management and enforcement policies will be undertaken to ensure that they are fit for purpose and reflect the needs of all new developments and the needs of all new residents. | 2022 | Annual review |

Appendix 4

Equality Analysis

Working to make South Essex a better place

southend council

Appendix 4

Equality Analysis

1. Background Information

1.1 Southend Parking Strategy 2022 – 2032, Southend Parking Implementation Plan 2022 - 2032

1.2 Department: Traffic and Highways

1.3 Service Area: Parking

1.4 Date Equality Analysis completed: 27 July 2022

1.5 Name and roles of staff carrying out the Equality Analysis:

| Name | Role | Service Area |
|-------------|-----------------------|----------------------|
| Ashley Turk | Senior Policy Manager | Traffic and Highways |

1.6 What are the aims or purpose of the policy, service function or restructure that is subject to the EA?
Establishing the Parking Strategy and Parking Implementation Plan for Southend for the next decade 2022-2032.

1.7 What are the main activities relating to the policy, service function or restructure?
The strategic delivery of parking services on- and off-street for the next decade.
The Parking Implementation Plan establishes the process and timeline for the delivery of the Parking Strategy.

2. Evidence Base

2.1 Please list sources of information, data, results of consultation exercises that could or will inform the EA.

www.southend.gov.uk EA July 2019_U4

Parking Strategy Questionnaire

Results.

Questions 1 – 2 were address based questions and are not shown here

3. Do you support the concept that the most polluting vehicles should pay more than less polluting vehicles?

| | Number of Responses | Percentage |
|----------------------------|---------------------|------------|
| Strongly agree | 44 | 22.8% |
| Agree | 59 | 31.2% |
| Neither agree nor disagree | 19 | 10.1% |
| Disagree | 35 | 18.5% |
| Strongly disagree | 33 | 17.5% |

Optional question (189 response(s), 3 skipped)

4. Do you support the concept of extended parking controls in areas with a large evening/night-time activity, subject to local consultation?

| | Number of Responses | Percentage |
|----------------------------|---------------------|------------|
| Strongly agree | 49 | 25.9% |
| Agree | 49 | 25.9% |
| Neither agree nor disagree | 19 | 10.1% |
| Disagree | 45 | 23.8% |
| Strongly disagree | 27 | 14.3% |

Optional question (189 response(s), 3 skipped)

5. Do you support the concept of limiting the number of permits per household as a means of increasing parking capacity?

| | Number of Responses | Percentage |
|----------------------------|---------------------|------------|
| Strongly agree | 41 | 21.7% |
| Agree | 54 | 28.6% |
| Neither agree nor disagree | 14 | 7.4% |
| Disagree | 45 | 23.8% |
| Strongly disagree | 35 | 18.5% |

Optional question (189 response(s), 3 skipped)

6. We propose to review all schools and the surrounding streets with the vision of installing stronger parking controls in the area? Is this something you would support in principle?

| | Number of Responses | Percentage |
|----------------------------|---------------------|------------|
| Strongly agree | 101 | 53.4% |
| Agree | 54 | 28.6% |
| Neither agree nor disagree | 14 | 7.4% |
| Disagree | 10 | 5.3% |
| Strongly disagree | 10 | 5.3% |

Optional question (189 response(s), 3 skipped)

7. We propose phasing out all cash payments within the lifetime of this Strategy for paid parking and rely on card only and mobile enabled technologies. Is this something you would support in principle?

| | Number of Responses | Percentage |
|----------------------------|---------------------|------------|
| Strongly agree | 49 | 26% |
| Agree | 47 | 25% |
| Neither agree nor disagree | 15 | 8% |
| Disagree | 30 | 16% |
| Strongly disagree | 47 | 25% |

Optional question (188 response(s), 4 skipped)

8. Do you support the principle that where there is evidence of ongoing damage and safety conflicts for pedestrians that grass verge areas are considered for other use, eg: formalised parking bays (hardstanding); increasing the footpath width even if ...

| | Number of Responses | Percentage |
|----------------------------|---------------------|------------|
| Strongly agree | 44 | 23.2% |
| Agree | 49 | 25.8% |
| Neither agree nor disagree | 11 | 5.8% |
| Disagree | 43 | 22.6% |
| Strongly disagree | 43 | 22.6% |

Optional question (190 response(s), 2 skipped)

9. Do you support the principle that the Council undertake a review of all limited waiting bays with the vision to change the restrictions to something better suited to the location?

| | Number of Responses | Percentage |
|----------------------------|---------------------|------------|
| Strongly agree | 55 | 29.1% |
| Agree | 93 | 49.2% |
| Neither agree nor disagree | 28 | 14.8% |
| Disagree | 7 | 3.7% |
| Strongly disagree | 6 | 3.2% |

Optional question (189 response(s), 3 skipped)

10. Do you support the principle that the Council undertake a review of the seafront to look at times when certain areas may be pedestrianised at specific times of the day (with deliveries unaffected)?

| | Number of Responses | Percentage |
|----------------------------|---------------------|------------|
| Strongly agree | 64 | 34% |
| Agree | 52 | 27% |
| Neither agree nor disagree | 19 | 10.1% |
| Disagree | 27 | 14.4% |
| Strongly disagree | 26 | 13.8% |

Optional question (188 response(s), 4 skipped)

11. Do you support the principle of shared use bays within controlled parking zones; this would permit visitors to pay to park when there are free bays within the zone?

| | Number of Responses | Percentage |
|----------------------------|---------------------|------------|
| Strongly agree | 42 | 22.2% |
| Agree | 65 | 34.4% |
| Neither agree nor disagree | 25 | 13.2% |
| Disagree | 34 | 18% |
| Strongly disagree | 23 | 12.2% |

Optional question (189 response(s), 3 skipped)

12. Do you support the principle a review be undertaken to look at the implementation of more parking bays in the town centre and restricting times for deliveries?

| | Number of Responses | Percentage |
|----------------------------|---------------------|------------|
| Strongly agree | 47 | 24.9% |
| Agree | 65 | 34.4% |
| Neither agree nor disagree | 42 | 22.2% |
| Disagree | 28 | 14.8% |
| Strongly disagree | 7 | 3.7% |

Optional question (189 response(s), 3 skipped)

13. Do you support in principle a review of all business and loading bays to ensure they are in the right place and service the right groups?

| | Number of Responses | Percentage |
|----------------------------|---------------------|------------|
| Strongly agree | 44 | 23.8% |
| Agree | 93 | 50.3% |
| Neither agree nor disagree | 40 | 21.6% |
| Disagree | 6 | 3.2% |
| Strongly disagree | 2 | 1.1% |

Optional question (185 response(s), 7 skipped)

14. If you feel there are any issue you feel we should consider as part of the strategy, please state here in no more than 100 words.

| Comments | |
|----------|--|
| 1. | Allow churches etc visitor permits. Needed for community activities, weddings, funerals, worship |
| 2. | More areas need to be converted to non traffic areas except for buses, deliveries and taxis, |
| 3. | churches which serve the community in different ways should have easy access to permits |
| 4. | I think that you need an overall strategy for Parking before you start asking us for fine tuning. |
| 5. | As a resort town why extort so much from visitors parking!! |
| 6. | Address the problem of vehicles parked partially (or wholly) on the pavement with FP notices |
| 7. | All vehicles parked overnight on public spaces should pay a fee. |
| 8. | Restrict all parking one side of the road on all bus routes |
| 9. | Questions assume people will use individual vehicles. Plans should encourage public transport |
| 10. | No residents parking zones 9am to 5.30pm this leaves street parking empty during shopping times. |
| 11. | Sunday free parking |
| 12. | Using colour coded bays, for pay & display, permit,& free parking, making bays longer. |
| 13. | Review the parking permits for businesses where they may only go into the office couple times a week |
| 14. | Do not turn grass kerbs into parking for cars stop cars vans parking on the pavement. |
| 15. | We need more short stay free parking bays around town centre particularly the sea front end. |
| 16. | Greater emphasis to be placed on curbing car use and better public transport provision |
| 17. | End1 hour a day parking nr stations replace with Red pkg scheme to include ALL Ed's nr stations. |
| 18. | We need much more focus on delivery hubs/cargo bikes and reducing car numbers, not increasing them |
| 19. | None of this will help congestion or emissions unless park and ride is seriously considered. |
| 20. | So many roads have unnecessary parking restrictions whilst other roads have none and needs a review |
| 21. | review all double yellow lines to see if they can be removed or reduced to provide more parking. |
| 22. | look at Burges Terrace to Warwick Road to amend the parking from March to Oct to July to Sept only |
| 23. | Charging for electric vehicles, especially for residents with no parking, driveways or garages. |
| 24. | Improve the bus service to get people out of their cars |
| 25. | Lower parking charges on Belton Way its not used much now because of cost |
| 26. | Intro of controlled Parking Zone @ Burdett Avenue + St John's Road. Use of carparks for business. |
| 27. | I live in Burdett Avenue and I cannot easily park my care either night or day ,We need residence par |
| 28. | Residents parking in Burdett Avenue. We have campaigned for resident parking and is supported |

| | |
|-----|--|
| 29. | Permit parking for residents. To encourage people to use public transport and walking. Much greener. |
| 30. | Resident parking scheme for Burdett Avenue URGENT |
| 31. | You should implement a Park and Ride service to reduce the traffic flow in the town centre. |
| 32. | Living near schools & London Rd, we need permit parking! Large car parks nearby are not being used. |
| 33. | Review 1 hr no parking on Chalkwell Hall & Marine estates. Consider resident permit zones in Leigh |
| 34. | Give parking permits to residents down Burdett Avenue, parking fees from workers using our street |
| 35. | Resident parking permits needed in Woodfield Road. |
| 36. | Older people don't have mobiles or your e payments, they often drive older cars this won't help them |
| 37. | Dropped kerb policy revised to allow for more at home electric chargers. + more public chargers. |
| 38. | You don't mention disabled parking on this survey. We need to be able to park on seafront to enjoy. |
| 39. | Make parking cheaper for working people. Make spaces big enough for modern cars. Keep cash payments. |
| 40. | Disabled parking. Some car parks do not have disabled bays; why? Wheelchair must not be excluded. |
| 41. | I will not park anywhere that I have to pay for parking on my phone I am sure I am not the only person |
| 42. | Surely this survey is too ambiguous to make constructive answers |
| 43. | Stop cars parking on single yellow lines on Sunday, or any day of the week |
| 44. | Incentivise greater use of public transport & restrict town centre parking. Prioritise buses over car |
| 45. | Parking for residents in and around Leigh Broadway has become impossible residents need permits asap |
| 46. | Better traffic flow would stop pollution, stop trying to slow traffic down everywhere!! |
| 47. | I think a permit scheme in Salisbury Avenue would benefit residents as evening parking is impossible |
| 48. | A special reduced daily rate for people that work in the town centre. £5.00 per day would be better |
| 49. | Charges at car parks near local shops, eg Thorpe Bay Broadway. Too expensive for 5/10 mins |
| 50. | Seasonal park n ride option for seafront |
| 51. | Introduce park and ride at Leigh station with enhanced, 10min train service between Leigh – Southend |
| 52. | Introduce 20mph limits in residential roads |
| 53. | Milton shows high number of unused resident bays which could be filled with shoppers or workers. |
| 54. | Local people should have reduced fees for the Southend parking pass and visitors from outside the area |
| 55. | Please ensure all reviews and potential changes are accessible and allow provisions for Blue Badge |
| 56. | Park and ride scheme stop airport expansion stop building flats/new homes this town is full |
| 57. | Compensation to homeowners if changes in residential areas negatively impacts property values. |

| | |
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| 58. | Lighting in car parks. I noticed how bad the lighting was on Alexandra St car park at 5.30pm |
| 59. | Split the seafront zone on parking pass to allow 3 hours at East beach and Chalkwell |
| 60. | We need to keep as much green verge as possible or we risk becoming a lifeless concrete jungle. |
| 61. | Allow St Bernards school free parking in Cambridge rd so residents can park around school. |
| 62. | Price of parking has risen excessively with little change in service. I avoid going to Southend now |
| 63. | We need to put the protection of environment and green space, and the safety of pedestrians, first. |
| 64. | We need to encourage people out of cars. The bus network should be improved. Park & Ride even better |
| 65. | Make it cheaper. Parking is too expensive. |
| 66. | We should not pay for parking on a Sunday make it free Sunday's are a sacred day |
| 67. | Consideration please to extending resident only parking to the whole of Westbourne grove |
| 68. | Charges and restrictions are unfair when there is no alternative |
| 69. | I think there are too many double yellow lines in the area that really should be single yellow lines |
| 70. | Don't penalise drivers. Public transport is poor especially for limited mobility people |
| 71. | Park and ride. Public transport investment. Replace Mobon with a better alternative for end users. |
| 72. | There should resident parking available to people who live in town |
| 73. | Remove car free buildings and issue resident permits to anyone paying Council Tax in Southend |
| 74. | remove parking restrictions on bank holidays in Thorpe bay and /or for residents |
| 75. | Bus stop at The Woodcutters is a waste of valuable parking space. Change to a mixed bag. |
| 76. | Please review the traffic calming measures to ensure they do not continue to create gridlock. |
| 77. | Just admit it's a revenue raising exercise, look at aircraft, full power on take off over the town. |
| 78. | Some roads need to allow parking with 2wheels on the pavement or there's no room for trucks to pass |
| 79. | Consider I |
| 80. | In certain town centre locations people often park without permits or they park blocking the way |
| 81. | Southend is not London. It'll never have the public transport infrastructure to justify its strategy |
| 82. | We need visitors so there must be plenty of cheap parking available. EV points in residential areas |
| 83. | More flats built, no where to charge electric cars, until that's put right, no point |
| 84. | More resident parking zones should be implemented - especially in areas close to car parks |
| 85. | Permit parking, marked bays Electric charging points more accessibility for older properties. |

| | |
|------|---|
| 86. | More on-street charging points. |
| 87. | Residents parking permit areas to be extended as we are on edge of one and road is difficult to park |
| 88. | The need for more blue badges within the borough. |
| 89. | Boscombe Road being one of the last roads to have residents parking scheme. Awful for the residents |
| 90. | Southend's shopping and entertainment offer is poor compared to other areas like Basildon, Chelmsford |
| 91. | Parking restrictions should be introduced to improve traffic flow. Hamstel Road is good example. |
| 92. | There is a lack of Blue Badge spaces and not enough clarity over when Badge holders can park for free |
| 93. | the fact that this is only available on-line totally skews and invalidates the survey. |
| 94. | I think that the roads along the seafront (I.e Seaforth) should have residential parking |
| 95. | I work at the hospital and a parking review for staff is desperately needed. |
| 96. | More permit restricted parking in residential areas to restrict households with multiple cars |
| 97. | Better and safer cycling paths and cycle parking lockups for car free journeys |
| 98. | Turn white line road markings to yellow otherwise they are of no use or benefit. |
| 99. | Have you considered a park and ride scheme for visitors? This would reduce traffic coming into town. |
| 100. | Residents of warrior house, Southchurch road should be able to park in warrior square |
| 101. | The whole multi zone parking day pass scheme is a joke and so complicated |
| 102. | Make city more accessible, cheaper parking, better road access. Don't penalise residents |
| 103. | Current parking charges are far to high, particularly along the seafront. |
| 104. | Surprised there are no qs about the cost of parking in eg Belton Hills - huge own goal by council |
| 105. | Conversion of redundant bus stops to parking i.e. Hamlet Court Road. |
| 106. | Cost of parking in Southend is outrageous. Support the town and cut charges |
| 107. | More trees in all available areas! Don't penalise the poorest who are unable to switch to electric. |
| 108. | Introduce residents parking in roads that have a one hour parking ban in the middle of the day. |
| 109. | Security in parkings |
| 110. | Night parking on double yellows & corners, no traffic Wardens so people take advantage. Dangerous |
| 111. | More Electric charging points in the ratio of two per ten parking bays in council car parks. |
| 112. | Some roads need double yellows down one side of road to keep traffic flowing. |
| 113. | Less charge |

| | |
|------|--|
| 114. | Do not go to a cashless payment system. This limits parking to those that have smartphone/bank acco |
| 115. | Parking bays in Leigh to encourage considerate parking. |
| 116. | Change the minimum size of a parking space/drop curb for residents will half your parking problem!! |
| 117. | We are not rich to pay for parking everywhere. If I have to pay for parking I don't go there, simple |
| 118. | Insufficient designated disabled parking bays on roads in town & along the seafront as well as SGH |
| 119. | The parking strategy MUST include Leigh! One way streets and use of verges. |
| 120. | Delivery trucks parking up on the pathways, blocking the path for pedestrians and destroying surface |
| 121. | Grass verges important, barren town unappealing. Don't remove them, fine people for ruining them!! |
| 122. | Food delivery agents need access to food outlets in high street without paying every time |
| 123. | More delineated bays. Better enforcement of parking on verges and junctions. Charging Leigh parking |
| 124. | Review of resident parking options in streets around Leigh and parking options for visitors |
| 125. | Word your survey better |
| 126. | Parking is so damn exp in Southend |
| 127. | Allow parking on grass verges (Eastwood Road SS9) for accident/emergency i.e. puncture/broken down |
| 128. | Please look at parking cost. We need people in the town not restricted by the high cost of parking |
| 129. | Parking is abysmal in Westcliff often impossible to park in your own road let alone near own home. |
| 130. | we need more disabled bays, disabled should be able to park in residents permit parking bays free to |
| 121. | I feel very strongly that parking controls are CAUSING the problems around Earls Hall Primary School |
| 132. | It would be nice to see free parking on Sundays in evenings and Xmas time in Southend. |
| 122. | The cost of the parking on Belton way is unreasonable |
| 134. | Parking charges are iniquitous. Penalises visitors. Makes town look greedy and unwelcoming. |
| 135. | A citizen's charter for positive parking. Also low rise multi storey car park in Leigh |

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SOUTHEND-ON-SEA CITY COUNCIL

Meeting of Highways, Transport & Parking Working Party

Date: Tuesday, 6th September, 2022

Place: Virtual Meeting via MS Teams

Present: Councillor S Wakefield (Chair)
Councillors M Berry*, K Buck, D Cowan, T Cox, M O'Connor,
A Thompson and C Walker*
(*Substitute in accordance with Council Procedure Rule 31.)

In Attendance: J Burr, L Delahunty, N Hoskins, T Row and A Turk

Start/End Time: 6.30 pm - 8.20 pm

1 Apologies for absence & Substitutions

Apologies for absence were received from Councillors D Garston (Substitute: Councillor Walker) and Hyde, (Substitute: Councillor Berry).

2 Declarations of Interest

No interests were declared at the meeting.

3 Parking Strategy

Pursuant to Minute 726 of the meeting of Cabinet held on 22nd February 2022, the Working Party received a report of the Executive Director (Neighbourhoods and Environment) on the results of the public consultation on the draft Parking Strategy and Parking Implementation Plan. The comments of the Working Party would be referred to Cabinet for consideration at its meeting in November 2022 with the final draft Parking Strategy and Parking Implementation Plan.

The Working Party discussed the report in some detail. It was noted that the level of response to the consultation had been relatively low, although this was not unusual. The Working Party felt that there was some inconsistency in applying the criteria to determine the proposals to be progressed in the strategy. It was explained that the proposals set out in the Strategy would not be implemented immediately but would be progressed in a phased, structured way over time. The report to Cabinet would be amended to reflect this including the effects of the current cost of living crisis. The Parking Strategy was a live document and would be updated as appropriate to reflect the current situation and relevant data during the life of the plan.

With reference to the aspiration to move to cashless payments for parking, it was suggested that a slower approach to implementing this should be considered. This was essential given the age demographics of the residents of Southend, including the numbers of people visiting the city. Visitors may be deterred from coming to Southend if the facility for all cash payments for parking were withdrawn. The Working Party was informed that the removal of cash payments would not be overnight but would be phased in over many years as the demand and use of cash diminishes and disappears. The Executive Director

(Neighbourhoods & Environment) gave assurances that the report to Cabinet would also be amended to reflect this, including an aspirational timescale. He also undertook to investigate the locations of the car parks where the level of cash used for parking was higher and the possibility of using other cashless/contactless payment facilities such as PayPal or PayPoint.

In response to a question regarding the over rigorous enforcement of the alternative month parking restrictions against residents in the affected roads, the Cabinet Member (Highways, Transport & Parking) gave his assurance that this would be investigated.

With reference to Emissions Based Permit Charging, the Working Party felt that, whilst it was mindful of the need to address the effect emissions and air quality, it could not support imposing such surcharges for diesel/petrol fuelled vehicles to reduce air pollution. The current cost of electric and other alternative powered vehicles was prohibitively expensive for many, including key workers who relied on older forms of transport to travel to and from the city.

The Working Party felt that the wording of some of the questions in the consultation were vague and unclear. It also felt that people may have been deterred from responding to the consultation on the basis that they needed to register on the site before accessing the consultation. There had been limited/no publicity regarding the consultation.

Given the low level of response the Working Party felt it would be difficult to justify the implementation of the Parking Strategy as proposed. Further consultation and dialogue should be undertaken with clearer worded questions and more publicity including the use of other forms of social media, before the final draft Strategy was submitted for approval.

With reference to the Parking Implementation Plan it was suggested that the criteria suggested for implementing parking zones to address parking congestion needed greater flexibility and clearer criteria. The second line of the second paragraph of Page 17 should be amended to read "We will generally not consider implementing a parking scheme unless there is evidence that at least 85% of available kerbside parking is occupied for most of the working day."

Resolved:-

That Cabinet be recommended that further consultation be undertaken with clearer worded questions, and greater publicity where the questionnaire can be accessed, and that a further report be submitted to the Working Party before the Parking Strategy and Parking Implementation Plan is finalised.

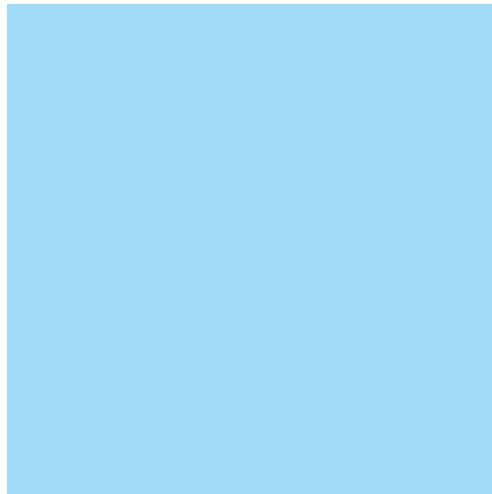
Note: This is an Executive function
Eligible for call-in to the Place Scrutiny Committee
Cabinet Member: Councillor Wakefield

Chair: _____



Parking Strategy 2022 - 2032

Traffic & Highways



September 2022

Parking Strategy 2022-2032

| Version | Date | Author | Rationale |
|---------|-----------|--|-----------------|
| 1 | July 2021 | Alistair Turk | First draft |
| 1.1 | Aug 2021 | Sharon Harrington | Internal review |
| 1.2 | Aug 2021 | Lorraine Delahunty, Adetayo Kehinde, Sharon Harrington | Internal review |
| 1.3 | Aug 2021 | Sharon Harrington | Internal review |
| 1.4 | Sept 2021 | Sharon Harrington | Internal review |
| 1.5 | Jan 2022 | Alistair Turk | Final review |
| 1.6 | Sept 2022 | Alistair Turk | Final |

| Authorised by: | | | |
|--------------------|--|-----------|------|
| Name | Title | Signature | Date |
| Lorraine Delahunty | Service Manager, Parking | | |
| John Burr | Interim Executive Director, Neighbourhood and Environment | | |
| | | | |
| | | | |

| Next review | Date |
|-------------|---------|
| 1 | 2023/24 |
| | |
| | |

Contents

| | |
|---|-----------|
| 1. Introduction | 4 |
| 2. Background | 5 |
| 3. Vision for parking | 5 |
| To provide parking where possible; | 5 |
| Control parking where necessary; | 5 |
| Enforce parking fairly and consistently; | 6 |
| Operate parking efficiently and cost effectively. | 6 |
| 4. Strategies | 6 |
| 4.1. Climate change | 6 |
| 4.2. Electric vehicles and charging | 7 |
| 4.3. Covid-19 recovery | 8 |
| 4.4. Business recovery | 8 |
| 4.5. Finance | 9 |
| 4.6. Efficiencies | 10 |
| 5. Public engagement | 11 |
| 6. Parking Implementation Plan | 11 |
| 7. Review | 11 |
| Appendices | 12 |
| Appendix 1 – Parking Strategy Questionnaire | 12 |

1. Introduction

Southend-on-Sea City Council's shared ambition to transform the borough by 2050 is aligned to five themes, with related desired outcomes: -

- **Pride & joy** - By 2050 Southenders are fiercely proud of, and go out of their way, to champion what our city has to offer;
- **Safe & well** - By 2050 people in Southend-on-Sea feel safe in all aspects of their lives and are well enough to live fulfilling lives;
- **Active & involved** - By 2050 we have a thriving, active, and involved community that feel invested in our city;
- **Opportunity & prosperity** - By 2050 Southend-on-Sea is a successful city and we share our prosperity amongst all of our people;
- **Connected & smart** - By 2050 people can easily get in, out, and around our city and we have world class digital infrastructure.

This strategy supports the more specific desired outcomes for each theme, including: -

- Our streets and public spaces are valued and support the mental and physical wellbeing of residents/businesses and visitors. People in all parts of the city feel safe and secure at all times.
- A range of initiatives help increase the capacity for communities to come together to enhance their neighbourhood and environment.
- We are leading the way in making public and private travel smart, clean, and green.

To help achieve these goals, our approach requires effective joined-up regulation and compliance. We will use the results of the public consultation on the draft parking strategy to develop the parking policy and implementation plans for the next decade.

This strategy is intentionally at a high level as it cannot cover every eventuality, especially where there are specific local or national standards which have to be met.

In doing so we will follow the principles of: -

- The Regulators Code www.gov.uk/government/publications/regulators-code;
- The Enforcement Concordant (Central and Local Government Enforcement Concordat, March 1998);
- Enforcement contained in the Legislative and Regulatory Reform Act 2006 (enforcement is proportionate, targeted, transparent consistent and accountable).

2. Background

Covid-19, the climate emergency, the cost-of-living crisis, and the ban on the sale of new petrol and diesel vehicles in the UK from 2030 will see rapid change to the types and vehicle usage on the road network in the next decade. This in turn will impact on the demand for parking both on-street and in off-street car parks.

In order to be fully prepared for these challenges in Southend we believe it is time to formulate a new parking strategy for the borough covering the next decade.

The themes outlined in the draft strategy and the community engagement that accompanied its publication have been used to develop the policy framework and implementation plans to deliver the strategy for the next decade.

3. Vision for parking

The Southend vision for parking is:-

To provide parking where possible;

- Minimise the use of vehicles in the busiest and congested areas at what experience and research shows to be the most appropriate times.
- At the same time provide sufficient short-stay parking facilities to support shops/commercial organisations and leisure activities, thereby underpinning social and economic life.
- Reduce the risk of accidents.
- Safeguard the needs and requirements of residents, visitors, businesses, and other organisations.
- Improve traffic conditions.
- Preserve and improve the infrastructure and the general environment.
- Increase and improve pedestrian and cyclist mobility.
- Regulate and control parking both on and off street.

Control parking where necessary;

- We will aim to get penalty charge notices right first time using accurate 'hand-held' technology.
- We will take every opportunity to develop online services to improve customer access to information.

- We will develop the on-street parking service to include Blue Badge enforcement, school patrols, advice and information, and assistance at special events.

Enforce parking fairly and consistently;

- We will take consistent enforcement action to deter inconsiderate parking.
- We will pursue people who try and evade penalty charges to recover debt owed to the Council.
- We will work with the police to prevent crime and anti-social behaviour and to protect our civil enforcement officers from abuse and violence.

Civil enforcement officers will adopt a helpful attitude and a consistent approach to enforcement in order to encourage lawful and considerate parking. Our customer promise is that we will always:

- Be professional, fair, and courteous.
- Be polite, calm, and understanding.
- Be open and honest.
- Offer advice on the appeals procedure if requested.

Operate parking efficiently and cost effectively.

- We will reply as quickly as possible to representations against penalty charge notices, whilst properly investigating motorists' comments.
- We will aim to get penalty charge notices right first time using accurate 'hand-held' technology.
- We will take every opportunity to develop online services to improve customer access to information.

4. Strategies

4.1. Climate change

- 4.1.1. According to scientists, the UK is already undergoing disruptive climate change with increased rainfall, sunshine, and temperatures. 2020 was the third warmest, fifth wettest and eighth sunniest on record according to the 'UK State of the Climate' report. No other year is in the top 10 on all three criteria. In July 2022 the UK recorded its hottest temperature of 40.3 degrees in Coningsby, Lincolnshire.
- 4.1.2. Climate change includes global warming through the emission of greenhouse gasses such as carbon dioxide (CO₂) and Methane (CH₄) resulting in the large-scale shift in weather patterns. A typical passenger vehicle emits about 4.6 metric tons of CO₂ per year along with nitrogen dioxide (NO₂).

- 4.1.3. Southend published its Low Emission Strategy in 2018 and currently has 2 Air Quality Management Areas (The Bell Junction and Victoria Avenue close to the junctions with Priory Crescent, East Street and West Street) where NO₂ levels exceed the national air quality goal.
- 4.1.4. Roughly 72 percent of CO₂ emissions in Southend is from road transport which equated to 156kt (3kt per person) in 2018. This is why the Council has declared a climate emergency and set the challenge to achieve net zero carbon by 2030.
- 4.1.5. 2030 is the date when the sale of new petrol and diesel vehicles is due to be banned in the UK. Sales of new Hybrid vehicles are set to be banned from 2035. In order to stand a chance of achieving net zero carbon emissions by 2030 it will be necessary to influence motorists to change to less polluting means of transport beforehand.
- 4.1.6. An increasing number of local authorities in the UK have introduced an emissions-based pricing structure for parking permits and paid parking and evidence shows that it is an influencer in encouraging a switch to less-polluting means of transportation.
- 4.1.7. We are considering introducing emissions-based parking charges aimed at addressing our poor air quality and lowering vehicle emissions. The aim is to encourage motorists to switch to less-polluting vehicles and/or to make more local trips by alternative sustainable modes of transport.

4.2. Electric vehicles and charging

- 4.2.1. The Government's 'Road to Zero' strategy has set the target of no new conventional petrol or diesel cars will be sold by 2030 and no hybrid vehicles by 2035. Meeting this ambition is going to require a step change in the availability of electric vehicle (EV) charging infrastructure. EV charge points will need to be as commonplace as petrol stations are now.
- 4.2.2. The lack of a national strategic plan for the provision of a network of EV charge points is going to be a significant challenge to meet the Government 2030 ambition. While the bulk of charging will take place at homes and workplaces where vehicles are parked for longer and it is generally cheaper and more convenient to do so, not everyone has the ability to access these facilities. While it does not fall to the role of local councils to become the long-term default provider of EV charge points, they can have a role to play as a catalyst to the market.
- 4.2.3. Planning policies should facilitate the transition towards a low emission future.
- 4.2.4. To this end the Council has adopted an Interim Planning Statement regarding the provision of EV charge points in new developments and is moving towards adopting Supplementary Planning Guidance to embed this policy into the Local Development Framework for Planning moving forward through the emerging Local Plan process.
- 4.2.5. The Council's new Local Transport Plan 4 and Implementation Plan are currently being developed and it is anticipated this will set out the Council's EV and EV charge point policy.

4.3. Covid-19 recovery

- 4.3.1. The global pandemic has seen a significant change in the patterns of working, shopping, and travel. The enforced lockdown meant most people were not going out. Working from home and online shopping became the new normal for most households. This in turn saw a sudden change to long-established parking patterns. On-street commuter parking largely abated. Residential parking spaces became harder to find when the majority of residents were working from home and residential vehicles did not move from day to day.
- 4.3.2. In mid-July 2021, the last of the Covid-19 lockdown measures were removed in England. While the population gets used to the freedom to move about once more, it is unclear if this will result in travel and parking patterns returning to pre-pandemic levels. It is predicted that working from home is here to stay and will remain a preferred option for at least part of the working week going forward. Similarly, the convenience of on-line shopping and household delivery of purchases is here to stay in some form or another. In 2022 the cost-of-living crisis with rising energy prices is impacting households, with choices being made about energy consumption (including vehicle use). It is too soon to gauge if parking patterns will return to pre-Covid-19 numbers or normalised parking demand will be at a reduced capacity.
- 4.3.3. Providing a flexible approach to parking provision and control will be essential going forward as we cannot assume that post-pandemic parking patterns and growth will replicate those pre-2020. We propose that any parking schemes that were previously approved but not implemented will be put on hold for 12 months to enable a review of the parking stress/demand to take place over the period; this will include all pending schemes and changes to existing unless there are high safety issues. If there is evidence of ongoing parking stress after the 12 months review the scheme will be implemented, if not, the scheme will not be implemented until such time that parking stress/demand returns to pre-Covid levels.
- 4.3.4. Existing commuter parking schemes may also need revision if commuters do not return to previous numbers. Resident parking areas may suffer from greater stress from residents themselves and measures to limit the number of permits per household may be an option. We propose to review all parking zones over the next six years to establish if they remain fit for purpose.

4.4. Business recovery

- 4.4.1. Even before the pandemic, there were widespread reports of the crisis facing the retail sector. A significant number of household retail names have disappeared forever from the high street during the pandemic. The shift towards online shopping was accelerated during lockdown and the lack of income for retailers during this period will put further pressure on their long-term viability and presence on the high street/secondary town centres.

- 4.4.2. Local authorities will need to support high street businesses in their recovery and one of the potential ways of doing so is by making parking and loading easier for customers and businesses. We will need to ensure this does not adversely impact on measures designed to encourage modal shift to less polluting means of transportation. Options could include relaxing some parking controls either completely or at off-peak times, extending parking time or reduced charging. It may also be necessary to introduce measures to achieve a greater turnover of parking spaces if parking is in high demand.
- 4.4.3. We are also mindful that pre-Covid there were parts of the town where a strong night-time economy was present, and the Council were receiving requests/complaints about parking issues. These included issues about dangerous parking/accessibility issues and the difficulty of parking in the evenings and increased parking demand in some residential locations. If/when we see these issues developing, we may need to consider the need to extend enforcement controls for safety reasons and to ensure a turnover of parking spaces.

4.5. Finance

- 4.5.1. When parking enforcement was originally decriminalised under the Road Traffic Act 1991 local authorities were required to operate their parking accounts so that they were 'at least self-financing'. The Statutory Guidance published at the time (March 2008) Part 6 of the Traffic Management Act 2004 was implemented made revisions so that local authorities were no longer required to operate parking accounts in surplus although it should still be the aspiration to do so where necessary so as to be reinvested.
- 4.5.2. Section 55 of the Road Traffic Regulation Act 1984 places conditions on how local authorities operate their parking account which is ring-fenced from the council's general account. The parking account is used for the operation of the parking service. Any surpluses left once the costs have been accounted for are firstly used for maintenance and safety enhancements after which it can only be spent on parking and traffic-related schemes.
- 4.5.3. In Southend, we aim to operate the parking account so there is a surplus. We believe that motorists who benefit from using parking bays and car parks or who park in contravention should pay for the parking enforcement service rather than non-motoring residents having to pay for a service they do not use through the council tax general account.
- 4.5.4. We will use surpluses to cover the full cost of parking enforcement and to maintain our car parks, so they are safe and maintained where possible to the national 'ParkMark' standard. We are anticipating significant expenditure will be required for the repair and upgrade of some car park facilities to extend their life-expectancy well into the next decade. We will also use surpluses to pay for any new on-street parking schemes.

4.6. Efficiencies

- 4.6.1. We are committed to running the parking service as efficiently as possible and to make best use of new technologies to make the user experience easier and more cost effective. We out-source parking enforcement to a specialist parking enforcement contractor as we believe this is the most efficient and cost-effective process. We will be retendering the enforcement contract during 2022/23. This will be a new contract and it is anticipated that it will be for up to 10 years with the potential for extensions if quality and key performance indicators are met.
- 4.6.2. We introduced virtual permits for resident permits during 2020/21. These replace the need for the display of paper-based permits in vehicles. They have cost and environmental savings as the process does not require the printing of permits on plasticised paper nor the need for fulfilment and posting. They also benefit the resident as the on-line process is largely automated and quicker to administer resulting in a permit approval and activation in a far shorter period than before. The success of the virtual permit means we propose to extend its use during 2021/22 for all permits and vouchers issued by the parking service. We will also be considering other technological options currently available to make the application and verification process easier and more efficient for the applicant. This could include, for example, dispensing with the need to resubmit 'proofs' each year for up to 3 years where the application details remain unchanged.
- 4.6.3. The Southend Pass Pilot was developed and introduced in 2021 which aims to enable an efficient and cashless process for customers to regularly move about the borough to be able to park at a discounted rate in car parks or paid on-street parking bays. The concept of the Southend Pass began before the pandemic when it was anticipated it would prove a popular choice for residents only. The timing of its introduction during a further UK lockdown was not auspicious and although extended to apply to anyone it has resulted in a less than predicted uptake of the pass. The Council will need to extend the original monitoring / trial period and review annually until travel and parking patterns have normalised to establish the long-term viability of the scheme.
- 4.6.4. We offer an alternative to paying with cash at on-street paid parking bays and in our car parks. This has been in operation for a number of years and has proved popular with motorists. It reflects the growing trend in the UK population not to carry cash and particularly loose change around. Cashless paid parking time can be purchased by debit/credit card, or by phone using the MOBON app. The latter also has the advantage of being able to top up parking time (up to the maximum length of stay) remotely via the app.
- 4.6.5. Since introducing the cashless payment methods, we have seen a significant increase in their use over cash payments with cashless payment in 2022 accounting for around 82 percent of all transactions. We anticipate this trend will continue as has been borne out by the experience of other local authorities. There is a considerable cost involved in facilitating cash payments for parking from the cost of the machines. This includes the technical operation and servicing, the printing and provision and replacement of parking tickets, cash collection, sorting, reconciliation,

and banking of cash. We propose phasing out the cash payment option initially by reducing the number of existing pay and display machines except where card/contactless payment options are planned to be retained. We anticipate this will be considered in 2023/24.

5. Public engagement

The Secretary of State for Transport's statutory guidance on enforcing parking restrictions recommends that local enforcement authorities should consult locally on their parking policies/strategies. We intend to follow this recommendation with an on-line consultation on the draft parking strategy in 2021. The results of the public engagement will be used to inform the finalised version of the parking strategy and the development of the Parking Implementation Plan which will set out the policies for the implementation of the parking strategy.

A copy of the questionnaire is also contained in [Appendix 1](#).

6. Parking Implementation Plan

Once the parking strategy is finalised, the policies for implementing the strategy will be developed and published in our Parking Implementation Plan (PIP). We anticipate the PIP will be published in Q4/2022. This PIP will be a living document and will be reviewed and updated if/when statute or national standards or best practice requires it and annually for the life of the Parking Strategy.

Note: This is a working document that will be refined as part of the parking policy throughout its lifecycle.

7. Review

This is a living document and will be reviewed and updated if/when statute or national standards or best practice requires it. This will be reviewed after 12 months of operation and then every 3 years.

Appendices

Appendix 1 – Parking Strategy Questionnaire

Climate change is a big challenge for Southend. 72 percent of CO₂ emissions is from road transport which equated to 156 kt (3kt per person) in 2018. This is why the Council has declared a climate emergency and set the challenge to achieve net zero carbon by 2030.

Please confirm what Ward you are currently living in _____

We are considering introducing emissions-based parking charges aimed at addressing our poor air quality and lowering vehicle emissions. The aim is to encourage motorists to switch to less-polluting vehicles and/or to make more local trips by sustainable modes of transport.

1. Do you support the concept that most polluting vehicles should pay more than less polluting vehicles?

| | Tick one box |
|----------------------------|--------------|
| Strongly agree | |
| Agree | |
| Neither agree nor disagree | |
| Disagree | |
| Strongly disagree | |

We know some areas have parking issues where there is an active evening economy. Residents and Businesses have asked for extended parking controls where this occurs.

2. Do you support the concept of extended parking controls in areas with a large evening/night-time activity, subject to local consultation?

| | Tick one box |
|----------------------------|--------------|
| Strongly agree | |
| Agree | |
| Neither agree nor disagree | |
| Disagree | |
| Strongly disagree | |

We know that with more people working from home as a result of the Covid-19 pandemic, some zones have a minimum number of free parking spaces available during the day.

3. Do you support the concept of limiting the number of permits per household to say a maximum of three as a means of increasing parking capacity?

| | Tick one box |
|----------------------------|--------------|
| Strongly agree | |
| Agree | |
| Neither agree nor disagree | |
| Disagree | |
| Strongly disagree | |

We receive a lot of complaints from residents near schools whereby there are poor driving behaviours. We propose to review all schools and the surrounding streets with the vision of installing stronger parking controls in the area?

4. Is this something you would support in principle?

| | Tick one box |
|----------------------------|--------------|
| Strongly agree | |
| Agree | |
| Neither agree nor disagree | |
| Disagree | |
| Strongly disagree | |

The use of cashless payments for parking (mobile phone and card) has proved popular with motorists as increasingly the population are carrying less loose change or cash around. The pay by phone option also has the benefit of allowing motorists to top up paid parking (up to the maximum length of stay) remotely if they are going to be later back to their vehicle than originally anticipated. We propose phasing out all cash payments within the lifetime of this Strategy for paid parking and rely on card only and mobile enabled technologies.

5. Is this something you would support in principle?

| | Tick one box |
|----------------------------|--------------|
| Strongly agree | |
| Agree | |
| Neither agree nor disagree | |
| Disagree | |
| Strongly disagree | |

We believe we need to help local shops and businesses during the post-Covid recovery. This could include changes to encourage greater use of town/local centre parking places to support people to use local shops and businesses.

6. Is this something you would support in principle?

| | Tick one box |
|----------------------------|--------------|
| Strongly agree | |
| Agree | |
| neither agree nor disagree | |
| Disagree | |
| Strongly disagree | |

We understand that grass verges are an important part of our environment; however, in many areas of the borough they are unsightly due to ongoing damage and in some areas even becoming a safety issue.

7. Do you support the principle that where there is evidence of ongoing damage and safety conflicts for pedestrians that grass verge areas are considered for other use, eg.: formalised parking bays (hardstanding); increasing the footpath width even if this may be at the detriment of the Council's vision for a green street scene?

| | Tick one box |
|----------------------------|--------------|
| Strongly agree | |
| Agree | |
| Neither agree nor disagree | |
| Disagree | |
| Strongly disagree | |

We receive multiple complaints about the lack of parking enforcement on various limited waiting bays where there is a 1, 2 or 4 hour no return restriction.

8. Do you support the principle that the Council undertake a review of all limited waiting bays with the vision to change the restrictions to something better suited to the location?

| | Tick one box |
|----------------------------|--------------|
| Strongly agree | |
| Agree | |
| neither agree nor disagree | |
| Disagree | |
| Strongly disagree | |

We receive multiple complaints about inconsiderate parking and bad driver behaviours along parts of the seafront.

9. Do you support the principle that the Council undertake a review of the seafront to look at times when certain areas may be pedestrianised at specific times of the day (with deliveries unaffected)?

| | Tick one box |
|----------------------------|--------------|
| Strongly agree | |
| Agree | |
| Neither agree nor disagree | |
| Disagree | |
| Strongly disagree | |

We regularly receive enquiries about Controlled Parking Zones and the use of the bays.

10. Do you support the principle of shared use bays within Resident Parking Zones; this would permit visitors to pay to park when there are free bays within the zone?

| | Tick one box |
|----------------------------|--------------|
| Strongly agree | |
| Agree | |
| Neither agree nor disagree | |
| Disagree | |
| Strongly disagree | |

We regularly receive enquiries about additional parking bays to be implemented in the Town Centre.

11. Do you support the principle of the implementation of more parking bays in the town centre and restricting times for deliveries?

| | Tick one box |
|----------------------------|--------------|
| Strongly agree | |
| Agree | |
| Neither agree nor disagree | |
| Disagree | |
| Strongly disagree | |

We regularly receive enquiries about additional loading and business parking bays to be implemented in the Borough.

12. Do you support in principle a review of all business and loading bays to ensure they are in the right place and service the right groups

| | Tick one box |
|----------------------------|--------------|
| Strongly agree | |
| Agree | |
| Neither agree nor disagree | |
| Disagree | |
| Strongly disagree | |

13. If you feel there are any issue you feel we should consider as part of the strategy, please state here in no more than 100 words:

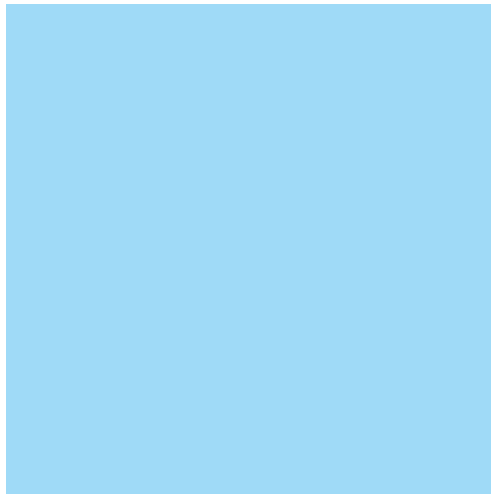
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Parking Implementation Plan

Traffic & Highways



September 2022

Parking Implementation Plan (PIP)

| Version | Date | Author | Rationale |
|---------|------------|---------------|---|
| 1 | 7July21 | Alistair Turk | Master document |
| 1.1 | January 22 | Alistair Turk | Minor amendments for Cabinet Report |
| 1.2 | Sept 22 | Alistair Turk | Final amendments for Nov Cabinet Report |
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| Authorised by: | | | |
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| | | | |
| | | | |

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|-------------|---------|
| 1 | 2023/24 |
| | |
| | |

Contents

| | |
|---|----|
| 1. Introduction | 4 |
| 2. Executive summary | 5 |
| 3. Background | 5 |
| 4. Vision for parking..... | 5 |
| 5. About Southend | 6 |
| 6. Vehicle ownership..... | 6 |
| 7. Parking Strategy..... | 7 |
| 8. The need for a Parking Implementation Plan | 7 |
| 9. Legal background | 8 |
| 10. Management of public parking | 9 |
| 11. The economics of CPE | 10 |
| 12. CPE operational model..... | 10 |
| 13. Paid for Parking & Fees & Charges | 11 |
| 14. Existing controls & charges..... | 12 |
| 15. The Seafront | 13 |
| 16. Town Centres | 13 |
| 17. Emissions based permit charges | 14 |
| 18. Virtual permits | 15 |
| 19. Cashless payment options..... | 15 |
| 20. Southend Pass | 16 |
| 21. Objectives of on-street parking control | 16 |
| 22. Safety around our primary schools..... | 17 |
| 23. Tackling parking congestion | 18 |
| 24. Parking zones (PZs)..... | 19 |
| 25. Identifying the need for a PZ..... | 19 |
| 26. Parking petitions | 20 |
| 27. Disabled parking bays | 22 |
| 28. Disabled parking bays in residential areas..... | 23 |
| 29. Blue Badge enforcement..... | 23 |
| 30. Dangerous and obstructive parking..... | 24 |
| 31. Moving traffic enforcement | 25 |
| 32. Objectives of off-street parking | 26 |
| 33. Electric vehicle (EV) charging points | 26 |

1. Introduction

Southend-on-Sea City Council's shared ambition to transform the City by 2050 is aligned to five themes, with related desired outcomes: -

- **Pride & joy** - By 2050 Southenders are fiercely proud of, and go out of their way, to champion what our city has to offer;
- **Safe & well** - By 2050 people in Southend-on-Sea feel safe in all aspects of their lives and are well enough to live fulfilling lives;
- **Active & involved** - By 2050 we have a thriving, active, and involved community that feel invested in our city;
- **Opportunity & prosperity** - By 2050 Southend-on-Sea is a successful city and we share our prosperity amongst all of our people;
- **Connected & smart** - By 2050 people can easily get in, out, and around our city and we have world class digital infrastructure.

This Parking Implementation Plan (PIP) supports the more specific desired outcomes for each theme, including: -

- Our streets and public spaces are valued and support the mental and physical wellbeing of residents and visitors. People in all parts of the city feel safe and secure at all times.
- A range of initiatives help increase the capacity for communities to come together to enhance their neighbourhood and environment.
- We are leading the way in making public and private travel smart, clean, and green.

To help achieve these goals, our approach requires effective joined-up regulation and compliance.

This PIP is a living document and cannot cover every eventuality, especially where there are specific local or national standards which have to be met but the approach is consistent with national and local policy.

In doing so we will follow the principles of: -

- The Regulators Code www.gov.uk/government/publications/regulators-code;
- The Enforcement Concordant (Central and Local Government Enforcement Concordat, March 1998);
- Enforcement contained in the Legislative and Regulatory Reform Act 2006 (enforcement is proportionate, targeted, transparent consistent and accountable).

2. Executive summary

The PIP is designed to help shape, manage, and deliver Southend-on-Sea City Council's Vision for Parking. The PIP sets out our approach for the delivery of Civil Parking Enforcement of on-street parking, waiting, and loading, and the provision and enforcement of off-street car parks and acknowledges and shapes the future following the responses of the parking strategy consultation concluded in December 2021.

3. Background

The Council consulted on the draft parking strategy (October to December 2021). The PIP sets out our vision for parking in Southend, and underpins the strategies, policies, and action plans for its implementation over the next 10 years.

The PIP is a living document and will be regularly reviewed and updated as necessary or regulation requires. It will consider innovation and new practices, changes in legislation, and will also monitor and compare policies of neighbouring authorities.

4. Vision for parking

Southend's Vision for Parking is:-

- 1) To provide parking where possible;**
- 2) Control parking where necessary;**
- 3) Enforce parking fairly and consistently;**
- 4) Operate parking efficiently and cost effectively.**

5. About Southend

Southend-on-Sea is a large coastal city and unitary authority in southeast Essex on the north side of the Thames Estuary and 40 miles east of central London. Considering the primary urban area (PUA), Southend-on-Sea is defined as one of 63 cities in the UK¹.

Southend-on-Sea developed as a seaside resort in the 19th century and is home to the world's longest pleasure pier. Good rail links and its proximity to London have meant that as tourism has declined it has become a dormitory town for London city workers with good rail links via two mainlines into London (Liverpool Street and London Fenchurch Street Stations).

Southend-on-Sea covers approximately 41.7 hectares (16 square miles) and has a population of 183,125² living in 74,678³ households. Southend-on-Sea is the 7th most densely populated area in the UK outside the London boroughs with around 38.8 people per hectare compared to a national average of 3.77.

Unlike most cities in the UK, wages for residents of Southend-on-Sea are greater than the UK average and greater than for its workers which were the second lowest among UK cities in 2015. Around 20% of the working population commute to London each day. Southend-on-Sea also has the 4th highest proportion of people aged over 65 among the UK cities. Southend-on-Sea's attractiveness as a place to live for London commuters and older people makes it the 11th most expensive place to live in Britain⁴.

6. Vehicle ownership

Vehicle ownership per household in Southend-on-Sea is 109%⁵. This is below the average for Essex (136%) and the east region average of 126%. The urban makeup of Southend-on-Sea does mean a greater concentration of cars and parking stress on the road network. There are 27.3% of households without access to a vehicle, 44.5% with one vehicle, 28.2% with 2-3 vehicles and 14% with 4 or more vehicles in the household.

¹ Centre for Cities 2016

² Office for National Statistics 2019

³ 2011 census

⁴ Cities Outlook report 2015 – City Monitor – Paul Swinney 2016

⁵ 2011 census

7. Parking Strategy

In 2021 the Council published a draft ten-year parking strategy and undertook public consultation in the autumn with residents, businesses, and external stakeholders to help define the future aspirations for the delivery of parking services in the next decade. The analysis of the public consultation was reported to the February 2022 Cabinet meeting who referred it to the Transport, Asset Management, and Inward Investment Working Party for consideration in September 2022.

The November 2022 Cabinet meeting received back the report along with the recommendation to approve the Southend Vision for Parking, the finalised Parking Strategy 2022 – 2032, the Parking Implementation Plan 2022 – 2032 and the Parking Implementation Action Plan 2022 – 2032.

The link to the Cabinet Report and decisions can be viewed here: (before publishing - insert link to democracy pages once they are available)

8. The need for a Parking Implementation Plan

Managing parking is one of the most effective means of tackling congestion and its more serious consequences:-

- increased air pollution,
- delay, and
- unreliability of public transport services.

Parking on the public highway leads to conflict and tension. On the one hand, motorists want to park conveniently close to their homes and destinations; on the other hand, they do not want delayed journeys, or the roads obstructed by parked vehicles. Balancing these conflicting demands whilst recognising that access by car and convenient parking can have a major influence on a location's overall success and in particular its economic vitality and viability is not always easy.

The Vision for Parking aims to achieve this by providing parking where possible and controlling parking where necessary.

9. Legal background

The Road Traffic Regulation Act 1984 (as amended) (RTRA) makes it the duty of the local traffic authority (Southend-on-Sea Borough Council) to “secure the expeditious, convenient and safe movement of traffic and the provision of suitable and adequate parking facilities so far as this is practicable⁶”. The Act empowers the Council to control waiting and loading and to provide parking places.

The Traffic Orders (Procedure) (England and Wales) Regulations 1996 sets out the legal process for making traffic regulation orders to implement measures under the RTRA.

The Road Traffic Act 1991 (RTA) decriminalised parking offences and introduced civil penalties in London taking the role of enforcement of waiting, loading and parking away from the police and traffic warden service and transferring the responsibility of enforcement to the traffic authority.

The Civil Enforcement of Parking Contraventions (England) General Regulations 1997 extended the civil penalties regime outside of London.

Part 6 of the Traffic Management Act 2004

(enacted March 2008) (TMA) replaced the RTA for England and Wales and is the current legislation under which civil parking enforcement (CPE) is regulated.

(enacted May 2022) and Schedule 7 gives local authorities in England outside London the power to enforce ‘moving traffic offences’. This includes incorrectly driving into a bus lane, stopping in a yellow box junction, banned right or left turns, illegal U-turns, going the wrong way in a one-way street, ignoring a Traffic Regulation Order.

The Secretary of State’s Statutory Guidance to Local Authorities on Civil Enforcement of Parking Contraventions (June 2020) and;

Right to challenge parking policies (March 2015) is the statutory instrument requiring local authorities to adopt specific policies for the acceptance and management of parking petitions over and above the local authority’s general petition policy.

The Local Government Transparency Code 2015 sets out information local authorities are required to publish including the requirement to publish an annual parking account and the number of marked out parking spaces both on- and off-street.

⁶ S.12 Road Traffic Regulation Act 1984

The Traffic Signs Regulations and General Directions 2016 (TSRGD) prescribes the traffic and parking signs to be used on the highway.

Parking Places Variation of Charges Act 2017 is amending legislation that requires local authorities to carry out consultation on any proposed changes to parking tariffs.

10. Management of public parking

The decriminalisation of parking enforcement (DPE) under the provisions of the RTA enabled traffic authorities to have, for the first time, control over parking and traffic policy and its enforcement. At the same time, it made the process a civil matter and put in place measures to enable a motorist to challenge enforcement that was free to use and avoided having to go to Law.

In March 2008, the legislation changed when Part 6 of the Traffic Management Act 2004 was enacted and DPE became civil parking enforcement (CPE) and parking attendants became civil enforcement officers (CEO).

The adoption of CPE reinforced the links between parking enforcement reinforcing wider transport objectives. It also required a greater clarity and transparency about how local authorities administered CPE and introduced the requirement to publish information. Some additional powers to enforce parking across dropped kerbs and double parking were introduced along with the ability to serve a PCN by an approved device (camera enforcement), where a CEO feels threatened or where they are prevented from issuing a PCN by a 'vehicle drive away'.

11. The economics of CPE

Parking Implementation Plan 1

PIP.1 – We believe civil enforcement should be at least self-financing. The Council's parking account delivers a modest operational surplus which is reinvested in the service.

One of the tenets of decriminalisation under the RTA was that parking regimes should be at least self-financing. Part 6 of the TMA replaced the RTA in England and Wales and changed DPE to civil parking enforcement (CPE). Under the Secretary of State's Statutory Guidance published under s.87 of the TMA, the requirement that parking regimes should be at least self-financing also changed with the advice that CPE enforcement authorities should run their civil parking enforcement (CPE) operations "efficiently, effectively and economically"⁷. It goes on to say that it is still a sensible aim to make the operation self-financing as soon as possible, and that traffic authorities "will need to bear in mind that if their scheme is not self-financing, then they need to be certain that they can afford to pay for it from within existing funding. The Secretary of State will not expect either national or local taxpayers to meet any deficit"⁸.

12. CPE operational model

Parking Implementation Plan 2

PIP. 2a – Review all existing contracts to ensure they remain fit for purpose, achieve best value and are future proofed.

PIP. 2b – Work with stakeholders and suppliers to ensure innovation and enhanced service offerings are at the core of all new contracts.

Legislation allows local authorities to operate as a totally in-house operation or to outsource a number of the enforcement processes. Outsourcing can include on-street and car park enforcement, the consideration of informal representations and debt collection either as a single contract or a number of contracts. The only part that must remain the direct responsibility of the local authority is the consideration of formal representations (also known as appeals). This is to ensure that decisions are impartial. In totally in-house operations there should be a clear separation between staff that decide on representations and those that decide on appeals.

⁷ s.2.6 of the Secretary of State's Statutory Guidance to Local Authorities on the Civil Enforcement of Parking Contraventions

⁸ s.2.9 of the Secretary of State's Statutory Guidance to Local Authorities on the Civil Enforcement of Parking Contraventions

The Council have outsourced parking enforcement services for many years as it believes this is the most efficient operating model and currently outsource all parking services to APCOA parking Ltd. This contract is due to expire in March 2023.

The Council will be re-tendering its parking and parking enforcement operations during 2022 based on a 10-year contract period which will enable and provide a more fluid and fit for purpose contract.

13. Paid for Parking & Fees & Charges

Parking Implementation Plan 3

PIP.3 – Parking fees and charges will be reviewed, benchmarked and amended annually.

As a rule, motorists don't like paying to park, yet want to be able to park close to their homes or other destinations at the start or end of a journey. In reality, there is no such thing as free parking, particularly in areas of high density and/or where there are popular or high demand visitor attractions.

The costs of developing and maintaining parking spaces and then enforcing proper use have to be borne by somebody. In the case of local authority operated parking any costs that are not covered by parking revenue falls to local council tax payers.⁹ The RAC Foundation stated... "Proper parking management demands that the authorities impose parking charges, in order to cover the cost of administering the schemes and impose penalty charges to deter those who disobey the rules."¹⁰

There will be claims that to do so will damage businesses, force people to shop elsewhere and damage the local community. In the very short term, there may be some change but Mary Portas in her review into the future of high streets said "I understand that to offer free parking all day is not the solution. I recognise that this would be potentially open to abuse by local workers."¹¹

Shopkeepers consistently overestimate the share of their customers coming by car. Walking is generally the most important mode for accessing local town centres. Walkers and bus users spend more over a week or a month; car drivers spend more on a single trip.¹²

⁹ The Relevance of Parking in the Success of Urban Centres (London Councils 2012)

¹⁰ The control of parking by local authorities – RAC Foundation August 2010

¹¹ The Portas Review – An independent review into the future of our high streets – Mary Portas December 2011

¹² The Relevance of Parking in the Success of Urban Centres – London Councils 2012

Evidence shows that average personal expenditure by the [individual] motorist on parking is very low. The primary aim of any charging should be to avoid capacity problems; the secondary aim of charging is as part of travel demand management.¹³

A good mix of shops and services and a quality environment are some of the most important factors in attracting visitors to town centres. If these are poor, then free parking or changes to accessibility are very unlikely to make a town centre more attractive. Our aim should be for parking spaces to be readily available to support the vitality, vibrancy, and resilience of town centres with high turnover of spaces to allow more users to be accommodated per space. We should also encourage shoppers and visitors to travel during inter-peak periods when there is usually spare capacity on the road network.

We will consistently review and adopt parking charges, at least annually to encourage shoppers and visitors to travel and park during inter-peak periods in Southend wherever it is considered to be appropriate.

We currently review parking fees and charges annually. This involves research, reports and internal consultation. This approach will be used in conjunction with the internal dialogue with stakeholders and debated with elected members so as to agree and contribute to shaping a balanced budget.

14. Existing controls & charges

Parking Implementation Plan 4

PIP.4 - Extended operational and charging hours – will only be considered where there is compelling evidence of its need particularly around locations with evening/late night activity.

The Council carried out a comprehensive and thorough review of parking charges and designated the borough into zones and modelled parking charges around the locality, placement, and demand. Since its inception in April 2021, it is evident that this has simplified the charging structure and has the right foundations in place so as to further review the needs with a zonal approach.

¹³ Spaced Out – perspectives on parking policy – RAC Foundation July 2012

15. The Seafront

Parking Implementation Plan 5

PIP.5 – A comprehensive review of the central seafront to assess and consider whether the existing parking controls and infrastructure are fit for purpose.

The central seafront is a fundamental part of Southend on Sea and attracts a high number of visitors to the city. Whilst parking pressure increases significantly in the summer months, visitors continue throughout the year and particularly when seasonal events and or attractions are open. To ensure the seafront remains attractive, safe, and viable, it is recommended and the intention that a comprehensive review is undertaken of existing parking facilities, parking controls and traffic management and aspire to maximise the number of spaces available and to ensure they continue to meet the ever-evolving demands and be effective.

16. Town Centres

Parking Implementation Plan 6

PIP.6 – We will carry out a review of town centre parking provisions, business and loading bay facilities to ensure the right placement and service the right groups.

Town centres and shopping parades remain vital and an integral part of the city and what it has to offer, and shopping behaviours may have changed due to the impacts of Covid19.

Customer engagement enables any parking and traffic myths be alleviated and to ensure businesses understand what the signs mean and advise their customers in terms of loading, unloading, and parking and understand how important turnover in parking bay usage is for them.

We remain committed to the review of limited waiting bays with the vision to change the restriction to something better suited dependent on location and need and to also encourage the turnover of spaces.

17. Emissions based permit charges

Parking Implementation Plan 7

PIP.7 – To consider adopting a vehicle emissions-based permit tariff and/or diesel surcharge. If adopted, it is anticipated that such measures could form part of the review of parking fees & charges on an annual basis.

Tackling air quality is increasingly important for our health and wider environmental reasons. The Government has tasked local authorities to work to reduce nitrogen dioxide (NO₂) levels to assist in meeting its air quality targets. Vehicle emissions are one of the main sources of NO₂ and are exacerbated when combined with traffic congestion. A recent report from scientists at Kings College London has revealed that London's Oxford Street has the highest levels of NO₂ in the world which is produced by diesel fumes and can trigger asthma and heart attacks. Noticeable symptoms include wheezing, coughing, colds, flu, and bronchitis.¹⁴

Local authorities are increasingly adopting differential charging for permits based on car emissions whereby cars with low or zero emissions pay a very low rate compared to vehicles with high emissions and some are going further by imposing a surcharge for diesel fuelled vehicles. The adoption of emissions-based permit charges is most common in the urban enforcement authorities where NO₂ levels are highest but increasingly, other authorities are adopting this approach as part of its wider commitments to tackle air quality. While it is recognised that such measures on their own are unlikely to have a significant effect on reducing air pollution, it is a measure that raises the awareness of air pollution to motorists and encourages the switch to less polluting vehicles.

The Council is embarking upon its Air Quality action plan and so it is right that we consider adopting an emissions-based permit pricing structure, terms and conditions to encourage less polluting vehicles in Southend.

¹⁴ David Carslow, Kings College London

18. Virtual permits

Parking Implementation Plan 8

PIP.8 – We will replace all paper-based parking permits/vouchers with virtual permits during 2022/23. All new applications/renewals will receive a virtual permit upon renewal of the permit or upon expiry.

In 2020/2021, we changed from a paper-based permit to virtual permits for residents. This has several benefits; it saves on paper, printing and postage costs and enables the resident to obtain a permit quicker than before. We intend to phase out all paper-based parking permits and vouchers (except in exceptional circumstances) with virtual permits. Any existing paper visitor voucher will still be able to be used up to the date agreed and communicated with those affected and or upon its expiration date.

19. Cashless payment options

Parking Implementation Plan 9

PIP.9 – An options paper and business case will be produced during 2022 for the phased removal of pay and display machines in Southend and outline the benefits and efficiencies.

We already have a cashless payment facility which has proved popular with customers and shows increased uptake over time, more so following Covid and its associated impact. The public are less reliant on cash generally and do not carry around loose change as they did in the recent past. Motorists prefer the convenience of cashless payment and the ability for the topping up of parking time if the motorist is delayed returning. Cashless paid parking at 2022 accounts for 82 percent of all transactions and is increasing.

Benchmarking with other local authorities who have operated cashless parking for a longer period has shown that pay and display machine usage decreased significantly to a point where they are no longer financially viable to operate. This has resulted in their removal from on-street locations and a reduction in number within car parks.

If Southend were to follow this trend it could deliver efficiencies by eliminating capital costs for pay and display machines and revenue costs for the maintenance of machines, the cost of tickets and cash collection. We will produce a business case in 2023/24 to consider the phased removal of pay and display machines in Southend.

20. Southend Pass

Parking Implementation Plan 10

PIP.10 – A report on the performance of the Southend Pass will be produced in late 2022 following a 12-month period of operation in a post-Covid-19 environment.

In response to requests from motorists and residents to be able to move more freely around the city and to be able to park in multiple parking locations during a day we worked on the introduction of the Southend Pass. In essence it is an all-zone permit that allows a motorist to park in any on-street paid parking bay or car park for up to 3 hours a day, in any zone for a monthly charge of £8.50.

The Southend Pass was launched in April 2021. The service will continue to monitor the operation and uptake of the Southend Pass and provide a report of its operation once a full 12-month period of post-launch or post-covid recovery has passed.

21. Objectives of on-street parking control

Parking Implementation Plan 11

PIP.11 – Undertake a review of enforcement and existing controls to ensure enforcement priorities reflect the local need.

A request to “do something about parking” is one of the most frequent issues for local authorities across the Country and has the potential to be one of the most contentious. Not everybody will have the same viewpoint, and petitions or group held views, however strongly expressed, may not represent the collective view of the silent majority. The need for community engagement and statutory consultation before any proposals are introduced is essential.

The most common types of parking issue can be broken down into four categories: –

- **Dangerous and inconsiderate parking: –**
 - Parking around junctions;
 - Parking on bends;
 - Blocking driveways and accesses;
 - Affecting free flow of traffic.

- **School parking: –**
 - Inconsiderate/dangerous parking during the school-run;
 - School access controls;
 - Student parking.

- **Commuter and tourism parking on local roads: –**
 - Clogging up local streets;
 - Restricting residential parking.

- **Parking priority schemes: –**
 - Where residents have limited/no off-street parking and want priority over other motorists to park on-street;
 - A turnover of parking spaces to serve local businesses and stop all-day parking.

Taking things one step at a time, we need to assess:-

- **Who is raising the issue?**
- **What is the evidence of a problem?**
- **Who or where is the source of the evidence?**
- **What actual safety risks are there?**
- **What is the potential impact on the wider area?**
- **How is the request to be funded?**

22. Safety around our primary schools

Parking Implementation Plan 12

PIP.12 – We will review primary schools and the surrounding streets with the vision of installing stronger parking controls or schemes in the area where necessary.

The Council are regularly contacted by residents, schools, and parents asking for additional support to tackle illegal, inconsiderate, and dangerous parking in and around the school gates at dropping off and pick-up times. Despite our best efforts it is challenging, and the enforcement resource is simply unable to meet the demand or be omni-present.

Proactive solutions like the school streets scheme and attended or unattended CCTV enforcement improves the levels of compliance and keeps our children safe whilst travelling to and from school. It is our utmost priority and these recent innovations have proven to be incredibly popular with schools, pupils, parents, staff, and residents. We know that not every school is in a location suitable for School Streets, so trials should be undertaken for alternative approaches including that of CCTV enforcement.

23. Tackling parking congestion

Parking Implementation Plan 13

PIP.13 – A Parking Zone (PZ) will only be added to the waiting list where there is evidence of parking stress and indicative public support for some form of parking controls and the required budget.

Parking congestion occurs where parking stress (the number of vehicles parking) is close to or outweighs parking capacity (the amount of available kerbside space). Where the parking stress is caused by a variety of users; resident, shopper, commuter, it is relatively straightforward to develop proposals that make the best use of the kerbside space and improve traffic flow.

Parking can be a very effective form of passive traffic calming. Removing parking entirely (except on roads that form part of the strategic highway network) generally is not a good idea as it can result in increased traffic speed and increasing hazards for other road users. It also tends to displace parking to other, adjacent streets resulting in further demands for parking controls. This in itself does not represent value for money.

Parking schemes must make the best use of kerbside space. We will not consider implementing a parking scheme unless there is evidence that at least 85% of available kerbside parking is occupied for most of the working day. All schemes will be designed and implemented on the basis that parking will be allowed where it is safe for vehicles to park. Schemes will not be progressed if the primary aim is to remove all non-resident parking from a street unless there is overwhelming evidence that there is insufficient parking space for residents on that street, irrespective if residents support that approach.

Where residents primarily cause the parking problem themselves by having too many cars for the available parking, the only way to resolve the matter is to introduce a parking scheme which also restricts the number of resident vehicles through price and eligibility. This may not be popular, and it may be better to do nothing in terms of parking restrictions.

24. Parking zones (PZs)

Parking Implementation Plan 14

PIP.14 – A Parking Zone (PZ) will be developed in order from the PZ waiting list and only if there is sufficient budget within the parking account.

A Parking Zone (PZ) is an area where all kerbside space is controlled by either zone entry plates or yellow lines or parking places which generally have the same operational hours and days of control. The most common types of parking zones currently used in the UK are:-

1. A controlled parking zone (CPZ) is the most common form of PZ and is where zone entry plates indicate the operational days and hours of the single yellow lines within the zone. Any parking places within a CPZ are technically exceptions and have to be separately signed with the operational controls of the parking bay.
2. A PZ is where there are no entry signs and all single yellow lines within parking zones are accompanied by signs or where there are only double yellow lines surrounding the parking bays which are also signed with the operational controls of the parking bay.
3. Restricted parking zones (RPZs) are where there are no lines at all; instead, the restrictions are individually plated, and any bays are shown by road studs or other markings. RPZs are only used where there are special circumstances such as narrow streets or special carriageway materials (such as cobbles) that make lining inappropriate.
4. Permit holder parking only (PHPO) is a more recent type of zone where 'permit holders parking only past this point' signs are used to indicate a whole area which is used by permit holders only. Generally, no white or yellow road markings are allowed in a PPA. The only exceptions are for disabled bays or double yellow lines.

25. Identifying the need for a PZ

The most common indicators of the need for a parking zone in an area are:

1. **Parking stress.** An initial indicative assessment will be undertaken to determine if an uncontrolled area is deemed to be suffering from high parking stress, which is deemed to be at or above 85% of available kerbside space.

2. **Public support.** The level of public support will be determined by requests received from residents and businesses in a particular area. This includes petitions from two or more streets within the area with at least 20 signatories, email requests, complaints and feedback provided through Ward Members.

Officers will use the level of public support and parking stress to determine whether an area should be included on the PZ waiting list. Work on PZs will be progressed in order and subject to there being sufficient funds in the parking account to allow for the development.

26. Parking petitions

Parking Implementation Plan 15

PIP. 15 – A valid parking petition will be set at a minimum of 20 signatures.

A parking petition review can take 12 months before the report is finalised and considered by Members.

Parking petitions will not be considered:-

- within 3 years of the adoption of the Area Parking Plan;
- less than 1 year after the adoption of a new traffic regulation order;
- less than 1 year after the implementation of an on-street parking scheme and within 2 years of consultation of a previously requested scheme.

The Department for Communities and Local Government (DCLG – now Ministry of Housing, Communities and Local Government) produced statutory guidance in 2015 to local authorities under section 18 of the **Traffic Management Act 2004** requiring them to set policies for petitions challenging parking policies. The statutory guidance recognises that local authorities should already have policies for petitioning about council run services but requires specific and additional policies and procedures to be published with respect to parking policies. The DCLG have provided guidance and best practice advice on what policies should be adopted and provided illustrative examples for a rural district and/or county council that covers:-

- **The minimum number of signatures for a valid petition;**
- **Information that needs to be provided by and about the petitioners;**
- **How the petition will be managed on receipt;**
- **The timeframe for a review;**

- **The circumstances when a petition will not be considered;**
- **Definition of vexatious petitions.**

We have set a minimum number of 20 signatures for valid parking petitions. The DCLG guidance does require the use of discretion rather than imposing a minimum threshold as an immovable hurdle.¹⁵ “Some parking issues may most directly affect a particularly small number of people – such as residents on a street. In these cases, local authorities should take this into account when considering the appropriate thresholds for specific petitions.”

The guidance suggests an achievable threshold would be around 10% - 20% and it is our intention to apply this in appropriate circumstances.

How a parking petition will be managed

- 1) A valid parking policy petition will be managed in the following way. An acknowledgement will be sent to the petition organiser within 10 working days of receiving it and confirming that it is a petition. In most cases this will involve:-
 - **undertaking a review;**
 - **possibly public consultation;**
 - **analysis of results;**
 - **Delegated Authority report on the outcome of the review with recommendations;**
 - **The petitioner will be notified of the outcome.**

The timeframe for a review

The timeframe for a review of a petition is recommended to be set at 12 months from the date of acknowledgement of the petition.

When a parking petition is inappropriate

The circumstances when a parking petition will be inappropriate are generally linked to where public consultation has already taken place in the formulation of a policy, traffic regulation order or prior to the introduction of a parking scheme. In these circumstances the public have had an opportunity to influence the decision prior to it being adopted. It would not be a good use of

¹⁵ Right to challenge parking policies – DCLG (March 2015) page 6

council resources to carry out further reviews until a reasonable time has lapsed from the adoption or implementation of a scheme. The proposed time restraint on accepting petitions on parking polices are set at:-

- 3 years following the adoption or review of policies within the Parking Implementation Plan;
- 1 year following the adoption of new traffic regulation orders;
- 6 months after the implementation of an on-street parking scheme.

In setting a time limit where a petition would not be considered the Councils will not use this as an immovable hurdle if local circumstances have changed and will use its discretion to ascertain if there is merit in accepting a petition and commencing a review of the issues raised in the petition.

27. Disabled parking bays

The disabled badge scheme was originally introduced as the Orange Badge scheme in 1971 but was replaced by the current European Blue Badge scheme. The scheme was introduced to help those with severe mobility problems and who rely on a car for transportation to be able to park close to where they need to go. Apart from the concession to be able to park for up to 3 hours on yellow lines where it is safe to park and where there is no loading restriction in force, it also allowed traffic authorities to mark disabled parking bays on the highway.

The Traffic Signs Regulations and General Directions (TSRGD) sets out the national requirements for signs and lines to be used on the highway network. Disabled parking bays backed by a traffic order (and therefore enforceable) need to be marked out in accordance with TSRGD diagram 661A (sign) and diagram 1028.3 (line). In urban town centre settings, there is a need to provide general enforceable Blue Badge bays and the DfT traffic Advisory Leaflet 5/95 provides guidance. Blue Badge bays should be provided within 50-100m of likely destinations such as Banks, Post Offices or shops and advises that these bays are regularly enforced to prevent misuse.

28. Disabled parking bays in residential areas

Parking Implementation Plan 16

PIP.16 – We will continue the current policy of providing advisory Blue Badge bays for residents meeting the eligibility criteria. The carriageway markings will comply with the TSRGD

In residential areas our current procedure is to only consider installing a disabled bay if there is a Blue Badge holder in receipt of the higher level of attendance allowance living at the property and the car that the Blue Badge holder uses has to be registered at the address.

We will not install a bay if:-

- there is suitable off-street parking; or
- within 10m of a junction; or
- if the road is not wide enough to accommodate the bay and still allow the free flow of traffic (including larger vehicles).

The disabled bays are installed as advisory disabled bays. This means they do not have a traffic sign or traffic order and have no legal standing but in the main they are generally well respected by other drivers and left for the use of those that need them. The main advantage of using advisory bays is the speed of installation. The existing procedure of using advisory disabled bays will continue.

29. Blue Badge enforcement

Parking Implementation Plan 17

PIP.17 – We will continue to enforce and take action against any Blue Badge misuse in accordance with the powers given to the local authority. We will work in collaboration with colleagues and partners in tackling and mitigating the risks of abuse.

Civil enforcement officers (CEOs) are given the power to inspect and retain Blue Badges if there are reasonable grounds to believe that the badge is stolen, a fake or is being misused. Genuine Blue Badge holders are widely supportive of action to tackle the misuse of the Blue Badge scheme and recognise that lack of action has the potential to bring the whole scheme into disrepute.

The Council have the powers to and do inspect blue badges regularly. During 2021 CEOs have engaged and worked in collaboration with colleagues within the Counter Fraud & Investigation team so as to demonstrate that the Council will not tolerate such abuse and take a robust approach to any fraudulent activity.

30. Dangerous and obstructive parking

Parking Implementation Plan 18

PIP.18 – Parking schemes that pass the Highway Code test will be progressed without the need for extensive informal consultation. Only statutory consultation as set out in the Traffic Order Procedure Regulations will apply.

Highway safety will always be our main priority. We are proposing revisions to the current process for tackling these problems to make the development and implementation quicker and cheaper. The Highway Code rules for waiting and parking sets out rules for motorists in the UK.

Highway Code Rule 242 states: - “You must not leave your vehicle or trailer in a dangerous position or where it causes any unnecessary obstruction of the road.”

Highway Code Rule 243 states: - “do not stop or park:-

- near a school entrance;
- anywhere you would prevent access for Emergency Services;
- at or near a bus or tram stop or taxi rank;
- on the approach to a level crossing/tramway crossing;
- opposite or within 10 metres (32 feet) of a junction, except in an authorised parking space;
- near the brow of a hill or hump bridge;
- opposite a traffic island or (if this would cause an obstruction) another parked vehicle;
- where you would force other traffic to enter a tram lane;
- where the kerb has been lowered to help wheelchair users and powered mobility vehicles;
- in front of an entrance to a property;
- on a bend;
- where you would obstruct cyclists’ use of cycle facilities except when forced to do so by stationary traffic.

Inconsiderate parking in these circumstances needs control and it should not have to go through the extensive informal consultation stages that are necessary for other parking schemes before they are implemented.

We propose a new procedure for schemes that pass the 'Highway Code test' (where the primary objective is to reinforce rules 242 and 243) will be:-

1. Agree proposed measures with Portfolio Holder and Ward Councillor(s);
2. Draft report to seek approval to advertise draft traffic Orders; and,
3. Carry out Statutory public consultation as part of the TRO process;
4. Draft report seeking approval to overrule objections (in consultation with Portfolio Holder and Ward Councillor(s);
5. Make traffic Order; and,
6. Implement measures.

31. Moving traffic enforcement

Parking Implementation Plan 19

PIP.19 – We will work towards the introduction of moving traffic enforcement starting in 2022/23 with the objective of undertaking enforcement from 2023/24 subject to the required permissions being granted under TMA powers being agreed and adopted.

The government from 31 May 2022 is to allow all local traffic authorities outside of London to apply for the necessary powers to enforce moving traffic offences. The Council have expressed their interest in adopting these powers with an intention to enforce when able. We will review existing restrictions and compliance during 2022/23 and produce a strategy and implementation plan for undertaking moving traffic enforcement across the borough.

The entire operation of moving traffic needs to be reviewed in order to reduce accidents and improve non-compliance across the borough. Existing CCTV enforcement is outdated with the use of CCTV vehicles and so an aspiration is to introduce attended or unattended cameras at key priority sites.

32. Objectives of off-street parking

Parking Implementation Plan 20

PIP. 20 – To retain and attain Park Mark accreditations for Council car parking facilities.

The Council operated off-street car parks primarily to provide capacity for longer term parking needs, but also cover the shortage of available on-street parking capacity for short stay parking. The balance changes over time and in some cases is not fit for purpose. The seasonal nature of Southend as a tourist destination means that during the summer and periods of good weather, car parks operate close to or over capacity while at other times they are relatively underused. The central car parks (particularly the surface level car parks) are also potential development sites so their long-term contribution to parking capacity is not certain.

Multi--storey car parks (MSCPs) provide significant capacity in a smaller ground footprint but require significant additional investment to maintain them properly.

During 2022 we will carry out a review of existing car parks and assess their condition, suitability, and produce a 5-year maintenance programme to ensure they secure and retain the industry standard 'ParkMark' accreditation for safe and secure car parks.

33. Electric vehicle (EV) charging points

Parking Implementation Plan 21

PIP.21 – We will engage with the Councils corporate EV strategy for Southend-on-Sea during 2022 with the objective of installing the required EV charging infrastructure within or at Council parking provisions

The Government has confirmed its intention to ban the sale of new petrol and diesel vehicles in the UK from 2030. The London Mayor is expanding the Ultra-Low Emission Zone (ULEZ) from October 2021 to cover an area up to (but not including) the A406 North and A205 South Circular Roads. This will encourage more Londoner's to switch to EV and with Southend being in reasonable driving distance from central London the potential for additional tourism exists if there are fast EV charging points within Southend. Both measures will see an increase in electric vehicle sales and with it a demand for electric vehicle charging points.

We have begun the installation of EV infrastructure and charging points in town centre car parks during 2021 but more EV charging points will need to be provided as demand increases. At present there is no co-ordinated national strategy for the provision of EV charging points, nor is there a requirement for local authorities to provide EV charging points (although they do have a role to play). Few local authorities have published an EV strategy partly because it is a complex and rapidly changing environment. The Council intend to produce an EV strategy for Southend during 2022 of which parking services will engage with.

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Parking Implementation Plan (PIP)

Actions 2022 - 2032

| Actions | Priorities | What we will do | Benefit and links to Southend 2050 | Timescales (commence) |
|---------|---|--|---|-----------------------|
| PIP.1 | We believe Civil enforcement should be at least self-financing | The Council's parking account delivers a modest operational surplus which is reinvested in the service. This will continue to be reported and published on an annual basis | Opportunity & Prosperity | Annual review |
| PIP.2 | a) Review all existing contracts to ensure they remain fit for purpose, achieve best value and are future proofed. b) Work with stakeholders and suppliers to ensure innovation and enhanced service offerings are at the core of all new contracts. | The Council will be re-tendering its parking and parking enforcement operations during 2022 based on a 10-year period which will enable and provide a more fluid and fit for purpose contract | Opportunity & Prosperity | April 2022 |
| PIP.3 | Parking fees and charges will be reviewed, benchmarked and reflected annually. | Benchmarking and early engagement with finance colleagues, members in advance of budget reviews | Opportunity & Prosperity | Annual review |
| PIP.4 | Extended operational and charging hours – will only be considered where there is compelling evidence of its need particularly around locations with evening/late night activity | A comprehensive and thorough review of parking charges and a zonal approach to the borough was introduced from April 2021. Post implementation review required and for changes to be made where necessary | Opportunity & Prosperity Safe & Well | Annual review |
| PIP.5 | A comprehensive review of the central seafront to assess and consider whether the existing parking controls and infrastructure are fit for purpose | To undertake a review of parking facilities, number of spaces, parking controls and traffic management to ensure they continue meet the ever-evolving demands and remains to be effective. | Pride & Joy Safe & Well | 2023/24 |

| Actions | Priorities | What we will do | Benefit and links to Southend 2050 | Timescales (commence) |
|----------------|---|---|---|------------------------------|
| PIP.6 | We will carry out a review of town centre parking provisions, business and loading bay facilities to ensure the right placement and service the right groups | Consultation & engagement of town centre provisions and ensure engagement with businesses Publicise the parking facilities and options available | Pride & Joy Safe & Well | 2022/2032 |
| PIP.7 | To consider adopting a vehicle emissions-based permit tariff and/or diesel surcharge. If adopted, it is anticipated that such measures could form part of the review of parking fees & charges on an annual basis | Seek best policy and benchmark with other Local Authorities in respect of their charging methodology. | Pride & Joy Safe & Well | 2023/24 |
| PIP.8 | We will replace the remaining paper-based parking permits/vouchers with virtual permits during 2022/23. All new applications/renewals will receive a virtual permit upon renewal of the permit or upon expiry | In conjunction with the tendering of parking operations; to procure and implement a virtual permit solution encompassing visitors. | Opportunity & Prosperity Active & Involved | 2022/23 |
| PIP.9 | An options paper and business case will be produced during 2022 for the phased removal of pay and display machines in Southend and outline the benefits and efficiencies | To establish and consider any efficiencies which can be identified and consider future options | Opportunity & Prosperity | 2023/24 |
| PIP.10 | A report on the performance of the Southend Pass will be produced in late 2022 following a 12-month period of operation in a post-Covid-19 environment | Analysis and evaluation of the pass with a report to Cabinet from Finance will provide a summary of the Southend Pass customer base and its usage | Pride & Joy | 2022/23 |
| PIP.11 | Undertake a review of enforcement and existing controls to ensure enforcement priorities reflect the local need | Work with our parking contractor to review existing enforcement beats and the demand of enforcement requests | Pride & Joy Opportunity & Prosperity Active & Involved | 2023/24 |
| PIP.12 | We will review primary schools and the surrounding streets with the vision of installing stronger parking controls or schemes in the area | Consider ways in which to mitigate poor parking behaviours and to improve compliance. Including but not limited to the introduction of school streets/automated enforcement | Safe & Well Active & Involved | 2023/24 |

262

| Actions | Priorities | What we will do | Benefit and links to Southend 2050 | Timescales (commence) |
|----------------|---|--|--|------------------------------|
| PIP.13 | A Parking Zone (PZ) will only be added to the waiting list where there is evidence of parking stress and indicative public support for some form of parking controls and the required budget | Consider, design, and consult upon any new or existing parking zones | Pride & Joy | Annual review |
| PIP.14 | A Parking Zone (PZ) will be developed in order from the PZ waiting list and only if there is sufficient budget within the parking account | Monitor and manage the parking budget and seek additional funding where there is opportunity. Refuse requests if there is no budget to enable | Opportunity & Prosperity | Annual review |
| PIP.15 | A parking petition review for new controls can take 12 months before the report is finalised. To agree an approach to how requests are managed | Parking petitions will not be considered if they do not meet the requirements as per the process noted within the Parking Strategy | Opportunity & Prosperity | Annual review |
| PIP.16 | We will continue the current policy of providing advisory Blue Badge bays for residents meeting the eligibility criteria. The carriageway markings will comply with Traffic Signs Regulations General Directions | Review of disabled bays policy and ensure compliance with the Policy set by the Council. To ensure the installation of disabled bays is completed in a timely manner and review their continuing need. | Safe & Well | Annual review |
| PIP.17 | We will continue to enforce and take action against any Blue Badge misuse and in accordance with the powers given to the local authority and work in collaboration with colleagues and partners in tackling and mitigating the risks of abuse | Actively enforce and take action against those misusing or abusing blue badges. Ensure training of officers is always updated where and when necessary. Mitigate and ensure the blue badge scheme is not compromised by lack of action or activity | Safe & Well Pride & Joy | Annual review |
| PIP.18 | To be more efficient and effective in the delivery of safety schemes | We will propose a new procedure for schemes that pass the 'Highway Code test' (where the primary objective is to reinforce rules of obstruction or parked or left dangerously | Safe & Well | Annual review |

2023

| Actions | Priorities | What we will do | Benefit and links to Southend 2050 | Timescales (commence) |
|---------|---|--|------------------------------------|-----------------------------------|
| PIP.19 | We will work towards the introduction of moving traffic enforcement starting late 2022/23 with the objective of undertaking enforcement from late 2023/24 subject to the required permissions being granted under TMA powers being agreed and adopted | Express an interest, engage with DfT and complete a review of where moving traffic enforcement will be advantageous and improve safety on our roads. | Safe & Well | Initial commencement late 2022/23 |
| PIP.20 | To retain and attain Park Mark accreditations for Council car parking facilities | Continually review all car parking facilities in a structured way so as to ensure compliance with the ParkMark accreditation standards and to seek accreditation on those not yet attained | Safe & Well Pride & Joy | Annual review |
| PIP.21 | We will engage with the Councils corporate EV strategy for Southend-on-Sea during 2022 with the objective of installing the required EV charging infrastructure within or at Council parking provisions | To ensure EV infrastructure is installed as and when resurfacing of parking facilities is undertaken and to meet the EV objectives of the Council | Pride & Joy | Annual review |

Appendix 4

Equality Analysis

1. Background Information

1.1 Southend Parking Strategy 2022 – 2032, Southend Parking Implementation Plan 2022 - 2032

1.2 Department:- Traffic and Highways

1.3 Service Area: Parking

1.4 Date Equality Analysis undertaken: 27 July 2022

1.5 Names and roles of staff carrying out the Equality Analysis:

| Name | Role | Service Area |
|---------------|-----------------------|----------------------|
| Alistair Turk | Senior Policy Manager | Traffic and Highways |
| | | |

1.6 What are the aims or purpose of the policy, service function or restructure that is subject to the EA?

Establishing the Parking Strategy and Parking Implementation Plan for Southend for the next decade 2022-2032.

1.7 What are the main activities relating to the policy, service function or restructure?

The strategic delivery of parking services on- and off-street for the next decade.

The Parking Implementation Plan establishes the process and timeline for the delivery of the Parking Strategy.

2. Evidence Base

2.1 Please list sources of information, data, results of consultation exercises that could or will inform the EA.

| Source of information | Reason for using (e.g., likely impact on a particular group). |
|--|---|
| Statutory Guidance – Guidance for local authorities on enforcing parking restrictions (updated June 2020). | Statutory Guidance – Pt 6 enforcement authorities should monitor their parking policies/strategies and consult locally when they appraise them. |
| Peer review of other local authorities parking strategies. | Establish best practice. |
| Local public consultation via 'Your Say' on the Southend website. | The Council's public consultation platform. |

Please Note: reports/data/evidence can be added as appendices to the EA.

- 2.2 Identify any gaps in the information and understanding of the impact of your policy, service function or restructure. Indicate in your action plan (section 5) whether you have identified ways of filling these gaps.

The response rate was not particularly high but there were sufficient numbers that took part to make the analysis of responses meaningful for the decision making and finalisation of the Parking Strategy.

3. Analysis

- 3.1 An analysis and interpretation of the impact of the policy, service function or restructure should be undertaken, with the impact for each of the groups with '*protected characteristics*' and the source of that evidence also set out against those findings.
- 3.2 In addition, the Council has identified the need to assess the impact of a policy, service function or restructure on carers, looked after children (as part of the age characteristic) as well as the socioeconomic impact of different groups, such as employment classifications.

Initial assessment of a perceived impact of the policy, service function or restructure. The impact can be positive or negative (or in some circumstances both), none or unclear:

| | Impact - Please tick | | | | |
|--|----------------------|----------|---------|----|---------|
| | Yes | | | No | Unclear |
| | Positive | Negative | Neutral | | |
| Age (including looked after children) | | | | X | |
| Disability | X | | | | |
| Gender reassignment | | | | X | |
| Marriage and civil partnership | | | | X | |
| Pregnancy and maternity | X | | | | |
| Race | | | | X | |
| Religion or belief | | | | X | |
| Sex | | | | X | |
| Sexual orientation | | | | X | |
| Carers | X | | | | |
| Socio-economic | | | | | X |

Descriptions of the protected characteristics are available in the guidance or from: [EHRC - protected characteristics](#)

3.3 Where an impact has been identified above, outline what the impact of the policy, service function or restructure on members of the groups with protected characteristics below:

| | Potential Impact |
|---------------------------------------|---|
| Age | None |
| Disability | Prioritised parking for Blue Badge holders – provision of dedicated bays and as exemption to waiting restrictions |
| Gender reassignment | None |
| Marriage and civil partnership | None |
| Pregnancy and maternity | Controlled parking zones prioritise parking for residents making it easier to find a space close to a resident's home |
| Race | None |
| Religion or belief | None |
| Sex | None |
| Sexual orientation | None |
| Carers | Controlled parking zones prioritise parking for residents making it easier to find a space close to a resident's home or for visitors to the home |
| Socio-economic | Increases in parking charges have traditionally been carried out at somewhat erratic intervals of multiple years. Any increase is viewed by the public as significant. The alternative is to review parking |

| | |
|--|--|
| | charges annually and any change (up or down) is linked to changes in the retail price index (RPI) or consumer price index (CPI). This will ensure changes are small and easier for households on tight budgets to accommodate. |
|--|--|

4. Community Impact

- 4.1 The proposed introduction of any area wide measures will be subject to informal and formal consultation and the results used to inform the decision-making process

5. Equality Analysis Action Plan

| Planned action | Objective | Who | When | How will this be monitored (e.g. via team/service plans) |
|---|-----------------|-----------------------------------|------------|--|
| Implementation of the Parking Strategy | Annual scrutiny | Traffic Regulations Working Party | Q3 meeting | Parking Implementation Plan |

Signed (lead officer):

Sharon Harington (Head of Traffic and Highways)

Signed (Director):

John Burr (Interim Executive Director, Neighbourhoods and Environment)

Once signed, please send a copy of the completed EA (and, if applicable, CCIA) to Sarah Brown Sarahbrown@southend.gov.uk.

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Southend-on-Sea Borough Council

Report of Executive Director for Adults and Communities

To
Cabinet

On 8 November 2022

Report prepared by: Scott Dolling,
Director for Culture and Tourism

Agenda
Item No.

14

UK City of Culture bid

Relevant Scrutiny Committee(s) Place
Executive Councillor: Councillor Mulroney
Part 1

1. Purpose of Report

- 1.1 To update Cabinet on the implications of a possible bid for the UK City of Culture competition.

2. Recommendation

- 2.1 Cabinet recognises the potential benefits of developing a City of Culture bid in the future. However as a fledgling City, which alongside our residents and businesses, is faced with the cost of living crisis, inflation and significant pressures in adult and children's social care, it is considered inappropriate to incur any expenditure in relation to a bid in the 2029 competition.

3 Background

- 3.1 Southend was awarded city status following the murder of Sir David Amess who was a huge advocate for the culture and wellbeing of residents.
- 3.2 The inaugural city year has seen some outstanding cultural activity take place with events and festivals in particular bringing transformational activity to the City.
- 3.3 At the Council's Cabinet meeting of 26 July 2022, we outlined the steps towards making a bid for this competition. With the economic situation as it stood at that time it was considered prudent to ensure that a majority of our residents also shared the ambition and benefits of bidding through a consultation.

- 3.4 Since the summer, the financial situation and cost-of-living crisis has worsened nationally and for local authorities, residents, and businesses alike due to rising energy costs, inflation, interest rates and demand for services. In-year budget monitoring currently forecasts a budget overspend of £12.1m for 2023/24, and a structural budget gap which is rising over the medium term due to all of these factors and requires prudent and effective fiscal management, decisions and planning. The council has introduced a recruitment freeze and multiple savings initiatives to manage the current situation.
- 3.5 From the experience of other cities, it is known that a bid will take around 6 years to prepare from initial conception to award (if successful) and delivery. So now is the optimum window for for that work to start for a bid in 2029.
- 3.6 The bidding process would require significant officer and consultant time, co-partnership with business and other organisations alongside existing commitments. The Council's budget gap created by macro financial pressures requires a pragmatic approach to new initiatives and to be successful in this competitive bid, considerable funds would need to be invested.
- 3.7 Southend Council recognises the potential that this competition could bring to the profile of the area and the economic and social benefits of culture for our community, but there are many unknown financial and social pressures facing the Council, residents and businesses at this time.
- 3.8 Building on Southend's 2019 Cultural Strategy 'Culture Vision', the Council will continue to support the evolving action plan and add the City of Culture competition to our longer term aims. The preparation timeline for the competition would probably suggest 2033 being more realistic for Southend to work towards, when our City status is embedded and our culture vision for Southend is realised and can support an exemplary bid. This would provide a phased and planned approach to delivering a legacy for our city status and a uniting ambition for stakeholders.
- 3.9 Taking all of these issues into account and coupled with the increased pressure for resources in adult and children's care, it is recommended that a bid for the UK City of Culture 2029 is not pursued.

4. Other Options

The Council could decide to continue with a consultation before reaching a decision, however at this time of uncertainty even this expenditure is considered to be inappropriate and the Council should concentrate all of its efforts in assisting and working with our residents and businesses to ameliorate the effects of the current economic situation in anyway it can..

Other parties could take a lead and prepare for the 2029 bid, however advice from Government is that Council resources and commitment are generally required to make the bids successful.

5. Reasons for Recommendations

5.1 Timing and an unpredictable economic future are major factors which militate against such major expenditure as would need to be incurred.

6. Corporate Implications

6.1 Contribution to Council's 2050 vision

Pride and Joy, Active and Involved, Opportunity and prosperity, Safe and well, connected and smart.

6.2 Financial Implications

The costs associated with a bid would be a substantial seven figure sum which cannot be justified in the current economic climate

6.3 Legal Implications

N/A

6.5 Property Implications

N/A.

6.6 Consultation

It is considered that the current economic situation is such that a bid is impossible to justify and therefore a consultation is not required.

6.7 Equalities and Diversity Implications

N/A

6.8 Risk Assessment

N/A

6.9 Value for Money

The current and ongoing financial situation indicates that even if a bid were successful in 2029 the cost of its preparation in financial and resource terms could not be justified, even less so if it were unsuccessful.

6.10 Community Safety Implications

N/A

6.11 Environmental Impact

N/A

7. Background Papers

8. Appendices

Cabinet paper July 2022

Southend-on-Sea City Council

Report of the Interim Executive Director of Neighbourhoods
and Environment

to

Cabinet

on

8th November 2022

Agenda
Item No.

15

Report prepared by Adam Penn,
Regulatory Services Manager.

Scrap Metal Dealers Act 2013
- Approval of Statement of Licensing Policy
Place Scrutiny Committee
Cabinet Member: Councillor Terry
A Part I Public Agenda Item

1. Purpose of Report

- 1.1 To set out the legal obligations on the Council, acting as Licensing Authority, in respect of the Scrap Metal Licensing policy.
- 1.2 To set out a revised Policy Statement, for approval by Cabinet. (This is contained in **Appendix 1**).

2. Recommendation

- 2.1 **That Cabinet review the final version of the revised Policy and approve it for immediate implementation.**
- 2.2 **That Cabinet approve that the Executive Director of Neighbourhoods and Environment, in consultation with the Cabinet Member for Public Protection, be the delegated authority to make any future amendments to the Scrap Metal Policy**

3. Background

- 3.1 The Scrap Metal Dealers Act 2013 came into effect on 1 October 2013 with transitional arrangements taking effect from 1 September 2013. (Earlier than the commencement date to allow grandfather rights to current licence holders). The Scrap Metal Dealers Act 2013 requires that scrap metal sites and collectors are licensed by the local authority. The legislation was introduced to stem the increase in metal theft at the time.
- 3.2 The Council's current Scrap Metal Licensing Policy was adopted by Cabinet in 2013. Although there is no statutory requirement to undertake reviews of the policy statement, it is generally accepted as being good practice to carry out this exercise from time to time.

- 3.3 There are currently 11 collectors and 7 sites licensed by the Council under this legislation (these licences are in the renewal process at present). As part of the process for granting licences, the Licensing Authority has regard to principles laid out in its policy.
- 3.4 This is the first time the Policy has been reviewed since its introduction. The original intent was to review the Policy earlier to remove the now defunct transitional arrangements, but this was delayed by the Covid-19 pandemic. There are no other major changes to the intent or direction of the Policy, which sets out how the Council seeks to regulate Scrap Metal Dealers and Collectors under its control and provides a framework for consistent decision making.
- 3.5 The changes to the proposed statement of policy document include some general updates and the following matters:
- the removal of the transitional provisions procedure;
 - how the Policy links to the Council's 2050 vision;
 - detail on how the Council's Licencing Team enforce the Act;
 - the correction of one or two typographical errors; and
 - making some of paragraphs clearer to read;
 - some rewording of section 15.1 as a result of the consultation.

4. Other Options

- 4.1 Should the Council not renew the Policy the old, outdated policy will remain in force.
- 4.2 It is not considered that another option exists.

5. Reason for Recommendation

- 5.1 To enable the Council to update and improve the Policy.

6. Corporate Implications

- 6.1 Contribution to the Southend 2050 Road Map
- 6.1.1 The development of a Licensing Policy establishes how the Council will determine applications therefore supporting the 'Opportunity and Prosperity' ambition.

6.2 Financial Implications

- 6.2.1 There are no Financial implications associated with this report. There are no additional costs to the Council by adopting this policy

6.3 Legal Implications

- 6.3.1 There are no Legal implications associated with this report.

6.4 People Implications

6.4.1 There are no People implications associated with this report.

6.5 Property Implications

6.5.1 There are no Property implications associated with this report.

6.6 Consultation

6.6.1 The Consultation on the draft Policy ran for 6 weeks from 8th August 2022, during which time it was advertised on the Councils consultation website page. During that period the page had a total of 40 visits with 23 people downloading and reviewing the Scrap Metal Licensing Policy documents. In addition, the following individuals and organisations were specifically contacted to advise of the consultation:-

- existing licence holders;
- Essex Police;
- British Transport Police;
- Environment Agency;
- Industry Associations;
- All Elected Members of the Council;
- Neighbouring Council's Licensing Teams.

6.6.2 As a result of this, 3 responses were received. These are detailed and analysed at Appendix 2

6.7 Equalities and Diversity Implications

6.7.1 There are no Equality and Diversity implications associated with this report. An Equalities Assessment has been carried out for the final Policy.

6.8 Risk Assessment

6.8.1 The main risk identified is that without a properly reviewed and up to date policy, decisions made by The Licensing Committee (or officers by delegation) would be open to legal challenge caused by the lack of a valid policy.

6.9 Value for Money

6.9.1 The annual licence fees form part of the overall budget for the Council; however, fee levels do not form part of this Policy. The Act requires that fees are set at a level which covers the cost of administering the system without making a profit.

6.10 Community Safety Implications

6.10.1 The objective of the Act was to reduce metal theft. There were 19,044 metal theft offences recorded in England and Wales in the reporting year 2020/21, a small increase on the previous reporting year, but a fall when compared with 2012/13, when there were 61,870. However, it is unclear if the Act or the falling metal price is the key factor in the reduction.

6.11 **Environmental Impact**

6.11.1 A fair licensing regime encourages the recycling of metals which could otherwise go to landfill, and could reduce the risk of fly tipping thus helping the environment.

7. **Background Papers**

7.1 None

8. **Appendices**

8.1 **Appendix 1:** Proposed Statement of Scrap Metal Licensing Policy.

8.2 **Appendix 2:** Overview of consultation responses.

New 'City' logo to go here

SCRAP METAL DEALERS ACT 2013

**STATEMENT OF
LICENSING POLICY
2022**

Scrap Metal - Version Control

| Version No: | Period to which policy applies: | Review date: |
|-------------|---------------------------------|--------------|
| 1 | 2013 - 2022 | 2022 |
| 2 | 2022-2028 | 2027 |

CONTENTS

1. Introduction
2. Consultation
3. Types of Licences
4. Application Process
5. Suitability of Applicants
6. Determination of Applications/Issue of Licence
7. Variation of Licence
8. Revocation of Licence by Miscellaneous Licensing Sub-Committee
9. Register of Licences
10. Notification Requirements
11. Display of Licence
12. Verification of Supplier's Identity
13. Payment for Scrap Metal
14. Records: Receipt of Metal
15. Records: Disposal of Metal
16. Records: Supplementary
17. Fees
18. Compliance
19. Closure of Unlicensed Sites
20. Delegation of Authority

1. Introduction

- 1.1 This document states Southend on Sea City Council's Policy on the regulation of Scrap Metal Dealers.

The Law

- 1.2 The Scrap Metal Dealers Act 2013 received Royal Assent on 28 February 2013 and came into force on 1 October 2013.
- 1.3 The Scrap Metal Dealers Act 2013 (the Act) introduced a new definition of a "Scrap Metal Dealer" and the term "scrap metal" was revised to reflect the 21st Century Scrap Metal industry. It aims to raise standards across the industry by requiring more detailed and accurate records of transactions as well as a requirement to verify the identity of those selling metal to them as well as a total prohibition on making cash payments for scrap.
- 1.4 The Act maintains local authorities as the principal regulator. It also gives them powers to regulate these industries by allowing them to refuse to grant a licence to 'unsuitable' applicants and a power to revoke licences if the dealer becomes 'unsuitable'.
- 1.5 Southend on Sea City Council here in after called 'the Council' is the Licensing Authority under the Scrap Metal Dealers Act 2013 and is responsible for granting site licence and collector's licences in the Borough of Southend on Sea in respect of businesses that deal in scrap metal and vehicle dismantling.
- 1.6 When assessing applications, the Council must be satisfied that the applicant is a 'suitable' person to hold a licence. Unsuitability will be based on a number of factors including any relevant criminal convictions.
- 1.7 The Scrap Metal Dealers Act 2013 makes it a requirement for a scrap metal dealer to have a licence in order to carry on in business as a dealer. It is an offence to carry on a business without first obtaining a licence. The Act incorporated the separate regulatory schemes for motor salvage operators under the Vehicle (Crime) Act 2001 and replaced the overlapping regimes for vehicle salvage and scrap metal industries with a single regulatory scheme.

Definition of a Scrap Metal Dealer

- 1.8 A person carries on business as a scrap metal dealer if:
- a) they wholly or partly buy or sell scrap metal (whether or not sold in the form it was bought in) or;
 - b) they carry on business as a motor salvage operator (see 1.10).

- 1.9 A person selling scrap metal as surplus materials or as a by-product of manufacturing articles is NOT regarded as a scrap metal dealer.
- 1.10 Motor salvage operation is defined in the Act as a business that consists wholly or mainly of:
- a) recovering salvageable parts from motor vehicles for re-use or sale and selling the remainder of the vehicle for scrap;
 - b) buying written-off vehicles, repairing and reselling them;
 - c) buying or selling motor vehicles which are to be the subject of any of the activities mentioned in (a) or (b);
 - d) wholly or mainly in activities falling within paragraphs (b) and (c).
- 1.11 Scrap metal includes:
- a) any old, waste or discarded metal or metallic material, and
 - b) any product, article or assembly which is made from or contains metal and is broken, worn out or regarded by its last holder as having reached the end of its useful life.
- 1.12 Scrap Metal does not include:
- a) Gold;
 - b) Silver; or
 - c) Any alloy of which 2% or more by weight is attributable to gold or silver.

2. Consultation

- 2.1 There is no requirement, in the Act, for a Council to have in place a formal policy for dealing with applications made under the Scrap Metal Dealers Act 2013. As a process of 'Best Practice' Southend on Sea City Council has chosen to adopt a formal policy for this purpose.
- 2.2 In developing and reviewing this policy statement, the Council consulted with existing licence holders, Essex Police, British Transport Police, Environment Agency and Industry Associations.

3. Types of Licences

- 3.1 Anyone wishing to operate a business will require a site licence or a collector's licence. The licence is valid for three years and permits the holder to operate within the boundaries of the issuing authority. These are:
- **Site Licence** – A licence will be issued by the Council in whose area a scrap metal site is situated. A site licence will require all of the sites at which the licensee carries on the business as a scrap metal dealer, within the local authority area, to be identified and a site manager to be named for each site. This will permit them to

operate from those sites including transporting scrap metal to and from those sites from any local authority area.

- **Collectors Licence** – authorises a licence holder to operate as a 'mobile collector' in the area of the issuing local authority area. This permits them to collect any scrap metal as appropriate, including commercial and domestic scrap metal. It does not permit the collector to collect from any other local authority area; separate licences should be obtained from each local authority. Also, the licence does not permit a licensee to carry on a business at a site within any area. If a collector wishes to use a fixed site, they will need to obtain a site licence from the relevant local authority. There is no restriction as to the location where the collector can transport and sell their material.

3.2 A person may hold more than one licence issued by different authorities, but may NOT hold more than one licence issued by any one local authority.

4. Application Process

4.1 When the Council is considering an application, it will have regard to:

- The Scrap Metal Dealers Act 2013;
- Guidance issued by the Secretary of State;
- Any supporting regulations
- This statement of licensing policy.

4.2 This does not undermine the rights of any person to apply under the Act for a licence and have the application considered on its individual merits.

4.3 A person carrying on, or proposing to carry on, a business as a scrap metal dealer may apply to the Council to be licensed. The application must be in writing and contain the appropriate mandatory particulars.

4.4 A local authority may request that an applicant provide such other information, as it considers relevant, for the purpose of considering the suitability of an applicant

4.5 The application must be accompanied by the appropriate fee.

4.6 If the applicant fails to provide the information requested, including the additional supporting documentation, the Council may decline to accept the application as a valid application.

5. Suitability of Applicants

5.1 A local authority must determine whether the applicant is a suitable person to carry on a business as a Scrap Metal Dealer.

- 5.2 In determining this, the Council may have regard to any information it considers to be relevant, including whether any relevant enforcement action has been taken against the applicant or whether the applicant has been convicted of a relevant offence. A list of relevant offences are set out in the guidance to the application form.
- 5.3 The Council must also have regard to any guidance on determining suitability which is issued by the Secretary of State.
- 5.4 The Council may consult other agencies regarding the suitability of an applicant, including:
- Any other local authority;
 - The Environment Agency;
 - The Natural Resources Body for Wales; and
 - An officer of a police force.

6. Determination of Application/Issue of Licence

- 6.1 Where the Council is satisfied that an applicant is a 'suitable person' to hold a Scrap Metal Dealers Licence, it must issue a licence.
- 6.2 The Council may include, in the licence, one or both of the following conditions:
- To limit the dealer to receiving any metal within the hours of 9.00am to 5.00pm; and
 - That any scrap metal must be kept in the form in which it is received for a specified period of time, not exceeding 72 hours.
- 6.3 Where the Council is not satisfied that an applicant is a 'suitable person' to hold a Scrap Metal Dealers Licence, or a licence holder is no longer considered 'suitable' to continue to hold a licence, the Council must consider refusing the application or revoking the licence where a licence has been issued. The matter will be referred to the Licensing Sub-Committee for determination.

Right to Make Representations

- 6.4 If Southend on Sea City Council proposes to refuse an application or to revoke/vary a licence a notice must be issued to the applicant/licensee setting out what the authority proposes to do and the reasons for this. The notice must also state that within the period specified the applicant/licensee can either:
- a) make representations about the proposal; or
 - b) inform the authority that the applicant/licensee wishes to do so.
- 6.5 The period specified in the notice must be not less than 14 days beginning with the date on which the notice is given to the

applicant/licensee. Within this time the applicant/licensee must notify Southend on Sea City Council that they do not wish to make representations. Should this period expire and the applicant/licensee has not made representations, or informed the authority of their wish to do so the authority may refuse the application, or revoke or vary the licence.

- 6.6 If, within the period specified, the applicant/licensee informs the authority that they wish to make representations, the authority must allow a reasonable period to make representations and may refuse the application or revoke or vary the licence if they fail to make representations within that period.
- 6.7 If the applicant/licensee notifies the authority that they wish to make oral representations, the authority must give them the opportunity of appearing before, and being heard by, a person appointed by the authority. In this instance, this will be before the Licensing Sub-Committee.
- 6.8 The Council may revoke a scrap metal dealer's licence in certain circumstances. Please refer to Section 8 for circumstance of revocation.

Notice of Decisions

- 6.9 If the application is refused, or the licence is revoked or varied, Southend on Sea City Council must give a notice to the applicant/licensee setting out the decision and the reasons for it. The notice must also state that the applicant/licensee may appeal against the decision, the time within which the appeal may be brought and, if revoked or varied, the date on which the revocation or variation is to take effect.

7. Variation of Licence

7.1 An applicant can, on application, apply to the Council to vary a licence by changing it from one type to another. The variation application must be made to reflect changes to:

- Site licence – name of licensee, the sites, site manager
- Collector's licence – name of licensee

The variation can amend the name of the licensee but not transfer the licence to another person.

7.2 Application is to be made to the issuing authority and contain particulars of the changes to be made to the licence.

8. Revocation of Licence by the Licensing Sub-Committee

8.1 The authority may revoke a scrap metal licence if it is satisfied that the licensee does not carry on the business of scrap metal dealing at any of the sites identified in the licence.

8.2 The authority may revoke a licence if it is satisfied that a site manager named in the licence does not act as site manager at any of the sites identified in the licence.

8.3 The authority may revoke a licence if it is no longer satisfied that the licensee is a suitable person to carry on a business as a scrap metal dealer.

8.4 A revocation or variation under this section comes into effect when no appeal under paragraph 9 of Schedule 1 of the Act is possible in relation to the revocation or variation, or when any such appeal is finally determined or withdrawn.

8.5 If the authority considers that the licence should not continue in force without conditions, it may by notice provide:

- a) that, until a revocation under this section comes into effect, the licence is subject to one or both of the conditions set out in section 6.2; or
- b) that a variation under this section comes into effect immediately.

9. Register of Licences

9.1 The Environment Agency must maintain a register of scrap metal licences issued by authorities in England.

9.2 Each entry must record:

- a) the name of the authority which issued the licence;
- b) the name of the licensee;

- c) any trading name of the licensee;
- d) the address of the site identified in the licence;
- e) the type of licence; and
- f) the date on which the licence is due to expire.

9.3 The registers are to be open for inspection to the public.

10. Notification Requirements

10.1 An applicant for a scrap metal licence, or for the renewal or variation of a licence, must notify the authority to which the application was made of any changes which materially affect the accuracy of the information which the applicant has provided in connection with the application.

10.2 A licensee who is not carrying on business as a scrap metal dealer in the area of the authority which issued the licence must notify the authority within 28 days.

10.3 If a licence is issued to a business under a trading name the licensee must notify the authority which issued the licence of any change to that name within 28 days.

10.4 An authority must notify the Environment Agency, of –

- a) any notification given to the authority under section 10.2 or 10.3;
- b) any variation made by the authority under section 8 (variation of type of licence or matters set out in licence); and
- c) any revocation of the authority of a licence.

10.5 Notification under subsection 10.4 must be given within 28 days of the notification, variation or revocation in question.

10.6 Where the authority notifies the Environment Agency under subsection 11.4, the body must amend the register under section 9 accordingly.

11. Display of Licence

11.1 A copy of a site licence must be displayed at each site identified in the licence. The copy must be displayed in a prominent place in an area accessible to the public.

11.2 A copy of a collector's licence must be displayed on any vehicle that is being used in the course of the dealer's business. This must be displayed in a manner which enables it easily to be read by a person outside the vehicle.

12. Verification of Supplier's Identity

- 12.1 Prior to receiving scrap metal the scrap metal dealer must verify the person's full name and address by reference to documents, data or other information obtained from a reliable and independent source.
- 12.2 Should verification not be gained then each of the following are guilty of an offence:
- a) the scrap metal dealer;
 - b) if metal is received at the site, the site manager;
 - c) any person who, under arrangements made by a person within paragraph (a) or (b), has responsibility for verifying the name and address.

13. Payment for Scrap Metal

- 13.1 A scrap metal dealer must only pay for scrap metal by either:
- a) a cheque (which is not transferrable under Section 81A Bills of Exchange Act 1882); or
 - b) electronic transfer of funds (authorised by a credit, debit card or otherwise).
- 13.2 Payment includes payment in kind – with goods or services.

14. Records: Receipt of Metal

- 14.1 If any metal is received in the course of the dealer's business the dealer must record the following information:
- a) description of the metal, including its type (types if mixed), form, condition, weight and any marks identifying previous owners or other distinguishing features;
 - b) date and time of receipt;
 - c) the registration mark of the vehicle delivered by;
 - d) full name and address of person delivering it;
 - e) full name of the person making payment on behalf of the dealer.
- 14.2 The dealer must keep a copy of any documents used to verify the name and address of the person delivering the metal.
- 14.3 If payment is made via cheque, the dealer must retain a copy of the cheque.
- 14.4 If payment is made via electronic transfer, the dealer must keep a receipt identifying the transfer, or (if no receipt identifying the transfer) record particulars identifying the transfer.

15. Records: Disposal of Metal

15.1 For these purposes metal is disposed of:

- a) whether or not in the same form it was received;
- b) whether or not the disposal is to another person;
- c) whether or not the metal is dispatched from a site.

15.2 Where the disposal is in the course of business under a site licence, the following must be recorded:

- a) description of the metal, including its type (or types is mixed), form and weight;
- b) date and time of disposal;
- c) if to another person, their full name and address;
- d) if payment is received for the metal (by sale or exchange) the price or other consideration received.

15.3 If disposal is in the course of business under a collector's licence, the dealer must record the following information:

- a) the date and time of the disposal;
- b) if to another person, their full name and address.

16. Records: Supplementary

16.1 The information in sections 15 and 16 must be recorded in a manner which allows the information and the scrap metal to which it relates to be readily identified by reference to each other.

16.2 The records mentioned in section 15 must be marked so as to identify the scrap metal to which they relate.

16.3 Records must be kept for a period of 3 years beginning with the day on which the metal is received or (as may be the case) disposed of.

16.4 If a scrap metal dealer fails to fulfil a requirement under section 15 and 16 or this section each of the following is guilty of an offence:

- a) the scrap metal dealer;
- b) if the metal is received at or (as the case may be) dispatched from a site, the site manager;
- c) any person who, under arrangements made by a person within paragraph (a) or (b) has responsibility for fulfilling the requirement.

16.5 It is a defence for a person within subsection 17.4 (a) or (b) who is charged with an offence under this section to prove that the person

- a) made arrangements to ensure that the requirement was fulfilled, and
- b) took all reasonable steps to ensure that those arrangements were complied with.

17. Fees

- 17.1 The Council makes a charge for a licence on a cost recovery basis
Fees are outlines in a separate document

18. Compliance

- 18.1 The Act provides a Police Constable and an Officer from the Council with a right to enter and inspect the premises of licensed and unlicensed scrap metal dealers.
- 18.2 The Act does not provide an Officer of the Council with the power to inspect premises of licensed and unlicensed scrap metal dealers outside the area of the authority.
- 18.3 The Council delivers a wide range of compliance services aimed at safeguarding the environment and the community and at providing a 'level playing field' on which businesses can fairly trade.
- 18.4 The administration and compliance of the licensing regime is one of these services.
- 18.5 Compliance will be based on the principles that businesses should:
- Receive clear explanations from regulators of what they need to do and by when;
 - Have an opportunity to resolve differences before compliance action is taken, unless immediate action is needed;
 - Receive an explanation of their right of appeal.
- 18.6 The Council recognises the interest of both citizens and businesses and will work closely, with partners, to assist licence holders to comply with the law. However, proportionate but firm action will be taken against those who commit serious offences or consistently break the law. The council has set clear standards of service and performance that the public and businesses can expect.
- 18.7 In particular, a compliance policy has been created that explains how the council will undertake its role as Licensing Authority and how the principles of effective compliance will be achieved
- 18.8 The council has also established a compliance protocol with Essex Police and British Transport Police on compliance issues. This

protocol provides for the targeting of resources towards high-risk premises and activities that require greater attention, while providing a lighter touch in respect of low risk premises that are well operated.

19. Closure of Unlicensed Sites

19.1 Interpretation

A person with an interest in a premises is the owner, leaseholder or occupier of the premises.

Local authority powers are exercisable only in relation to premises in the authority's area.

19.2 Closure Notice

Not applicable if the premises are residential premises.

A constable or the local authority must be satisfied that the premises are being used by a scrap metal dealer in the course of business and that the premises are not a licensed site.

A 'closure notice' may be issued by a constable or local authority which states they are satisfied of the above, the reasons for that, that the constable or local authority may apply to the court for a closure order and specifies the steps which may be taken to ensure that the alleged use of the premises ceases.

The notice must be given to the person who appears to be the site manager of the premises and any person who appears to be a director, manager or other officer of the business in question. The notice may also be given to any person who has an interest in the premises.

The notice must be given to a person who occupies another part of any building or structure of which the premises form part and the constable or local authority believes at the time of giving the notice, that the person's access to that other part would be impeded if a closure order were made in respect of the premises.

19.3 Cancellation of Closure Notice

A 'cancellation notice' issued by a constable or local authority may cancel a closure notice. This takes effect when it is given to any one of the persons to whom the closure notice was given. This must also be given to any other person to whom the closure notice was given.

19.4 Application for Closure Order

When a closure notice has been given, a constable or the local

authority may make a complaint to the justices of the peace for a closure order. This may not be made less than 7 days after the date on which the closure notice was given or more than 6 months after that date.

A complaint under this paragraph may not be made if the constable or authority is satisfied that the premises are not (or are no longer) being used by a scrap metal dealer in the course of business and there is no reasonable likelihood that the premises will be so used in the future.

The justice may issue a summons to answer to the complaint. This must be directed to anyone whom the closure notice was given and must include the date, time and place at which the complaint will be heard.

19.5 Closure Order

A closure order requires that a premises be closed immediately to the public and remain closed until a constable or the local authority makes a termination of closure order by certificate. The use of the premises by a scrap metal dealer in the course of business be discontinued immediately and that any defendant pay into court such sum as the court determines and that the sum will not be released by the court to that person until the other requirements of the order are met.

The closure order may include a condition relating to the admission of persons into the premises, the access by persons to another part of any building or other structure of which the premises form part.

A closure order may include such provision as the court considers appropriate for dealing with the consequences if the order should cease to have effect.

As soon as practicable after the closure order is made, the complainant must fix a copy of it in a conspicuous position on the premises in respect of which it was made.

A sum ordered to be paid into court under a closure order is to be paid to the designated officer for the court.

19.6 Termination of Closure Order by Certificate

Once a closure order has been made and a constable or local authority officer is satisfied that the need for the order has ceased a certificate may be made. This ceases the closure order and any sum paid into a court is to be released by the court to the defendant.

As soon as is practicable after making a certificate, a constable or local authority must give a copy to any person against whom the closure

order was made, give a copy to the designated officer for the court which made the order and fix a copy of it in a conspicuous position on the premises in respect of which the order was made.

A copy of the certificate must be given to any person who requests one.

19.7 Discharge of Closure Order by Court

A closure order may be discharged by complaint to a justice of the peace. This can be done by any person to whom the relevant closure notice was given or any person who has an interest in the premises but to whom the closure notice was given.

The court will make a discharge order if it is satisfied that there is no longer a need for the closure order. The justice may issue a summons directed to a constable as the justice considers appropriate or the local authority, requiring that person appear before the magistrates' court to answer to the complaint.

If a summons is issued, notice of the date, time and place at which the complaint will be heard must be given to all persons to whom the closure notice was given (other than the complainant).

19.8 Appeal

Appeal may be made to the Crown Court against:

- a) a closure order;
- b) a decision not to make a closure order;
- c) a discharge order;
- d) a decision not to make a discharge order.

The appeal must be made before the end of 21 days beginning with the day on which the order or decision in question was made.

An appeal under a) or b) may be made by any person to whom the relevant closure notice was given or any person who has an interest in the premises but to whom the closure notice was not given.

An appeal under b) and c) may be made by a constable or the local authority.

19.9 Enforcement of Closure Order

A person is guilty of an offence, without reasonable excuse, if they permit a premises to be open in contravention of a closure order, or fails to comply with, or does an act in contravention of a closure order.

If the closure order has been made, a constable or a person authorised by the local authority may (if necessary using reasonable force) enter the premises at any reasonable time, and having entered the premises,

do anything reasonably necessary for the purpose of securing compliance with the order.

If the owner, occupier or other person in charge of the premises requires the officer to produce evidence of identity or evidence of authority to exercise powers, the officer must produce that evidence.

20. Compliance and Enforcement

20.1 In exercising its functions with regard to the inspection of sites and collectors and to instituting criminal proceedings in respect of offences specified, the Licensing Authority will follow best practice.

This requires that actions should be

- Proportionate - Intervention will only be when necessary. Remedies should be appropriate to the risk posed and costs identified and minimised.
- Accountable - The Authority must be able to justify decisions and be subject to public scrutiny.
- Consistent - Rules and standards must be joined up and implemented fairly.
- Transparent - Enforcement should be open and regulations kept simple and user
- friendly.
- Targeted - Enforcement should be focused on the problems and minimise side effects.

20.2 The Licensing Authority will endeavour to avoid duplication with other regulatory regimes, so far as is possible, and adopt a risk based inspection programme. All enforcement action is taken having regard to the Environment & Regulatory Enforcement policy.

20.3 The main enforcement and compliance role of the Licensing Authority in terms of the Act, is to ensure compliance with the Licence and other permissions which it authorises.

20.4 The Licensing Authority will keep itself informed of developments as regard to the Department for Business, Energy & Industrial Strategy in its consideration of the regulatory functions of Local Authorities, and will have regard to best practice.

20.5 Where appropriate, complaints will be investigated in accordance with the stepped approach outlined in the Regulatory Services Enforcement Policy. A copy of this document is available on the Council website. In the first instance we encourage complaints to be raised directly with the licensee.

21. Delegated Authority

- 21.1 Decisions on licensing matters will be taken in accordance with an approved scheme of delegation aimed at underlining the principles of timely, efficient and effective decision making.

22. Links to 2050

- 22.1 There are strong links between the Council's 2050 vision and this Licensing Policy. Several outcomes can be positively influenced by good licensing controls and a well run licensed sector. The Licensing Authority hope that applicants will engage with the 2050 vision in their applications.

Examples include:-

Safe & Well:

- residents feel safe and secure in their homes, neighbourhoods and across the city
- we protect and improve the quality of life for everyone in our community, including the vulnerable

Opportunity and Prosperity:

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

Future Ways of Working:

- recover from the pandemic and to embrace new approaches and opportunities for collaboration with our partners
- sustain and increase the pace of change

Scrap Metal Licensing Policy Consultation

The Scrap Metal Dealers Act 2013 came into effect on 1 October 2013. The Scrap Metal Dealers Act 2013 requires that scrap metal sites and collectors are licensed by the local authority. The legislation was introduced to stem the increase in metal theft at the time. The consultation on the draft policy ran for 6 weeks from 8th August 2022, during which time it was advertised on the Councils consultation website page. The list of consultees specifically contacted is in section 6.6 of the cabinet report

The results:-

A total of 3 people and organisations responded to the consultation, no actual questions were set as we wanted responses and opinions on the content within the draft policy.

297

| Comments | |
|--|---|
| <p>Licensed Collector</p> <p>Would like to see a requirement for collectors to physically show their licence to the dealer to get paid so unlicensed people would not be able to sell stolen scrap metal.</p> | <p>Licensing Authority (LA) Response</p> <p>There is no provision within the Act to support such a requirement. However, prior to receiving scrap metal the scrap metal dealer must verify the person’s full name and address by reference to documents, data or other information obtained from a reliable and independent source.</p> <p>Outcome – No Change</p> |
| <p>Onis Consultancy (Sent to the LGA and forwarded to SCC)</p> <p>States “there are a few areas of concern towards the end of the document in Section 20 onwards” but does not explain further</p> | <p>Licensing Authority (LA) Response</p> <p>Section 20, in the main, is to signpost readers to the Environmental & Regulatory Enforcement policy which lays out how enforcement for all licensing regimes is carried out. The writer was asked to explain the concerns but no response was received.</p> |

| | |
|--|---|
| <p>Suggests some edits as follows</p> <p>15.1 <i>“The Act regards requires the metal to be disposed of (this isn’t in the act either and should read ‘ For these purposes metal is disposed of—’)</i></p> <p><i>a) whether or not in the same form it was <u>purchased</u>; (this should be received – purchased is in contradiction to the purpose of the act)</i></p> <p><i>b) whether or not the disposal is to another person;</i></p> <p><i>c) whether or not the metal is dispatched from a site”</i></p> <p>Concerned that the phrase “subject to Guidance issued by the Secretary of State” has been removed from the previous policy and believes this means the Council will no longer follow the guidance</p> | <p>Outcome – No Change</p> <p>The LA agrees that this could be better worded for clarity</p> <p>Outcome – Section 15.1 amended</p> <p>The reader has misunderstood why this has been removed. That phrase was in the original policy which was published while we were awaiting guidance which MAY have changed things back then. We are not saying we will stray from guidance by removing references to it</p> <p>Outcome – No Change</p> |
| <p>British Transport Police (BTP)</p> <p>Comment – “From reading the policy I get the feeling that you have covered the necessary points within the legislation...</p> <p>...Your policy, will of course have the flexibility of being changed as and when needed”.</p> | <p>Licensing Authority (LA) Response</p> <p>BTP have a larger role in Scrap Metal licensing than most other types of licensing. This is because of the high level of metal theft on the railways. It is encouraging to see their support for the policy.</p> <p>Outcome – No Change</p> |

Southend-on-Sea Borough Council

Report of
Executive Director (Adults and Communities)
and
Executive Director (Children and Public Health)
to
Cabinet Meeting
on
8th November 2022

16

Report prepared by: Paul Hill (Southend Safeguarding Partnership (Adults) Business Manager)

Southend Safeguarding Partnership Annual Report 2021/2022

1. Purpose of Report

To present to Cabinet the Southend Strategic Safeguarding Partnership Annual report 2021/2022. The annual report provides an annual assurance assessment to the Council in respect of its responsibilities for safeguarding children and adults in Southend. This annual report contributes to the requirements of statutory guidance in Working Together to Safeguard Children 2018 and the Care Act 2014.

2. Recommendations

- **That Cabinet note the Southend Strategic Safeguarding Partnership Annual report 2021 – 2022.**

3. Background

- 3.1 When Southend reviewed and updated its arrangements following the DfE's issue of the updated Working Together document in 2018, the Borough (now City) decided to combine many of the functions of the old Local Safeguarding Children's Board (LSCB) and Safeguarding Adults Board (SAB): Creating the new Southend Safeguarding Partnership. This is the second annual report published by the Southend Safeguarding Partnership.
- 3.2 This report introduces the Annual Report of the Southend Safeguarding Partnership for the Financial Year 2021 to 2022. The annual report has been jointly authored and constructed by all 3 statutory partners (Southend-on-sea City Council, Essex Police, and the Mid and South Essex Integrated Care Board (previously the Clinical Commissioning Group, until 1st July 2022)). and provides an account of the safeguarding activity and ambitions, for both children and adults in Southend for 2021 - 2022. The annual report will be considered by Essex police and the Integrated Commissioning Board through their respective governance frameworks.

3.3 Section 43 of the Care Act 2014 and section 41 of the statutory guidance in Working Together to Safeguard Children 2018 (WT 2018) document, together require the Southend Safeguarding Partnership to produce and to publish an annual report.

4. The Report (Partnership Safeguarding Activity) *Only a few highlights are included in this cover report.*

4.1 The Annual Report notes that the Partnership Business Unit is under resourced¹, and the pandemic has had significant effects on service delivery of all Partners. The report includes a RAG assessment of the delivery of the Partnerships strategy under every delivery mechanism (Partnership Subgroup). There is more to do in the provision of training, management of communication forums and the analysis of data and information². It further notes that the recommendations of an Independent Review of the Partnerships work are not yet delivered³. A great deal has, however been achieved over this year, including:

4.2 The Partnership works in close collaboration with its neighbours (Essex and Thurrock, known as the SET Group)⁴. SET (both Adults and Childrens) maintain a number of policies, procedures and practice guidance. There is a rolling plan of review that has been maintained over the year. Other SET wide groups cover domestic violence, domestic homicide, child deaths, information sharing, Learning Disability mortality reviews and suicide steering group.

4.4 The 'excellent' dashboards⁵ (*reviewed after '1 year in use' this year*) have been used by the (adults and childrens) performance subgroups to review the performance of the Partnership. This exploration of the data by Partners has encouraged partners to explore areas where the data is identifying significant change and where Southend is performing differently to its SET neighbours or national peers.

4.6 As a result of the learning of case reviews and the performance, audit, quality and assurance groups:

- two 'Structured Updates' were held during the year (Communications / Transition). Partners came together alongside people with lived experience and explored the issue in detail, shared best practice and clarified policy and procedure.
- The Partnership also hosted a day of action in the High Street where the issues surrounding labour Exploitation and Modern-Day-Slavery were shared with the public.
- An animated video to assist vulnerable people recognise the dangers when making friends was produced – [Tricky Friends](#)
- Partners engaged with the National Safeguarding Awareness Week by promoting the specified topics in their training, communications and through social media.

¹ Partners are currently considering a proposal to add resources to the SSP Business Unit.

² SSP Annual Report 2021-2022, page 9

³ SSP Annual Report 2021-2022, page 31

⁴ SSP Annual Report 2021-2022, page 18

⁵ SSP Annual Report 2021-2022, page 9

- 4.7 Audits of Partners Safeguarding Performance and of Schools safeguarding provision are completed every year⁶. The 'adults' survey was completed across the SET group and included a staff survey.
- 4.8 The Partnership successfully rolled out multi-agency training on the Graded Care Profile (an assessment tool that helps practitioners take a strengths-based approach to measuring the quality of care a child is receiving and supports them to identify neglect.), as part of a joint systems approach to improve outcomes for children and families⁷.
- 4.9 Two 'Child' Rapid Review processes resulting in the escalation for both to commence Local Child Safeguarding Practice Reviews were delivered and the Partnership also completed a joint review with another Borough, which identified no further action was required. The early learning from the two Rapid Reviews has been disseminated but the final reports and outcomes are yet to be defined as the process is ongoing⁸.
- 4.10 Over the year the multiagency risk assessment team (MARAT) received 424 referrals of domestic abuse where assessments were completed and if appropriate remedial action taken to ensure the safety of the vulnerable adult and children.

5. Other Options (None)

6. Reasons for Recommendations

As one of the three strategic partners of the Southend Strategic Partnership the Council needs to receive and note the Annual report.

7. Corporate Implications

7.1 Contribution to Council's Vision & Corporate Priorities

The work of Partners and the Council in safeguarding children and adults directly contributes to the Council's Safe and Well 2050 outcome and specifically to safeguard children and vulnerable adults in Southend.

7.2 Financial Implications (None)

7.3 Legal Implications

This annual report supports the Council, The Leader, the Chief Executive, Executive Directors and Lead Members to discharge their statutory duties under the Children Act 2004 and Care Act 2014.

7.4 People Implications (None)

7.5 Property Implications (None)

⁶ SSP Annual Report 2021-2022, page 38

⁷ SSP Annual Report 2021-2022, page 42

⁸ SSP Annual Report 2021-2022, page 43

7.6 Consultation

N/A

7.7 Equalities and Diversity Implications (None)

7.8 Risk Assessment

No Risk Assessments are required as a result of the Southend Safeguarding Annual Report 2021/2022

7.9 Value for Money

Fulfilling our responsibility to safeguard children and adults and promote their welfare is a statutory requirement. The Council works in partnership with other organisations and local authorities to ensure we fulfil those responsibilities in the most cost-effective way. Southend Safeguarding Partnership members ensure that all functions are undertaken on value for money principles. Since July 2013 the business management resource of the Childrens and Adults parts of the Southends Safeguarding Partnership (*which was the Local Safeguarding Childrens Safeguarding Board LSCB and Safeguarding Adults Board (SAB)*), have been shared.

(It is noted that for the first time the partnership costs are split evenly between the three strategic partners in 2022/2023.)

7.10 Community Safety Implications

Southend Safeguarding Partnership arrangements support the safety for our most vulnerable members of society across the localities and partnerships. The Southend Safeguarding Partnership oversee work on road safety, e safety, violence against women and girls, modern slavery, sexual exploitation, bullying and hate crime as it relates to children and adults, and monitors the effectiveness of the implementation of the domestic abuse strategy.

8. Background Papers

Many are core documents and are the same as identified in previous annual reports

- [The Children Act 2004 Every Child Matters: Change for Children](#)
- [Children Act 1989](#)
- [Working Together to Safeguard Children \(2018\)](#) (as amended 2022)
- [Special educational needs and disability code of practice \(2015\)](#)
- [Keeping Children Safe in Education \(2016\)](#) (as amended 2022)
- [Safeguarding Vulnerable Groups Act 2006](#)
- [Mental Capacity Act \(2005\)](#)
- [The Care Act \(2014\)](#)
- [Care and Support Statutory Guidance – Care Act 2014 as amended by the Health and Care Act 2022](#)

- [Making Safeguarding Personal Guide 2014](#)

9. Appendices

Appendix 1- Southend Safeguarding Partnership – Annual Report (2021-2022)

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SOUTHEND Safeguarding Partnership

Southend City Council

Mid and South Essex Clinical Commissioning Group

Essex Police

Annual Report – 2021/2022



Andy Lewis
Chief Executive
Southend City Council



Lorraine Coyle
Director of Nursing
Mid and South Essex Clinical
Commissioning Group



Andrew Packer
Detective Chief Superintendent
Crime and Public Protection
Command
Essex Police

CONTENTS

| | |
|--|-----------|
| 1. Introduction / Executive Summary..... | 4 |
| 2. Duty to Publish | 4 |
| 3. Scrutiny Commentary | 5 |
| 4. Coronavirus (COVID-19): | 10 |
| 4.1. Southend City Council – Adult Services | 10 |
| 4.2. Southend City Council – Childrens Services | 11 |
| 4.3. Clinical Commissioning Group (Southend NHS)..... | 11 |
| 4.4. NELFT..... | 11 |
| 4.5. Public Health | 12 |
| 4.6. Education and Early Years | 12 |
| 4.7. Voluntary, Community, Faith and Social Enterprise (VCFSE) Sector..... | 13 |
| 5. SSP Vision, Mission: Who We are and What We Do | 15 |
| 6. Structure and sub-structure of Southend Safeguarding Partnership..... | 16 |
| 6.1. Southend Multi Agency Groups Meetings | 16 |
| 6.2. Southend Safeguarding Partnership Meeting Structure..... | 16 |
| 6.3. Southend Safeguarding Partnership Structure | 16 |
| 6.4. Southend Safeguarding Partnership Meeting Calendar April 2021 – March 2022..... | 17 |
| 7. Links with other Key Partnerships | 17 |
| 8. National, Regional and ‘Southend, Essex and Thurrock’ (SET) Partners .. | 18 |
| 8.1. National..... | 18 |
| 8.2. Regional and ‘Southend Essex & Thurrock’ | 18 |
| 8.3. Southend, Essex and Thurrock (SET)..... | 19 |
| 9. SSP Strategy 2021/2024 | 23 |
| 9.1. Partnership Priorities | 23 |
| 9.2. VULNERABLE ADULT PRIORITIES..... | 23 |
| 9.3. CHILDRENS PRIORITIES..... | 23 |
| 9.4. ADULTS AND CHILDRENS SHARED PRIORITIES..... | 23 |
| 10. Performance (Adults)..... | 24 |
| 10.1. SECTION 42 ENQUIRIES | 25 |
| 10.2. Ethnicity | 26 |

| | | |
|--|--|-----------|
| 10.3. | Neglect | 27 |
| 10.4. | Mental Capacity | 27 |
| 10.5. | Domestic Abuse | 29 |
| 11. | Performance (Children)..... | 29 |
| 11.1. | Multi Agency Safeguarding Hub (Referrals)..... | 29 |
| 12. | Performance – Delivery of recommendations from ‘Multi Agency Review of Southend Safeguarding Partnership (Carol Brooks) 2020’ | 31 |
| 13. | Work Delivered:..... | 32 |
| 13.1. | SSPC Board | 32 |
| 13.2. | SSPA Board | 34 |
| 13.3. | SSPC Performance | 37 |
| 13.4. | SSPC Audit, Quality & Assurance | 38 |
| 13.5. | SSP Learning & Development..... | 42 |
| 13.6. | SSPC Practice Review | 43 |
| 13.7. | SSPA Safeguarding Adults Case Review Panel (SACRP) | 43 |
| 13.8. | SSPA Performance, Audit, Quality & Assurance | 45 |
| 13.9. | SSPC Child Exploitation & Missing..... | 49 |
| 13.10. | SSPC Schools Forum | 49 |
| 13.11. | SSP Neglect..... | 50 |
| 13.12. | Activity from SSP Strategy to be moved to sub-groups (Not yet allocated)..... | 51 |
| 14. | Published LCSPR and SARs | 52 |
| 15. | Updates on Safeguarding Activity from SSP Strategic Partners..... | 52 |
| 15.1. | Southend City Council – Childrens Services | 52 |
| 15.2. | Southend City Council – Adult Services | 53 |
| 15.3. | Essex Police | 66 |
| 15.4. | Southend Clinical Commissioning Group..... | 68 |
| 16. | Updates on safeguarding activity from Partners | 70 |
| 16.1. | NELFT..... | 70 |
| 16.2. | Mid and South Essex NHS Foundation Trust..... | 71 |
| 16.3. | HM Prison and Probation Service | 72 |
| 17. | Finance | 72 |
| 17.1. | History | 72 |
| 17.2. | Future Budget Construction..... | 73 |
| 17.3. | Budget Pressures (2019/20), (2020/21)..... | 73 |
| 17.4. | Budget Summary 2019 - 2022..... | 74 |
| 17.6. | Projected Expenditure 2022/2023 | 77 |
| Appendix 1 – Partnership Meeting Attendance Records | 78 | |
| Appendix 2 - Background ‘Southend’ Data | 83 | |
| 17.7. | Southend Facilities | 83 |
| 17.8. | Smart Southend | 83 |
| 17.9. | LG Inform – Improving services through information | 88 |
| 17.10. | Public Health England – Local Authority Profile 2019 | 96 |

1. Introduction / Executive Summary

(M. Atkinson, Independent Advisor SSP)



*Prof. Maggie Atkinson
Independent Advisor
Southend Safeguarding Partnership*

We are pleased to present, and to endorse, the Annual Report of the Southend Safeguarding Partnership for the Financial Year 2021-22.

This Report, co-owned by Southend’s three Statutory bodies and jointly authored and constructed by all of them, gives an account of safeguarding activity, and ambitions, for both children and adults in the city. All concerned are keenly aware that the financial year it covers was extraordinary for Southend’s people of all ages as the Covid 19 pandemic changed its nature and the city moved ever close to “a new normal.” 2021-2022 has continued to place extreme demands on services and their staff, with clear and visible knock-on effects on the city’s planning, funding and provision of services. We are equally aware that all that those services do continues to develop, not only because we are never satisfied with staying as we are and are striving to do better whatever the challenges, but also because that “a new normal” is still being shaped.

Safeguarding is not only a description of what we do to respond to people living with vulnerability or going through difficulties, but must be a way of thinking and working: preventing harm rather than only responding when it happens; responding to residents of all ages whose ideas about how they might stay safe must help to guide what we do, and supporting communities to make staying safe and being well the norm – avoiding crisis rather than simply responding when it happens. There is of course more to do. We are determined, as Southend continues shaping its future towards 2050, to ensure safeguarding and wellbeing are at the heart of all of it.

2. Duty to Publish

(P. Hill, Business Manager SSP)

Section 43 of the Care Act 2014 and Section 41 of the Statutory Guidance in Working Together to Safeguard Children 2018 (WT 2018) document, together require the Southend Safeguarding Partnership to produce and to publish an Annual Report.

When Southend reviewed and updated its arrangements following the DfE’s issue of the updated 2018 WT document, the then Borough, now City decided to combine many of the functions of the old Local Safeguarding Childrens Board (LSCB) and Safeguarding Adults Board (SAB): Creating the new Southend Safeguarding Partnership.

3. Scrutiny Commentary

(M. Atkinson, Independent Advisor SSP)

I am Professor Maggie Atkinson, Independent Adviser and Scrutineer for the Southend Safeguarding Partnership (SSP.) I have worked with and for children, families and communities since qualifying as a teacher in 1979, have been a Statutory Director of Children's Services and was Children's Commissioner for England from 2010 to 2015.

I took up my role in Southend at the end of February 2021, making this my second opportunity to comment on and contribute to the SSP's Annual Report.

The content that follows has been written by senior representatives, principally working in, and partnering others across the SSP's three Statutory Partners . They lead a Partnership of equals for both the Children's and Adults' Safeguarding activity. They are:

- Southend City Council,
- Essex Police Service, and
- Southend Clinical Commissioning Group (CCG) which as this report is published will be part of an Integrated Care System (ICS) as CCGs are stood down.

The Report looks at how both preventive and early intervention based, and far more intensive and sometimes statutory safeguarding activities, are undertaken across the city of Southend. Sections are supported by data where it is available, so that all the content of the accounts that follow bear weight, trends are reported on, ongoing issues are explained, and plans for future activity are explored from a firmly data informed basis.

All sections of the report relate to legislative and governmental demands or regulatory frameworks, and the agreed SSP Strategy for 2020 to 2024. This can be found at <https://safeguardingsouthend.co.uk/downloads-adults/?search=SSP+strategy>

Some of this report's contents relate to Southend's residents and their wellbeing no matter what their age or stage of life. This is in fulfilment of the City's decision to create an all- age SSP some years ago, given most people live in mixed-generational extended families and communities, and many people's and families' issues can be lifelong.

These lifelong issues may include – to quote only a few examples:

- physical or intellectual disabilities,
- the many health, physical and emotional, safety and wellbeing effects of long-lived and particularly inter-generational disadvantage or poverty,
- the effects of crime on both victims and perpetrators,
- safeguarding issues arising from being assured of safe and appropriate housing in cohesive safe and welcoming neighbourhoods, and
- the inter-generational impacts of domestic abuse and violence that can leave people unsafe and vulnerable.

Whilst the SSP is a combined all-age Safeguarding Partnership, because children's and adult services answer to different government departments, funding streams and regulatory or inspection regimes, it has two branches. One deals with children and young people's issues, with a particular but not an exclusive focus on the most vulnerable, marginalised and in need. The second concentrates on the needs of adults, particularly but not exclusively where they have additional needs or vulnerabilities as defined by the Care Act. Parts of this Annual Report are therefore age-group-specific, given both the regulatory and legislative frameworks mentioned above, and the fact that the needs of children, young people and adults may change over the course of a lifetime.

This Annual Report includes details relating to children’s education, from the universal whole-city population most of whom do not have additional needs, through a continuum of need and service provision, including when a child or young person has additional needs or is struggling for whatever reason.

The report also examines and reports on progress in:

- how well the youngest children and young people and their families are supported and nurtured to provide the best possible start in life,
- services for and trends in children’s and young people’s physical and mental or emotional health and wellbeing and how these are commissioned and provided so that children and young people are appropriately supported,
- what happens when a child or family needs an early, often preventive, offer of additional help or support, whether from social care or special education or other services,
- interventions that seek to help families to halt declines in their wellbeing caused by any degree of physical, emotional or developmental neglect that have detrimental effects on children, young people or their families,
- what goes on to happen if stronger and more directive safeguarding work needs to happen with a family in the best interests of the children concerned including if they must be removed from their families and placed in the care of the City Council, and
- how services respond if a child or family is in conflict with the law, or has to deal with a range of extraordinary challenges, palpable dangers, or tragedy.

Equally, the Annual Report covers issues that arise only in adulthood:

- the many, increasingly complex and long-lived, challenges and effects of ageing: for the whole population, but particularly for those who need additional support from a range of services in order to maintain their independence and their ability to remain out of hospital or other forms of care,
- services and provision for those of any adult age who have a physical or intellectual difficulty or disability,
- services and provision offered to those living with or families affected by a wide range of adult vulnerabilities, and
- the effects on adults of their own or others’ involvement in, or being the victim of crime, the effects on adults of their own or others’ alcohol or substance misuse, difficulties arising from issues of housing or homelessness, the life-changing and challenging effects of social or economic disadvantage, and a range of other difficulties that some Southend residents face.

In the latter groups covered by the final bullet point above, interventions are likely to be multi-agency. They may be statutory in nature, and will be aimed at restoring, or maintaining and assuring, the safety and wellbeing of the adults concerned, their families and communities.

2021-2022 financial year passed as the City entered the recovery and refresh stages of dealing with the effect of unprecedented challenges, triumphs and griefs of the Covid 19 pandemic. Though this report is published after the end of the 2021-2022 financial year and the worst effects of Covid 19 have been set aside across society, the after-effects are still with us. This means that many of the pages that follow account for services’ and partners’ responses to society’s moving on from the worst effects of Covid 19. The ongoing wariness concerned includes issues about “all-in” returns to shared office or meeting spaces, and the notion that new infections and possibly new strains of Covid 19 may still present challenges and a need to change how things are done. There is also pragmatism about not wishing to lose all that was learned about partnership working and inter-agency cooperation and flexibility during the worst days of the pandemic, and a determination to create a new, rather than trying to return to an old, normality.

The after-effects of Covid 19 continue, not necessarily in terms of continued infection rates and dangers to health and safety across the population but in terms of how well organisations and their staff continue to recover. All agencies will need to remain cognisant of, and actively engaged in responding to, the safeguarding challenges that continue to face staff and clients given that as this report is completed we are still facing the fact that, much as we might wish it had, Covid 19 has in fact not gone away – and Long Covid remains a considerable challenge for some of those who have had the virus, whatever their age group or previous health status. All of Southend’s partner bodies are all clear that their ways of working, and their staff’s safety, energies, ability to stay strong and optimistic, were deeply challenged by the pandemic. They are all determined not to lose the gains made in working in partnership as a matter of course, rather than working in separated bodies that sometimes cooperated as was the pattern before March 2020. As things have returned to normal during 2021-2022, all concerned are clear it is a “new normal” shaped by the changes brought by working at least in part on-line, always with a concern both for Southend’s welfare and wellbeing, and their own ability to go on working.

Whilst patterns of demand on services have now changed to some degree, where client groups’ needs have become obvious again following the end of Covid 19 restrictions and lockdowns, services are acutely aware of their need to continue to adapt as “a new normal” settles in and embeds. The expectation is that demand, that can or cannot be effectively met, will continue to rise above pre-March 2020 patterns. This will continue to present new challenges, and possibly entirely new client groups who were previously unknown. Agility and flexibility will continue to be needed, as will a determination to work in partnership to get things done. The fact that as this report is completed the effects of long-term exhaustion in staff at the end of their energy reserves remains palpable. It appears likely to become a long-term feature of all systems and services, presenting particular challenges that SSP will need to continue to monitor through 2022-2023

This Annual Report is clear that a great deal of its data and narrative captures ongoing and steady improvement, including where inspection bodies have come into the City and reviewed particular services either to vulnerable children and young people, or to adults and communities. However, this is set against considerable odds and very thinly stretched financial, physical and human resources across agencies in the City. The report also captures services’ and agencies’ honest assessments of what more needs to be done.

The report closes with a look-ahead to 2022-2023. The work to be done in this year has already started as this report is published at the end of Quarter 1 of the financial year concerned. This publication date is the earliest possible, given any given financial year’s data takes time, after 31 March annually, to collect, collate, error-check and where necessary cleanse and assure, ahead of publication in a report of this nature.

SCRUTINY COMMENTARY AND STATEMENT OF ASSURANCE (WORKING TOGETHER TO SAFEGUARD CHILDREN 2018 / CARE ACT 2014)

Part of my work with SSP is to chair several bodies that bring agencies and services together to ensure safeguarding is done, and that partners account to each other for what they do, as well as to their own organisation’s governance bodies.

Part of what I do is to give clear, direct, when necessary, professionally challenging advice on continued improvements to what is being done.

I am also bound by the requirements of the Children and Families Act 2017 alongside Working Together to Safeguard Children 2018, and by the Care Act 2014, to give a formal and independent Statement of Assurance regarding the fitness for purpose of the SSP and the degree to which it complies with those legislative or statutory guidance requirements.

I confirm that I have no connection to any organisation, agency or service working with or for residents in Southend. I was appointed to my role commencing in February 2021 on a formal contract, after a formal competitive process. I am entirely independent of any of the bodies which are members of either Partnership within the SSP. The copy in this report has been read in detail, challenged, and cleared by, and remains under the editorial control, of myself as Independent Adviser to the SSP.

In the 2021-2022 financial year I have chaired four quarterly rounds of the Board-level meetings of 2 Partnerships lying under the overall governance framework of the SSP. I have continued to meet, in both one-to-one and small group settings, with senior representatives of all Partner bodies of the SSP, including in Relevant Agencies such as the city's schools and voluntary sector bodies. I have attended, as a Participant Observer, all the subgroups of the Partnership, whose reports are captured in this Report. I have met with governance leaders in Partner organisations. I have also attended and contributed to Southend's Children's Social Care Improvement Board meetings. I keep the two statutory Directors of Children's and of Adults' Services and each of their Lead Members and the Council Leader aware of what I find as I undertake Scrutiny activities. I have also met representatives of Southend's young citizens, whose voices and views can help to shape services for the future. In the coming year I will ensure that such meetings continue.

Based on my work described above, and from the extensive and detailed reading and analysis I have done and continue to do about issues in Southend, I can present my formal Independent Scrutineer's Assurance that the SSP complies with the legal requirements placed on both Local Safeguarding Children Partnerships, and Safeguarding Adults Boards, in all English top tier or unitary Local Authorities. I can also confirm that all concerned are aware that the improvements in which they are all engaged are never to be considered "finished" or perfect but are continuous.

THINGS STILL TO BE DONE: LOOKING FORWARD TO 2022-2023

There remains, as always in all public services, much work still to be done.

In summary, the main issues faced for 2022-2023 and potentially in the far longer term are examined by those presenting all the contents of this report, in accordance with what data is telling us, and with the contents of the SSP's agreed Strategy which lasts until 2024. The contents of this Annual Report are also tied to the Strategy's published aims and agreed work programmes.

Much of the work to be done in the coming year will continue to address stubborn challenges such as the effects of long-term neglect in the lives of some children young people and adults. The effects of the 2022-onwards cost-of-living crisis in the UK, a very live concern as this report is published, will also mean that the SSP may be challenged to ensure that services can step in where the city's neediest residents, of all ages, are supported as all would wish them to be.

I have the following ongoing concerns that I advise all Partner agencies must seek to address in 2022-2023. All acknowledge that some will still be "live" in following years. Recording them in this section of this report is both by duty as Scrutineer, and necessary as part of an audit trail that will enable the SSP to focus its efforts where work remains to be done, so that all that services offer comes to match the best of what is already underway.

- Too many of the evidenced, clear and accepted recommendations of the SSP's Governance Review of October 2020, written by external reviewer Carole Brooks Associates remain unfulfilled, or not yet started over 2 years since publication. Many have been discussed several times since I arrived in Southend in late February 2021, but progress on addressing them has been halting, largely because some will require additional financial resources and these are in short supply for all agencies. 2022-2023 should see a renewed focus on ensuring progress

accelerates, if at all possible, though I recognise that achieving this will take hard-won commitment from all partners in equal measure, and resources are not easy to increase in the current or likely future financial climate.

- The SSP's Business Unit is under-resourced in comparison to other such bodies including in neighbouring Local Authority areas across the East of England. I am aware that resources are tight across all agencies. I therefore do not make these remarks lightly about a Unit that does a great deal more than its Establishment number might otherwise assume was possible. It features a Strategic Manager for the SSP who also leads on the management of servicing for the Adult Partnership strands of the SSP, a Children's Lead who works under that Strategic Manager having stepped into that administrative and servicing role temporarily before stepping back down to a part time role, plus one FTE administrative post currently filled by two very effective and productive part time staff.

This pattern of staffing the business unit leaves it unable to do all of the following things, which partnerships across the country consider vital in a functioning partnership for children, or adults, or both.

The Business Unit cannot:

- Ensure the SSP's Website is constantly refreshed, contains frequently updated materials on central and local priorities, policies, proven lessons that need to be learned by professionals, and signposts for Southend residents seeking information or advice on safeguarding whether for children or adults.
- Analyse the data that, were it to be so analysed, could push forward at greater pace on the SSP's shared agenda, direction of travel and ensured development of the safeguarding agenda for children and adults in Southend. The City has a remarkable "Dashboard" facility that presents real time, historic and trend analysis material on a wide array and larger number of subjects, across all services connected to the SSP. It is fed by "push" from services' own data, rather than having to be requested by a central data analyst or controller. It is potentially a remarkably powerful source of direction and priority setting. It remains under-used by too many of those who should be using it to help shape how they do what they should, and how they reflect on what Southend's people need based on what the data tells them. Such lack of analytical abilities means that despite the Dashboard being very informative and potentially practice-shaping, services across the City, which also may not have their own data analysts, cannot make the richest possible use of the Dashboard's contents. That they wish to do so is mentioned in every meeting and arose again as the call for copy for this report was issued. The Business Unit cannot help. The false economy is clear and should now be addressed.
- Host partnership wide, multi-agency coordinated training, such as is common in like partnerships for both children and adults across England. Southend's situation means that (to quote only one example) a senior Public Health team member, who until recently ably chaired the SSP's Learning and Development Subgroup but is also a very busy professional, was left trying to engineer the training that thousands of professionals across dozens of organisations require, on key pieces of agreed development such as the much-needed Graded Care Profile (2) neglect analysis and intervention driving tool. Because there is no capacity to support this work either administratively or by somebody charged with delivering and facilitating training within the Business Unit, this senior leader was left undertaking detailed administrative tasks including creating packs of materials that would be used in training. The stark fact that 60% of referrals into both children's and adults' services for intervention by professionals come in because of neglect, points to the clear need for a tool such as GCP2 to be widely used, which means that training in its use is necessary and should be ,multi-agency. The false economy of not having a SSP training function is clearly illustrated by this example, which is echoed in other areas of practice. That individual agencies undertake their own training is not disputed here. That

partnership-wide, single-message training that can then shape practice is not on offer and cannot be resourced by the current business unit staffing, is an issue that should be actively addressed in 2022-2023.

4. Coronavirus (COVID-19):

A section that explains that the pandemic has impacted on our Partners ability to deliver progress and delivery of the 2020/2023 Strategy, which has been renamed the 2021/2024 Strategy and Workplan.

4.1. Southend City Council – Adult Services

(Sarah Range, Southend City Council, Adult Services)

Over 2021/22, Covid-19 continued to prove a challenging time for all services. Throughout the pandemic, staff have continued to make essential visits to support people requiring or receiving care and support. Staff have continued to visit and/or offer support across 2,150 safeguarding concerns for people experiencing abuse and neglect, working alongside them to improve their situations.

Taking forward positive learning from the pandemic, the NHS and Council leaders and managers continue to meet with Care Quality Commission personnel weekly to monitor and support the provision of services in the domiciliary and residential market, where provision comes from a wide variety of providers across a range of sizes and complexities or organisations. This regular touching base has continued as we move to the endemic stage and gives assurances, especially when at the height of a number of lockdowns and exposure/outbreaks limited how interventions could be provided due to Covid restrictions.

The impact of the pandemic/endemic continues to be felt by services' operational teams in terms of ongoing and shifting workload demands and staff wellbeing. There are other pressures arising:

- Significant persistent challenges regarding the availability and supply of care offered or provided to people in their own homes with many people waiting a long period of time either in hospital, in care homes or being supported by family while they had no care at home
- During the year, the Council has also managed 19 complex organisational safeguarding concerns across care homes, supported living and domiciliary provider services, working in partnership with CQC, Health and on occasion, Essex Police. This number is static with 2020/21.
- Within these investigations, there were 108 safeguarding enquiries within these Providers of Concern.
- In the course of 2021/22, a total of 10 care homes and domiciliary care agencies ceased trading for differing reasons in connection with quality and/or financial viability, which resulted in people needing to urgently be supported to move care home or agency.
- Significant numbers of care homes in 'exposure' or 'outbreak', however this did not deter high risk safeguarding matters from being investigated in person.
- Both supply and quality issues leading to a continued increase in complaints and queries both in person and via Elected Members.
- Significant increase in demand post COVID as restrictions started to ease, and all concerned are also aware of increasing complexity in some individual people and families' circumstances.
- The continued emergence of residents needing or enquiring about receiving services, who had not been known to any agency beyond Primary Care or community groups before the pandemic but who now need a significant level of care or intervention in order to support them to live safely.

4.2. Southend City Council – Childrens Services

(Ruth Baker, Southend City Council, Childrens Services)

In 2021/22 the level of contacts and referrals into MASH+ returned to pre-Covid-19 levels. The increase coincided with the increase in contact between children and families with partner agencies following the ending of lockdown.

During the Focused Visit in March 2022, Ofsted found that *‘during COVID-19 restrictions, managers and social workers individually risk-assessed children’s circumstances and ensured that those most at risk continued to receive face-to-face visits. For children in more stable and secure placements, visiting was appropriately undertaken virtually. Multi-agency meetings, including statutory reviews, continue to be delivered using virtual technology. For some children, this has improved the participation of professionals who support them and enabled a more comprehensive multi-agency review of their progress.’*

4.3. Clinical Commissioning Group (Southend NHS)

(Sharon Connell, Head of Safeguarding, Designated Nurse Safeguarding Children, Southend CCG)

The SARS-CoV-2 (COVID-19) pandemic has had a profound impact on NHS services across the entire health economy. Over 2021/22 NHS services in Essex have continued to respond to COVID 19 whilst resetting other health services that had been adversely affected since 2020.

Throughout the pandemic, safeguarding (adult and child) remained a business-critical activity and NHS services maintained the integrity of provision to adults at risk, children in need of protection and other vulnerable populations within the parameters of government guidance. The arrival of the Omicron variant in November 2021 and the subsequent national drive on the delivery of the vaccine programme meant that some safeguarding professionals were redeployed to clinical settings.

The longevity of the COVID-19 pandemic has at times adversely impacted the capacity of NHS Southend Clinical Commissioning Group (SCCG) to commit fully to Southend Safeguarding Partnership Strategy and Workplan. In addition, there has been fluctuating capacity due staff vacancies and secondments. SCCG remains a committed Safeguarding Partner and the Interim Director of Nursing (Safeguarding) took over as Chair for the SSP Strategic Leadership Group from the CCG Alliance Lead in May 2021.

Southend CCG safeguarding professionals have supported the SSP workplan through its subgroups and workstreams and endeavoured to ensure there is a CCG contribution at all meetings. In some cases the CCG contribution to SSP priorities has been through wider Essex forums such as Southend, Essex & Thurrock Domestic Abuse Board.

The transition of CCGs into Integrated Care Systems was also delayed by the pandemic from 1st April 2022 to 1st July 2022. In preparation for this change the 5 Mid & South Essex (MSE) CCGs have been working closely to ensure a smooth transition into MSE Integrated Care Board.

4.4. NELFT

(Jay Lucy Spires (née Brown) Interim Named Nurse Safeguarding Children for Southend, Essex and Thurrock)

NELFT acknowledged that although there have been some delays in progressing the Strategy, there appears to be better attendance at partnership meetings since the meetings have moved to virtual meetings.

Throughout the pandemic the children of Southend continued to receive both face-to face appointments and virtually from SET-CAMHS (formally EWMHS). The safeguarding partners have continued to prioritise safety and wellbeing for the residents of Southend.

4.5. Public Health

(E. Brenan-Douglas – SCC Senior Public Health Principal)

Southend City Council Public Health supports the Southend Safeguarding Partnership by taking a public health approach to the health and wellbeing of citizens living in and using services in Southend. This is done through exploring the impacts and the interfaces of wider determinants of health around issues including poverty, housing, mental illness, disability, substance misuse, smoking, health outcomes and lifestyles.

For Public Health, the Covid-19 Pandemic has consumed the world, our nation, communities, and our homes for the last two years and now we must learn how to live with Covid. Key public health issues are now needing to be addressed, in particular where inequalities have widened. Over the last year the partners have started to see the impact of isolation, illness, long term covid and mental health impacts on the population. Public health continues to engage and co-design service delivery and community support through the Family Centres and better aligning our professionals' expertise alongside local parents' expertise, to better address needs.

Public health will work with the NHS and wider partners moving forward on understanding and addressing the impacts of Covid. Priorities for the coming year include the management and recovery from Covid-19 and learning how to live with the virus and new variants emerging. Other priorities include responding to rising and changing inequalities in health and mental health outcomes, actions against the new drugs plans From Harm to Hope, understanding the needs around neglect in Southend, impacts of poverty, reducing social isolation and working and developing the community connections in Southend. As we continue to build community resilience, we will also need to review the impact of increased alcohol dependency and the impact this has on family life.

4.6. Education and Early Years

(Brin Martin; Director Education and Early Years SCC)

The potential impact of the pandemic on both children's education and their safety and wellbeing could have been immense. From the start of the pandemic, the Directors of Education and Public Health met on a very regular basis, sometimes weekly, with all Headteachers to mitigate and collectively plan the support for children's education. In addition to particular casework for individual schools, this also included lobbying of the Department for Education where in officers' views, the guidance supplied was not in the best interests of pupils' safety.

Specifically, the authority stood up a number of systems that allowed us to track the attendance, wellbeing and safety of our most vulnerable learners, on a daily basis. This included, where required, visits to schools and particular households to ascertain the wellbeing of pupils who were expected to attend school during periods of lockdown but were not attending. Additional resources were seconded in from OFSTED to support this task. Evidence that this was effective can be seen in the published OFSTED/CQC SEND revisit letter where the previous weakness in tracking was commended by the regulators. Of note has been the considerable support for families with very young children by the Early Years team. At the height of the pandemic, every family was guaranteed alternative provision if their usual setting was forced to close.

Overall, as a result of the above measures, the impact of the pandemic on pupils, staff and their communities was minimised as far as possible, both in terms of their ability to continue with their education, and their safety and wellbeing.

Providers' perspective.

In part, as a consequence of coronavirus, the relationship with all setting (Early Years), School and college Leaders has strengthened considerably as a result of our mutual support for the pandemic.

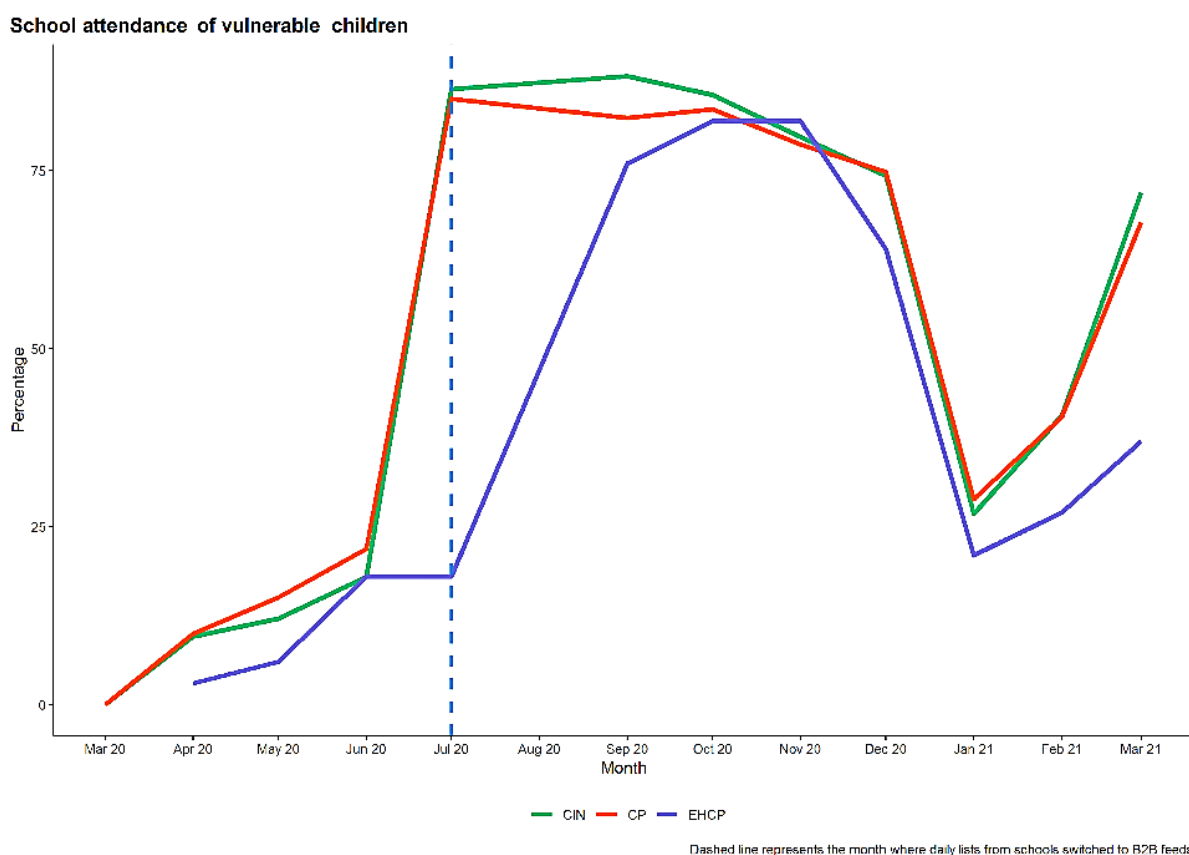
This strengthened relationship has allowed us to hold at times challenging and sensitive conversations with individual settings as required, for example as a consequence of an external OFSTED compliant, or through other referrals, for example where a pupil is deemed to be missing education for a period of time. Officers continue to work with leaders to challenge decisions relating to matters such as off rolling, transition to elective home education or where a school has potentially been less than inclusive. Close working with other council services such as early help and attendance provide, as far as possible, assurance of a pupil’s welfare and ability to thrive.

Of note this year has been the rapid support that has been provided by senior leaders in the secondary phase relating to a possible major safeguarding concern. In a very short period of days, officers met with all school and college leaders, social care and the police to put in place measures to both allow investigation, but importantly potential pupils level support as and when required.

Of note, as a pattern, has been the continued challenges that school leaders face through complaints to regulators and from some members of the public, not relating directly to safeguarding, but provision overall. This serves as a distraction for school leaders and the council alike, but, each and every case has been followed up and reported.

School attendance of vulnerable children

The graph below shows how attendance for vulnerable pupils improved over time during the various school closure periods with the support of services working in partnership with schools and families:



4.7. Voluntary, Community, Faith and Social Enterprise (VCFSE) Sector

(Anthony Quinn, Deputy CEO – Southend Association of the Voluntary Sector)

During the pandemic, SAVS surveyed the VCFSE sector in Southend to gain insight on how they were responding to the outbreak. We also asked them what their perceived challenges were. Based on the number and type of organisations who responded, we believe the survey to represent 20% of the overall sector in Southend.

Immediate Impact

The majority of respondents (95%) have experienced some form of negative impact due to Covid-19.

The most significant concern related to remote working. The sudden need to work and connect across organisations/groups and colleagues remotely posed many issues. With many having had to utilise digital technology in a way they never needed to before and also the need to invest in digital technologies and hardware to support remote working. This aspect impacted on communication, planning and day to day workings of the groups.

Parallel to this dynamic the sector also had the need to adapt their services particularly in relation to the restrictions on face-to-face contact. A significant number of groups experienced a loss in volunteer support, affecting their capacity to deliver services and in addition reported that they had to furlough some staff.

Underlying the above challenges was the barrier of accessing funding. Many groups attempted to access emergency funding at a time when the Funds were massively oversubscribed and smaller trusts had far less money. Funding sources such as Martin Lewis, CAF Bank and Esmee Fairburn were allocated within days and other emergency pathways were only available to groups that held an active agreement with the particular funder. Emergency funding was directed towards Covid-19 so other funding requests, such as core costs were blocked.

Concerns over isolation and suspension of community/fundraising events also impacted future planning.

A large number of groups reported experiencing a loss in revenue, which affected their operational model.

The use of unrestricted reserves was one way of keeping pace with the necessary changes and adaptations. However the knock-on effect of this action potentially leaves the groups more vulnerable in the longer term as reserves are built over many years often with the recommendation from the Charity Commission to have at least 6 months of free reserves in mind.

Mid-term Impact

The VCFSE sector begun to stabilise as a wider and more diverse range of supporting funds cascaded into the sector. Groups reported at this time the adaption to staff remote working was a positive and beginning to show many benefits i.e. time and cost saving. It was recognised the pandemic was a landscape upon which greater collaboration and partnership working and communicating had been built. An increased resilience of residents was demonstrated and supported by a huge mobilisation of the community and working in a strength-based way aligned with the principles of Asset Based Community Development (ABCD) – neighbours, communities and agencies had become more connected and supportive of each other. Developing ways to respond the needs of the community through the use of assets and talents within the community.

An estimated 885,000 volunteer hours have been used in the Covid-19 response by the VCFSE Sector, an equivalent saving of approximately **£12.8m**.

Long term Impact

Towards the end of the pandemic, the VCFSE sector predicted the biggest increase in service need will be Mental Health and associated determinants / impacts and this is unfortunately being reflected with the rising support needs being seen.

Many reported they did not have enough resources for the future, and they required some form of support in the following 6-12 months.

Additional types of support mentioned by the sector include funding, partnership guidance, promotion of services and governance guidance.

The VCFSE continues its recovery from COVID 19 through shared learning and experiences to help enhance the sector offer and continue to adapt to the changing environment. The sector will work to build on the new partnerships and connections created through the period and strengthen relationships with new and existing partners.

SAVS will continue to support capacity building supporting a growth in digital, funding and communication skills across the sector.

5. SSP Vision, Mission: Who We are and What We Do

(P. Hill, Business Manager SSP)

Vision

Southend Safeguarding Partnership (SSP) prevents Children, Young People and Vulnerable Adults in our community from experiencing harm or exploitation; and intervene where and when appropriate if this does occur.

Mission

- To create opportunity for Partners to work together
- To develop trust in the Partnership; so that we can help each other to find better ways of doing what we do.
- To ensure Partners work together to reduce the causes of harm to our communities
- To act as a critical friend and to highlight areas needing improvement
- To make sure that Partners understand what each other's priorities are and where there are overlaps
- To make sure everyone is safe and
- gets the help they need.

Who We Are

Southend Safeguarding Partnership is led by the three Strategic Partners.

- Essex Police
- Southend Clinical Commissioning Group
- Southend Borough Council

Organisations and individuals from all sectors that support vulnerable people in Southend make up our Partnership.

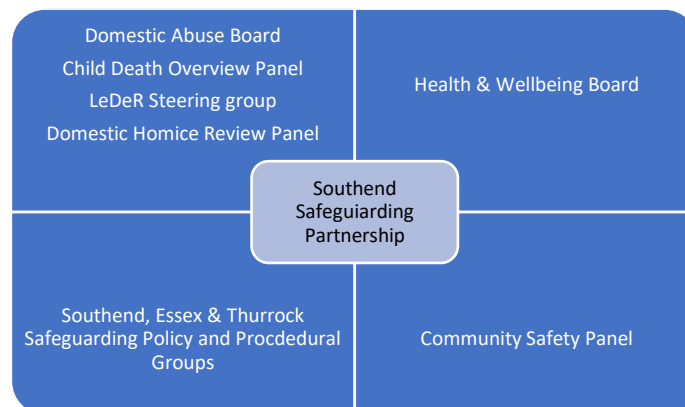
What We Do

We are the key statutory mechanism for agreeing how Partners co-operate to safeguard and promote the welfare of people in Southend; and for ensuring the effectiveness of what they do. We do this for Children and Vulnerable Adults in our Communities.

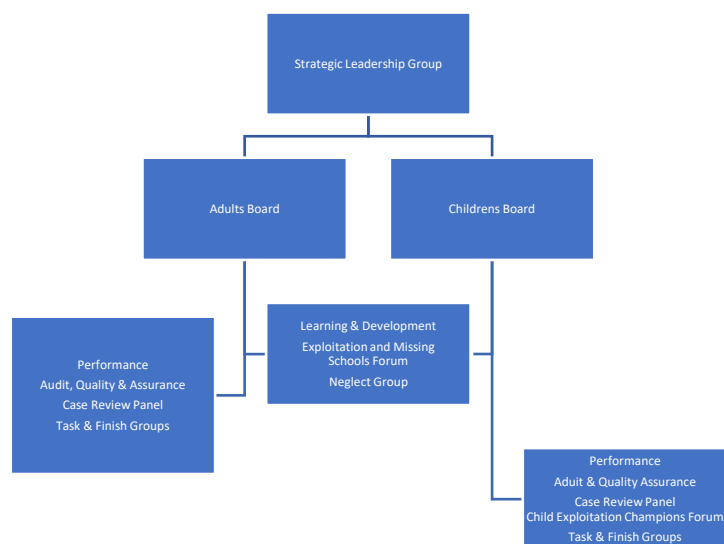
6. Structure and sub-structure of Southend Safeguarding Partnership

(P. Hill, Business Manager SSP)

6.1. Southend Multi Agency Groups Meetings

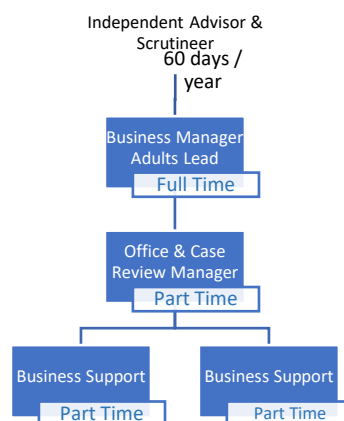


6.2. Southend Safeguarding Partnership Meeting Structure

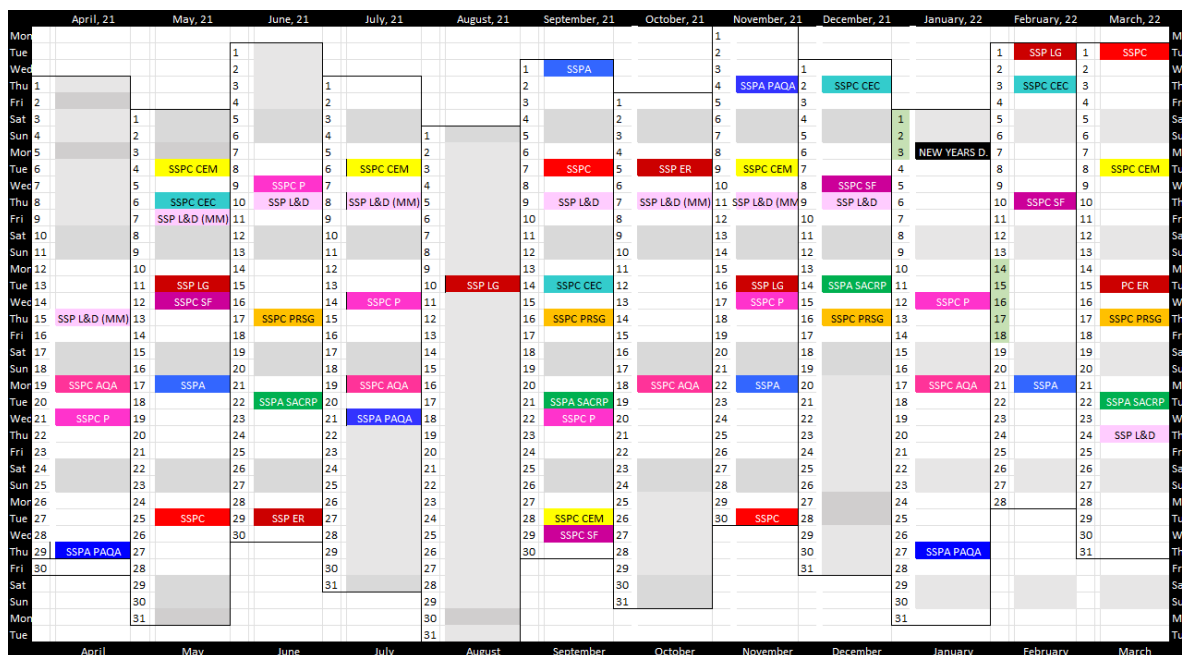


6.3. Southend Safeguarding Partnership Structure

Structure is interim (at time of writing this report)



6.4. Southend Safeguarding Partnership Meeting Calendar April 2021 – March 2022



| TAG | TIME | NAME |
|------------------|--------------|--|
| PC ER | 1000 - 1130 | Partnership Chairs Engine Room |
| SSP LG | 1000 - 1130 | (11 Aug 1100-1230) SSP Leadership Group |
| SSPC | 1000 - 1230 | SSPC Partners |
| SSPA | 1000 - 1230 | SSPA Partners |
| SSPC P | 0930 - 1130 | SSPC Performance |
| SSPC AQA | 1000 - 1200 | SSPC Audit, Quality & Assurance |
| SSP L&D | 1000 - 1200 | SSP Learning & Development |
| SSPC PRSG | 0930 - 1130 | SSPC Practice Review |
| SSPA SACRP | 0930 - 1130 | SSPA Safeguarding Adults Case Review Panel |
| SSPC CEM | 0930 - 1130 | SSPC Child Exploitation & Missing |
| SSPC CEC | 1600 - 1800 | SSPC Child Exploitation Champions |
| SSPC SF | 1600 - 1730 | SSPC Schools Forum |
| SSPA PAQA | 1000 - 1200 | SSPA Performance, Audit, Quality & Assurance |
| | | Weekend |
| DATE | | School Holidays (October & December Holidays guessed!) |
| NAME | | Public Holiday |
| Business Support | | |
| CE | JC | Other |
| Mon/Tue/Wed | Wed/Thur/Fri | |
| SSPC | SSPA PAQA | SSP LG |
| SSPA | SSP L&D | SSP ER |
| SSPC P | SSPC PRSG | |
| SSPC AQA | SSPC CEM | |
| SSPA SACRP | SSPC CEC | |
| | SSPC SF | |

7. Links with other Key Partnerships

(P. Hill, Business Manager SSP)

SSP representatives attend a number multi agency meetings including:

National:

- The Association of Safeguarding Partners (TASP)
- Career Pathway (sub-group)
- National Association of Designated Safeguarding Leads (NADSL)
- Data provision and Management (sub-group)
- Safeguarding Adult Board Manager Network

Regional and 'Southend Essex & Thurrock':

- Association of Directors of Adult Social Services (ADASS) and Safeguarding Adult Board (SAB) Managers
- Safeguarding Adult Board Manager Network
- Eastern Region Child Death Forum

- Southend, Essex and Thurrock (SET) COVID group
- Southend, Essex and Thurrock (SET) Procedures group (Adults and Childrens)
- Southend, Essex and Thurrock (SET) Domestic Abuse Board
- Southend, Essex and Thurrock (SET) Suicide Steering Group
- Southend, Essex and Thurrock (SET) Domestic Homicide Review Group
- Southend, Essex and Thurrock (SET) Child Death Overview Committee
- Wider Eastern Information Stakeholder Forum (WEISF)
- Learning Disabilities Mortality Review (LeDeR) Steering Group

Local:

- Health & Wellbeing Board (Southend)
- Community Safety Panel (Southend)
- Safeguarding Concerns in Care Settings
- Southend Homeless Action Network (SHAN)
- Southend Against Modern Slavery (SAMS)

8. National, Regional and 'Southend, Essex and Thurrock' (SET) Partners

(P. Hill, Business Manager SSP)

We have included some of the examples of the work engaged in outside Southend; in National Groups across the Eastern Region of England and with Southend/Essex/Thurrock (SET); where Partnerships work together and learn from each other.

8.1. National

- The Association of Safeguarding Partners (TASP)
 - Career Pathway (sub-group): The SSP Business Manager has been a fundamental part of the production of a competency framework for the role of Business Manager for Multi Agency Partnering arrangements. The work has been consulted on nationally and the group is now discussing with education providers the appropriate academic route for the delivery model.
- National Association of Designated Safeguarding Leads (NADSL)
 - Data provision and Management (sub-group): The SSP Business Manager has been a fundamental part of the production of a data sharing and collection guidance note for all safeguarding partnerships (Performance Framework for Safeguarding Adult Boards). SSP has an excellent Dashboard that took 18 months to bring online and has recently been evaluated after one year of 'live' use. The experience of SSP in the creation, production and use of the Dashboard has been shared and has significantly influenced this work.
- Safeguarding Adult Board Manager Network
 - Safeguarding Adult Reviews – In Rapid Time (SAR-RT): The SSP Business Manager investigated the use of SAR-RT across the National Business Managers' network. The review highlighted several local variations but also many similarities. The outcome of the work was the production of a set of principles that would be considered on every occasion a situation met the initial criteria that might start a Safeguarding Adult Review. If the situation met the set of principles a SAR-RT could be used to identify the learning for Partners.

8.2. Regional and 'Southend Essex & Thurrock'

- Association of Directors of Adult Social Services (ADASS) and Safeguarding Adult Board (SAB) Managers
 - The SSP manager has engaged in the production of new SAR Quality Markers produced by the Social Care Institute for Excellence (SCIE)

- The SSP Manager has represented the Safeguarding Board Managers National Network on a number of occasions, making sure that the ADASS Group is cognisant of the needs of Safeguarding Partnerships.
- Safeguarding Adult Board Manager Network
The meeting is used to identify national reports and changes that will impact on Partners activity and outcomes; examples of these include:
 - NHS Safe and Well Being Reports
 - Safeguarding Vulnerable Dependent Drinkers
 - COVID-19 Safeguarding Adults Insight Project
 - Care Quality Commission (CQC) – Out of sight – who cares?
- Eastern Region Child Death Forum
This Essex Police led forum has just been opened to Safeguarding Board managers and we have attended only one meeting so far. The purpose of the meeting is to share reports, case studies, and other information around child death or non-accidental injuries to children for the purposes of learning and improving how we deal with such matters.

8.3. Southend, Essex and Thurrock (SET)

- **COVID group**
The SET COVID Group has met throughout the pandemic and shares risk assessments, policy, responses and resources where appropriate.
- **Procedures group (Adults and Childrens)**
There is a SET Procedures group for both Adults and Childrens. The SSP Business Manager currently chairs the Adults group. SSP Member Agencies and Residents of Southend regularly move and work across SET boundaries, and to ensure that policies and procedures for safeguarding are not confused by this movement and support the delivery of services, it is appropriate that many policies and procedures are shared. These group have a Working Plan that reviews existing documents and will work together to publish new guidance if required by change in circumstance, need or legislation.
- **Domestic Abuse Board (SET DAB)**
The Southend, Essex and Thurrock Domestic Abuse Board (SETDAB) is made up of representatives from agencies and organisations working to join up and better facilitate Southend, Essex and Thurrock’s vision to work together to enable everyone to live a life free from all forms of domestic abuse. The Board is responsible for designing and implementing the Domestic Abuse Strategy across Southend, Essex and Thurrock. SETDAB provides strategic leadership to address domestic abuse by providing a multi-agency framework, common ethos and co-ordinated approach to innovate, drive change and address domestic abuse. SET DAB’s Strategy 2020-2025 is available [here](#).
- **Multi-Agency Risk Assessment Team and Conference (MARAT / MARAC)**
Statement of Purpose The MARAC is a risk management meeting where professionals share information on high risk cases of domestic violence and abuse (those at risk of murder or serious harm) and put in place a risk management plan.
MARAC responsibilities The MARAC is a multi-agency safeguarding conference attended by various statutory and voluntary agencies. It works to the principles that Domestic Abuse safeguarding is **everyone’s responsibility** and conforms to the Safe Lives protocol for MARACs nationwide. The MARAC process does not change the expectations of all agencies in relation to safeguarding children and adults. These are set out within the Southend, Essex and Thurrock (SET) Procedures for children and the SET Procedures for adults. They apply to the statutory, voluntary, community and faith sectors. MARAC Operating Protocol is designed to enhance existing arrangements rather than replace them. There is a MARAT Information Sharing Agreement and a Privacy Impact Assessment.

Data

There were a total of 424 high risk referrals made into Southend MARAC during the above period. Of these 386 progressed to conference and were discussed. The difference in numbers would be down to either the victim moving out of area prior to being heard, (most frequent reason and a transfer to MARAC in relevant area would be completed), the perpetrator being sent to custody for a prolonged period or the case did not meet the criteria of high risk (small number).

79% of referrals came from Police, with the second biggest referrer being our commissioned Domestic Abuse service Safe Steps and the rest from various agencies including adult community services, mental health services, and housing services.

Of the 386 referrals heard at full MARAC 33% of perpetrators were repeat perpetrators heard at MARAC within the last 12 months and 27% of victims were repeat victims heard at MARAC within the last 12 months. This falls within the Safe Lives guidance of between 28-40%. There were 271 referrals where there were children in the household potentially impacted by the domestic abuse. All of the cases were heard at Conference within 14 working days of referral, as per Safe Lives guidelines. This has proved easier to achieve when the Conference moved to MS Teams due to the pandemic, and cases are heard twice a week on a Tuesday and Thursday morning.

Of the 424 referrals:

- 92% of the victims were female, 8% of the victims were male.
- 8% of the perpetrators were female, 92% of the perpetrators were male (I mention this as there are same sex relationships)
- 60% of perpetrators were known to have substance misuse issues
- 29% of victims were known to have substance misuse issues
- 8% of perpetrators had been officially diagnosed with a mental health condition
- 19% of victims had been officially diagnosed with a mental health condition (mental health diagnosis from a medical professional)
- *It is worth mentioning here that the percentage of those victims and perpetrators who mention undiagnosed mental health issues is much higher than the above figures but we only record those who have had a diagnosis, rather than those who feel themselves that there could be issues.*
- Disability data and Vulnerable Adult data is not currently reflective as we are not notified of this until the MARAC itself, but the information goes onto the system pre-MARAC. We are currently trialing a new process that will hopefully result in highlighting and recording disability data more accurately.

Examples of additional Safeguarding issues highlighted during MARAC for children:

- Victim heard 4/5/21 Athena 42/78659/42 victims unborn child and siblings the conference felt were still at risk of harm therefore they were stepped up to MASH+ who further explored safeguarding with the family.
- Victim heard 6/7/21 Athena 42/114308/21 victims child was open to Children's Social Care however such were the risks explored at the MARAC that the CSC representative felt the case should be stepped up to child protection. He shared the concerns and risks highlighted to the social worker
- Victim heard 19/10/21 Athena 42/213171/21 victims child was re-referred to MASH+ following the sharing of a list of additional concerns at MARAC and was opened.

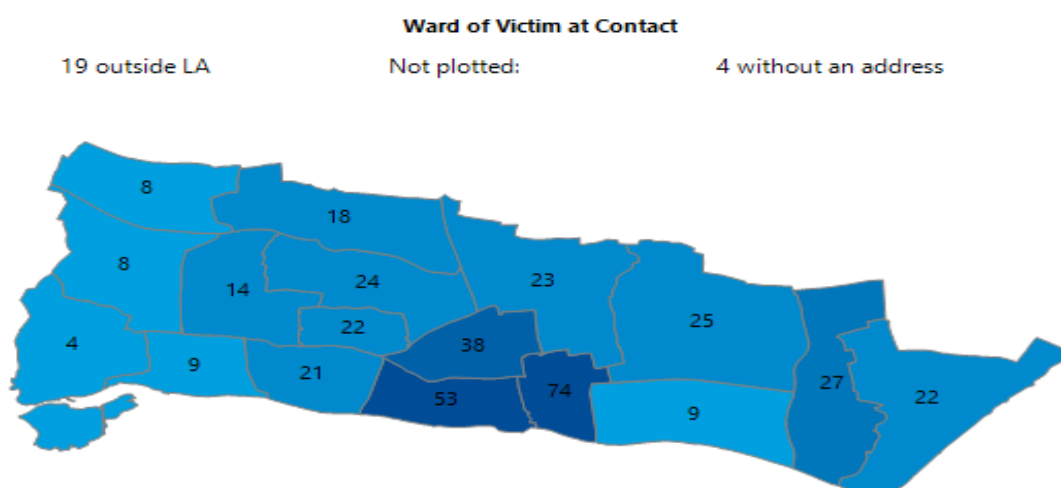
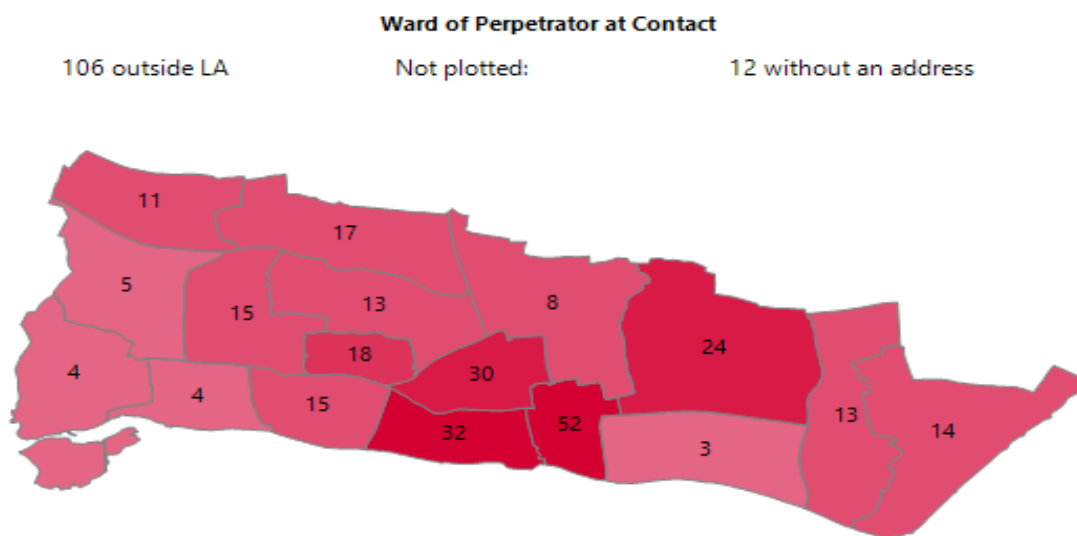
Of the 271 cases heard where there were children in the household, there were 69 cases where additional safeguarding issues were highlighted during the MARAC

Examples of additional Safeguarding issues highlighted during MARAC for adults:

- Victim heard 15/2/22 Athena 42/27164/22 Adult services were present and were going to look into concerns for the perpetrators father. It was stated that the perpetrator was his carer.

- Victim heard 21/12/21 Athena 42/278556/42 concerns were raised for the risks to the victim's elderly mother as the perpetrator was the victims brother and he was the carer for their mother.

There were 13 cases identified with additional safeguarding risks to adults



- **Suicide Steering Board**

The establishment of the Essex Suicide Prevention Steering Board ('the Board') supports the National Strategy which makes clear that no one organisation can directly influence all of those factors which may contribute to a person taking their own life and as such requires commitment and action across all sectors. The establishment of the Board is intended to ensure closer partnership working between Essex, Southend-on-Sea, and Thurrock Councils, as well as our neighbouring counties Suffolk and Hertfordshire in line with the establishment of the Sustainability and Transformation Partnerships (STP's) who are tasked with delivering the ambitions of the NHS as set out in the Five Year Forward View.

- **Domestic Homicide Review Group & Child Death Overview Committee**

These group are set up to oversee the review of deaths of children and adults where there is evidence of harm caused by abuse, exploitation or neglect.

- **Wider Eastern Information Stakeholder Forum (WEISF)**

WEISF is a partnership network of information governance professionals supporting good information governance and best practice. It helps partners with General Data Protection Regulation (GDPR) compliance and transparency in data sharing.

The partners work together to:

- Make the citizen experience better through improved information sharing
- Share knowledge and best practice via regular meetings
- Have a standardised Information Sharing Protocol (ISP) template for all partners to use
- Publish all ISPs on the WEISF Portal to meet our transparency obligations
- Provision of templates, national guidance and other resources
- Understand our roles and responsibilities under data protection and other information laws
- Inform strategic decision making

- **Learning Disabilities Mortality Review (LeDeR) Steering Group**

LeDeR is a service improvement programme for people with a learning disability and autistic people. Established in 2017 and funded by NHS England and NHS Improvement, it's the first of its kind.

LeDeR works to:

- improve care for people with a learning disability and autistic people
- reduce health inequalities for people with a learning disability and autistic people
- prevent people with a learning disability and autistic people from early deaths

A LeDeR review looks at key episodes of health and social care the person received that may have been relevant to their overall health outcomes. We look for areas that need improvement and areas of good practice. We use these examples of good practice to share across the country. This helps reduce inequalities in care for people with a learning disability and autistic people. It reduces the number of people dying sooner than they should. So far, we've completed over 500 reviews in Essex. We have found out lots of information and learning on the best way to carry out these reviews. We use the data and evidence to make a real difference to health and social care services across the country.

There are several different review processes for people who die. For example:

- child death review
- safeguarding adults' review
- review of deaths of people in hospitals

If this is the case, we will work together to try to avoid unnecessary duplication. Reviewers will make it clear to families where and how the LeDeR process links with other reviews or investigations.

"There is close working between Southend Safeguarding Partnership and the LeDeR programme with representation at Steering Group and an MoU in place describing the interface. LeDeR reviews are not completed until safeguarding investigations have been completed and reflect safeguarding recommendations. Additional items arising from LeDeR reviews this year have been the unwillingness of people to raise safeguarding concerns where self-neglect is an issue for people with learning disability and a lack of shared information and approaches making it difficult for anyone to see the whole picture and intervene appropriately. The full LeDeR End of Year report will be shared with the Safeguarding Partnership when complete." Rebekah Bailie: LD Health Commissioner and lead for LeDeR in Essex.

9. SSP Strategy 2021/2024

(P. Hill, Business Manager SSP)

The full Strategy document is available [here](#)

A summary of the Strategy is available [here](#)

In developing this Strategy Partners organisational strategy, aims and objectives, their assessment of their own 'safeguarding' performance and the performance of the Partnership were reviewed. It has also been exposed to service users through Partner forums and agreed by all parties as the most appropriate way forward.

Delivery of work set against these priorities are visible in the Subgroup summaries later in this document.

9.1. Partnership Priorities

1. Ensure all Partners (Public, Private, Third Sectors and our Communities) have an opportunity to engage in working together and keeping people in Southend safe from harm and abuse.
2. Support communication between partners; ensuring vulnerable people have the information they need. (incl. data and information sharing)
3. Make arrangements that facilitate shared management of risk and delivery of services.
4. Create opportunity to build professional relationships and encourage Partners to work together to meet complex needs.
5. Make sure all practitioners and managers have the appropriate skills, competencies and training to fulfil their role; and are selected appropriately.
6. Ensure Partners learn from case reviews, organisational assessments and published guidance.

9.2. VULNERABLE ADULT PRIORITIES

7. Domestic Violence – work with Partners to ensure safeguarding is in place and victims, perpetrators and families can access support they need.

9.3. CHILDRENS PRIORITIES

8. Ensure Partners develop their understanding of Harmful Sexual Behavior and put in place appropriate measures to protect victims.
9. Develop Partners ability to keep people safe on-line.

9.4. ADULTS AND CHILDRENS SHARED PRIORITIES

10. Neglect – promote the understanding of the issue.
11. Prevention – work with Partners to identify and reduce the cause of harm and abuse.
12. Ensure Partners hear the voice of the child/victim and think of the impact of abuse on the wider community (including family and close relationships)
13. Ensure that Partners have the tools and forums to discuss complex needs and the facility to manage any internal conflict.
14. Ensure that any change or new guidance is considered and implemented with the victim at the center of its thinking
15. Ensure we develop the professional curiosity of practitioners.
16. Highlight the importance of reporting and recording accurately, to ensure Partners have the best information and can understand the history of a victim.

10. Performance (Adults)

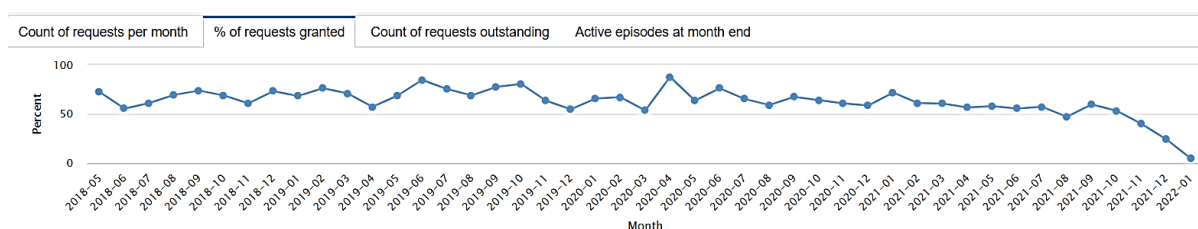
(P. Hill, Business Manager SSP)

Southend Safeguarding Partnership has developed, alongside its strategic partner, Southend City Council, the best Safeguarding Dashboard in the Country. The Dashboard relies on ‘pushed’ data that comes directly from Partners Data Managers (facilitated by appropriate data sharing agreements) and is available to all partners ‘live’ on-line 24/7. Graphs and charts in the Dashboard can be manipulated to show specific data and to change date ranges.

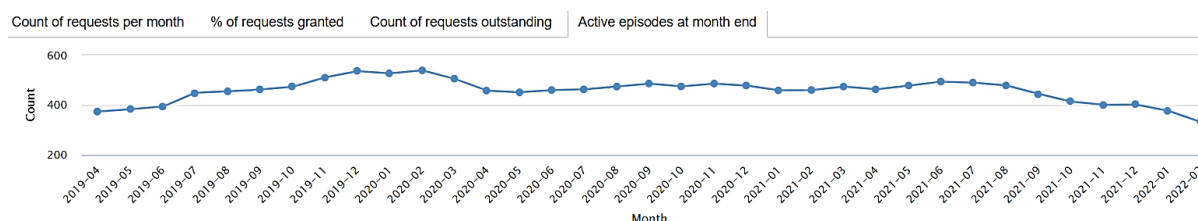
The Dashboard is reviewed at every Adults and Childrens Performance meetings; looking for trends, data outliers or reaction to change or activity.

The Dashboards are not visible to the public as some of the data, if carefully interrogated might identify residential premises.

Some of data is also known to offer ‘changing views’ (i.e. the data can change in a given quarter over time – known as ‘lagging’), and example of this is the data referring to the ‘Deprivation of Liberty’ ‘requests’ and ‘granted’.



The recording system captures requests when entered into the system, and so the important data in this regard is the number of outstanding requests at the end of the month; seen here to be improving:



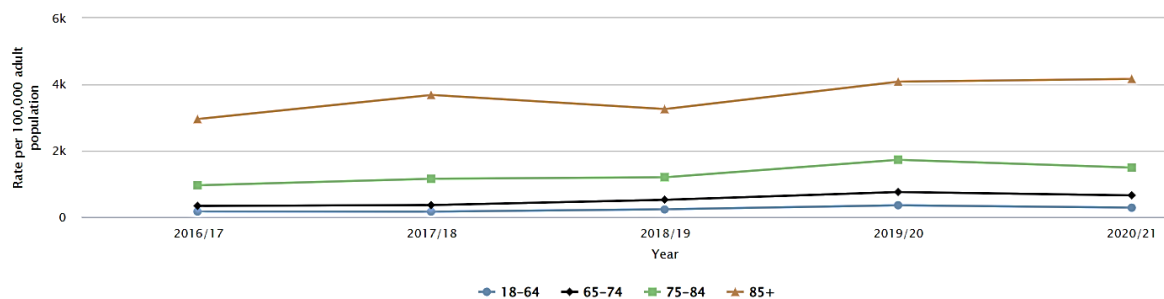
Note: These counts have only been calculated from April 2019 as episodes may remain open for 1 year

Below are only a very few of the examples of areas identified by our Dashboards and considered by Southend Safeguarding Partnership; and that have caused further investigation:

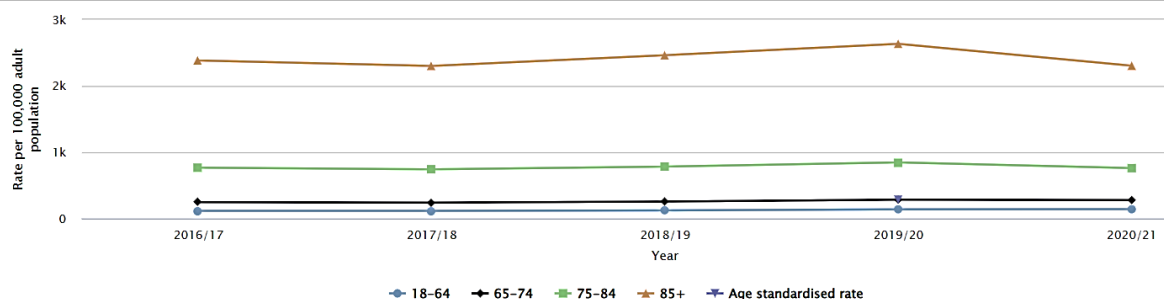
10.1. SECTION 42 ENQUIRIES

This item shows the age group breakdown of individuals who were involved in a Section 42 enquiry that commenced during each year. The charts show the age standardised rate of Section 42 enquiries per 100,000 adults to compensate for the different age demographic between Southend and England overall.

Individuals by standardised age groups (Southend)



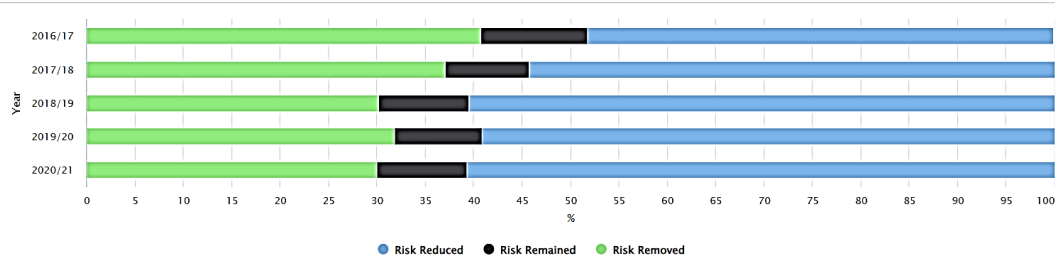
Individuals by standardised age groups (England)



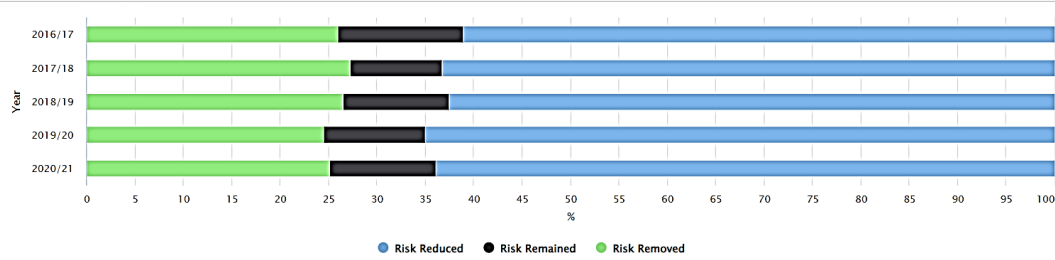
Southend has (in all 4 age groups) almost double the number of referrals compared to England overall. This might be a result of either more adults at risk of harm, exploitation, or neglect (HEN) in Southend; or Partner agencies in Southend being more aware of the route for reporting HEN. Partners are aware of the position and constantly review both the standard of referrals and the trends visible in referrals to explore opportunity for early help and/or prevention.

Given the higher number of referrals it is also appropriate to consider referrals outcomes. As part of an enquiry an assessment of the risk to the individual is made and where a risk is identified the outcome is recorded at the conclusion of the enquiry. This section compares the outcomes of enquiries that concluded each year for England and Southend on Sea. Multiple results can be included in the table if multiple risks have different assessments and result in different outcomes.

Risk outcomes (Southend)



Risk outcomes (England)

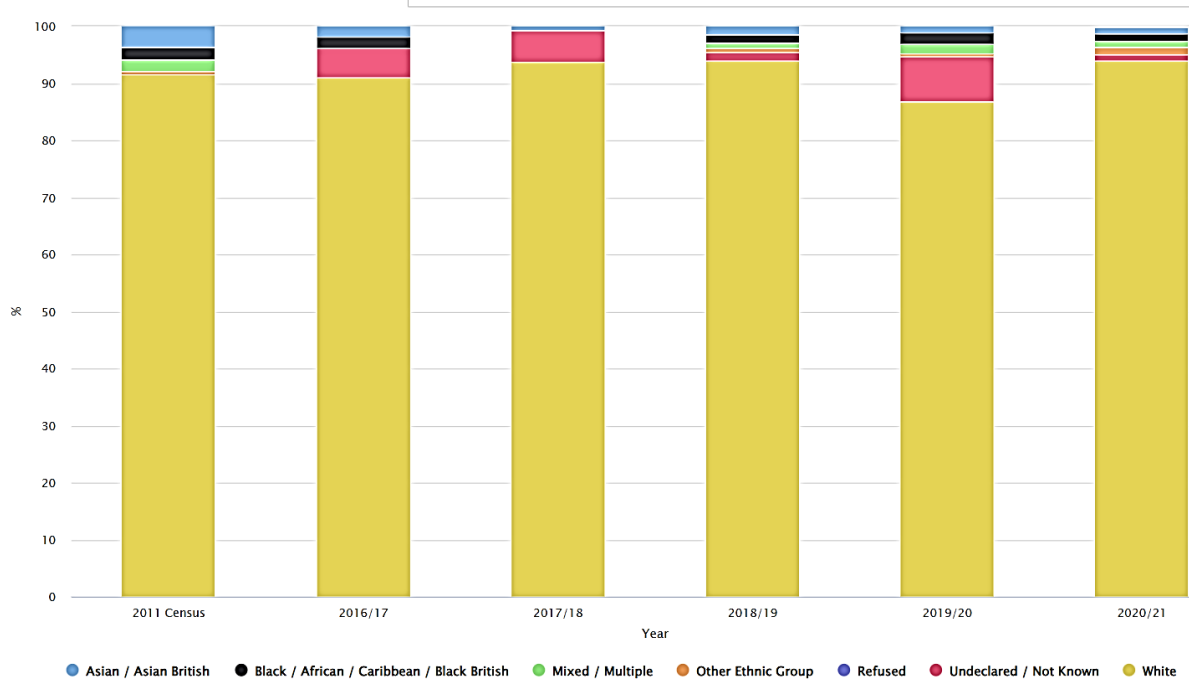


Southend records on 5% more occasions that the risk is removed and 2% less occasions the risk remains.

10.2. Ethnicity

This section analyses the breakdown, by ethnicity, of individuals who were involved in a Section 42 enquiry that commenced during each year. For comparison, the results of the 2011 census are included to show the relative proportions of each ethnic group in the adult population of Southend.

Individuals with commenced Section 42 enquiries, by ethnicity

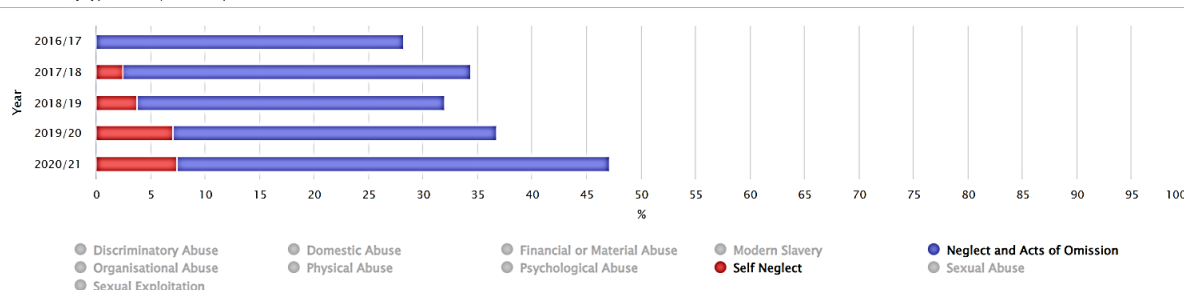


The Adults Performance group reviewed this in detail over a couple of sessions and after asking for more information about the demographics of the area. We discussed the potential impact of culturally different views of Partners and asking for external help. The discussions highlighted the need for practitioners to be culturally aware and empathetic; and for the performance teams to carefully monitor data to ensure that fair and equitable support is offered to minority groups in the area.

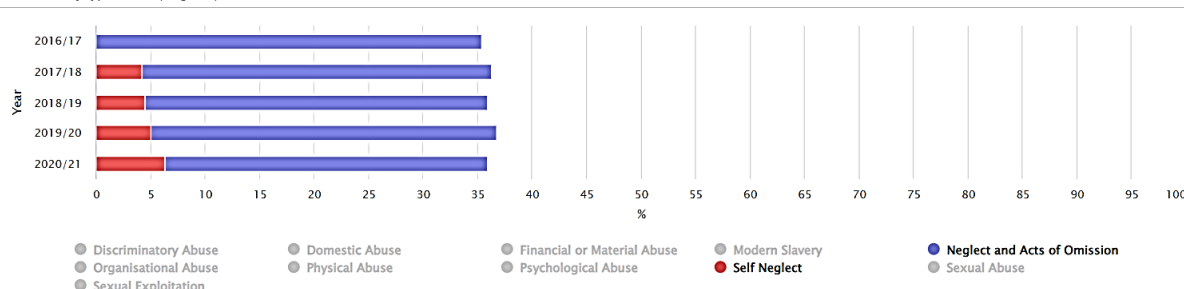
10.3. Neglect

This section analyses the breakdown, by type of risk, of Section 42 enquiries that were concluded in each year. One enquiry can include multiple counts in each of the data tables if more than one type, location or source of risk is identified during the enquiry. It should be noted that of the eleven risk types, four (modern slavery, self-neglect, sexual exploitation and domestic abuse) were submitted on a voluntary basis prior to 2017-18.

Individuals by type of risk (Southend)



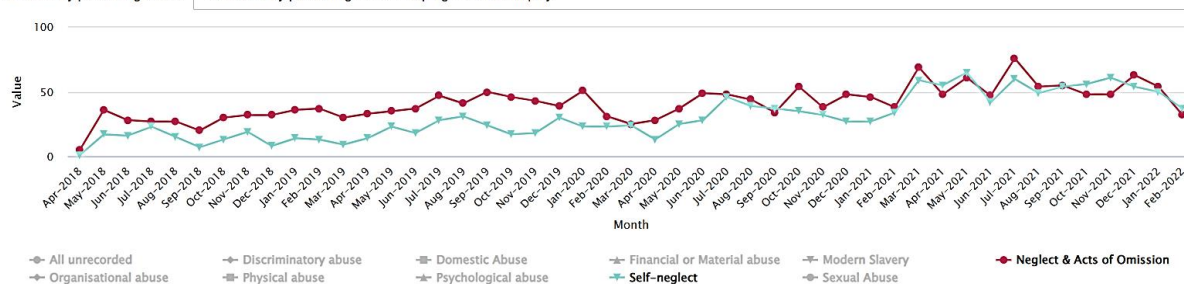
Individuals by type of risk (England)



As a result of this data the Southend Safeguarding Partnership set up a bespoke group to consider the issues of ‘Neglect’.

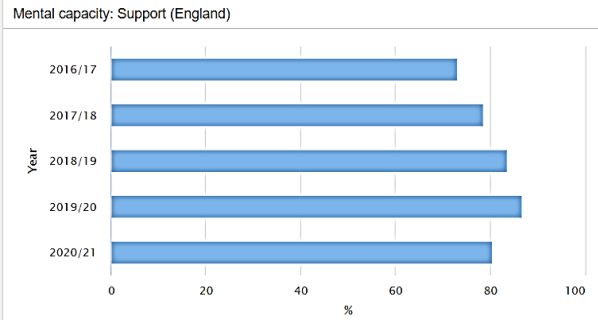
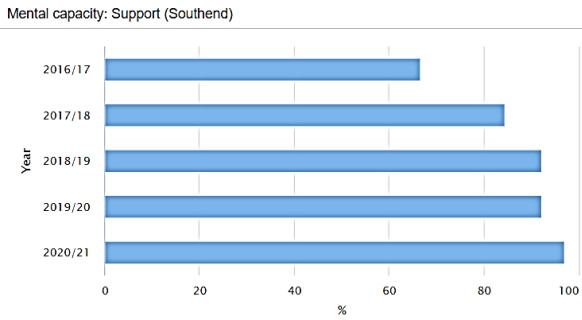
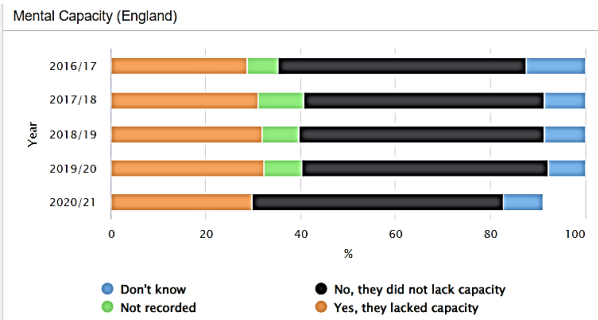
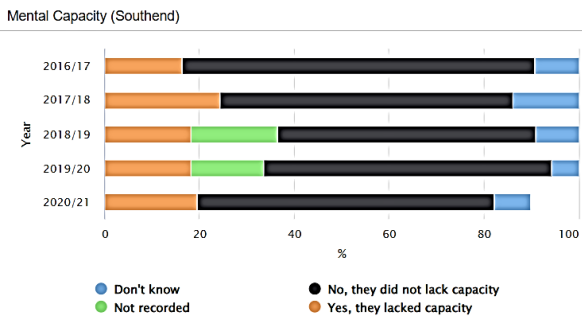
As we monitor the number of referrals that record neglect and self-neglect as the significant presenting issue we can see that there is a down turn. We now need to maintain this downturn and understand exactly what has made the difference – was it our concentration on the issue?

Concerns by presenting issues - % progressed to enquiry



10.4. Mental Capacity

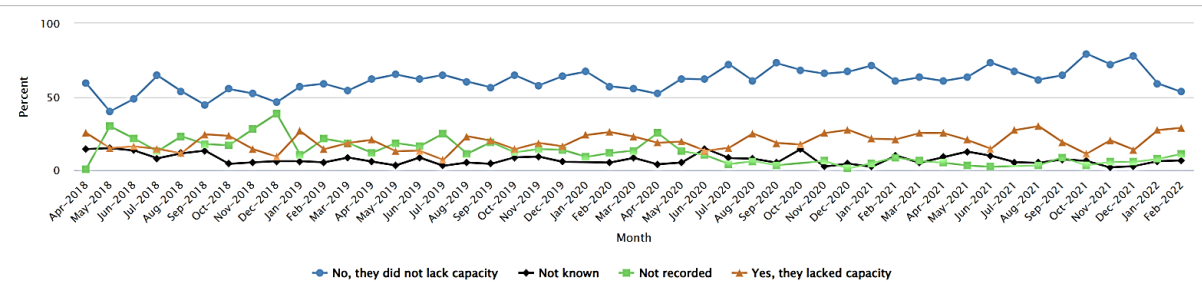
The top section looks at the mental capacity of individuals involved in concluded section 42 enquiries. Mental capacity in regard to safeguarding is assessed as the person’s ability to contribute to making decisions about their protection, including their participation in the safeguarding enquiry, as well as their mental capacity at the time of the incident causing a safeguarding concern and enquiry. The lower section shows, in respect of all Section 42 enquiries that concluded during the year, the proportion of those people who lacked capacity who were supported.



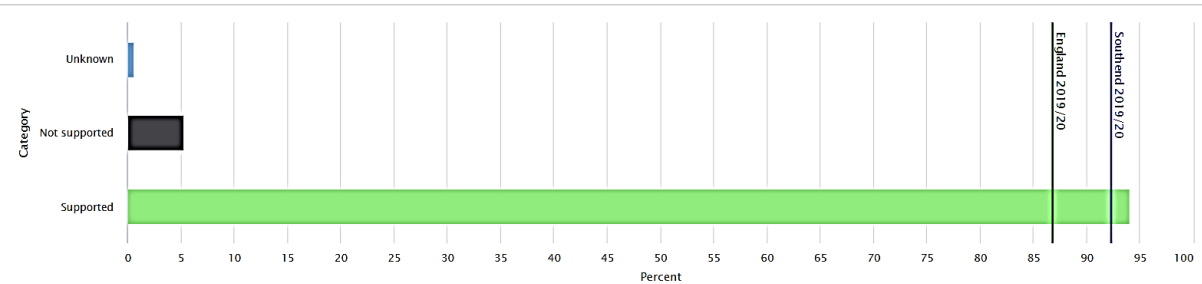
The data shows the improvement of services in Southend: in 2016-17 only 66.7% of people who lacked capacity and required support to engage with the S42 enquiry got support (that was recorded), in 202/2021 it was 97.1%.

We also considered the trending data to see if there was 'travel' that might assist in explaining the difference in data:

Mental capacity of Individuals involved in concluded enquiries



Individuals without capacity receiving support



The investigation of this data considered those circumstances where the capacity was 'not known' and where support was not provided to those who lacked capacity. We discovered that there were several circumstances where the person in question was either unable to engage with the process, even with support, and an advocate represented their best interests; and also some circumstances where the person had died. The review of this data also raised the issue in the minds of practitioners and was found to help teams to talk through the routes available for support to be provided.

10.5. Domestic Abuse

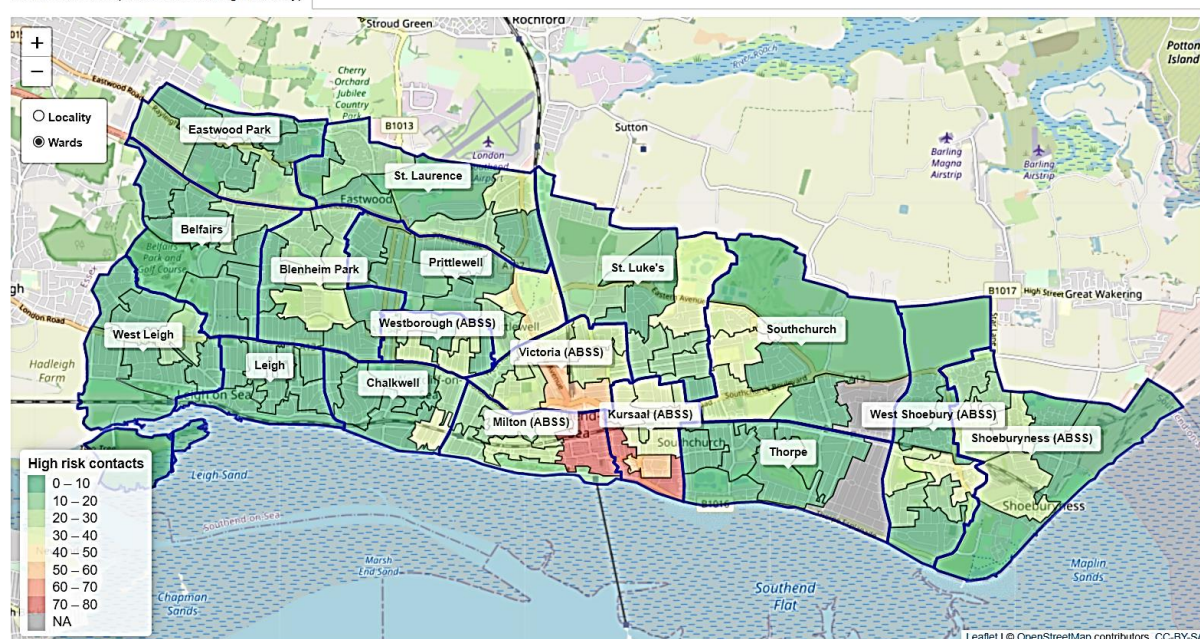
The **Multi-Agency Risk Assessment Conference (MARAC)** is a regular meeting to discuss how to help victims at high risk of murder or serious harm. A domestic abuse specialist (IDVA), police, children's social services, health and other relevant agencies all share information about the victim, the family and perpetrator, to enable them to devise an action plan to reduce risk for each victim. MARAC considers cases identified as 'high risk' by use of the Domestic Abuse, Stalking and Harassment and 'Honour'-based violence (DASH) risk model and develops a coordinated safety plan to protect each victim. This might include the actions agreed for any children, adults, and for perpetrators.

The following map layers show counts of contacts which reported incidents where there was a victim identified and a valid Southend Borough postcode was recorded.

Please note:

- Areas coloured grey with a count of 'NA' are those which have never had an incident recorded at any time.

MARAC contacts (All contacts and high risk only)



11. Performance (Children)

(P. Hill, Business Manager SSP)

The SSP Childrens Dashboard delivers in the same way described in the previous chapter for adults – A best in class, pushed data system that is live 24/7 online to all partners.

Below are only a very few of the examples of areas identified by our Dashboards and considered by Southend Safeguarding Partnership; and that have caused further investigation:

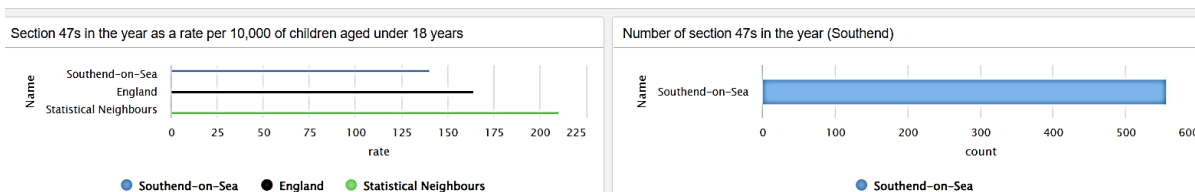
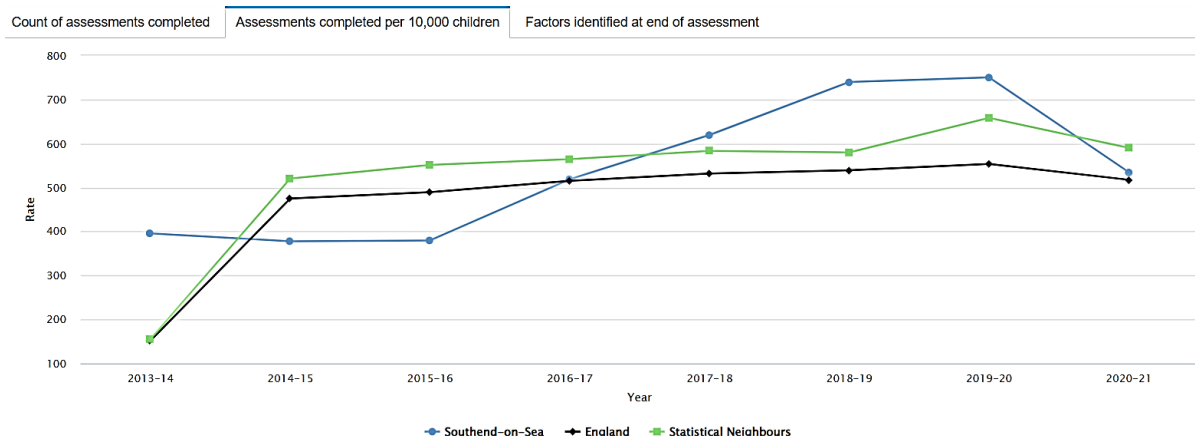
11.1. Multi Agency Safeguarding Hub (Referrals)

The MASH is a collaborative arrangement between Southend City Council Children's Services, Essex Police and Health Services.

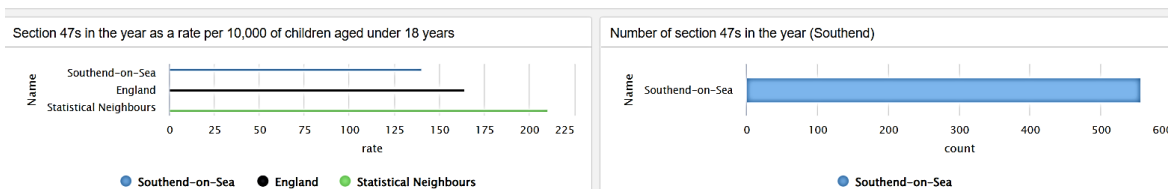
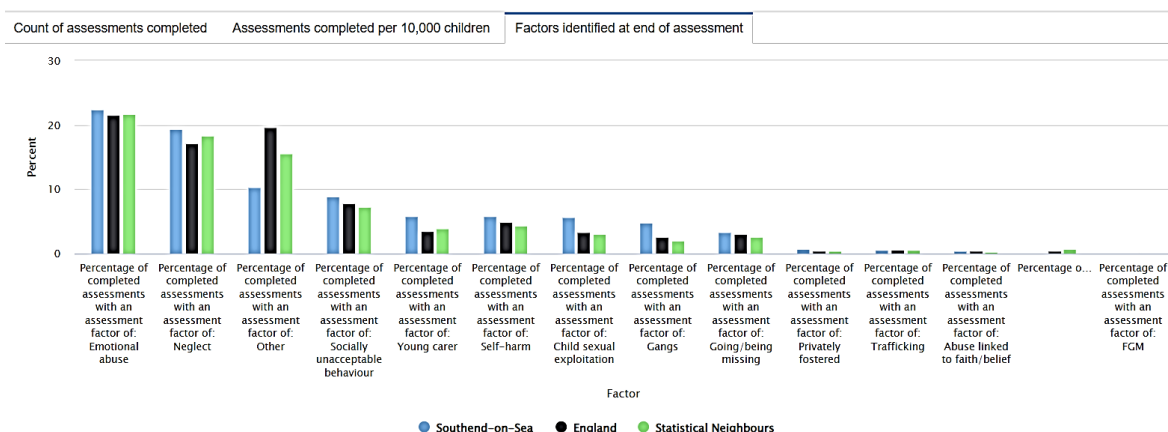
- CSC Team Manager
- CSC Practice Managers
- CSC Senior Practitioners
- CSC Duty Social Workers
- CSC Administrators
- Police Officer (DS, DC and Staff Member)
- Health Liaison Nurse (HLN)

The key principle is to improve the experiences of children, young people and families who are in contact with Southend City Council Children’s Services and to develop a multi-agency approach to protecting children at risk of significant harm.

Referrals to MASH result in an assessment of risk/need: The upper charts refer to assessments undertaken and the factors identified at the end of assessment. If more than one factor has been identified at assessment, each can be reported within the census. Most children will have more than one factor identified and reported. If the local authority identifies there is reasonable cause to suspect a child is suffering, or is likely to suffer significant harm, it will carry out an investigation under section 47 of the Children Act 1989 to determine if it needs to take steps to safeguard and promote the welfare of the child. If concerns are substantiated and the child is judged to be at continuing risk of harm, then an initial child protection conference is convened. The lower charts provide further analysis of investigations undertaken.



This significant change was reviewed alongside the outcomes of the assessments, shown in the graphs below:



The only outlier for Southends data here was visible in the third from the left 'bars' in the top graph 'Other'. This term refers to more obscure factors or where genuinely now known, but usually to where the factor is simply not recorded.

12. Performance – Delivery of recommendations from 'Multi Agency Review of Southend Safeguarding Partnership (Carol Brooks) 2020'

(P. Hill, Business Manager SSP)

Carole Brooks Associates (CBA) were commissioned by Tandra Forster and Michael Marks (Southend City Council Executive Directors) to undertake an evaluation of the Southend Safeguarding Partnership (SSP). The fundamental aim of the review was to help the SSP and component partners to reflect on the effectiveness of meeting their statutory responsibilities; how well they work together as a partnership to safeguard people in their local area and how well they understand impact of their work and the services within the local area.

CBA reported that it is a testament to the synergy of the SSP that when deciding whether to report findings separately for children and adults, there appeared to be so many common areas that a combined report was provided with specific findings as appropriate.

Summary of Recommendations:

1. Maintain the current structure of a joint SSP and sub-groups, roles of Independent Adviser and Business Manager, with the exception of the Safeguarding Scrutiny Panel and reviewing the support resource within the business unit.
([Commentary – Recommendations delivered](#))
2. Review membership and reduce the operational footprint of the partnership, identifying how meetings and communications can be more succinct, strategic and effective.
([Commentary – Recommendations delivered and continue to be exercised within parameters of Terms of References \(all reviewed\) and resources](#))
3. Refresh the published arrangements to be more accessible and which include suggestions within this review.
([Commentary – Not delivered](#))
4. Consider how the workplans can be strengthened to measure change and impact for Southenders and ensure sufficient grip across the partnership and in meetings to progress work, balancing resources, risk and pace.
([Commentary – Not delivered](#))
5. Create a safeguarding effectiveness framework to include scrutiny, performance, quality assurance, understanding outcomes and impact across the partnership to replace the learning and improvement framework, and consider required resources and skills to do so.
([Commentary – Not delivered](#))
6. Accelerate and provide a stronger focus on listening and acting on the voice of Southenders, finding ways to do so during Covid.
([Commentary – Not delivered](#))
7. Refresh the case review documentation and approach to be more strengths based and strengthen capacity and skills in this area. Investigate case review referral thresholds to be assured they are being met and identify how single agency learning can be better shared across the partnership.
([Commentary – Not delivered](#))
8. Consider the expectations in learning and development in light of no dedicated budget,

including reliance on individuals on the sub-group and single agencies to deliver.

(Commentary – Not delivered)

All outstanding recommendations appear in the Workplan to the SSP Strategy and are visible in the Action Plans included in the next section of this report

13. Work Delivered:

The two Southend Safeguarding Partnership Boards (SSPA and SSPC) are multi-agency partnership meetings made up of senior officers from education, adult social care, criminal justice, health, housing, community safety, voluntary organisations and service user representative groups. They co-ordinate strategic development of adults and childrens safeguarding across the Southend area; ensuring the effectiveness of the work undertaken by partner agencies.

The 'Subgroups' to these two Boards have been established to take direction and support the work of the Southend Safeguarding Partnership, to practically respond to their key priority areas, ensure local safeguarding arrangements are effective and deliver the outcomes that people want. They all act as mechanisms by which the SSP holds local agencies to account for their safeguarding work; including prevention and early intervention and co-ordinates strategic and operational safeguarding activity.

(see [SSP Structure](#))

13.1. SSPC Board

(M. Exley, Office and Case Review Manager SSP)

What we said we would do.

| Strategy Ref. | Strategy 2021-2024 – Planned Activity | RAG |
|---------------|--|--------|
| 1.4 | SSP will work with MARAT to ensure that the appropriate reporting route is available to all Partner Front line staff | Yellow |
| 3.1 | SSP will work alongside Partners to identify where there would be an advantage to work collaboratively | Green |
| 3.2 | SSP will seek assurance that Partners actively consider external agency involvement and engagement with their clients. | Green |
| 4.4 | Ensure that there is opportunity to include representatives from the community at all meetings (Lay-representatives) | Yellow |
| 7.3 | Review partners need for training and whether the SSP should change its offer | Yellow |

What we did and how far it matched those commitments and what are the outcomes

The SSPC Board met quarterly with each of the meeting Agendas lending time for “standing items” to be presented including:

- The Business Managers Report detailing:
 - all SSPC activity over the preceding quarter and those items expected in the next quarter
 - Updates from all SSP (C) Sub-Groups and
 - Updates from all ongoing Child Safeguarding Practice Reviews
- An opportunity for any Partner to articulate extraordinary demand and risk
- The Risk Register, which is distributed ahead of each meeting and reviewed every 6 months by Partners for any amendments/updates to be considered
- An area for information only items, which could include published reports from both National and Local Partners Agencies alongside allocated time for representatives to receive specific presentations from partner organisations that are designed to ensure Partners are aware of each other’s future service changes and performance.

The strategic activities set for this group were met in part by the delivery of the following presentations, opportunity for discussion and agreement of partnership actions/recommendations and those actions/recommendations undertaken:

- Southend City Council (SCC) Early Help Strategy & the Delivery Plan– designed to update Partners with regard to the changes within Early Help settings, ensuring they have a better understanding of the services available.
- SCC Education gave a presentation on the Ofsted Report, regarding Sexual Abuse in Schools & Colleges - Partners were asked to note the recommendations within this report and agreed this should form a substantive item for many partner organisations, in order for discussions to be tabled, the issues to be highlighted and ideas to combat these issues formulated.
- Non-Accidental Injuries to Pre-mobile Babies (NAI) – the Final report findings for a multi-agency piece of work driven by the increase in numbers through the CV19 pandemic 1st wave. Learning from this audit was agreed for dissemination to the SSP Subgroups.
- Child E Report – the final report for the Learning Review for Child E was presented to partners for approval and discussions with regard to publication which was agreed to be approved once the case had completed its court proceedings. The learning from this review was agreed to be distributed to the subgroups for further work.
- National Child Mortality Database (NCMD), Suicide & Young People Report – Partners agreed the report findings and recommendations around a discussion, but felt it would be better placed with the SET suicide prevention group as a possible subject for a Task & Finish group
- Transitional safeguarding - Partners received a presentation regarding ‘Transitional Safeguarding’ from Southend Borough (now City) Council. Partners agreed a further event was required to explore the issue more widely (planned for May 5th 2022), which forms part of several activities arranged by SSP as a result of the findings of Case Reviews. Transition from a child to an Adult is difficult enough; when the child has special needs or has been the victim of abuse, exploitation or neglect they often need the support of Partners. Identifying and assessing the need, ensuring the services provided are joined up and person centered, whilst ensuring the 6 principles of safeguarding¹ are upheld sometimes goes wrong. The work of SSP is to support this process as part of the reaction to case reviews and to prevent future harm.
- Essex County Fire & Rescue Service (ECFRS), Support for Vulnerable people & their Prevention Strategy - both presentations designed to update Partners with regard to the changes within the ECFRS organisation, ensuring Partners have a better understanding of the services available, and how these changes potentially affect both negatively and positively their services or client base.
- Multi-agency Reform Kantar Report – a report looking into the behavioural drivers and barriers to multi-agency partnership working for children’s safeguarding in England, which encouraged Partners to look at the key findings and recommendations against their own.
- Suicide Ideation – a briefing paper distributed prior to the meeting stimulated discussion with regard to the increase in the number of suicides in Southend. The paper recommended the restarting of the Suicide Steering group (to match Essex and Thurrock).

The sharing of information items is detailed below and allow partners to take away information pertinent to their organisations, but have insight into those areas outside of their remit which might be of interest:

- The Sir Alan Woods Report on Multi-Agency Working
- Home Office quarterly Safeguarding updates
- The Essex Violence & Vulnerability Annual Report
- Dep of Health Letters regarding Integrated Care Systems

¹ <https://www.scie.org.uk/safeguarding/adults/introduction/six-principles>

- Think Family - The Think Family agenda has been supported by the production of a bespoke page on the Partnerships website <https://safeguardingsouthend.co.uk/think-family-learning-from-reviews/>
- Child Death Reviews Annual Reports
- SET Documents sent for consultation
- SSP Joint Response letter to the DfE's correspondence around safeguarding

13.2. SSPA Board

(P. Hill, SSP Business Manager)

What we said we would do.

| Strategy Ref. | Strategy 2021-2024 – Planned Activity | RAG |
|---------------|--|--------|
| 1.4 | SSP will work with MARAT to ensure that the appropriate reporting route is available to all Partner Front line staff | Yellow |
| 3.1 | SSP will work alongside Partners to identify where there would be an advantage to work collaboratively | Green |
| 3.2 | SSP will seek assurance that Partners actively consider external agency involvement and engagement with their clients. | Green |
| 4.4 | Ensure that there is opportunity to include representatives from the community at all meetings (Lay-representatives) | Yellow |
| 7.3 | Review partners need for training and whether the SSP should change its offer | Yellow |

What we did, how far it matched those commitments and what were the outcomes.

The SSPA Board met quarterly and received several presentations that are designed to ensure Partners are aware of each other's future service changes and performance.

The SSPA Board meeting has a number of 'standing items' received at every meeting, including:

- Updates from all SSP (A) Sub-Groups and
- Updates from all ongoing Safeguarding Adult Reviews and Domestic Homicide Reviews
- A Board Managers report of all SSPA activity over the preceding quarter
- An opportunity for any Member to articulate extraordinary demand and risk
- Presents the current SSPA Risk Register
- A section that includes information for information only (such as published reports from Partners Agencies)

The strategic activities set for this group were met in part by the delivery of the following:

- Department of Work and Pensions – Presentation about how they meet the needs of vulnerable customers.
 - Members of SSP will be better placed to understand the support available and be able to signpost DWP appropriately if they see a need unmet.
- Transforming Care Partnership – The meeting has received regular updates and presentations to update the Partnership on the governance changes for the 7 Clinical Commissioning Groups in Southend, Essex and Thurrock.
 - The link between Health and other services is paramount to the protection of vulnerable adults. Rarely does a person only need the support of a single agency. Keeping informed about changes in governance will assist in the smooth transition of communication between services during this period of transformation.

- LeDeR – A presentation on the progress of the backlog of reviews required by this group The meeting receives regular updates regarding the outcomes from all the LeDeR reviews and the actions taken by Partners.
 - (see update earlier in this document in section '[National, Regional and 'Southend, Essex and Thurrock' \(SET\) Partners'](#))
- Liberty Protection Safeguards (LPS) – The impending change from the Deprivation of Liberty Standards to LPS has had a number of delays. The change in legislation changes the people to whom it refers, the manner it is delivered, and the agencies involved. The SSP have been kept up to date with all the changes and the preparations being made for its introduction.
 - The move to LPS will have a significant impact on many SSP Partners. The need to retrain staff, create policy and procedure and ensure that there is capacity for new/changed work needs cross organisation understand. These updates facilitate the sharing of information that is used to shape this essential work.
- Local Probation Service (LPSe) – The Partnership were kept up to date with the rejoining of both parts of the probation service and given an update of the performance once combined.
 - Many people who are subject to the management of probation services also require services from other SSP Partners. Understanding what each other provide / don't provide etc. is vital to the appropriate maintenance of their, and the publics, safety.
- Neglect - The Sub-Group that was concentrating on issues of 'Neglect' moved governance twice over the year. It started as a drive from this group and quickly moved to a group reporting to the Health & Wellbeing Board 'Thriving Communities'.
 - The group is moving back under the governance of Southend Safeguarding Partnership (as this report is being written) to gain some direction and momentum.
- Dashboard - The Meeting received the 'SSP Dashboard Review' and chose not to make any alteration to the dashboard as it is functioning well, and the expected cost (£50k) was prohibitive.
 - The review was completed exactly 1 year after the dashboard went live. It was clear that Partners of SSP use the dashboard differently and the benefits they receive are dependent on the effort put into analysis. The SSPA Performance Group review the Adults Dashboard every quarter and there have been several tangible and demonstrable benefits (see [SSP PAQA Sub-Group Update](#)). The SSPC Performance group are only just getting used to the Childrens Dashboard but are starting to review it every quarter.
- Essex County Fire & Rescue Service (ECFRS) - The meeting received a presentation from Essex County Fire & Rescue Service regarding their new 'Prevention' strategy.
 - The presentation caused several Partners to contact ECFRS after the meeting to explore how their home safety visits could be better targeted to people at risk, and ho their Fire Break schemes could be used locally.
- Transition - The meeting received a presentation regarding 'Transitional Safeguarding' from Southend Borough (now City) Council. The meeting agreed a further event was required to explore the issue more widely (planned for May 5th, 2022).
 - This is part of several activities arranged by SSP as a result of the findings of Case Reviews. Transition from a child to an Adult is difficult enough; when the child has special needs or has been the victim of abuse, exploitation or neglect they often need the support of Partners. Identifying and assessing the need, ensuring the services provided are joined up and person centered, whilst ensuring the 6 principles of safeguarding² are upheld sometimes goes wrong. The work of SSP is to support this process as part of the reaction to case reviews and to prevent future harm.

² <https://www.scie.org.uk/safeguarding/adults/introduction/six-principles>

- The Gangmaster and Labour Abuse Authority (GLAA) offered presentation that included some of the intelligence led work that has been delivered in Southend. The presentation persuaded Members that they needed to raise the profile of the work with their workforce.
 - The GLAA have been involved in enforcement activity around the coast of Southend (Leigh on Sea) engaging with Cockle pickers. The presentation informed partners of the types and areas where labour exploitation occurs. The presentation was followed by an event in Southend High Street to raise public awareness.



- Self-Assessment - The Bi-Annual Self-assessment was not completed this year but the plans for the next year's survey and staff survey has been discussed.
- Street Prostitution - The meeting received a presentation about Street Prostitution in the area. It highlighted the difficult relationship the women had with services and their imminent needs.
 - The presentation raised members awareness of the vulnerable street sex workers and their difficulty in accessing services.
- Care Quality Commission (CQC) – Community Health Survey – The meeting received the presentation and explored the issues raised by the findings.
- Out of Sight – Who Cares? The CQC report on the care of vulnerable adults was presented to the meeting. The issues raised in the report were discussed further outside the meeting in a regular CQC/CCG/SCC/SSP meeting.
- Suicide Ideation – The number of suicides in Southend is increasing. A paper was presented that recommended the restarting of the Suicide Steering group (to match Essex and Thurrock).
- Think Family - The Think Family agenda has been supported by the production of a bespoke page on the Partnerships website
<https://safeguardingsouthend.co.uk/think-family-learning-from-reviews/>
- Tricky Friends Animation - The Partnership has produced and shared an animated video to assist help Vulnerable people understand some of the dangers when making friends. The video was originally produced in Norfolk and made available for 're-branding' through the Business Managers Network. (the video has had nearly 400 views)
<https://www.youtube.com/watch?v=MJpzxS4Jbp0>
- Labour Exploitation Event – 17 December – Southend High Street
 The event was held in a marquee and was designed to raise the awareness of labour exploitation in the area.
 - Southend Against Modern Slavery
 - Gangmaster and Labour Abuse Authority
 - National Crime Agency
 - Southend Safeguarding Partnership
 - Southend Borough (now City) Council
- Tier 4 Beds – The meeting received a survey completed by SSP regarding the availability and issues cause by the lack of 'Tier 4 Beds'.
- Service User Surveys – The meeting received a report that offers the use of the SSP website to collect independent User Surveys – The opportunity is still being discussed.
- National Safeguarding Adults Week (NSAW) (15-21 November)
 The NSAW 2021 theme was 'Creating Safer Cultures'. Each day focused on a specific topic to facilitate conversations around the theme of creating safer cultures.
 - Monday Emotional Abuse and Safeguarding Mental Health
 - Tuesday The Power of Language

- Wednesday Digital Safeguarding
- Thursday Adult Grooming
- Friday Creating Safer Organisational Cultures
- Weekend Safeguarding and You
- Media Pack and Ann CraftTrust resources shared with Partners
- SET agenda and NSAW Poster shared with Partners

Delivery:

GP Representative: Activities during this week have included sharing of all the training amongst primary care clinicians on social media which included both Facebook and Twitter. Sharing of all the opportunity to learn occurred at time to learn for all GPs and primary care clinicians also.

CQC: The Communications team shared a number of the social media posts relating to the week.

South East College (Southend Campus): Shared some of the posts on the Safeguarding Instagram Page. [Wellbeing & Safeguarding Team \(@safeguarding_sec\)](#) • [Instagram photos and videos](#)

Southend City Council – Posters displayed in corporate and social media posts

Essex County Fire & Rescue - Advertised Safeguarding Week on the intranet with links to some of the sessions being held. ECFRS also used this as an opportunity to reiterate safeguarding processes and to link employees with the guidance notes we have available on subjects such as Hoarding, Scams, Modern Slavery etc.

SAVS: Data from posts put out in support of NSAW.

Twitter

- Total TW impressions - 1,821 impressions.
- Total engagements - 46 engagements

Facebook

- Total FB impressions - 1,833 impressions.
- Total FB clicks - 17 clicks.
- Total FB engagements - 36 engagements

SAVS LinkedIn Intro - 98 impressions, 4 engagements & 1 share

Instagram SAVS intro - 146 impressions & 16 likes

The meeting maintains a risk register that is reviewed regularly and brought to every meeting for the consideration of the attendees and any amendment considered.

13.3. SSPC Performance

(David Browning, Detective Chief Inspector, Head of PPIU South)

| Strategy Ref. | Strategy 2021-2024 – Planned Activity | RAG |
|---------------|---|-----|
| 2.3 | SSP will explore the Bristol insight and Liverpool data models to see if they can be replicated in Southend. | |
| 4.3 | Consider working alongside SAVS (and potentially HealthWatch) to bring together a regular consultation / opportunity that encourages service users to share their experience of safeguarding provision across the partnership | |
| 5.1 | SSP will continue to gather information about the further development of the SSP Dashboard. 1 year after release the dashboard will be reviewed, and the outcome taken to the Strategic Group. | |
| 5.2 | SSP will work with Partners to determine if there are opportunities to change data stored and shared (for the benefit of the person to whom the data refers.) (See Theme 2 – Bristol insight) | |
| 13.1 | SSP will work with Partners to identify the elements of professional curiosity that can be measured and monitored. | |

| | | |
|------|---|--|
| 15.1 | SSP will explore with Partners the impact of social media on abuse of people in Southend. | |
|------|---|--|

The SSP benefits from a comprehensive data model which gives the performance group a good insight into trends and fluctuations to focus workplans jointly and better support and safeguard children.

Each statutory agency has contributed to providing their own situational awareness report to outline the impact COVID has had with safeguarding provision across the partnership. These will be jointly reviewed and discussed to ensure a joined-up approach to better servicing the needs of children.

The Dashboard has now been in use for over a year and is used by the subgroup as a central tool to inform activity and identify areas of improvement across the partnership. Its usage is increasing across the partnership. The data feed is now more efficient to provide as up to date information as possible to inform activity across the partnership.

Professional curiosity has been built very well in the past 12 months through the Performance Subgroup. Examples of work strands developed through curiosity are non-accidental child injury, mental health impact on children post covid, neglect and poisoning. A mechanism for measuring these is key to establishing how effective we are at responding and managing the themes. Data is supplied by the relevant partner to the group to better understand the impact of what measures have been put in place to reduce the risk of each.

This aspect will form part of the Workplan for the forthcoming year and is a very wide theme, the group will need to understand what it would hope to achieve through assessing the social media impact and what measures the partnership can be put in place.

13.4. SSPC Audit, Quality & Assurance

(L. Jibuike – Southend NHS CCG, Associate Designated Nurse Safeguarding Children)

Introduction

Audits are a way for organisations to measure the quality of services being offered. It allows organisations to compare their performance against a standard, to see how they are doing and identify opportunities for improvement. Audits as part of risk management and quality assurance processes, aim to promote high standards of care and improve outcomes for patients, families, children and young people and supports learning in practice.

Auditing processes are essential for driving improvement in child protection, for ensuring that policies and procedures are effective and more importantly for ensuring they are actually implemented into practice.

Partnership organisations have a responsibility to assure the quality of their response to safeguarding children in need of protection

The Audit & Quality Assurance (AQA) is a Subgroup of the Southend Safeguarding Partnership (Children) (SSPC) holds responsibility to lead, support and co-ordinate multi-agency audits, to identify good practice, strengths and areas of practice that requires improvement. The AQA Subgroup undertakes and commissions multi-agency audits and shares learning with the partnership, to support service improvement to children and vulnerable families within the Southend locality and produces regular exception reports as required.

Membership

The SSPC AQA Subgroup includes representation from Southend health, Police, children’s social care, probation & education service providers, who meet on a quarterly basis or more frequent when

specific audit work is required. Attendance for this subgroup has been good, with Partners contributing at the meetings to complete the work on the Action Plan.

Impact of the COVID19 Pandemic

The CV19 Pandemic and the resulting first National lockdown in the UK in March 2020 resulted in disruption to services and touched children’s lives in many ways, creating increased mental health problems for children and families and led to increased pressures on schools and other services. The significant reduction in families’ access to support services within this period had a great impact on all areas of children and family lives and created opportunity for more vulnerability.

The CV19 Pandemic caused immense disruption to the work of SSPC AQA Subgroup 2020/2021 with 2021/2022 seeing little change whilst organisational recovery plans were implemented. Our work during 2022 will concentrate on capturing and reporting on the effectiveness of all agencies’ responses to safeguard children and young people within the Southend locality. This is being done by completing the S11 audits and carrying out other works assigned to the Subgroup by the partnership.

What we said we would do.

| Strategy Ref. | Strategy 2021-2024 – Planned Activity | RAG |
|---------------|--|--------|
| 1.1 | Review of outcomes (measured against victims desired solution) | Yellow |
| 1.2 | Review of (Solution to DA) plan (against identification of wider impact assessment) | Yellow |
| 2.2 | SSP will seek assurance that, where appropriate, Partners deliver early interventions that are designed to prevent abuse are appropriately sized and targeted. (to be linked to appropriate activity and work) | Yellow |
| 4.1 | SSP will review Partners inputs into interventions (against their need to include the wider impact of need and the voice of the person in the intervention) | Yellow |
| 4.2 | SSP will seek assurance that Partners actively explore other agencies involvement and / or engagement with their clients. | Yellow |
| 6.1 | Multi Agency Review of SSP governance arrangements | Green |
| 6.2 | New Dashboard for Children’s and Adults Partnerships (Review) | Green |
| 6.3 | SSP Governance Review | Green |
| 6.4 | SSP Supervision Review | Yellow |
| 6.5 | SSP will explore opportunity for Review challenge events and peer review | Green |
| 6.6 | Capture all elements of scrutiny in a new SSP policy of Scrutiny and SSP Performance | Yellow |
| 8.3 | Review partners use of SG Thresholds/Criteria. (This might include a review of a sample of circumstances where a referral did and did not meet the thresholds/criteria for a SG referral). If appropriate identify good practice during review and share | Green |
| 9.1 | SSP will review the how recruitment of Partners fits with appropriate safeguarding controls. | Green |
| 10.1 | SSP will explore opportunity for Review challenge events and peer review | Green |
| 10.2 | SSP will seek assurance that there is a written and available route map for Safeguarding Issues | Green |

| | | |
|------|--|--|
| 10.3 | SSP will explore opportunity to review that standard of record keeping in partner agencies | |
| 11.1 | Assurance sought that all Mental Health Services providers to be trained in recognising the symptoms of abuse, and to understand the route map for reporting and recording | |
| 13.2 | SSP will explore opportunity to monitor identified activity and include in regular review / reports | |
| 14.1 | As a result of the review in Theme (6) above SSP will explore how Partners deliver Safeguarding supervision; and whether there are outcome benefits is working more closely together | |

What we did, how far it matched those commitments and the outcomes.

SSPC AQA Work Achieved:

GP S11 Self-assessment Audit

Southend CCG's Modified Section 11 Self-Assessment Audit of GP's, which despite its delay due to the Covid19 Pandemic, has now been completed and the report shared with the SSPC AQA subgroup. The learning resulting from the audit has been shared with both the Southend GP Practices that completed the audit and those that did not.

The Southend NHS CCG Safeguarding team have written to the seven GP practices that did not take part, requesting they complete the audit, as is their responsibility to the Southend NHS CCG, when a request for their engagement to complete a Self-Assessment is made. These GP practices were also reminded of their responsibility to complete the Self-Assessment in order to fulfil their Care Quality Commission (CQC) and General Medical Council (GMC) obligations. The Southend NHS CCG Safeguarding team are confident in the full participation and co-operation of all Southend GP practices at the next audit. A position statement was sent to the SSPC AQA Subgroup updating the learning from this audit and giving assurances around GP Safeguarding practices and GP's participation in the next audit.

Southend Section 175 Schools Safeguarding Audit

The S175 Schools Safeguarding self-assessment audit is a requirement under the Education Act 2002 and the Department for Education (DfE) guidance on safeguarding children, safer recruitment and keeping children safe in education. These audits are carried out to provide assurance to Southend Safeguarding Partnership (Children) SSPC and ensure agencies are fulfilling their responsibilities to safeguard children and promote their welfare. The completed Audit and Action Plan can be shared with Governing bodies to evidence that schools are meeting their responsibilities.

The S175 Audit due 2021 was postponed due to CV19 until 2022 but will seek assurance from schools of their Safeguarding processes, through self-evaluation, measured against both Keeping Children Safe in Education (KCSIE) and Working Together 2018 (WT2018) Statutory Guidance. A SSPC AQA Task & Finish Group has been set up to ensure this audit is completed, with specific themes and their learning disseminated as appropriate.

Statutory Partners Section 11 Audits

S11 of the Children's Act 2004 places a statutory duty on key organisations, to make arrangements to ensure that in the discharge of their duties, they have regard to the need to safeguard and promote the welfare of children.

S11 Audits allow multi-agency safeguarding arrangements to ensure agencies placed under the duty to co-operate by the legislation, are fulfilling their responsibilities to safeguard children and promote their welfare.

Working Together Guidance (2018) also sets out that the Local authority Safeguarding Partnership, must monitor and evaluate what work is done to safeguard and promote the welfare of children and the resulting Actions Plans for improvement.

The S11 Audit, which was delayed due to the CV19 Pandemic, is progressing well with good collaboration from partners. An Audit Tool was used to help each organisations in monitoring and

evaluating compliance in relation to their statutory obligations under S11 of the Children Act 2004. All S11 Partnership Audits have been received and around 90% audited, however work was delayed due to Partner organisational changes and staff being seconded to other engagements within their organisations. A Task & Finish group has been set up to pull out themes from the audits and complete the work for sign off by the partnership, around the identified issues:

- How information is shared with other agencies
- Some organisations understanding of the Mental Capacity Act in relation to Safeguarding children.
- Is the audit tool suitable for nursery & early years provision.

The SSPC AQA subgroup are assured organisations are aware of their actions for completion in order to be compliant with S11 Safeguarding requirement.

Southend SCC Early Years & Nursery settings audit responses prompted a review of the S11 for these service providers. The SSPC AQA Subgroup were assured that safeguarding is identified and monitored within the early years setting. The Good Practice Checklist tool which is sent out to all childcare providers annually to determine and gain assurance of the quality of safeguarding practice has been shared with SSPC AQA. The SSPC AQA agreed to provide an 'information sharing' event for early years & nursery setting service providers, to discuss audit documents and the requirements for completion ahead of the 2023 audit process.

Neglect

The Graded Care Profile 2 (GCP2) is a reliable and validated NSPCC assessment tool, designed to help practitioners to measure the quality of care a child is receiving to successfully identify when a child/family may be at risk of neglect.

Professionals who have concerns of a child's needs not being met, record their concerns to build an overview of the child's lived experience and agree an action plan with parents, this tool supports the use of a "strength-based approach" when completing assessments and promotes information sharing with other agencies, to decide the level of support for the child and family.

Following the training of Southend practitioners and the launch of the assessment tool, work for the SSPC AQA Subgroup has been agreed by the Southend Partnership to monitor and ensure the use of the tool is embedded in practice and measuring the resulting outcomes. This work stimulated discussion leading to a better understanding around neglect and prompted the SSPC AQA Subgroup to set up a Task & Finish Group to set up the framework for this piece of work, which is currently in a transition period.

Serious Case Reviews & Local Child Practice Reviews

The SSPC AQA Subgroup hope to undertake Audits or Deep Dive work resulting from these reviews alongside the SSP Strategic priorities.

Harmful Sexual Behaviour

The work for the SSPC AQA Subgroup around Harmful Sexual Behaviour was delayed due to the work around the implementation of the Graded Care Profile programme. The Safeguarding Partnership have secured funding for 2022 to embark on partnership training for the Brook Traffic Light Tool. Training is in response to SBC Local Practice Review that resulted in NSPCC audit of how Southend was responding to HSB.

Non-Accidental Injury (to pre-mobile babies) - Deep Dive

Non-Accidental injury also referred to as abusive head trauma is a serious form of physical abuse that causes head injury to babies and may be caused by shaking, impact injuries or a combination of both. NAI commonly occurs in children under the age of two and can cause long-term disabilities or death.

COVID 19 pandemic heightened the risk factors and left babies vulnerable, due to lack of access to services that reduced the ability of health professionals to pick up early warning signs. A Deep Dive of five babies born between March to July 2020, that sustained a non-accidental injury, was undertaken to identify any themes or commonalities.

The aim of the deep dive was to:

- support learning within the system.

- look at the impact the reduction in the provision of services had on parents in the antenatal and post-natal period during the Covid Pandemic.
- identify strengths and potential for service improvement and development.

The Deep Dive found that parental mental health issues was a common theme for four mothers, alongside preparation for parenthood, coping with crying baby and information sharing. The report also highlighted the need to include and use parental mental health history by professionals when completing family assessments. Work was completed on the Deep Dive, with a report prepared for the partnership and SSPC AQA have been assured that there were no more NAI's through the 2nd and 3rd Covid waves. This piece of work resulted in a review of organisations policies and procedures including the SET Bruising Protocol, which is out for Consultation with the final version to be agreed by the SET Procedures group.

13.5. SSP Learning & Development

(E. Brenan-Douglas – SCC Senior Public Health Principal / J. Thompson – SCC Regulated Workforce Practice Manager)

| Strategy Ref. | Strategy 2021-2024 – Planned Activity | RAG |
|---------------|---|--------|
| 1.3 | SSP will work with MARAT to deliver a conf. / training around the signs and symptoms of DA for all partners. | Yellow |
| 2.1 | SSP will work with Partners Agencies to ensure we learn from available information and recognise the environment and context where abuse is most likely to occur; and this informs the shape and place of their service delivery. | Yellow |
| 7.1 | SSP will include training provision in the Dashboard reporting and so the AQA overview of Partner provision | Yellow |
| 7.2 | Where issues arise or are highlighted by Partners opportunity to provide conferences and/or training will be explored and if appropriate provided. | Green |
| 8.1 | The learning identified in Case Reviews will be managed through their action plans. The action plans will be managed through the SSP | Green |
| | 8.1.1 HSB | Green |
| | 8.1.2 Professional Curiosity | Yellow |
| | 8.1.3 Voice of the Victim | Yellow |
| | 8.1.4 Neglect | Yellow |

The Southend Safeguarding Partnership Learning and Development subgroup is a multi-agency partnership covering both the Adults and Childrens agenda's. The Group sits on a quarterly basis, however, have met much more regularly of the year to achieve its goals despite living with COVID and individual pressures, we have:

- successfully rolled out multi-agency training on the Graded Care Profile and progressed work on early identification of neglect, as part of a joint systems approach to improve outcomes for children and families. A Task and Finish group has been created to provide oversight at systems level to ensure data gathering, quality assurance and on-going sustainable training.
- established funding to address needs identified through the NSPCC Harmful Sexual Behaviours Audit. Funding through 'Safer Streets' has allowed us to work with Essex and Thurrock Local Authority's Safeguarding Partnerships to establish a workforce development programme to identify unhealthy sexual behaviours in children and young people across wider Essex.

13.6. SSPC Practice Review

(M. Exley, Office and Case Review Manager SSP)

The SSPC Child Practice Review Subgroup takes direction and supports the work of the SSPC, acting as a mechanism to hold partner agencies to account for their safeguarding work. This groups key functions are to ensure all partner agencies know how to identify when a referral fits the criteria for a review, understand the case review process and are able to follow the appropriate national and local legislation and guidance. The Subgroups members are responsible for identifying any learning and informing agencies and individuals of the learning, to improve working practices, which should collectively safeguard and promote the welfare of vulnerable children. This Subgroup also reviews National and Regional Case Review information to identify any areas of learning for local development.

What we said we would do.

| Strategy Ref. | Strategy 2021-2024 – Planned Activity | RAG |
|---------------|--|-----|
| 8.2 | Refresh Case Review documentation (ensuring a strength based plan is an outcome) | |

What we did and how far it matched those commitments and outcomes.

This Subgroup achieves their work by undertaking, where appropriate, Rapid Reviews, which aids the identification of any immediate areas of learning and establishes if the group needs to undertake a Child Safeguarding Practice Review or a Local Learning Review. This Subgroup will prepare Case Review reports to include their findings and recommendations. The recommendations and learning from the work of this subgroup is disseminated to other SSPC Subgroups to improve practice across all agencies and to monitor improvement and ensure embedded change. Where publication of reports is appropriate, these reports are shared for further leaning on the SSPC Website.

The dissemination of work is achieved through the use of a Consolidated Action Plan which identifies the recommendations from all case reviews in one document, where organisations are then able to focus on the areas of learning, not just for their agency but for all those involved.

In the year 2021/2022 this Subgroup has commenced two Rapid Review processes resulting in the escalation for both to commence Local Child Safeguarding Practice Reviews and completed a joint review with another Borough, which identified no further action was required. The early learning from the two Rapid Reviews has been disseminated but the final reports and outcomes are yet to be defined as the process is ongoing.

The regular meetings of this subgroup allows Partners to Agenda time for the review of documentation, process and practice, both locally, regionally and nationally, identifying areas for update or change both, alongside any changes to safeguarding legislation.

13.7. SSPA Safeguarding Adults Case Review Panel (SACRP)

(Paul Hill SSP Business Manager)

| Strategy Ref. | Strategy 2021-2024 – Planned Activity | RAG |
|---------------|--|-----|
| 8.2 | Refresh Case Review documentation (ensuring a strength based plan is an outcome) | |

The key function of the Southend Safeguarding Partnership Safeguarding Adult Case Review Panel (SSP SACRP) is to assess the need for a Safeguarding Adult review (SAR) after considering the events that have led to serious harm and/or death of Adults in the Southend area. It does this by:

- Following SSP Guidelines for SARs
 - Guidelines are reviewed every 3 years, after significant change or if any Partner deems necessary.
- Ensuring all agencies understand the process for referring any case from which it believes that there are important lessons for intra-and/or inter-agency working to be learned.
 - The process is explained in detail at the start of any SAR and there is always opportunity to explore Partners part in the process with the Chair of the SAR panel or the independent Author of any review.
- To gather initial information from other agencies involved in a referred case to consider whether that referral meets the criteria for undertaking a serious case review (Care Act s14:12 and s14:139, to commission and oversee the Serious Adult Reviews), and advise the authority and their Board partners on the lessons learned.
 - Cases were reviewed by the group and did not meet the criteria to recommend a Safeguarding Adult Review.
 - Cases were also considered after being started as Domestic Homicide reviews. In all cases whilst they met the criteria for domestic homicide reviews (DHR), they did not meet the criteria for safeguarding adult reviews.
 - In one case the criteria for a SAR was met but after discussion and the DHR group it was agreed that the outcomes would be achieved by the DHR and so no further action was taken.
- To make a recommendation, via the SSP Business Manager, to the Independent Advisor of the SSP regarding:
 - whether a referred case meets the criteria for conducting a Serious Adult Review (Adult)
 - an alternative process for identifying learning from a referred case.
- To undertake and co-ordinate Serious Adult Case Reviews
 - This has been required on 1 occasion over the last year.
 - The Safeguarding Adult Review is complete, and the report written. It has not been published yet as the case is still progressing through the coronial process.
- To refer actions plans from SARs to the SSP L&D Group to implement learning.
 - To ensure the lessons learned from serious case reviews and other reviews are disseminated effectively
- To refer action plans to the SSPA Performance, Audit & Quality Assurance Subgroup to monitor, and check embedded change.
 - To improve practice across agencies by monitoring the implementation of recommendations from these reviews and other types of investigation approved by the Board (see SET Guidance)
 - To ensure that the evidence of implementation of Individual Agency Review action plans is scrutinised by the respective agencies audit units prior to presentation to the Panel
 - To be accountable to the SSP and report on progress of all recommendations.
- To review national reports of analysis of learning from case reviews to identify and disseminate any applicable learning
 - A review (The first) of National SARs was released and the recommendations from that report were discussed and where appropriate assurances sought that they were recognised by Partners.
- To inform and influence the SSP on any issues regarding case reviews which require consideration locally or nationally.
 - A number of regional and national safeguarding reviews were discussed at this meeting and where appropriate assurances sought that they were recognised by Partners.
- To ensure all agencies have an understanding of case review processes.

13.8. SSPA Performance, Audit, Quality & Assurance

(P. Hill, SSP Business Manager)

What we said we would do.

| Strategy Ref. | Strategy 2021-2024 – Planned Activity (Performance) | RAG |
|---------------|---|--------|
| 2.3 | SSP will explore the Bristol insight and Liverpool data models to see if they can be replicated in Southend. | Green |
| 4.3 | Consider working alongside SAVS (and potentially HealthWatch) to bring together a regular consultation / opportunity that encourages service users to share their experience of safeguarding provision across the partnership | Yellow |
| 5.1 | SSP will continue to gather information about the further development of the SSP Dashboard. 1 year after release the dashboard will be reviewed, and the outcome taken to the Strategic Group. | Green |
| 5.2 | SSP will work with Partners to determine if there are opportunities to change data stored and shared (for the benefit of the person to whom the data refers.) (See Theme 2 – Bristol insight) | Green |
| 13.1 | SSP will work with Partners to identify the elements of professional curiosity that can be measured and monitored. | Yellow |
| 15.1 | SSP will explore with Partners the impact of social media on abuse of people in Southend. | Yellow |

| Strategy Ref. | Strategy 2021-2024 – Planned Activity (Audit, Quality and Assurance) | RAG |
|---------------|--|--------|
| 1.1 | Review of outcomes (measured against victims desired solution) | Yellow |
| 1.2 | Review of (Solution to DA) plan (against identification of wider impact assessment) | Yellow |
| 2.2 | SSP will seek assurance that, where appropriate, Partners deliver early interventions that are designed to prevent abuse are appropriately sized and targeted. (to be linked to appropriate activity and work) | Yellow |
| 4.1 | SSP will review Partners inputs into interventions (against their need to include the wider impact of need and the voice of the person in the intervention) | Yellow |
| 4.2 | SSP will seek assurance that Partners actively explore other agencies involvement and / or engagement with their clients. | Yellow |
| 6.1 | Multi Agency Review of SSP governance arrangements | Green |
| 6.2 | New Dashboard for Children's and Adults Partnerships (Review) | Green |
| 6.3 | SSP Governance Review | Green |
| 6.4 | SSP Supervision Review | Yellow |
| 6.5 | SSP will explore opportunity for Review challenge events and peer review | Green |
| 6.6 | Capture all elements of scrutiny in a new SSP policy of Scrutiny and SSP Performance | Yellow |
| 8.3 | Review partners use of SG Thresholds/Criteria. (This might include a review of a sample of circumstances where a referral did and did not | Green |

| | | |
|------|--|--|
| | meet the thresholds/criteria for a SG referral). If appropriate identify good practice during review and share | |
| 9.1 | SSP will review the how recruitment of Partners fits with appropriate safeguarding controls. | |
| 10.1 | SSP will explore opportunity for Review challenge events and peer review | |
| 10.2 | SSP will seek assurance that there is a written and available route map for Safeguarding Issues | |
| 10.3 | SSP will explore opportunity to review that standard of record keeping in partner agencies | |
| 11.1 | Assurance sought that all Mental Health Services providers to be trained in recognising the symptoms of abuse, and to understand the route map for reporting and recording | |
| 13.2 | SSP will explore opportunity to monitor identified activity and include in regular review / reports | |
| 14.1 | As a result of the review in Theme (6) above SSP will explore how Partners deliver Safeguarding supervision; and whether there are outcome benefits is working more closely together | |

What we did, how far it matched those commitments and what were the outcomes.

The SSPA PAQA met quarterly, and the following is a summary of the work completed by the group. Many of the discussions in these meetings were led by the SSPA Dashboard, exploring data, trends and data outliers: These discussions were an extremely helpful way for Partners to explore performance together, sharing context and planned interventions and improving multi agency working in a number of areas.

The SSP Dashboards (Childrens and Adults) has been live for 1 year and has been subject to review. The Dashboard was created as a result of Partners desire to have a live view of the Partnerships Safeguarding Landscape without the quarterly demand for data pain. It is clear that, in the most part, we have achieved this goal. We have empirical evidence that we have used this tool to drive real change and better outcomes. The Dashboard is successful, useful and the subject of an amount of jealousy from our safeguarding partnership contemporaries. We are very aware of [Russell Ackoff's systems theory](#) that describes the journey of data to wisdom. A number of the responses would like to see us move further down the Ackoff's path by the inclusion of comment and analysis. Without a greater commitment from Partners and the provision of additional resources this is will not be achievable. We considered this at the time the Dashboard was introduced and agreed that as both Adults and Childrens Partnerships have subgroups that consider performance, and the live Dashboard is available to those groups facilitating opportunity to discuss the content and complete the analysis together, this need was (or could be) met. The next steps will be determined by Partners ability to provide additional data and the resources available to make the changes.

It is noted that the 'Self-Assessment' of Partners Safeguarding Arrangements was not completed this year. The tool and the staff survey was consulted on and should be released early July 2022.

- Analysis of Safeguarding Adult Reviews, (April 2017 – March 2019)
 - The SSP PAQA group met to discuss the first National Review of Safeguarding Adult Review outcomes. The LGA (December 2020) released their final report 'Analysis of

Safeguarding Adult reviews (April 2017 – March 2019)³ (the report). The 244-page report presented the findings of the first national thematic analysis of published and unpublished safeguarding adult reviews (SARs) in England since implementation of section 44, Care Act 2014 and covers all SARs completed between April 2017 and March 2019 inclusive; a total of 231 SARs. The report offered SSP opportunity to learn from the outcomes and recommendations from all these SARs. The Report was analysed by the group and they:

- Considered the Improvement Priorities (Listed as Appx 1 to this briefing)
- Matched those that would fit alongside the existing SSP Workplan
- Identified those outside the existing Workplan
 - Produced a MoSCoW analysis that identified whether the Partnership Must, Should, Could and Wish to respond.
 - Prioritised in such a way that can be discussed at a full SSPA meeting.
- Average days to resolve a Safeguarding Enquiry.
 - Whilst the Dashboard tool displayed this RAG assessment as red the meeting explored the reasons for the length of time taken and were confident that there was no need for intervention.
- Increase in Organisational Abuse referrals.
 - The impact of the pandemic on residential care (including the barring of visitors (professional and relatives), lack of staff and concern of relatives) and the reintroduction of visitors has led to an increase in report of Organisational Abuse. The Local Authority, CCG, CQC, MSE and SSP meet bi-weekly to address all safeguarding issues in these homes (and in domestic care provision)
 - There has also been a number of provider failures (including closures) that have led to a significant rise in safeguarding referrals.
 - Rise in referrals source 'Other' and reduction from all Partner referrals.
 - This was a recording issue and has been resolved
 - Percentage of enquiries that include people over 64.
 - It was noted Southend has high number of care homes which could be a contributing factor and these figures show older people are able to access services and safeguarding is happening
 - Rise in concerns raised for men.
 - There was a sharp rise in concerns raised for men and the first time more safeguarding concerns for men than women. It was discussed that this could be due to COVID-19. Partners agreed to continue to monitor.
 - The primary support reason for those who are subject to a concern.
 - The Primary support reason was not being recorded in over 50% of cases. Discussion around potentially changing referral form (SET SAF Form) to streamline data, give more options for selection and break down groups to easier manage the concerns. It was agreed that if this could help improve safeguarding it should be looked into. The data has since showed a significant improvement.
 - Modern Slavery Peaked in April 2021.
 - It appeared that this was due to a push from the Police, Fire and rime Commissioners push on 'County Lines' and 'Cuckooing'. No action was deemed appropriate, but the success of the 'push' was noted.
 - It was noted that Neglect and Self Neglect were by far the most reported types of abuse in the dashboard.
 - The group noted that 'Neglect' was being given priority by the Thriving Communities Group – but also that there didn't seem to be much activity in that group. The SP

³ <https://www.local.gov.uk/analysis-safeguarding-adult-reviews-april-2017-march-2019>

Business Manager was to discuss with the independent Advisor to the SSP. The outcome has been that 'Neglect' will return to SSP as a Subgroup early in 2022/2023.

- Conversion rates are slowly decreasing [reported safeguarding concerns that lead to full enquiries as described by S42 of the Care Act.
 - The Local Authority completed some deep dives – a lot of ADAS guidance is now about taking people out of enquiry and concentrating on the best outcome for the person rather than simply meeting the criteria and completing an enquiry.
- Over 85's outcomes achieved
 - It was noted that the outcomes desired by over 85's were less often achieved than any other group. The significant, but unfortunate reason was that a number of the people to whom the concern referred died before the outcomes could be achieved.
- Rapid rise in DoLs request from Southend Hospital.
 - The Local Authority had completed a deep dive and reassured the meeting that there were not significant reasons, the DoLs applications were appropriate, and that the situation was being monitored.
- Care Homes and Covid-19
 - The meeting discussed a number of topics over the last year including Care Home Failure, summary reports of care provision, COVID-19 deaths, fragility of the market and availability of beds when homes are in 'outbreak', Death In care Homes' report. Members of the SSP were kept up to date with communications in-between meetings.
- Adult Social Care Benchmarking Tool
 - Although some Partners use other tools (notably the Hospital who use the NHS tool) Partners were encouraged to use the tool to ensure that referrals were appropriate. This conversation was led by a notable benchmarking anomaly in the dashboard.
- Referral enquiry's time delays
 - Partners noted that if we look at this in terms of the impact of the service user, as the level of time it takes to process enquiries has again risen above the threshold (21 days), how does this effect the user? Partners noted comments around an increase being inevitable due to the time delays through stretched resources through CV19.
- Self-neglect and acts of omission has a rising trend over the last 2 years?
 - These would usually progress to an enquiry, but the numbers of those converting are decreasing, how does this effect the user? We are aware of an increase but are assured the Local Authority (LA) are doing all they can and have identified the pressures on the system is a contributing factor to these numbers.
- Taking action more often
 - It was noted that when a safeguarding concern is raised the number of times 'action' was recorded is increasing.
- Concerns not resulting in enquiries and conversation rates
 - There had been a steady rise in cases that do not proceed to Section 42 enquiries; more concerns that are not becoming enquiries. Partners were made aware that training is taking place across the Access teams to ensure focus of the rationale of progressing to Section 42 investigation
- Mental Capacity of individuals involved in concluded enquiries
 - We are aware of the persons mental capacity in all but a few cases but these were understandable (such as when the individual died before assessments could be made): The Partners were informed that training has taken place in relation to form filling to ensure data is captured correctly.

13.9. SSPC Child Exploitation & Missing

(Alex Bridge, Service Manager, Children's Services, Southend City Council.)

Child Exploitation continues to be an ever-changing landscape both locally and nationally and is not a problem that can be addressed by a single team or agency in isolation and needs to be viewed in a wider context. In the last 4 years the presence of County Lines in Southend has led to large numbers of children being criminally exploited and an increase in serious youth violence. Over the past 2 years the country has seen local and national lockdowns, this has resulted in exploiters changing tactics and methods used to groom and exploit children. The plan continued to focus on the 5 key areas of work to further develop the progress already made and address the changing landscape:

- Understanding the Problem
- Prevention
- Protection
- Prosecution and Disruption
- Overcome and Support

There has been a number of projects that have come to fruition over the last 12 months, this has included:

- the launch of countywide child exploitation pathway
- implementation of partnership and countywide Key Performance Indicators (KPI's)
- a new child exploitation assessment within children's services that records the differing forms of exploitation and adolescent safeguarding concerns
- online exploitation learning package across children's and adults
- partnership wide training to ensure professionals can identify the signs of exploitation
- Violence & Vulnerability (V&V) funded projects have taken place across the borough
- Trauma informed practice offered across the partnership

The introduction of new KPI's and assessment tools has ensured that the partnership has access to sharper data, breaking down risk by differing risk types and the sharing of this information allows professionals to be up to date with recent trends in abuse. On-going partnership training in range of related areas such as trauma informed practice is providing frontline staff the skills required to respond to contextual safeguarding concerns.

Data shared by the Violence & Vulnerability Unit indicates that 3 of the local wards have high levels of community violence, we have commissioned several projects that are working in these communities to provide the children with opportunities, positive use of leisure time, holiday clubs and positive diversionary activities which has led to key locations being "taken back" by the local community and the risks of community violence reducing.

13.10. SSPC Schools Forum

(M. Exley, Office and Case Review Manager SSP)

The SSPC Safeguarding in Schools Forum meets on a termly basis, with its members being representatives from each of the Southend Schools, including special and independent schools Headteachers and their Designated Safeguarding Leads and Deputies, alongside representation from other key partners including Essex Police, Southend City Council (SCC) Early Help service provision, Healthy Schools and SCC Public Health School Nursing providers.

These regular meetings provide an informal opportunity to share information and learning and to keep updated on any safeguarding issues both locally and nationally, which helps to strengthen relationships and communication between the Local Authority and the Southend Partnership to champion the voice of education.

This safeguarding forum agendas set time for presentations from key strategic partners including Essex Police Child & Young Persons Officers and items from the SET (Southend, Essex & Thurrock)

footprint, alongside time for presentations from additional sources, which in 2021/2022 included presentations on:

- the SET Child Exploitation Pathway tool,
- a SET Threshold Workshop
- Access to School Nursing
- Chat Health – promoting & Supporting Mental Health & Wellbeing in Schools
- Private fostering – a one minute guide
- Operation Encompass - an Essex Police domestic abuse initiative opportunity
- Graded Care Profile 2 Tool - SCC project and training opportunity
- Harmful Sexual Behaviour - SCC project and training opportunity

Information shared at these forums and issues raised as areas for concern within the education settings is identified within the SSPC Business Managers report, which is presented at each board meeting, ensuring there is a two-way dissemination of information, and the voice of education is included in the Partnership. This communication pathway to the SSP was of particular importance through the 2021/2022 covid recovery period as schools experienced significant challenges within their school settings, which were articulated to the Partnership.

13.11. SSP Neglect

(Anthony Quinn, SAVS / Mike Bennett, SCC)

What we said we would do.

Use a whole system, strength-based approach, to develop a Thriving Communities and Neglect Strategy, outcomes framework and action plan to be signed off by the Health & Wellbeing Board. The Strategy will be clearly aligned with and contribute to other work areas including Southend 2050.

Manage the implementation and monitoring of the Strategy through the Thriving Communities & Neglect Operational Group (TCOG). The Group will provide support, advice, and guidance to TCOG, which will be responsible for delivery of the strategy and action plan.

Identify key stakeholders, including communities and professionals across the local area to raise awareness, provide information about their roles in this agenda, and share development work. Instigate strong communication and information sharing through appropriate channels.

Identify and secure resources required to deliver the programme including additional dedicated resources where relevant.

Gather and use both qualitative and quantitative evidence to inform the strategy and its success, measures and outcomes. This will include an initial needs assessment that will be reviewed and updated on an annual basis. Where relevant, through the Operational group, develop a range of documents, tools, and good practice guides to support better understanding and improvement in conjunction with appropriate stakeholders such as commissioners, workforce development, service providers.

What we did and how far it matched those commitments

Created a Strategic Group identifying gaps in representation and engaged new members ensuring senior management representation to enable decision making.

Identified and agreed three work streams: Needs Assessment, Communication and Family Panel.

Worked in partnership with University of Essex to explore future social research and completed a literature review and worked with Tom Dowler (SBC) to carry out a data science deep dive into the data set of young children.

Redesigned the Action Plan and drafted a Communication Plan.

Mapped potential funding sources to support engagement and development of Family Panel.

Secured funding for an externally commissioned needs assessment including proposed Strategy. Engaged with all partners to design scope.

The Thriving Communalities & Neglect Strategic Group (TCSG) agreed the challenges arising out of the Thriving Communities element were stalling the focus and momentum on the Neglect aspects of the groups work. The SSP agreed to support a change in governance shifting accountability from the HWBB to SSP with a new partnership subgroup to be formed focussing on Neglect with membership from the TCSG providing the basis of membership to be built on.

Formed the new Neglect Group, a subgroup of SSP, formerly Thriving Communities and Tackling Neglect Group.

What are the outcomes?

Dedicated needs assessment signed off and due to commence in August 2022. This will form the evidence base for the development of a Southend neglect strategy and action plan along with supporting outcomes framework.

The challenge presented by the Thriving Communities element of the groups remit and its subsequent removal now enables work to be exclusively focussed on neglect.

The Neglect work is now operating within the SSP structure with increased support resource. Findings of “Data Science”: Supporting an Understanding of What Works for Young Children in Southend-on-Sea will be fed into the wider needs assessment work.

13.12. Activity from SSP Strategy to be moved to sub-groups (Not yet allocated)

(P. Hill, SSP Business Manager)

| Strategy Ref. | Strategy 2021-2024 – Planned Activity |
|---------------|--|
| 11.2 | Work with Mental Health Service Providers that are Partners of SSP to identify the vulnerabilities that make sufferers of poor mental health more susceptible to abuse. And plan prevention activity <i>(move to SSP Partners – Adults and Childrens)</i> |
| 12.1 | SSP will work with Partners to ensure that intervention decision making is cognisant of all appropriate opinions, suitably monitored, and has well-trodden routes that allow difference of opinion to be resolved quickly and efficiently <i>(move to SSP Partners – Audit, Quality & Assurance – Childrens and Adults)</i> |
| 13.3 | SSP will encourage Partners to ensure that all supervision and performance management activity considers professional curiosity <i>(move to SSP Partners – Audit, Quality & Assurance – Childrens and Adults)</i> |
| 15.2 | SSP will gather partners prevention activity around digital media and explore opportunity to work together to identify the audience and deliver the service <i>(move to SSP Partners – Adults and Childrens)</i> |

| | |
|------|--|
| 16.1 | Ensure that the Strategy activities are appropriately resourced by the inclusion of a resource plan <i>(move to SSP Partners – Adults and Childrens)</i> |
| 16.2 | Increase use of Business managers report to cover more items in the SSPA/C meetings; allowing for more time to discuss significant items on the agenda <i>(move to SSP Partners – Adults and Childrens)</i> |
| 16.3 | Review Published arrangements for both SSPA/C <i>(move to SSP Partners – Adults and Childrens)</i> |

14. Published LCSPR and SARs

(P. Hill, SSP Business Manager)

Southend Safeguarding Partnership did not publish any Local Safeguarding Practice Reviews or Safeguarding Adult Reviews in the time period covered by this Annual Report. *(See subgroup summaries for all review activity)*

15. Updates on Safeguarding Activity from SSP Strategic Partners

15.1. Southend City Council – Childrens Services

(Ruth Baker, Southend City Council, Childrens Services)

Partnership working

During 2021/22 Children’s Service took both a strategic and operational delivery role in relation to Afghan families placed in a local hotel by the Home Office. We worked with colleagues from health, education and the voluntary sector and supported the Afghan Resettlement programme to deliver a range of educational and social activities to 112 children aged between 3-17 as well as providing a safe space for Afghan women to socialise and learn English.

Partnership working with health colleagues in relation to the completion of Initial Health Assessments within the statutory guidance of 20 working days from the point a child enters care has not yet led to improvement. This means children are not receiving a timely health assessment, undertaken by a Paediatrician or at the point they become cared for by the Local Authority. Currently only 29% children and young people who become looked after have had their initial health assessment within the 20 day timescale. This has now been made a standing item agenda item at the Corporate Parenting Group until it this is resolved. During the Focused Visit in March 2022, Ofsted found that *‘Health provision and involvement in health planning for children in care are, however, less consistent. Although arrangements are in place to make timely referrals for initial health assessments, children are not yet routinely receiving their health assessments and dental checks on time. Health and social care leaders have recently established a joint working group to improve performance in this area.’* The working group comprising of senior social care and health leads will continue to meet on a fortnightly basis until the timeliness of IHA reaches its minimum target of 75%. It is noted that all review Health assessments undertaken by SCC school nursing services have been timely and of high quality Excellent feedback has been received from the LAC lead nurse regarding the child’s voice and lived experience .

A strong partnership approach to working with young people at risk of criminal and sexual exploitation has continued during 2021/22. The impact of the work was identified by Ofsted during the focused visit in March 2022. They found that *‘Children in care supported by the adolescent intervention and prevent team receive skilfully tailored support and planning that improves their lives and enables them to make progress. Workers maintain high levels of contact with children and know*

them very well. Frequent visits, phone calls and text messages underpin the development of trusting and meaningful relationships, helping children to develop confidence that their best interests are central to the support being offered. They receive good multiagency support. Children's plans, including disruption and safety plans, reduce the risks that they face. This team's records provide a vibrant and nuanced picture of each child, with up-to-date information and progress reports. Older children benefit from careful planning for the transition to adulthood, and effective support from personal advisers.' The approach used by the team with children in care is the same as that used for children in need, children in need of protection and children receiving early help services.

15.2. Southend City Council – Adult Services

(Sarah Range, Southend City Council, Adult Services)

Successes and Reflection

Headline Reflections

- *As the pandemic continued, Council officers continued to work proactively with people and families, providers and partner agencies to ensure face-to-face visits occurred when risk assessments or needs required.*
- *Effective use of technology to enable visits where appropriate*
- *Constant adjustment and recalibration of practice to keep pace with statutory guidance to minimise the spread of Covid*
- *The pandemic has impacted on the business sustainability of both residential care providers and domiciliary care providers, resulting in the closure of several businesses*
- *Despite the challenges, performance in safeguarding remains high, evidenced by positive feedback from people with lived experience.*

During 2021/2022, Southend City Council continued to work collaboratively with SSP(A), the community and its partners in both commissioning and provider settings, to ensure Southend residents who receive Adult Social Care support for aging, mental health, physical health, learning disabilities, neurodiversity or related needs can thrive. The aim continues to be to help them to achieve their aspirations and live life free from abuse and risk of harm.

The principles of wellbeing: to prevent, reduce and delay the need for support through a strong and growing commitment to strengths-based asset practice guides our work. People are supported to enhance their strengths, resilience, and networks from which to live more independent, fuller lives. The Think Family/Family First and strengths-based approaches are our key drivers; when we think about people, we must think about their families and circles of support to consider the impact on the family as a whole. Adult Social Care works in partnership internally with Commissioning, Education and Special Educational Needs Service and with Children's Early Help, Integrated Front Door, Public Health, Social Care and other services to provide quality support throughout the life cycle.

A continued key priority area of development is around transition for young people into adult life. We continue the deep work with partners across Health, Social Care in its many guises, and with people and their families to ensure clear pathways of support for young people and their families going through transition into adult life. Continued and further work is required on pathways and partnerships to ensure smooth transitions at key life stages and to work together on priority agendas such as autism, exploitation, and modern slavery.

Southend City Council holds its responsibilities for safeguarding as a key priority in day-to-day practice. 'Safe and Well' is a key theme in the Council's 2050 vision [Southend 2050 – Southend-on-](#)

The Vision

Southend 2050: an overall vision for Southend



To work collaboratively with people to enable them to live safe, well and independently in the community, connected to the people and things they love

Southend Adult Social Care Vision



[Sea City Council](#). We continue to work hard to ensure that safeguarding is considered everyone's business from the Elected Members, Chief Executive and through all strata of the organisation by offering a range of training and learning opportunities. The Council works closely with the Mid and South Essex Health and Care Partnership. We will continue to develop our partnerships with the Integrated Care System (ICS). Our ICS is one of 42 across the country which brings together hospital, community and mental health trusts, GPs and other primary care services with local authorities and other care providers (msehealthandcarepartnership.co.uk). At a place-based level, we will continue to work with Children' Services, Public Health and Essex Partnership University NHS Foundation Trust (EPUT) to deliver the elements of strategy.

We continue to expand upon our collaborative approach with the CCG/ICS and EPUT in primary care networks using a locality-based approach to aligning commissioning, services and social work and occupational therapy support which links with the Mid & South Essex Health and Care Partnership for both physical and mental health. Relevant Council staff and managers are aligned to working groups focusing on both acute care and mental health partnerships which then ensures that when these organisations need to work together to safeguard people, they are effective.

The Council is a member of the Southend, Essex and Thurrock (SET) Domestic Abuse Board and a core member of the SET Domestic Homicide Review Panel. We also sit on the Multi Agency Public Protection Arrangements (MAPPA) group and board.

Statutory Responsibilities for Safeguarding (Data)

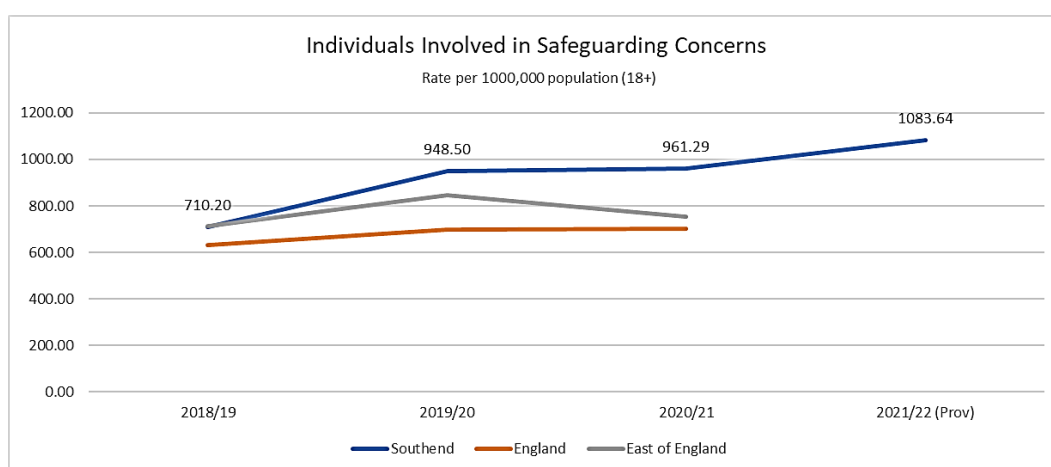
All relative data derived from Section 42 of the Care Act 2014, relating to Safeguarding Adults enquires and Deprivation of Liberty Safeguards applications, which are collectively known as the Safeguarding Adult Collection, is available via [Safeguarding Adults - NHS Digital](#).

National data returns for the annual year 2021/2022 will not be published until later in 2022.

For clarity, a safeguarding concern is where the local authority is notified about a risk of abuse. Some of these concerns will lead to a Section 42 enquiry where the adult meets the criteria under Section 42 of the Care Act 2014.

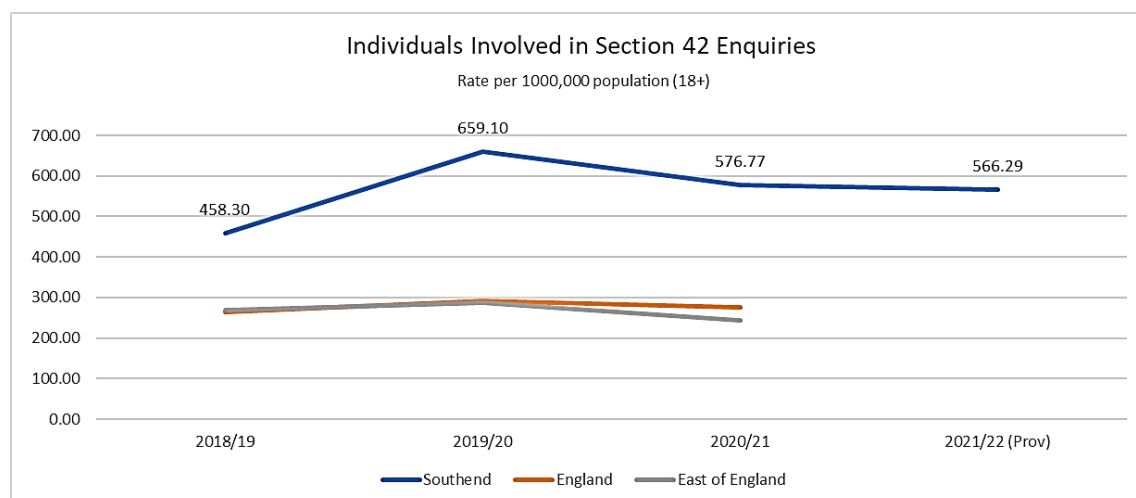
Summary of what the data tells us:

- Total number of Safeguarding Concerns raised has increased by 37.2% since 2018/19. Performance in both these measures is above national and regional figures (based on 2019/20) and remains in the 4th quartile. The number of Concerns raised in 2021/22 was 2150 compared to 1,845 in 2020/21 and 1,780 in 2019/20
- Conversion rate has dropped 8.6% compared to 2020/21. Conversion rate is lowest it has been in past 4 years.
- Consistent positive feedback from people with lived experience that their outcomes in safeguarding were achieved.



Key Points:

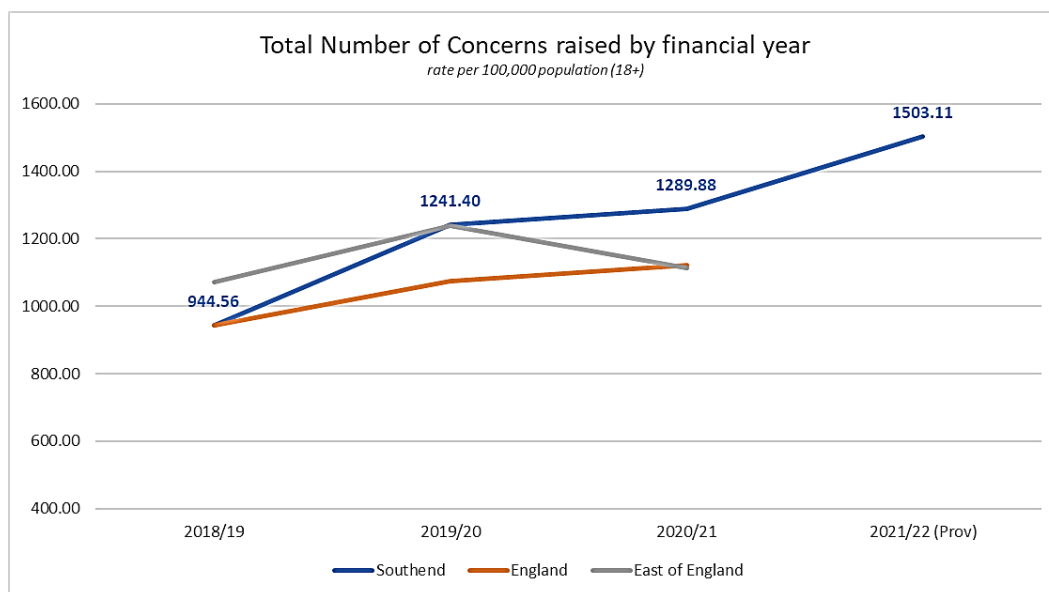
- Rate increased by 122.35 compared to 2020/21
- Still above regional and national performance (2020/21)
- The rate of individuals involved in safeguarding concerns has risen slightly compared to 2020/21 (1,550 individuals compared to 1,375)
- This is a more significant increase than the rise between 2019/20 (1,360) and 2020/21 (1,375)



Key Points:

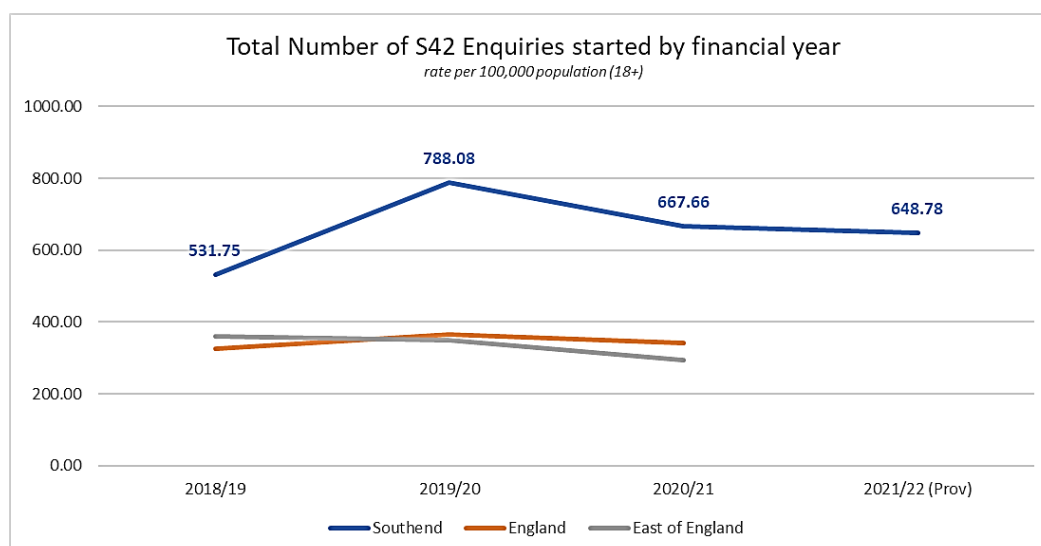
- The rate of individuals involved in new Section 42 Enquiries has fallen compared to 2020/21 (810 individuals compared to 825).

- Rate decreased by 10.49 compared to 2020/21
- Remain in quartile 4 (based on 2020/21 results)
- Still above regional and national performance (2020/21)



Key Points:

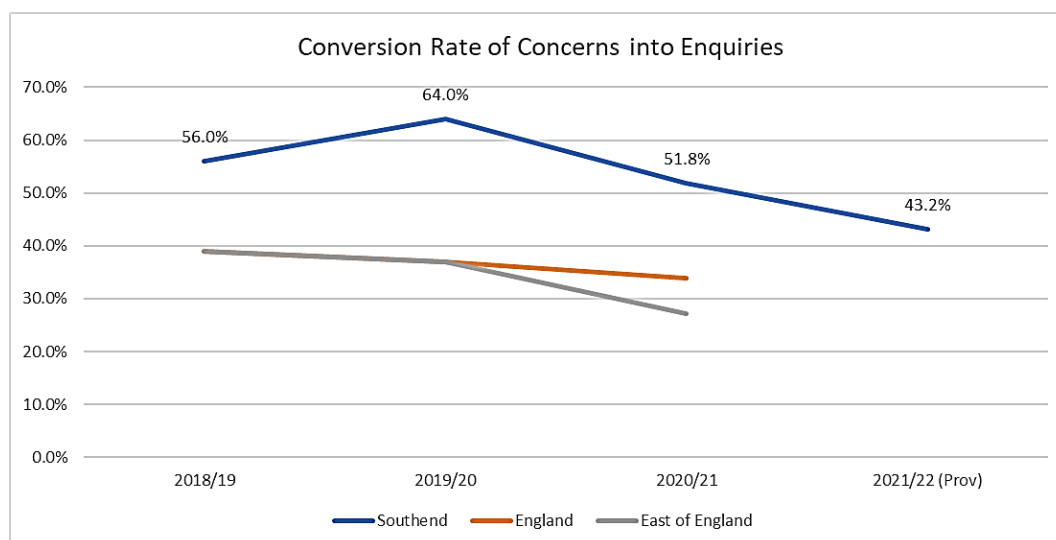
- The total number of Safeguarding Concerns raised each year continues to rise and is one of our key lines of enquiry in the coming year
- The number of Concerns raised in 2021/22 was 2150 compared to 1,845 in 2020/21 and 1,780 in 2019/20.
- Total number of Safeguarding Concerns raised has increased by 37.2% since 2018/19.
- Rate increased by 213.23 compared to 2020/21
- Remain in quartile 4 (based on 2020/21 results)
- Still above regional and national performance (2020/21)



Key Points:

- Rate decreased by 18.8 compared to 2020/21
- Remain in quartile 4 (based on 2020/21 results)
- Still above regional and national performance (2020/21)

- The total number of Section 42 Enquiries started has dropped compared to 2020/21 (928 compared to 955)



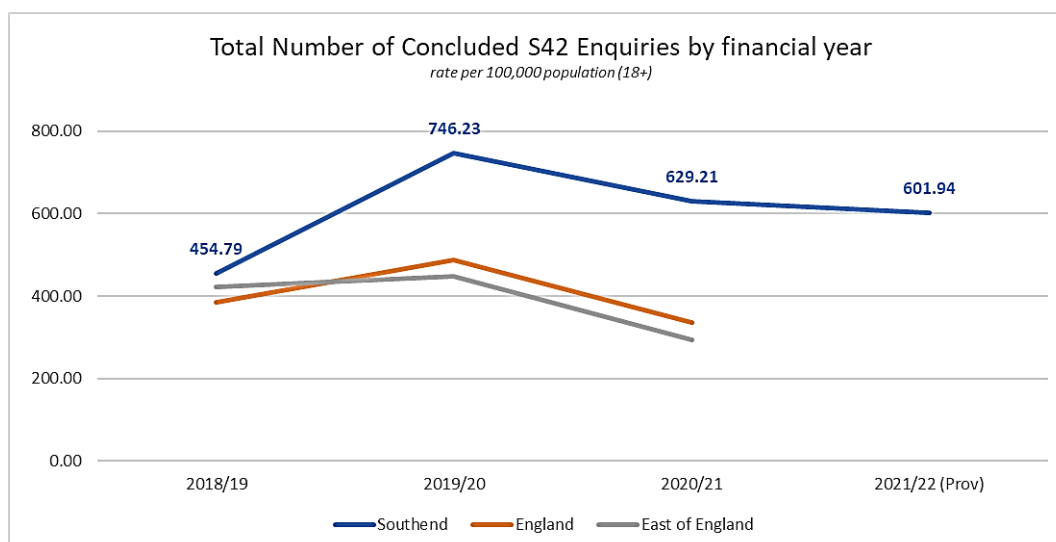
Key Points:

The ratio of total enquiries to concerns gives a 'conversion rate'.

- Conversion rate has dropped 8.6% compared to 2020/21
- Conversion rate is lowest it has been in past 4 years
- Still above regional and national rates (2020/21)
- 928 Enquiries from 2,150 concerns in 2021/22 compared to 955 Enquiries from 1,845 Concerns in 2020/21

Following the outcome of the Safeguarding Adults Data Collection in March 2021, showing SBC as an outlier, an internal peer audit was requested to explore the high conversion rate from a s42(1) to a s42(2). The peer audit identified that that in the main, the auditor agreed with the decision maker's outcome. As a result, the Council is currently piloting a triaging approach to all safeguarding concerns to ensure that salient and proportionate information is gathered from which to make a decision to progress to a s42 enquiry.

The learning around accuracy of record keeping was reinforced through the exercise. It is of note that despite the primary need of a significant number of referrals concerning people with a mental health condition, only a small proportion of them were accepted by EPUT for investigation.



Key Points:

- Rate has dropped 27.27 compared to 2020/21
- Remain in quartile 4 (based on 2020/21 results)
- Still above regional and national performance (2020/21)
- Total number of concluded Section 42 Enquiries has dropped compared to 2020/21
- 861 Concluded Section 42 Enquiries in 2021/22 compared to 900 in 2020/21.

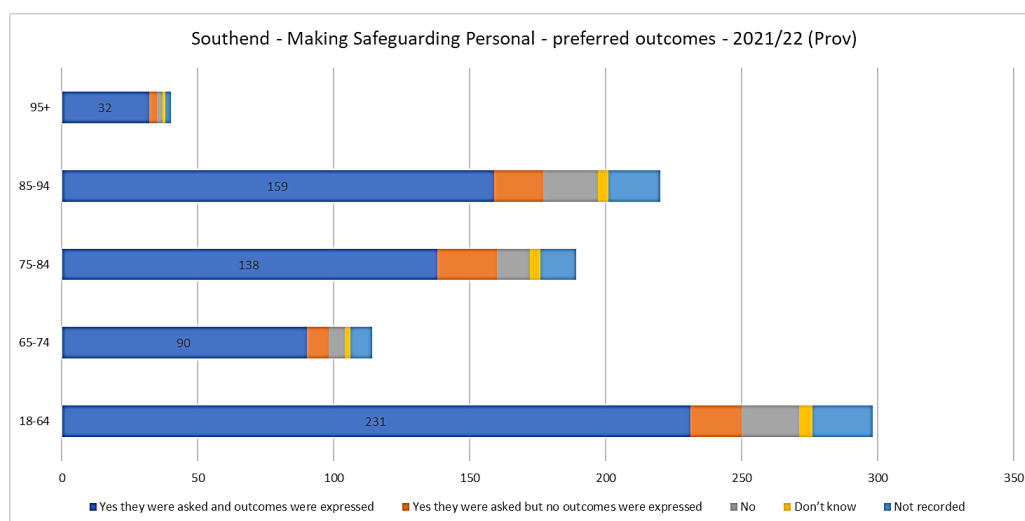
Self-Neglect

Section 42 (S42) Safeguarding Enquiries – Key findings

The statutory definition of self-neglect ‘...covers a wide range of behaviour neglecting to care for one’s personal hygiene, health or surroundings and includes behaviour such as hoarding (Care Act 2014)’ Using the 2020/21 Safeguarding Adults Statutory Return (the last year where we have published benchmarking data), it is clear that a high proportion of adult safeguarding concerns received or referred into the Council’s services fall in the category of self-neglect / neglect. The SSP and the Health and Wellbeing Board have worked with local – often third sector - partners to develop an approach called *Thriving Communities*. In the last year, this group has changed it’s direction to intensify it’s focus on neglect, in all forms, across the age strata. The group is a subgroup of the City’s Thriving Communities and Neglect Strategic Group (TCSG) and the work follows on from a previous Neglect Task and Finish Group, originally set up with a short-term aim of steering and contributing to work to tackle both adult and childhood neglect at the earliest possible point of intervention. The operational level group under the Thriving Communities banner reports into TCSG, with the Health and Wellbeing Board acting as the “parent” partnership overseeing the work concerned. However, neglect being a serious and considerable safeguarding issue, Thriving Communities will also, as this Annual Report shows, report its work and outcomes through the SSPA.

The overall purpose of the operational group is to lead on the delivery of a Neglect Strategy and action plan for Southend, that supports and contributes to the Southend 2050 ambition, and relates closely to the work of the SSP for both adults and children, given the paramountcy of safeguarding concerns whenever neglect is suspected, or can be proven, in the life of a child or a vulnerable adult. The operational group focuses on the on the ground delivery of the strategy and vision given by TCSG and relating directly into the work of the SSP. It will promote community opportunities on the ground to enable Southend to tackle neglect at the earliest possible point.

Making Safeguarding Personal- the Voice of People



For 2021/22, SCC achieved a continued high rate of satisfaction and achievement of the safeguarding outcomes that people expressed at the beginning of their safeguarding enquiry.

Key Issues for Safeguarding across Adult Social Care & Wider Council Areas

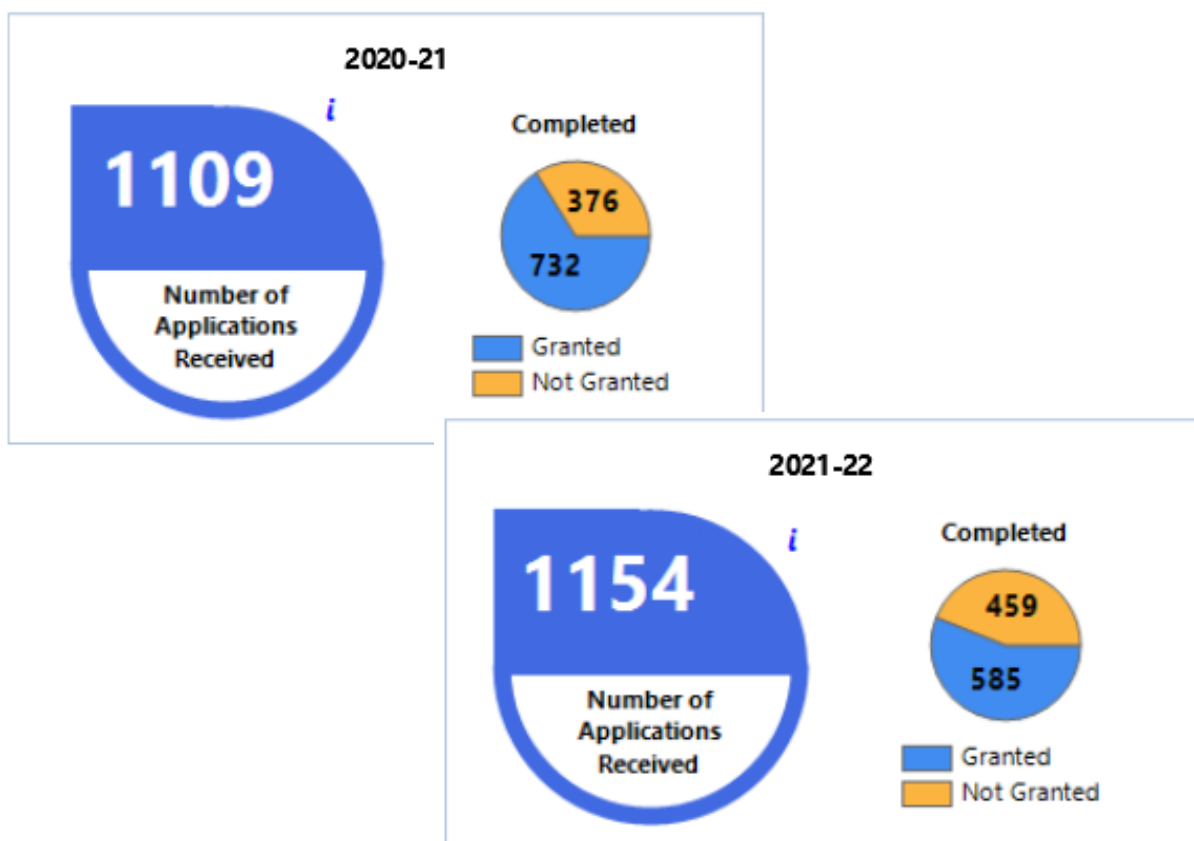
The Mental Capacity Act (2005) (MCA) and Deprivation of Liberty Safeguards (2009) (DoLS), and Mental Capacity (Amendment) Act 2019 and The Liberty Protection Safeguards (LPS).

The Deprivation of Liberty Safeguards Team is responsible for the administration, legal oversight, and practice consultation of the MCA and DoLS. The team consists of 2 registered social work practice leaders that also fulfil the roles of Adult Safeguarding Practitioner and Adult Local Authority Designated Officer (LADO), and 4 administrative staff that are responsible for the processing and recording of all DoLS activity for Southend City Council.

The team have ensured that changes to MCA/DoLS legislation and guidance issued by made by Government have been implemented successfully. The team have continued to provide consistent and effective support during 2021/22, adjusting and adapting to the challenges that the covid 19 pandemic presents.

Requests for DoLS urgent/standard DoLS authorisations are submitted by regional hospitals and care homes where the adult is ordinary resident of Southend. In 2021/22 the team processed 1154 requests for DoLS authorisations (including 'renewed' authorisations for adults already subject to a standard authorisation). This averages at 22 requests per week, with a peak of 146 applications for the month November 2021. Of the 403 adults that currently have active DoLS episodes, 277 are females and 126 are male.

The key priority for the DoLS team for 2022/23 is to ensure organisational readiness for the implementation of T Liberty Protections Safeguards. The DHSC has not made a statement confirming the exact implementation date, however it is expected to be within the 2nd or 3rd quarter of 2024.



LPS replaces the sole role of Supervisory Body, currently only administrated by Local Authorities, with that of Responsible Body. This role will include NHS organisations including CCGs (as are), mental health, and hospital trusts. LPS extends the scope of the protection of people's rights when detained under the MCA to those age 16 and over, regardless of where they live and receive care and treatment.

Adult's and Children's Social Care Directorates will provide a unified response to the Government consultation of the LPS draft Code of Practice before the 7th July 2022 deadline. Southend City Council have implemented a multidisciplinary LPS Steering Group that will oversee the successful implementation of LPS to ensure that primary importance is given to the human rights of all Southend City Council residents.

Public Health

Southend City Council Public Health supports the Southend Safeguarding Partnership by taking a public health approach to the health and wellbeing of citizens living in and using services in Southend. This is done through exploring the impacts and the interfaces of wider determinants of health around issues including poverty, housing, mental illness, disability, substance misuse, smoking, health outcomes and lifestyles.

For Public Health, the Covid-19 Pandemic has consumed the world, our nation, communities and our homes for the last two years and now we must learn how to live with Covid. Key public health issues are now needing to be addressed, in particular where inequalities have widened. Over the last year the partners have started to see the impact of isolation, illness, long term covid and mental health impacts on the population. Public health continue to engage and co-design service delivery and community support through the Family Centres and better aligning our professionals' expertise alongside local parents' expertise, to better address needs.

Public health will work with the NHS and wider partners moving forward on understanding and addressing the impacts of Covid. Priorities for the coming year include the management and recovery from Covid-19 and learning how to live with the virus and new variants emerging. Other priorities include responding to rising and changing inequalities in health and mental health outcomes, actions against the new drugs plans *From Harm to Hope*, understanding the needs around neglect in Southend, impacts of poverty, reducing social isolation and working and developing the community connections in Southend. As we continue to build community resilience, we will also need the review the impact of increased alcohol dependency and the impact this has on family life.

Domestic Abuse (DA)

Southend-on-Sea remains one of the top districts for volume of domestic abuse investigations across Essex. Southend has a domestic abuse rate of 24.3 per 1000 adults (16 years old and over) this is the third highest rate the county, however is the top district for both high and medium risk assessed cases. It is proposed Domestic Abuse remains a priority for Southend Community Safety Partnership included with Violence Against Women and Girls (VAWG).

The partnership is engaged with the Southend, Thurrock, Essex Domestic Abuse Board (SETDAB) 2020-2025 strategy and working to achieve the collective outcomes. Southend has written and approved their own Domestic Abuse Strategy aligned with SETDAB. The action plan arising from the strategy, details work around further defining and strengthening Southend's DA offer. Key areas for development include improving data mapping and intelligence, pathway support and commissioning.

Serious Adult Review & Domestic Homicide Reviews

During 2021/22, Council services have contributed to the learning in connection with a Serious Adult Review commissioned and overseen by the Safeguarding Adults' Partnership. Learning from the SAR will be disseminated with partners and practitioners when the review is completed and the report

published, at a date in late 2022. The outcomes of the resultant learning will therefore be reported on in the 2022-2023 Annual Report of the SSP.

During 2021/22, Adult Social Care sat as core members on three Domestic Homicide Reviews. It is of note that though the Council were not involved with three of the parties and historic involvement with one of the parties, we have played an active role to ensure that there the distillation of transferrable learning for practitioners.

Southend Community Safety Partnership

Hate Crime

Southend Community Safety Partnership is responsible for delivering the Essex wide Strategic Hate Crime Prevention Partnership (SHCPP) delivery plan. The partnership works to combat all forms of hate incidents by developing a consistent, multi-agency response. The core aims of the SHCPP are to;

- Understand Hate Crime
- Prevent Hate Crime
- Promote the reporting of Hate
- Increasing access to support for victims
- Improving the operational response to hate crimes

The SHCPP is confident in overall operational responses to hate crime. However, believe the partnership needs to take time to gain a better understanding of our communities and needs of victims. To do this the SHCPP plan to;

- Produce a new hate crime profile to help us understand who the victims and perpetrators of reported hate crime are, and the relationships between them
- Gain a better understanding of the data held by all partners to help improve the picture of hate crime beyond that reported to the Police.
- Utilise the outputs from the 2021 census to build a profile of our communities, and where there may be under-reporting
- Develop a way of monitoring and responding to community tensions (with PIER and the Prevent Delivery Group).
- Establish a three-year programme of research to understand the experiences of different groups of victims
- Hold a series of partnership learning events to help us understand new/emerging issues and learn from best practice elsewhere.

Hate Crime has been proposed as a 2022/23 priority for Southend Community Safety Partnership with the aim to improve residents knowledge of what a hate crime is, increase access to reporting centres/ambassadors, provide confidence and reassurance to victims and communities.

We plan to do this through;

- Intelligence and Evidence
- Education and Communication
- Training and Support.

CHANNEL

Channel is a statutory, multi-agency programme which identifies and supports individuals of all ages who are brought to services' notice because they are deemed at risk of radicalisation and/or being drawn into terrorism, including domestic and far-right supremacist or far-left revolutionary or anarchist "direct action" extremism.

In Southend, the Channel Panel is located within, and chaired by, the Local Authority, with engagement from relevant partners which include both Essex and PREVENT Police, Health, Probation and educations. The Channel Panel meets monthly where new referrals will be

considered for CHANNEL intervention (adoption). Adopted cases will be discussed and an action plan agreed and closed cases are reviewed on a 6 and 12 monthly basis.

Southend Prevent Delivery Group

Prevent is 1 of 4 elements of CONTEST, the government's counter-terrorism strategy. It aims to safeguard and support those vulnerable to radicalisation.

The Southend PREVENT Group chair sits on the Countywide CONTEST group which supports cross authority collaboration and intelligence sharing on issues concerning counter terrorism. Key actions currently being focused on the Southend Prevent board include; reviewing annual assurance statement, increase and refresh training including the use of e-learning, recognising a link between Hate Crime and Prevent closely monitoring any tensions following rehousing of Afghan refugees and Sir David Amess murder.

Modern Slavery Act 2015

The modern slavery remit in terms of lead and service area is currently under review. However, the Council has committed to:

- deliver a rolling programme of training and awareness raising for the workforce, partners and third sector organisations.
- engage in awareness raising so that the general public and communities of Southend know how to spot the signs of modern slavery and human trafficking, know how to report and have an awareness of wider support and services available for potential victims.
- refresh the adult safeguarding referral pathway to better identify and support potential victims.
- enhance data and intelligence gathering across partners to help identify and support potential victims as well as inform disruption activities

Furthermore, the Local Government Association (LGA) has published new best practice guidance for councils on supporting modern slavery victims through homelessness and housing services. This is an area that has proved challenging in recent years, not least due to the severe pressures on available housing stock.

SAMS (Southend Against Modern Slavery) Partnership have started a Survivor Care Project. This is for adult survivors of all types of modern slavery. The project offers a triangle of community support including mentoring, befriending and practical help.

Essex Police are currently producing an Organised Immigration Crime and Modern Slavery & Human Trafficking Strategic Assessment due to be completed by the end of May 2022, with partner friendly versions ready for sharing shortly after.

Commissioning - Quality and Improvement of Care Providers in Southend

The quality and improvement of care providers in Southend is the focus for the work that the Council's Quality Team undertakes.

There are clear links between the work that is undertaken by the Quality Team and the work that is done under safeguarding. For example, the findings and learning that are identified through organisational safeguarding related to care providers for adults, is key to guaranteeing that there is a culture of continuous improvement among the care providers of Southend.

The following key documents are essential to ensuring the quality of care being delivered by providers in Southend makes individuals using the service, feel that their care:

- a. focuses on their strengths and what is important to them,
- b. is of high quality.
- c. changes and adapts to their needs.
- d. makes them feel safe and looked after.
- e. is received at the right time and in a place that suits them

Quality Assurance Framework (QAF):

The Quality Assurance Framework sets out how the Council will work with care providers to deliver high quality care and support services in Southend.

The framework is about working with care providers to enable the provider to regulate themselves with more support if needed.

The framework provides an opportunity to build relationships with the care providers, and help clearly define the role of the Council, which is to support, advise, and help the provider to deliver good quality care.

Elements of the framework includes:

1. Standard quality monitoring delivered by the Quality Team.
2. Escalation process if concerns are raised with enhanced levels of support and monitoring
3. The Annual Quality Improvement Plan.
4. Quality Standards.
5. Quality Assurance Ambitions and Outcomes Framework.
6. Care Governance Board.
7. Care Provider traffic light threshold which set out how services will be monitored based on intelligence.
8. Quality Improvement and Commissioning Peer Support Programme.

Annual Quality Improvement Plan in Commissioning:

The plan is one of the key elements of the Quality Assurance Framework. The annual plan will identify the key areas of focus and how the Council intends to work with providers to improve the quality of care.

The key areas of focus can be generated by several factors for example, the providers Care Quality Commission rating as well as the themes that have been investigated under safeguarding, however, the development of the quality standards shall provide baseline information that will be extrapolated from the following processes and systems:

- Quality Assurance Ambitions and Outcome Framework
- Traffic light process for placements and packages,
- Provider Quality Assurance Support & Actions,

The standards enable the Council to highlight when things are being done well so that good practice can be recognised and shared among providers, but equally the standards will also highlight areas for improvement that enables the Council to provide support in a more targeted way

Provider Failure Protocol:

The protocol outlines the Council's approach to managing a care provider failure. The protocol also includes how the Council will work with local stakeholders to reduce the risk of failure, however, if the failure results into a closure of a service the protocol outlines the closure process.

The protocol explains how the Council would work with external agencies to manage the risk of a provider failure or closure, to ensure individuals are kept informed and continues to receive a service. The protocol gives guidance to identifying the relevant issues that may arise through a provider failure or closure.

Practice Quality Assurance

As part of preparation for the Care Quality Commission Assurance Framework, the Council engaged an external auditor with social work practice experience at both an operational and management

level. The auditor completed a focused piece of work, using a reflective methodology to deep dive into safeguarding concerns, with some additional concentration on concerns of a hoarding/self-neglect nature and domestic abuse. The next round of audits will focus on organisational safeguarding. In autumn 2022, the auditor will work with the Council to measure practice quality of strengths-based work.

The Council has also concluded an internal audit of the initial decision making and triaging of safeguarding concerns. Layered on the work and learning from the external auditor, the management team are working with practitioners to consider longer-term, sustainable actions to improve practice.

The Head of Quality, Practice and Principal Social Worker has stepped back into the space of strategic safeguarding lead for Adult Social Care. Within this remit, she is concentrating heavily on designing a Practice Framework and a Quality Assurance Framework to robustly engage staff and measure excellence.

Workforce & Training and Development

Our workforce is the foundational bedrock of our delivery of safeguarding services. Over the last year, we have continued to work with the teams at pace to ensure that we could continue to safeguard people whilst adapting to the significant and rapidly changing landscape across the system. We have significantly invested in our strengths-based practice model to ensure that we are working proactively in a person-centred way. We have continued to tightly monitor and continuously reprioritise people waiting for assessment and waiting for the provision of care at home. The allocation of safeguarding work has continued to be a top priority throughout the pandemic.

The headline feedback and achievements are:

- Continued strong integrated approach to practice with multi-agency links to a number of partners, ensuring collaborative and consistent approaches across the system. Through the SSPA & SSPC Meetings and the Safeguarding Learning and Development Sub-Group activities.
- Southend City Council is a key partner to the Mid and South Essex Health and Care Partnership and working and contributing to many activities under the workforce strategy to support Health and Social Care collaboration and improving system working. This is developing as ICS' move towards formalisation eg. Immersive Simulation Collaborative's learning activities, staff wellbeing and manager support.
- We continue to deliver a monthly practitioner workshop on key practice issues in relation to safeguarding to support problem solving and legal literacy.
- Review mandatory safeguarding/mental capacity and Care Act training that is required. Via LPS, review of exploitation awareness e-learning.

Key Priorities: Looking forward through 2022-2023

People at the Heart of Care: Social Care Reform White Paper

The Domestic Abuse Act 2021

Health & Social Care Integration: joining up care White Paper

The Health & Care Act 2022

The Mental Health Act Reform

Integrated Care Systems & the NHS Long Term Plan

Liberty Protections Safeguards

Adult Social Care Charging Reform

Potential Changes to the Human Rights Act

The Council's services will continue to work with partners as several key and potentially change-shaping elements of vital legislation and statutory guidance with a safeguarding emphasis are to be implemented over 2022-2023.

The Council and partners are working closely together in anticipation for some key legislative changes that will be influencing the way we work over the next ten years.

Leaders and managers continue to work with system partners to better understand the medium and long-term impact of COVID -19, as well as the pressures from the cost of living crisis and how this will impact the people we serve. It is unclear whether the surge in demand during the middle period of 2021 will continue as a result of the pandemic having long-term negative impacts on residents' physical and/or mental health resulting in them needing support now when before the pandemic they may not have needed it. There are also questions regarding whether the rise in identified or self-reported need is a byproduct of some residents not seeking support during the pandemic, whose difficulties may be eased through relatively short-term interventions so that demand on services may subside over time.

The scope of our work over the next year will cover:

- Continue to invest in our strengths-based practice model to ensure that all people in contact with Adult Social Care experience the benefit in working in this more person-centred way
- Consider our structure and decision making in terms of the triaging model for all s42 enquires
- Refresh and co-produce with our staff all of our safeguarding and our assessment forms and pathways on Liquid Logic (the Council's client database)
- Revisit Making Safeguarding Personal to ensure that the toolkit practice is heavily imbedded in our practice and measurable in the impact we make and the outcomes for people
- Ensure that the Council and its partners are able to demonstrate the quality interventions and support provided to assist people to live good lives, free from abuse
- Prepare for the new Care Quality Commission Assurance Framework that will measure the quality and experience of people who receive services from the Council
- Prepare for our key legislative drivers such as the implementation of the Liberty Protection Safeguards, the Social Care Charging Reform policy, the Health & Care Act 2022
- Launch our new Practice Quality Assurance Framework, which will have focus on Making Safeguarding Personal and safeguarding
- Launch our new Practice Standards which will complement the Practice Quality Assurance Framework
- Work in strong collaboration with our Health partners around the continued development of the Integrated Care System (ICS), the Alliance and locally, the Primary Care Networks

- Work with Commissioning and other Council departments to enhance robust policies which support providers to boost quality provision of services and shape the market whilst ensuring strong recruitment across the entire care sector
- Support with the continued roll out and imbedding of the three 5 year strategies Living Well (working age), Aging Well (Older people) Caring Well (Carers): New strategy for adult social care proposed for Southend – Southend-on-Sea City Council
- Increase the influence of people and their families on the shape of our services and our market
- Continue to explore ways to support staff wellbeing and continuous professional development for a strong workforce with robust legal literacy
- Improve the experience for people and families going through transitions to ensure clear pathways and smooth transitions across Children’s Services, Education, Health, Mental Health & Adult Services
- Revise the mandatory training matrix to aid continuous professional development
- Work with the Liquid Logic Delivery Board to ensure that Organisational Safeguarding is built into the database
- Work with the Safeguarding Partnership to improve access to modern slavery data

Key Priority

Our key priority is to ensure a strong, continued commitment to strengths’-based work, ensuring Making Safeguarding Personal is the key feature, which acknowledging that safeguarding is the core strand business that runs through all Council initiatives.

15.3. Essex Police

(Michael Samuel, DCI, Crime & Public Protection)

Safeguarding of vulnerable people is a priority for Essex Police, this is reflected in its continued appearance in the Force Plan. The Force has good oversight and governance of vulnerability, which is led by the Assistant Chief Constable (ACC) for Crime & Public Protection (C&PP) and Criminal Justice. The ACC holds a quarterly Public Protection Vulnerability Board attended by C&PP and other Command areas who report on activity, risks and issues. Through this structure the safeguarding of vulnerable adults is championed throughout the organisation with thematic leads in key safeguarding areas such as mental health and missing people.

Essex Police are committed to working with partners. The Force are engaged and represented at a senior level at the Southend Safeguarding Adults Board and associated subgroups where together with key partners, they review, and quality assure policies and recommendations to audit compliance and identify learning. Due to the ongoing impact of COVID-19, Essex Police have continued to adapted working practices to enable increased agile and flexible working. Utilising IT platforms such as Microsoft Teams has continued to ensure that Essex Police work effectively with partners to support vulnerable people. This has seen greater attendance at multiple meetings with different partnership agencies.

The Operations Centre is a central safeguarding hub and is the point of entry into Essex Police for all public protection partnership-related enquiries and referrals. The hub forms the link to the Southend Multi-Agency Safeguarding Hub (MASH) and MASH+. The Operations Centre also contains the Central Referral Unit (CRU) who are responsible for risk assessing and safeguarding high-risk victims of domestic abuse.

The centralisation of all secondary risk assessments for high-risk domestic abuse cases are performed by the CRU. This provides a greater consistency across the Force, which has increased the accuracy and quality of risk assessments, together with timeliness of safeguarding.

Essex Police has seen the introduction of a Domestic Abuse Problem Solving Team (DAPST) in 2021 which are geographically based across the County. The teams are led by a Detective Inspector and are responsible for working with repeat victims of domestic abuse with commissioned services and tackle repeat perpetrators with a focus on the highest risk perpetrators being referred into the MAPPA process. DAPST are regular attendees at Level 2 and 3 MAPPA reviews when Domestic Abuse perpetrators are being discussed and work well with statutory and duty to cooperate agencies.

Mental Health

Essex Police has developed a close working relationship with EPUT to improve prevention, response, and investigation into cases where mental ill health is a factor. Essex Police co-chair the quarterly Concordat meeting which is a multiagency forum to discuss whole system approach to mental ill health in the community, particularly when member of the community reaches crisis point and needs to be detained under S135 and S136 Mental health Act. Additional work is ongoing in relation to better information sharing, to ensure intervention is identified at earlier opportunities with an objective to prevent serious harm to the person who is suffering mental ill health or other community members.

To support this aim a bi-monthly *Mental Health Risk Management Board* has been established to develop dynamic and long-term problem-solving discussions regarding the rising risks to individuals with mental health concerns. This board is a multi-agency tactical co-ordination group governed through the Operations Centre C&PP Command DCI. This will be the forum where all agencies including police can refer in individuals with identified risk factors to be discussed, who do not qualify for MAPPA and ensures that all agencies are supported to mitigate the risk to the individual. Agencies and stakeholders are invited to attend when individual requirements are identified. The board overlays partner concerns regarding individuals, to identify early signs of risk escalation and put in a multi-agency plan to mitigate the risk. In addition to hearing individual cases the board will create a pathway for urgent referrals, to enable early partnership engagement when dynamic needs arise.

Missing Persons

Missing Persons investigations take up a considerable amount of police resources and have a very high deployment rate.

| Year | Total Number of Incidents | Those marked No Attendance | Total Number of Deployments | Percentage of deployments |
|------|---------------------------|----------------------------|-----------------------------|---------------------------|
| 2021 | 6584 | 257 | 6327 | 96.6% |

Essex Police figures for 2020 and 2021 were lower than previous years due to the pandemic and aftermath; in 2019, for example, there was a total of 8,618 reports. Early indications for 2022 suggest that levels are returning to pre-pandemic levels; the amount of missing children reports (710) for March 2022 is the highest recorded since July 2019.

Missing persons investigations are complex, varying significantly in motivation and circumstances. Whilst the force know that many persons are located safely within 24-hours, the requirement is that the force respond with the knowledge that a small number of cases pose an immediate threat to life in Essex 97 percent of episodes each year result in no harm, including self-harm, being suffered. With children under 18, the demand trend indicates that the volume of reports will rise, but at a slightly slower rate to overall missing persons. Children represent over two thirds of all individuals reported missing in Essex. There is a higher prioritisation on investigating children as more evidence has emerged regarding underlying vulnerabilities for, namely criminal and sexual exploitation, abuse and health-related harms. It is widely recognised there is a “cliff edge” in care and provision for older teenagers as they transition from childhood. Unregulated, semi-independent provision for 16- to 18-year-olds has sprung up all over Essex in recent years to

address the need for older teenagers in care to have some independence as they transition into adulthood; however, this has caused issues in as much as Essex Police has been unaware of many establishments until they report a child as missing. We have therefore been unable to partner, develop relationships or set expectations with them.

In 2020 and 2021, the government consulted on proposed reforms and national standards for unregulated provision for children in care and care leavers. As a result, national standards have been devised and all providers that accommodate Looked After Children and care leavers up to 18 will now be regulated by Ofsted. Providers will have to register from April 2023, national standards will be mandatory from autumn 2023, and inspections will commence April 2024.

As a result of recent investment and growth across 2022-22 the force now has a team of 10 Missing Person Liaison Officers (MPLO), who sit within community policing teams, with compliance and supervisory oversight by a Police Sergeant who sits in the OC under supervision of the CI. The MPLOs do not actively investigate or assist in locating the missing person, instead they liaise with other agencies to identify the person's vulnerabilities, to ascertain why they are going missing and look at long-term solutions to reduce or prevent these missing episodes. The MPLOs adopt a problem-solving approach with a heavy focus on 'children in care' missing and repeat occurrences from the same individuals, working with Southend local authority.

The force made changes to its Concern for Welfare Policy in 2019, these have been embedded and improvements have been driven throughout 2022-22 to prioritise an immediate risk or threat of harm to life or property, a crime has been or is going to be committed or attendance is required to prevent breach of the peace. This change has assisted in meeting demand and the shift in working practices has produced stabilisation of the care home missing numbers allowing Officers to focus on those at greatest risk. The force is working towards achieving the new national guidance which sets out policing responsibilities and those of partners.

During the missing persons conference in January, 2020, the Philomena Project from Durham was showcased demonstrating a centralised approach to prevent missing persons which saw a 38 percent reduction in repeat missing numbers. The force created a Memorandum of Understanding (MOU) with the local authorities in August, 2020 as a significant step towards full implementation of the Philomena Project, and currently has a working group who are approaching all care placements requesting them to sign an MOU in line with the Philomena Project. The throughout 2021 force established policies and procedures and using the Philomena Project to prevent repeat episodes of persons with challenging circumstances from going missing. Additionally, the Government has recently published 'reforms to unregulated provision for children in care and care leavers which means that no child under 16 can be placed in independent or semi-independent settings (September, 2021). These reforms will also assist with the Philomena Project as all children under 16 will be in registered settings.

Op Harrier sees *Buddi tags* being provided to dementia sufferers who are at risk of becoming vulnerable missing persons. The force provides the hardware and pass the management of the devices to the persons family. Between August, 2019 and August, 2020 these Buddi tags prevented 27 high risk missing person episodes, with a cost saving of circa £230,000 to the force. There were 814 alerts, 45 of which resulted in the individual's family being alerted and able to assist with supporting them before they went missing. Following this successful pilot the Buddi tag system has been rolled out across Essex.

15.4. Southend Clinical Commissioning Group

(Sharon Connell, Head of Safeguarding, Designated Nurse Safeguarding Children, Southend CCG)

NHS Southend Clinical Commissioning Group (SCCG) has continued to work closely with CCGs in Mid and South Essex as the CCGs transition into an Integrated Care System (ICS) on 1st July 2022.

Following a whole system review of child / adult safeguarding arrangements in January 2020 a decision was made to continue to collaborate across wider Essex through Safeguarding Clinical Network (SCN) and Health Executive Forum (HEF). The SCN brings together CCG safeguarding leads and executive nurses to drive forward the safeguarding agenda, highlight risk and collaborate on areas of mutual interest. The HEF has executive representation from all Health commissioners and providers and providing strategic direction to the health economy.

In 2021/22 key safeguarding activity included:

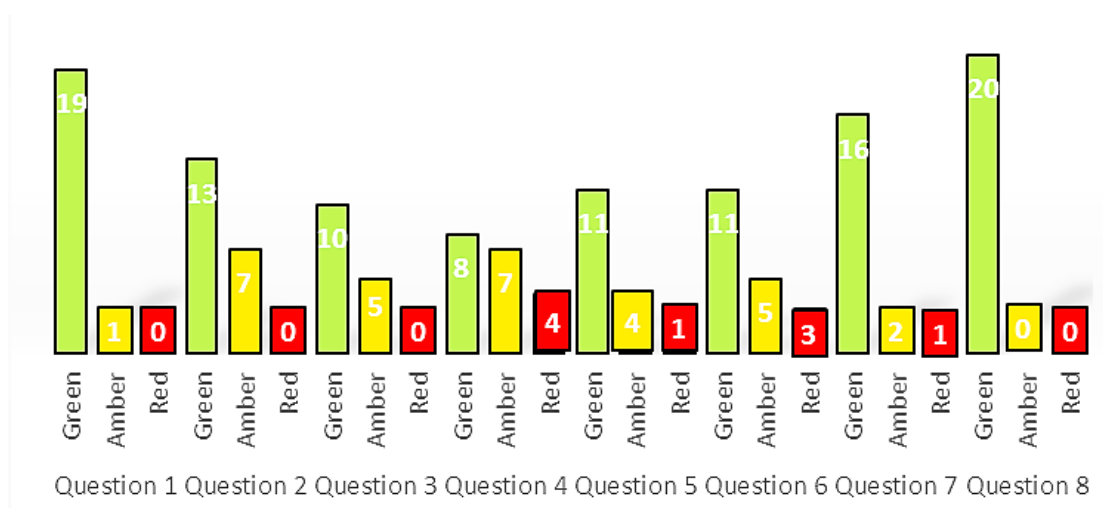
SCCG does not commission General Medical Services but does have a role in supporting primary care in improving the recognition and response to abuse and neglect. The Primary Care Safeguarding Forum has continued to meet via Microsoft Teams (MST) and provides a space for discussion of safeguarding issues and training on topical issues. This is being developed into a library on SharePoint.

| Topic | Attendees |
|---|-----------|
| Child Sexual Abuse | 18 |
| Coercive Control in Older Adult Relationships | 19 |
| Child Sexual Exploitation | 18 |
| Domestic Abuse & MARAC | 22 |
| Think Family | 17 |

A GP Practice Modified Section 11 Self-Assessment Audit was completed in 2021. Out of a total of 27 practices, 20 responded giving a total of 74% response rate for 2019/20. It has to be noted that response rate in the past has been higher with only one practice not completing the audit. Lower response for 2020 was due to additional work pressure during the Covid 19 Pandemic.

Areas of strength included having an identified safeguarding lead, practice policies and safer recruitment processes in place.

Whilst all GPs are trained to the appropriate level more work needs to be done to ensure all practice staff received the appropriate training in line with their roles and responsibilities.



In order to provide clear guidance for practitioners working across Southend, Essex & Thurrock health and multi-agency reference guidance has been produced for Female Genital Mutilation (FGM). This provides clarity around the duties to report, record and prevent cases of FGM.

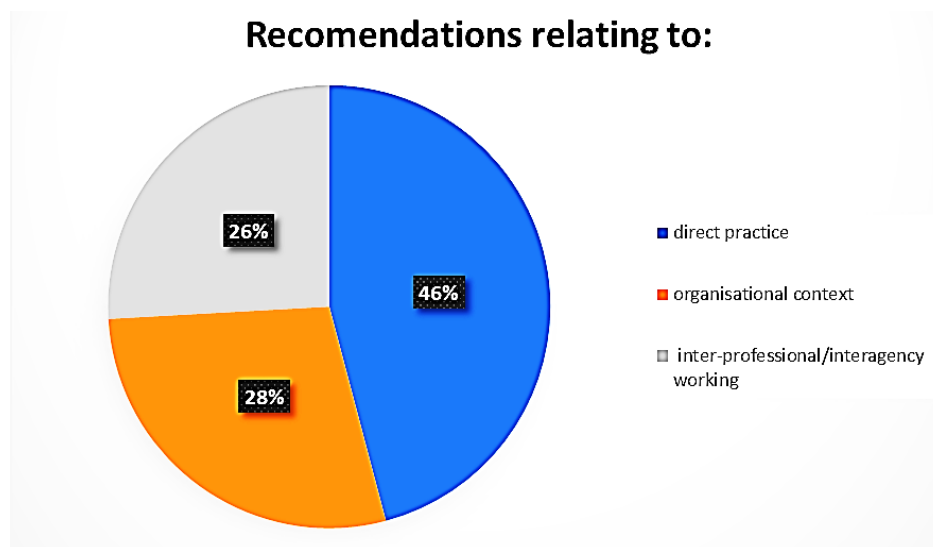
Initial Health Assessments (IHAs) for Looked After Children are holistic assessments that involve the review of health needs, the analysis and assessment of past medical history, missed health

problems and screening opportunities. There have been historical difficulties, exacerbated by the pandemic, in IHAs being performed within timescale, which have been linked to:

- Communication and information sharing between agencies
- Challenges in arranging and completing IHAs due to shortage of paediatricians
- Challenges associated with children being placed out of area

Following some interventions locally, improvements have been substantiated. Further work is ongoing to ensure these are sustained and to explore commissioning a centralised service across MSE.

SCN Case Review Oversight Forum was established to provide oversight and assurance that the learning and recommendations identified in published case reviews is embedded into practice across the NHS. Themes for health services have broadly collated under 3 categories.



The work on this project was paused due to redeployment and organisational change during 2021/22. It will be taken forward by the Integrated Care Board taking a whole system approach to the key themes for Health including professional curiosity, articulating risk when making referrals and escalation of concerns.

16. Updates on safeguarding activity from Partners

Providers' view section, the partnership being a vibrant and multi-service as it is across both adults and children. Incl. Health Setting / Care Setting / Third Sector provider

16.1. NELFT

(Jay Lucy Spires (née Brown) Interim Named Nurse Safeguarding Children for Southend, Essex and Thurrock)

NELFT responded highlighting that the SSP processes are very clear and noted the benefit of the DASH board clearly indicating themes and trends. NELFT's view is that the SSP are quick to respond to emerging trends and utilise the relationships established to promote positive change. Although NELFT only have children's mental health services within Southend, it is clear that there is a 'Think Family' model being utilised across the system. Transition from children to adult services appears to have improved both from a mental health and social care perspective. There appears to have been an increase in multi-agency training being made available which has improved professionals working together and facilitates a better understanding of service delivery.

The interim named nurse for safeguarding in NELFT gave a personal reflection to the partnership stating that she finds the SSP open to suggestions and new ways of working. She also advised that there is a personable approach to working together and there is a clear escalation process for when things are not working so well.

16.2. Mid and South Essex NHS Foundation Trust

(Paul Hodson | Associate director for safeguarding | Clinical Governance, Mid and South Essex NHS Foundation Trust)

Mid and South Essex NHS Foundation Trust was formed on 1st April 2020 following the acquisition of Mid Essex Hospitals Services NHS Trust and Basildon and Thurrock University Hospital Trust by Southend University Hospital NHS Foundation Trust.

It is one of the largest hospital trusts in England, serving a regional and national population for some tertiary services.

The combined organisation provides acute and some community services across three main hospitals:

- Southend University Hospital
- Basildon University Hospital
- Broomfield Hospital

The trust has around 1800 in-patient beds over 3 main sites and other community sites. The trust has over 15,000 members of staff.

The trust had experienced challenges over the past year due to the COVID-19 pandemic. There has been redeployment of staff at the trust during that period to support staff in critical areas and to support the vaccination programme. Services had to be redesigned and moved at short notice without impacting the delivery of the safeguarding service. In the last year the Trust has experienced some challenges in staffing but has now successfully recruited to all vacant positions.

Mid and South Essex NHS Foundation Trust remains committed to partnership working and has continued through this period to engage and support local safeguarding strategies and workplans. The Trust has also continued to make progress with its own Safeguarding Strategy during this time. Trust achievements in the last year include improvements in information sharing process between maternity and 0-19 services (now known as Children, Young People and Families Public Health Services); assurance reports to demonstrate effectiveness of service; introduction of a Safeguarding Level 3 Programme; delivery of audits including mental capacity assessment, dementia, young people with mental health concerns accessing MSE services; review and updates of all safeguarding related policies; improvements to access to records systems which have positively impacted on partnership investigations into safeguarding concerns, and work on the mental health agenda.

MSE child safeguarding leads and safeguarding leads in 0-19 services have worked in partnership to agree a robust process for the sharing of information between maternity and community services relating to vulnerability factors and risk factors identified in the antenatal period. The new process has improved safeguarding case management and joint working. Feedback has been positive that as a result information sharing has improved significantly.

Southend Hospital Services have responded to indicators of harm and abuse for unborn babies, children and young people during contacts and interactions within our services. Over 200 children's safeguarding referrals to MASH+ were submitted by our

staff in the last year. Themes include domestic abuse, neglect and risks related to parental substance misuse.

Southend Hospital Services have referred over 150 safeguarding cases to the our partner Local Authorities and have responded to 95 Section 42 Safeguarding Enquiries involving the hospital. Themes include neglect / omission, pressure injury and falls. These themes are now monitored through the Trust Harm Free panel with action plans in place to improve care and minimise risk of harm.

Mid and South Essex NHS Foundation Trust continues to see and experience the benefits to our local community by fully engaging with a partnership approach to all aspects of safeguarding unborn, children, young people, and adults. This partnership approach has allowed for alignment of safeguarding workstreams across services within the partnership agencies, including health resulting in a stronger and cohesive safeguarding service within Southend.

16.3. HM Prison and Probation Service

(Martin Lucas - Head of South Essex PDU)

The Probation Service supervises adults subject to community sentences and post-custody licence periods. Services include advice to Courts and the Parole Board, resettlement planning for adults in prison, and the delivery of offending behaviour change programmes and Community Payback in the community. In the Southend area, the Probation Service contracts partner organisations to work with people on probation. These are:

- Interventions Alliance – for accommodation and ETE services
- The Advance Charity – for women
- The Forward Trust – for Personal Wellbeing services for adult males

In Southend, The Probation Service also works in partnership with the Aspirations Project to offer a women only reporting environment which includes additional services to support women with vulnerabilities in relation to substance misuse and sexual exploitation. A Senior Probation Officer in Southend chairs a local Safeguarding Forum, which provides multi-agency assessment and safety planning for women who sell sex.

The Probation Service works with STARS for the co-management of Drug Rehabilitation Requirements and Alcohol Treatment Requirements, with Court mandated requirements for people on probation whose offending behaviour is linked to substance misuse. Funding has been made available to the Probation Service to invest in Dependency & Recovery services and we are in discussion with the Southend Drug and Alcohol Commissioning Officer to bring our expertise and funding pools together for this group.

We have identified a risk relating to adults with care needs who present a risk of harm related to sexual and violence offending. We are working alongside the Southend Safeguarding Partnership and with colleagues in Essex Police, Adult Social Care and Health to review best practice arrangements for such cases.

17. Finance

(P. Hill, Business Manager, SSP)

17.1. History

The Southend Safeguarding Partnership budget contributions by Strategic Partners were shared unequally up to 2021/2022:

- Local Authority 48%
- Police 26%
- Health 26%
- Others (approx. £7k deducted before Strategic Partners contributions calculated)

It was agreed by the Southend Safeguarding Budget Strategic Leadership Group in 2022 that these costs would be shared equally. The Southend Safeguarding Partnership budget contributions for 2022/2023 were:

- Local Authority 33.3%
- Police 33.3%
- Health 33.3%

17.2. Future Budget Construction

The Strategic Partners of Southend Safeguarding Partnership may choose to divide the costs differently for future years or may choose to remain with the current methodology (described above).

17.3. Budget Pressures (2019/20), (2020/21)

A decision to change the structure of the Southend Safeguarding Children's and Adults support staff was made in year 2018/19:

Southend Safeguarding Children's and Adults Boards were the responsibility of a single manager (2018). Consultants were engaged (Sanna Westwood and Craig Derry 2018/19) to support the Manager (Helen Carrick) and review the governance and structure of both Adults and Children's Boards. The Strategic Leadership Group (including Local Authority, Police and Clinical Commissioning Group) agreed to employ two Business Managers and 1 FTE administrative support. The two Business Managers were engaged in Sept 2019 and the two part-time administrative support employees (1 FTE) remained.

It was further agreed to maintain the independent chair / advisor for both Children's and Adult Groups.

The increase in costs as a result of this decision was £45k per annum.

A decision was made by the Strategic Partners to include all costs of the Safeguarding Boards in the Resource Planning and Budget Proposals for 2019/20. Both Southend Safeguarding Children's and Adults Boards are hosted by Southend Unitary Authority. This includes accommodation, ICT, procurement, employment, human resources etc.

In the past not all costs have been captured and so have not been shared between strategic lead organisations. A resource plan was submitted to the Southend Safeguarding Strategic Leads Group and it was agreed that all costs (*provided they are defined*) should be included. This change led to a change in the total budget that was shared with strategic partners:

- Financial Breakdown (shown in section below) – line 2 (Salaries on costs 34% of salaries)
 - Increase in Cost £40k
- Financial Breakdown of "In Kind – Goods and Services" (shown in section below)
 - Increase in Cost £62k

The Covid-19 Pandemic stopped a significant amount of activity in 2019/20 and has done so in 2020/21. There have been no conferences, meetings, events, organised learning or teaching meetings. This has led to an increase in reserves in 2019/20 and a change in the budget requirements for 2020/21.

The costs attributable to serious Case Reviews and Practitioners Reviews are currently assigned to a budget controlled by children's services of the SUA. These costs should be borne by the SSP. These costs were not captured between 2019 to 2021

17.4. Budget Summary 2019 - 2022

Financial Breakdown 2019/20

| SAB 2019/20 | Amount Paid (£) |
|--------------------------|------------------------|
| NHS Southend CCG | 36,031.00 |
| Essex Police | 22,700.00 |
| Southend Borough Council | 41,950.00 |
| | 100,681.00 |

| | Outturn (£) |
|-------------|--------------------|
| Expenditure | -85,430.75 |
| Income | 100,681.00 |
| Net Budget | 15,250.25 |

| | |
|-----------------|---------|
| Reserves | £28,010 |
|-----------------|---------|

| LSCB 2019/20 | Amount Paid (£) |
|----------------------------|------------------------|
| NHS Southend CCG | 36,031.01 |
| Essex Police | 14,355.00 |
| Southend Borough Council | 51,060.00 |
| DSG | 10,000.00 |
| CAFCASS | 850.00 |
| Essex CRC | 4,577.00 |
| National Probation Service | 1,206.21 |
| | 118,079.22 |

| | Outturn (£) |
|-------------|--------------------|
| Expenditure | -111,518.59 |
| Income | 118,079.22 |
| Net Budget | 6,560.63 |

| | |
|-----------------|---------|
| Reserves | £25,779 |
|-----------------|---------|

It is noted that the Southend Clinical Commissioning Group paid the uplifted amount in 2019/20, Essex Police did not. The reduction in costs because of the COVID-19 pandemic also meant that Southend Borough Council did not pay the uplifted amount.

Financial Breakdown 2020/21

| SAB 2020/21 | Amount Paid (£) |
|--------------------------|------------------------|
| NHS Southend CCG | 36,031.00 |
| Essex Police | 22,711.00 |
| Southend Borough Council | 41,950.00 |
| | 100,692.00 |

| Outturn (£) | |
|--------------------|-------------|
| Expenditure | -104,172.62 |
| Income | 100,692.00 |
| Net Budget | 3,480.62 |

| | |
|-----------------|----------------|
| Reserves | £43,312 |
|-----------------|----------------|

| LSCB 2020/21 | Amount Paid (£) |
|----------------------------|------------------------|
| NHS Southend CCG | 36,031.00 |
| Essex Police | 14,355.00 |
| Southend Borough Council | 50,843.00 |
| Other Charges | -951.00 |
| DSG | 10,000.00 |
| CAFCASS | -300.00 |
| Essex CRC | 4,577.00 |
| National Probation Service | 1,206.21.00 |
| | 115761.21 |

| Outturn (£) | |
|--------------------|-------------|
| Expenditure | -105,951.59 |
| Income | 115,761.00 |
| Net Budget | 9809.62 |

| | |
|-----------------|----------------|
| Reserves | £32,311 |
|-----------------|----------------|

Financial Breakdown 2021/2022 (includes projections for quarter 4)

| SAB 2021/2022 | Amount Paid (£) |
|--------------------------|------------------------|
| NHS Southend CCG | 36,031.00 |
| Essex Police | 22,711.00 |
| Southend Borough Council | 43,500.00 |
| | 102,242.00 |

| | Projected Outturn (£) |
|-------------|------------------------------|
| Expenditure | -102,996.35 |
| Income | 102,242.00 |
| Net Budget | -754.35 |

| | |
|-----------------|--------|
| Reserves | 43,056 |
|-----------------|--------|

| LSCB 2021/2022 | Amount Paid (£) |
|----------------------------|------------------------|
| NHS Southend CCG | 36,031.00 |
| CAFCASS | 550.00 |
| Essex CRC | 4,577.00 |
| Essex Police | 14,355.00 |
| Southend Borough Council | 60,700.00 |
| National Probation Service | 1,206.00 |
| | 117,419.00 |

| | Projected Outturn (£) |
|-------------|------------------------------|
| Expenditure | -117,365.51 |
| Income | 117,419.00 |
| Net Budget | 53.49 |

| | |
|-----------------|--------|
| Reserves | 49,427 |
|-----------------|--------|

Projected Financial Breakdown 2022/2023

Finances for the Safeguarding Partnership will be managed from on budget in 2022/2023

| SSP 2022/2023 | Amount to be invoiced (£) |
|--------------------------|--------------------------------------|
| NHS Southend CCG | 87,779.00 |
| Essex Police | 87,779.00 |
| Southend Borough Council | 87,779.00 |
| | 263,370.00 |

| | |
|------------------------------|------------|
| Projected Outturn | £12.682.40 |
|------------------------------|------------|

17.6. Projected Expenditure 2022/2023

| Line | Projected Expenditure | |
|------|--|--------------------|
| 1 | Professional Fees: Independent Advisor (+ expenses) Case Review Authors (SAR/LCSPR) (Estimated) | £37,000 £30,000 |
| 2 | Salaries (Incl 34% on costs) 1 x Business Manager (and Adults Lead) 1 x Childrens Lead 1 x Business Support | £154,543 |
| 3 | Car Allowances/Subsistence | £0 |
| 4 | Travel Expenses | £0 |
| 5 | Event - Room / Equipment Hire - Any costs will be recovered from Partners | £0 |
| 6 | Event - Speaker expenses - Any costs will be recovered from Partners | £0 |
| 7 | Event – Catering - Any costs will be recovered from Partners | £0 |
| 8 | Web Design (Host) - (£50/month + £400 for changes to website during year) | £1,000 |
| 9 | ICT: ChronoLator Licence | £1,200 |
| 10 | ICT: Hardware - 5 laptops (incl. 2 more expensive surface pro) are provided. The replacement schedule for laptops at SBC is 5 yrs. Assuming 1 Laptop replacement / year | £1,600 |
| 11 | Association of Independent LSCB Chairs & Professional Associations | £1,500 |
| 12 | Professional Subscriptions | £2,000 |

13 In Kind (Goods and Services Provided)

| | | |
|----|---|---------|
| 15 | Health & Safety | £500 |
| 16 | Human Resource Management (4fte @£1,218ea) | £4,872 |
| 17 | Professional Fees: Legal Services | £11,000 |
| 20 | Office Space (1 Desks @ £1,600ea). The on-costs for PAYE do not cover office space or office sundries | £1,600 |
| 21 | Training provided by Southend Borough Council. SBC records cannot identify training attended and do not recover costs from departments as training budget is central. | £0 |
| 22 | Employee Benefits (incl. absence mgt., appraisal) | £500 |
| 23 | Office Expenses: Telephone charges | £400 |
| 24 | Office Expenses: Mobile Phone | £500 |
| 25 | Office Expenses: Stationery | £1,000 |
| 26 | Office Expenses: Postage | £200 |
| 27 | Office Expenses: Printing | £500 |
| 28 | Insurance | £200 |
| 29 | Sundries | £500 |
| 31 | Recruitment | £12,000 |
| 32 | Security | £14 |

| | | |
|----|--|----------|
| 33 | In Kind (Goods and Services Provided) subtotal | £33,786 |
| 34 | Ringfenced salaries (3 years) (½ fte Office and Case Review Manager (Incl. 34% on costs) | £81,542 |
| 35 | Expenditure (including ring fenced salaries) | £344,171 |
| 36 | Income (including reserves) | £355,853 |
| 37 | Projected Outturn (including reserves) | £11,682 |

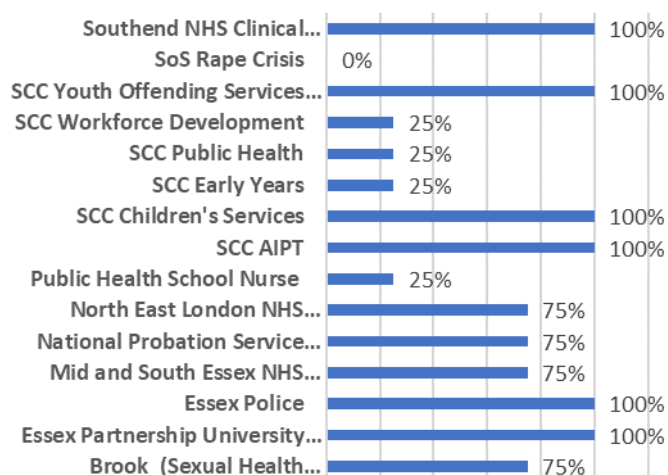
Appendix 1 – Partnership Meeting Attendance Records

Note: Members all receive meeting papers, and some choose to comment before the meeting, or are on the circulation list by request.

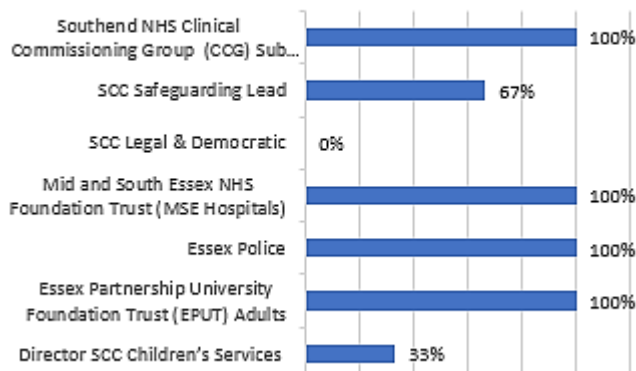
Key

| | |
|-------------|---|
| SSP | Southend Safeguarding Partnership |
| SSPA | Southend Safeguarding Partnership Adults |
| SSPC | Southend Safeguarding Partnership Children |
| SSPC | SSPC Partners |
| SSPA | SSPA Partners |
| SSPC P | SSPC Performance |
| SSPC AQA | SSPC Audit & Quality Assurance |
| SSP L&D | SSP Learning & Development |
| SSPC PRSG | SSPC Practice Review |
| SSPA SACRP | SSPA Safeguarding Adults Case Review Panel |
| SSPC EM | SSP Exploitation & Missing |
| SSPA PAQA | SSPA Performance, Audit, Quality & Assurance |

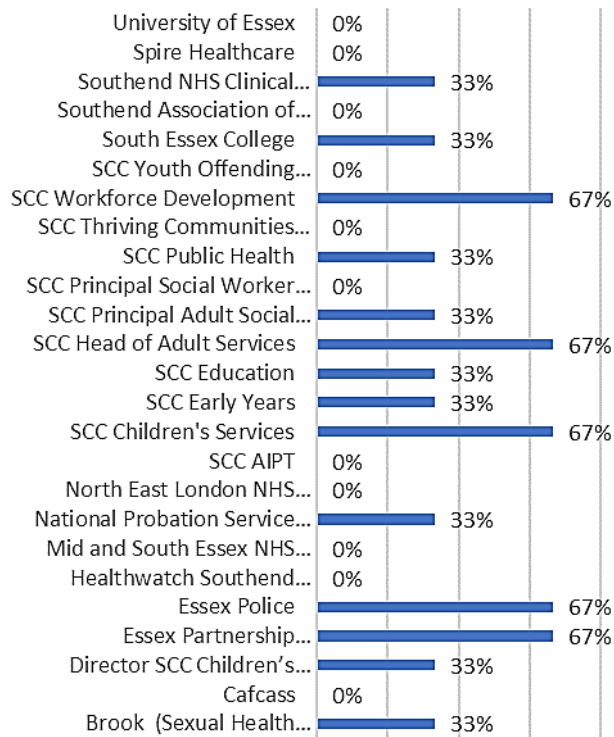
SSP E&M



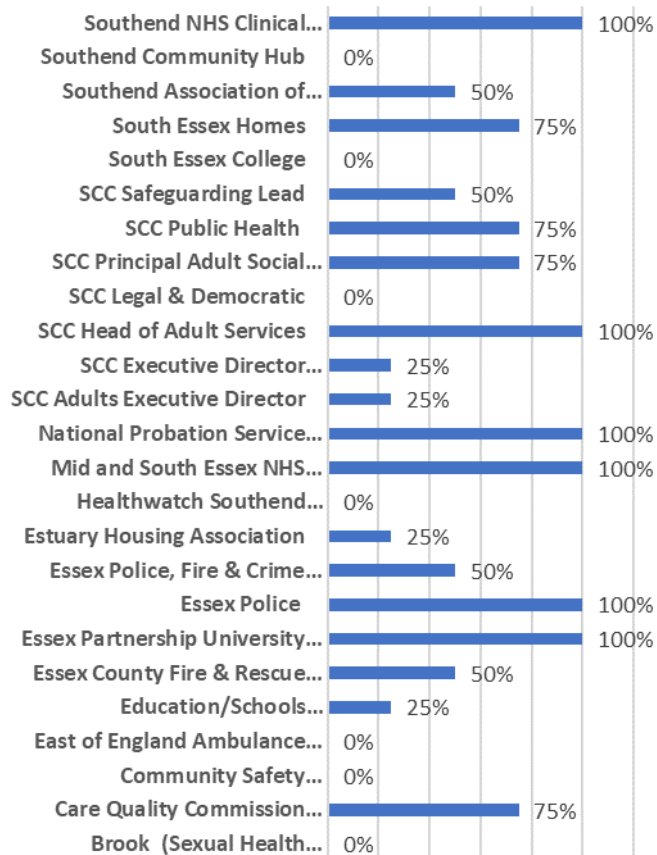
SACRP



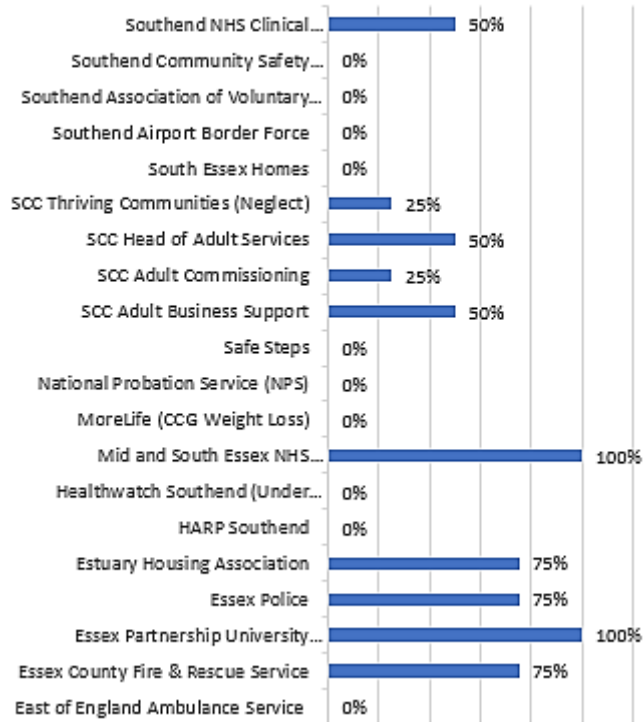
SSP L&D



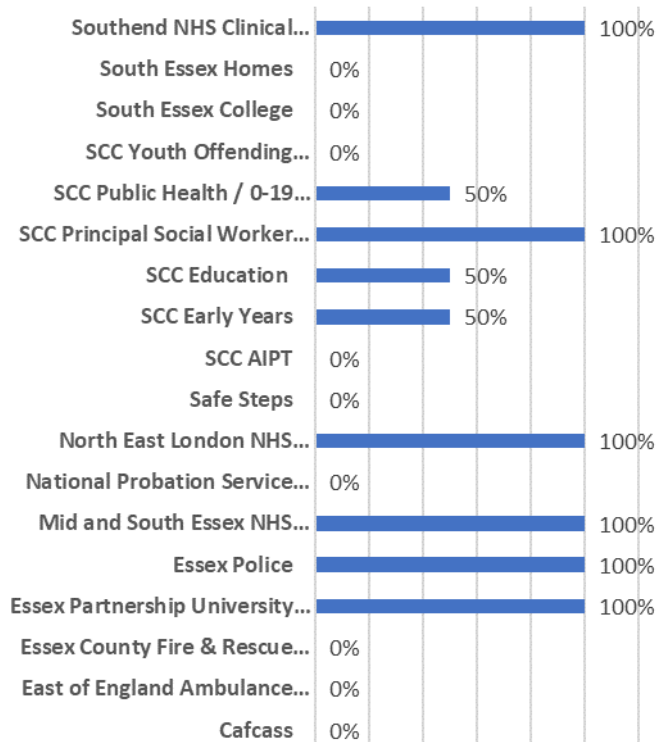
SSPA



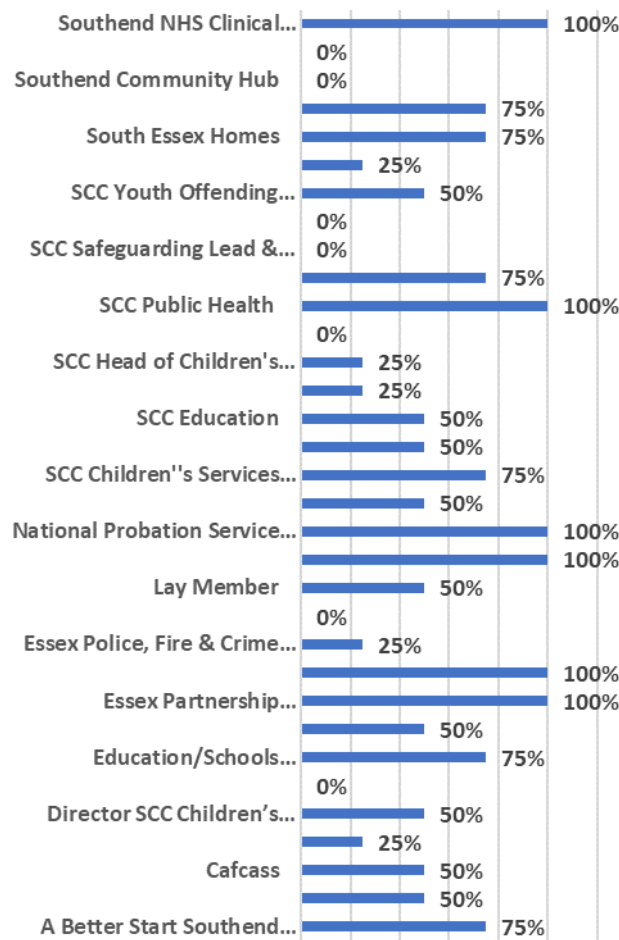
SSPA Perf & AQA



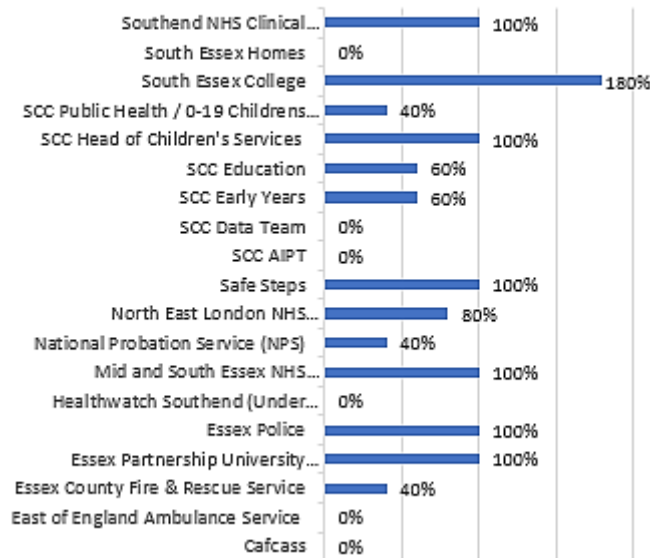
SSPC AQA



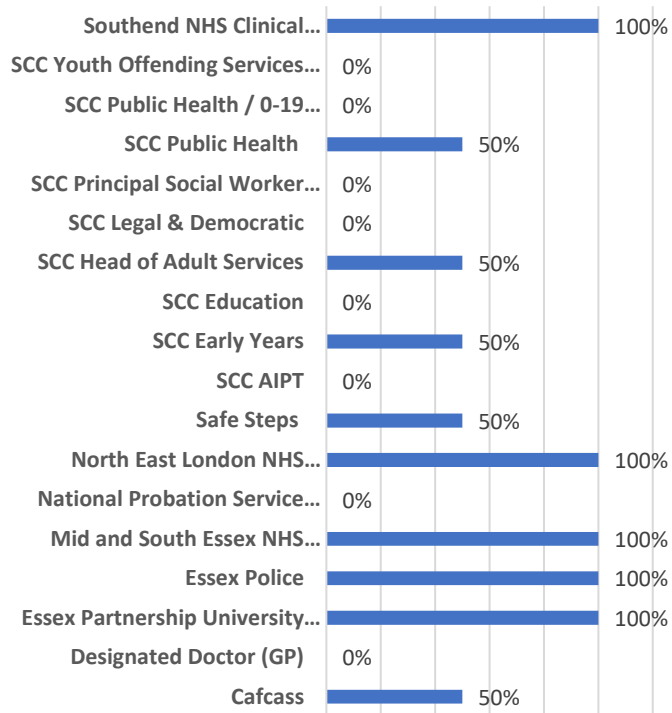
SSPC



SSPC Performance



SSPC Practice Review



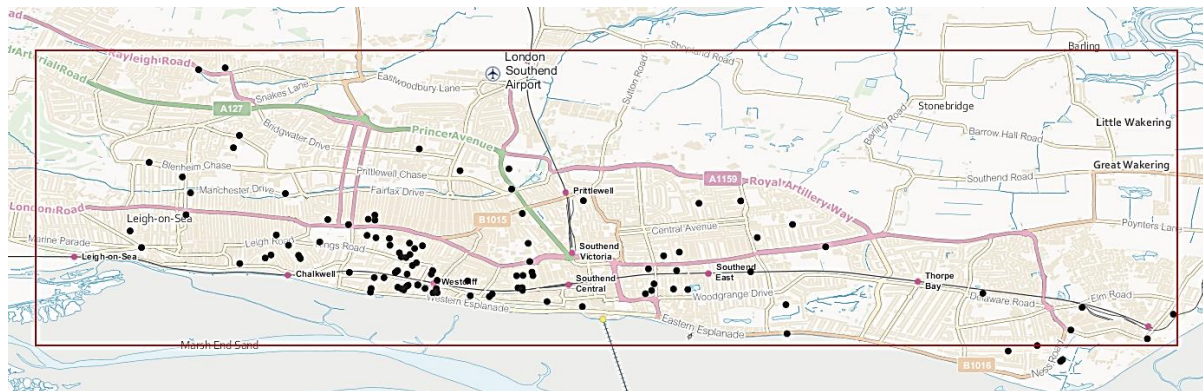
Appendix 2 - Background 'Southend' Data

(P. Hill, Business Manager, SSP)

These data sets are drawn from National sources and are used by Partners in the delivery of their services.

17.7. Southend Facilities

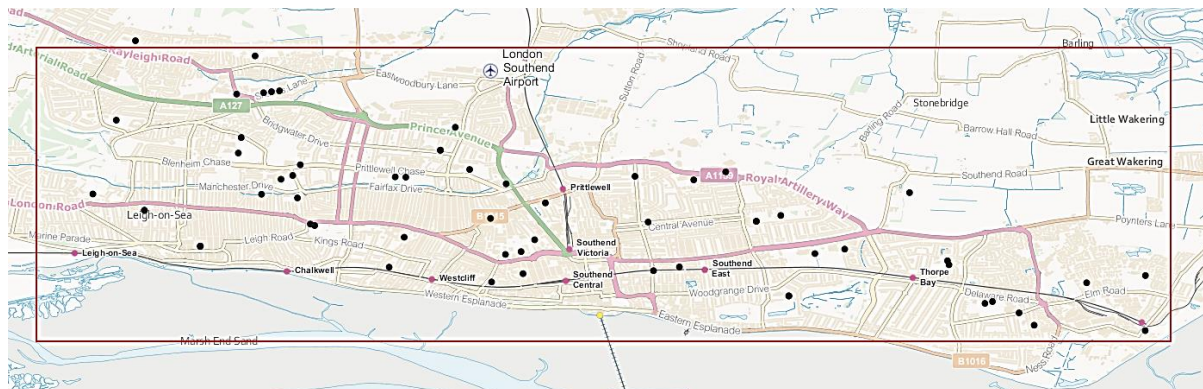
Care Homes



Hospitals



Schools

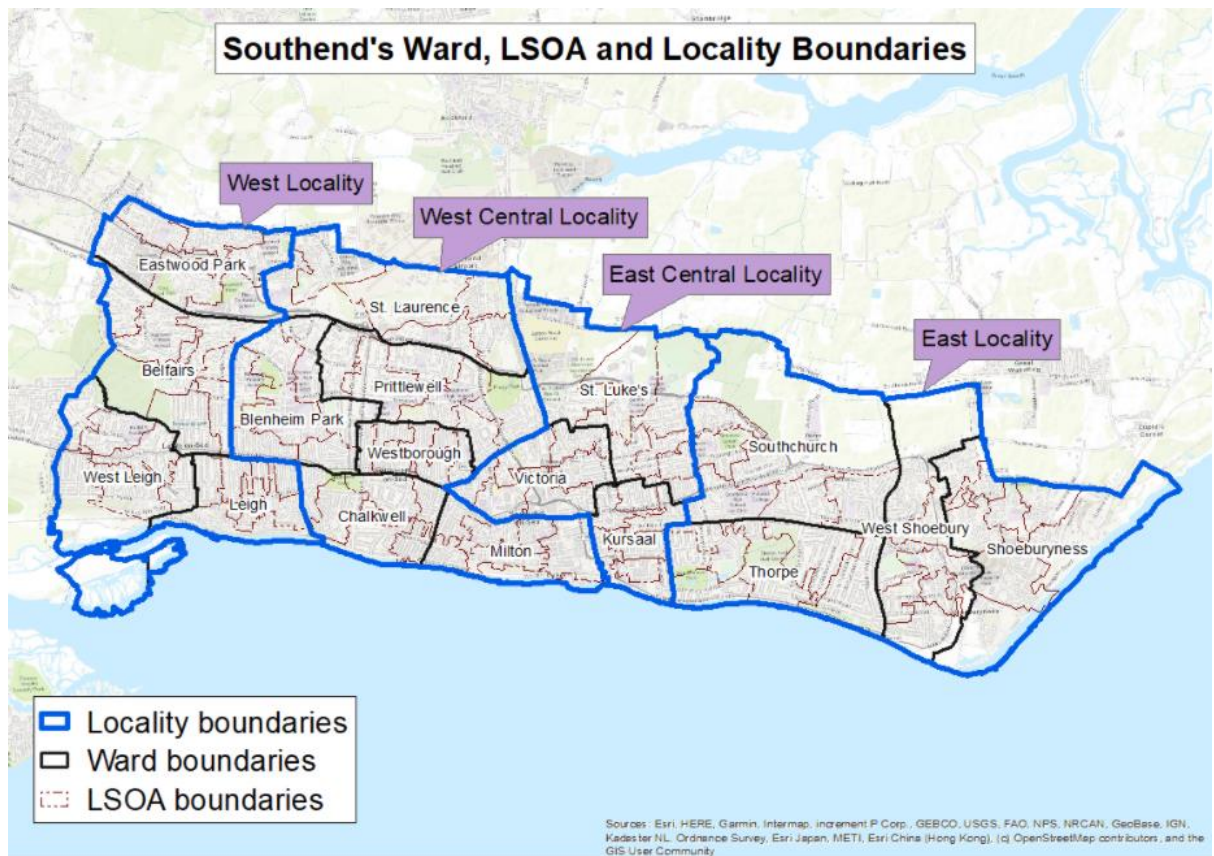


17.8. Smart Southend

A website available to the public that includes significant data and information about Southend:

<https://about-southend-southend.hub.arcgis.com/pages/general>

Southend on Sea is a large coastal town situated in south-eastern Essex in the East of England. It is the seventh most densely populated area in the United Kingdom outside of London and features the world's longest pleasure pier, stretching 1.34 miles (2.16 km) from the shore. Southend is the nearest seaside resort to London with easy rail access via 2 main rail lines, or by road via the M25 and A127 or A13.



Southend is the 36th most densely populated district in England and Wales out of a total of 348. Our CCG covers an estimated population of 182,773 people across Southend, Leigh, Westcliff and Thorpe Bay. More than 17,072 citizens are over the age of 75.

By 2031, the projected population for Southend-on-Sea will be 195,875. This assumes a growth rate of 5.27% which is higher than the 4.21% projected growth rate for England. The over 65 population is projected to increase by 19.5% in Southend.

- Male Population, [89,594](#) - Change since 2019: - 235
- Female Population, [93,179](#) - Change since 2019: - 117
- Child (0-4) Population, [10,781](#) – Change 2018-2019: -201 / Change since 2019: -322
- Child (5-17) Population, [28,955](#) – Change 2018-2019: + 399 / Change since 2019: + 320
- Elderly (65+) Population, [35,661](#) - Change 2018-2019: + 528 / Change since 2019: + 36

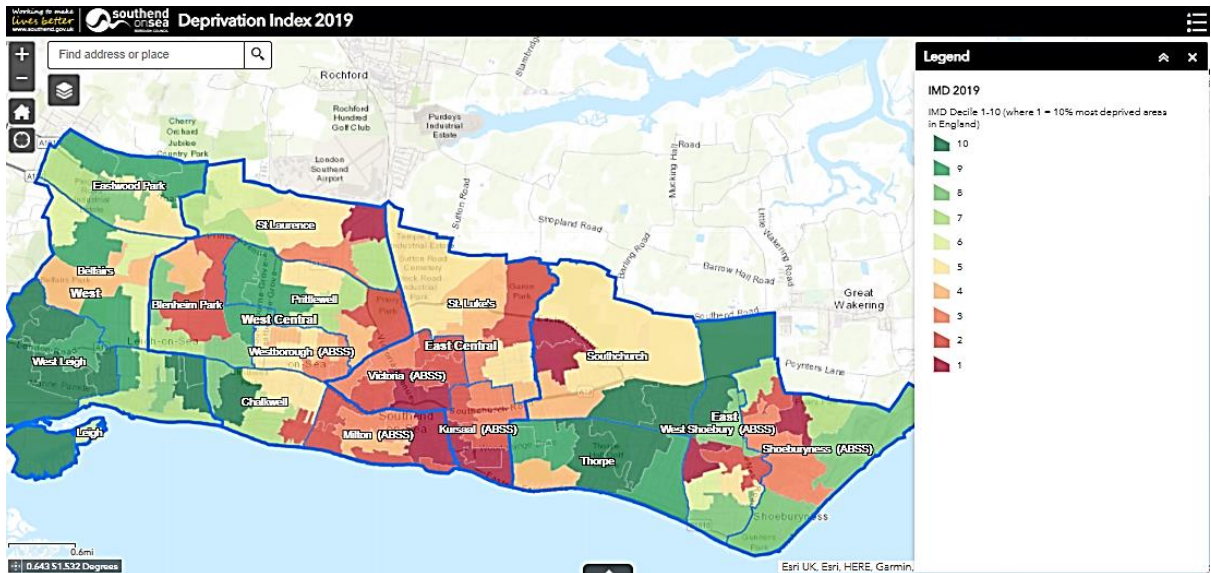
Southend-on-Sea is one of Essex's most deprived areas. It has a higher index of deprivation (IMD) than both Essex and England as a whole.

9 areas have been identified as being in the top 10% most deprived areas in England, whilst 13 areas are ranked in the least 10% deprived.

The wards with the highest levels of deprivation are located within the East Locality with Kursaal, Victoria and Milton being ranked the highest on the IMD (2019).

In the most deprived and least deprived wards there is a life expectancy gap of 9 years for males and 10 years for females.

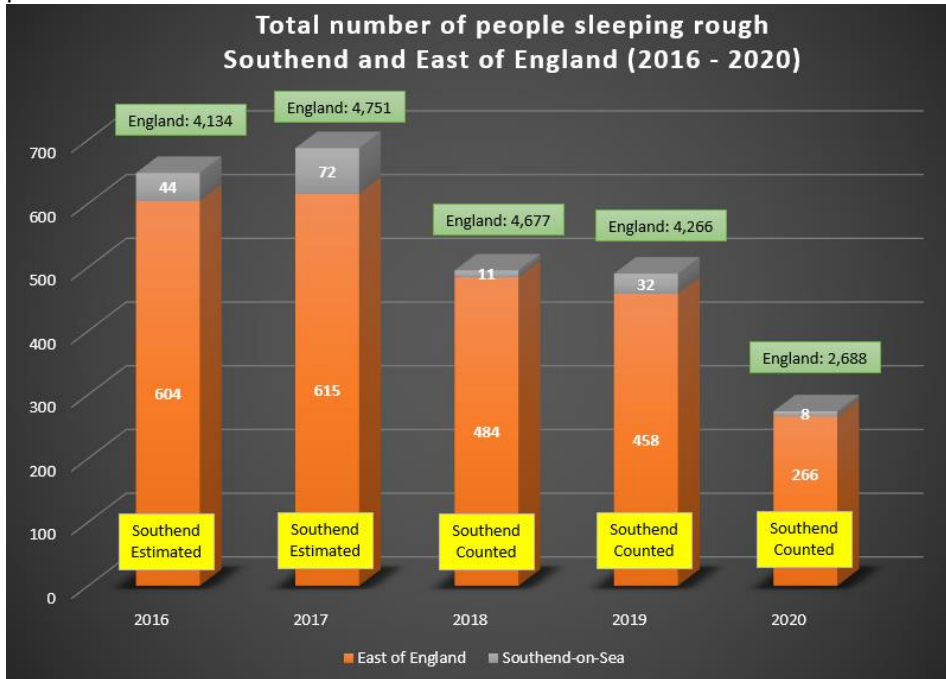
25.8% of Southend-on-Sea's residents live in 20% of the most deprived areas in England.



Household Assessments

For the period January to March 2021 there were 154 households assessed to be at risk of homelessness within the next 56 days. This represents a small increase from the same quarter period in 2020 when there were 146.

A dramatic improvement can be seen for households assessed as homeless. During January to March 2020 there were 208 households and this halved to 100 for the same corresponding period in 2021.



Supporting Families

The Troubled Families programme was launched in 2011 to improve outcomes for families. This might have meant improving a child’s school attendance so that they can get the best start in life or supporting a parent to overcome their substance misuse and keep their family together or supporting victims of domestic abuse so they can build a more positive future for themselves and their family.

In 2021-22, the next phase of the programme was launched – Supporting Families – which will focus on building resilience of vulnerable families and enabling system changes locally to be able to identify families in need and provide the right support at the right time.

The number of families that were supported by the troubled families programme in the past year to 31st March 2021 was 548.

Early Help Family Support

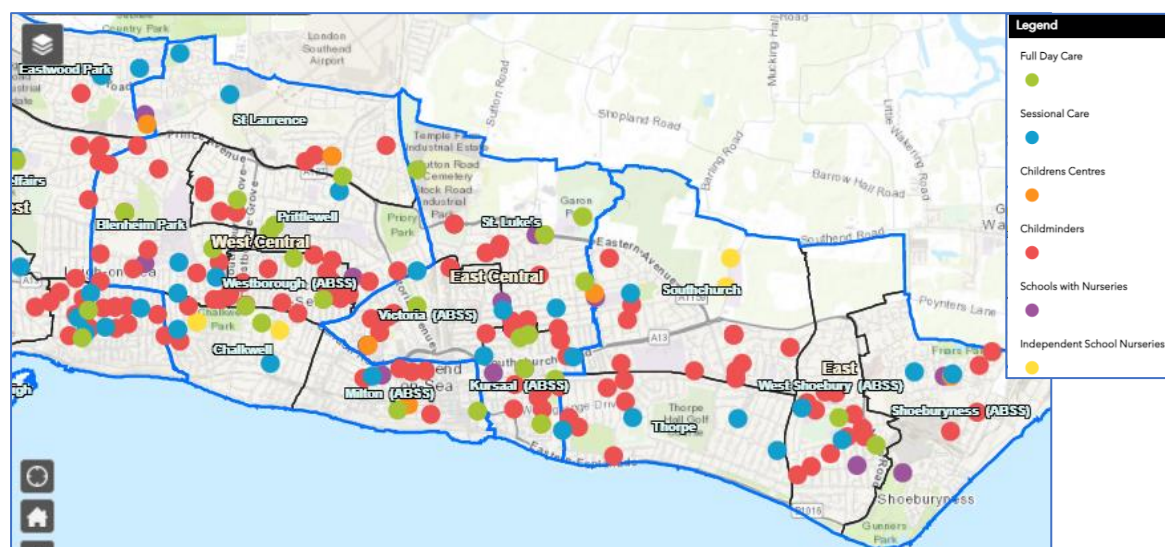
Early Help Family Support is about providing children and families, regardless of age, with the assistance they require as soon as needs present themselves, to prevent escalation and more intensive support later on.

They can help to raise young people's aspirations and achievement, ensure they have the opportunities they need for inclusion, facilitate their participation in decision making that affects their lives and strive for excellence in the services they provide for them.

As of 31st March 2021, the number of contacts / referrals to the Early Help front door was 2210 leading to 319 number of assessments completed.

The Early Years Service is responsible for quality and sufficiency across early years provision and The Early Years Foundation Stage (EYFS) sets standards for the learning, development and care of children from birth to 5 years old.

All schools and Ofsted registered early years providers must follow the EYFS, including childminders, preschools, nurseries and school reception classes.



The map shows locations of some Early Years Care Providers in Southend.

Children In Need (CIN), Child Protection Plans (CPP) and Looked After Children (LAC).

Children in Need

A child in need is defined under the Children Act 1989 as a child who is unlikely to reach or maintain a satisfactory level of health or development, or their health or development will be significantly impaired without the provision of children's social care services, or the child is disabled.

For the four reported years up until 2015/16, Southend's rate of CIN has been significantly lower than England's rate. Since then, Southend has fluctuated up and down. In 2018/19 Southend's rate of CIN was significantly higher than England but in 2019/20 Southend's rate of CIN dropped to be statistically similar to England.

For 2019/20 Southend had 1,271 Children in Need episodes which equates to a rate of 319.8. This rate is much lower compared to 2018/19 when it was 359.1 England's rate for 2019/20 was 323.7

In 2020 319.8 / 10000 were children in need, a total of 1271 episode.

Referrals

A referral is defined as a request for services to be provided by children's social care and is in respect of a child who is not currently in need.

For the four reported year up until 2015/16, Southend's referral rate had been significantly lower than England's referral rate. However, since then up to the latest reported period (31st March 2020), Southend's referral rate has been significantly higher than England's.

For 2019/20 Southend had 2,721 referrals which equates to a rate of 684.7. This rate was down slightly compared to 2018/19 when it was 701.0 however it's still much higher than England's rate of 534.8

In 2020 684.7 referrals were made per 10,000 children a total of 2721 referrals

Assessments

Local authorities undertake assessments of the needs of individual children to determine what services to provide and action to take. An assessment should be completed within 45 working days of a referral.

Factors identified at the end of assessment are additional factors that social workers record as being relevant in a case at the end of assessment. This means that the majority of children will have more than one factor identified and reported for each episode of need.

In 2019/20 Southend has 1,925 episodes of need with assessment information, an increase of 437 from 2019.

Consistently over the past three years, the mental health of the parent has been a common assessment factor.

In 2017/18 the rate was 32% in Southend and 27% in England although mental health of the parent was the second most common factor in this year behind domestic violence (34% in Southend and 32% in England).

The following year in 2018/19, whereas the England rate remained at 27%, Southend's rate increased to 42%.

The latest figures for 2019/20 show the margin between Southend and England's rate has narrowed whereby Southend's rate was down slightly to 41% and England's rate up to 30%.

Child Protection Plans

If a local authority identifies that there is reasonable cause to suspect the child is suffering, or is likely to suffer significant harm, it will carry out an assessment under section 47 of the Children Act 1989 to determine if it needs to take steps to safeguard and promote the welfare of the child.

If concerns are substantiated and the child is judged to be at continuing risk of harm then an initial child protection conference should be convened within 15 working days.

A child becomes the subject of a child protection plan if they are assessed as being at risk of harm, at an initial child protection conference.

For the past two reported years in 2018/19 and 2019/20, Southend's rate of children subject to a child protection plan has been statistically similar to England. This stability followed a period whereby in 2016/17 Southend's rate of children subject to a child protection plan was higher than England's and in 2017/18 when Southend's rate was lower than England's.

For 2019/20 Southend had 160 children who were the subject of a Child Protection Plan which equates to a rate of 40.3. This rate was down slightly compared to 2018/19 when it was 43.2. England's rate for 2019/20 was 42.8

Looked After Children (LAC)

Under the Children Act 1989, a child is "looked after" by a local authority if he or she falls into one of the following: is provided with accommodation, for a continuous period of more than 24 hours, [Children Act 1989, Section 20 and 21]; is subject to a care order [Children Act 1989, Part IV]; is subject to a placement order.

Looked After - For the past four reported years between 2016/17 and 2019/20, Southend's rate of looked after children has been significantly higher than England's rate of looked after children. This followed a period between 2012/13 and 2015/16 where Southend's rate of looked after children was similar to England's.

For 2019/20 Southend had 314 Looked After Children which equates to a rate of 79.0. This rate was up slightly compared to 2018/19 when it was 77.9 but is a smaller increase compared to the trend over the previous 3 years. England's rate for 2019/20 was 66.6 which is a 12.4 percentage point difference.

Starting to be Looked After - Apart from a couple of exceptions in the years 2015/16 and 2016/17, Southend's rate of children starting a looked after episode has been statistically similar to England.

For 2019/20 Southend had 115 children starting to be looked after, which equates to a rate of 28.9. This rate was very slightly down compared to 2018/19 when it was 29.1. England's rate for 2019/20 was 25.8.

Ceasing to be Looked After - Apart from 2016/17, Southend's rate of children ceasing a looked after episode has been statistically similar to England.

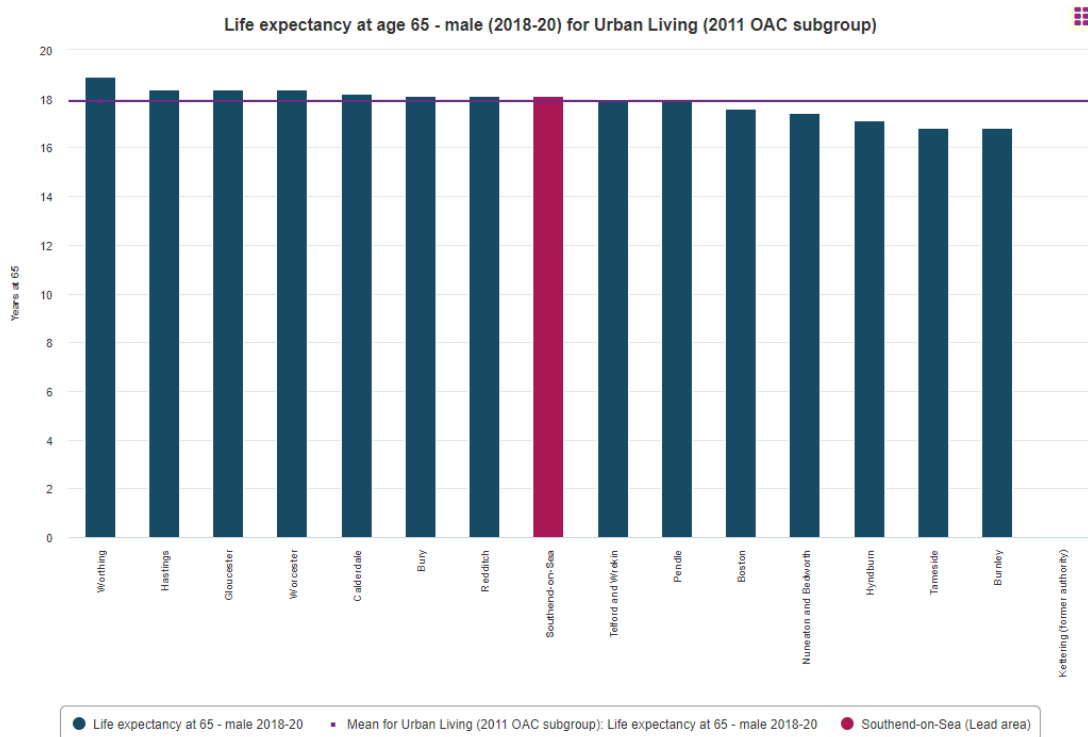
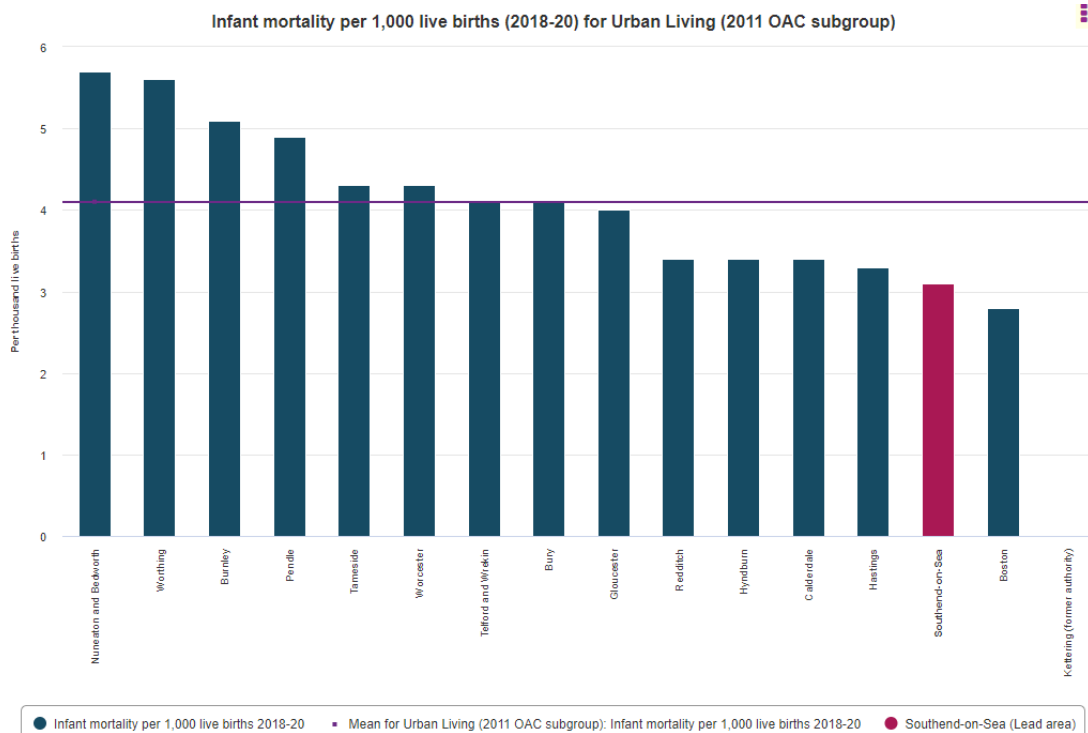
For 2019/20 Southend had 108 children ceasing to be looked after, which equates to a rate of 27.2. This rate is a 2.4 percentage point increase compared to the previous year in 2018/19 when it was 24.8. England's rate for 2019/20 was 24.6.

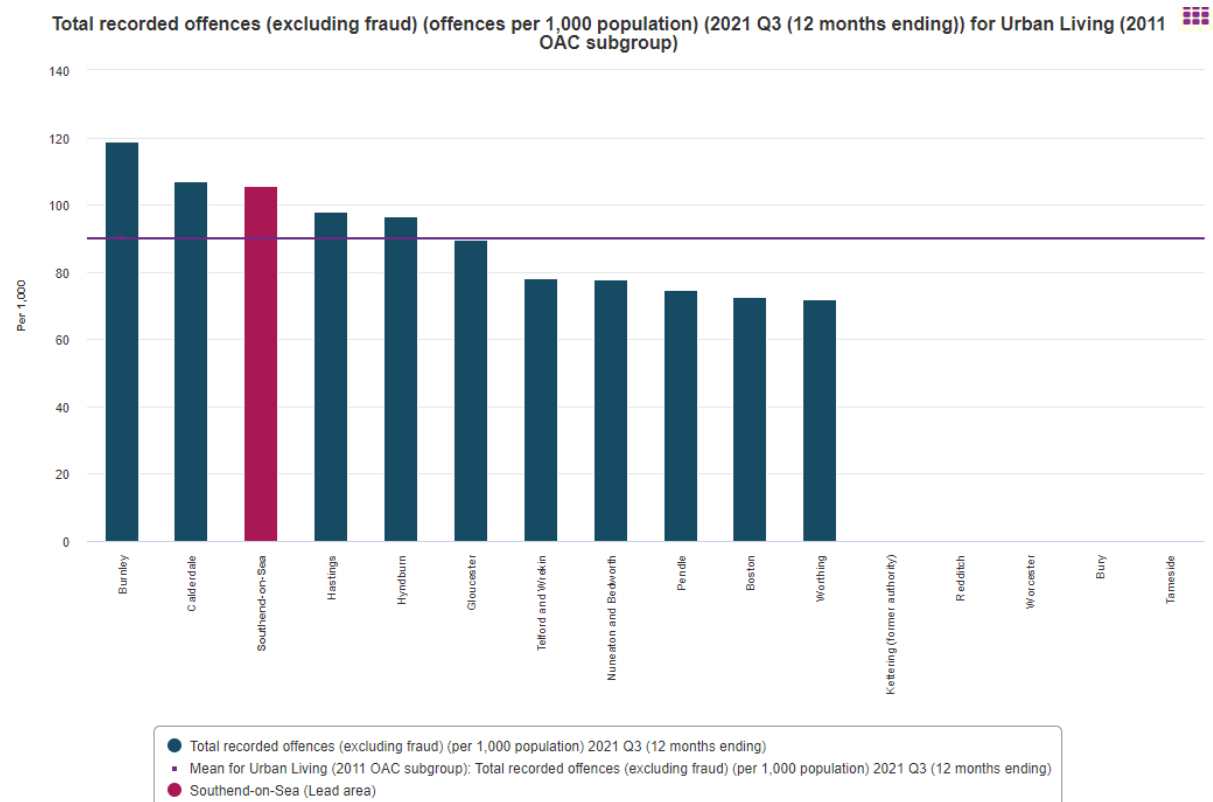
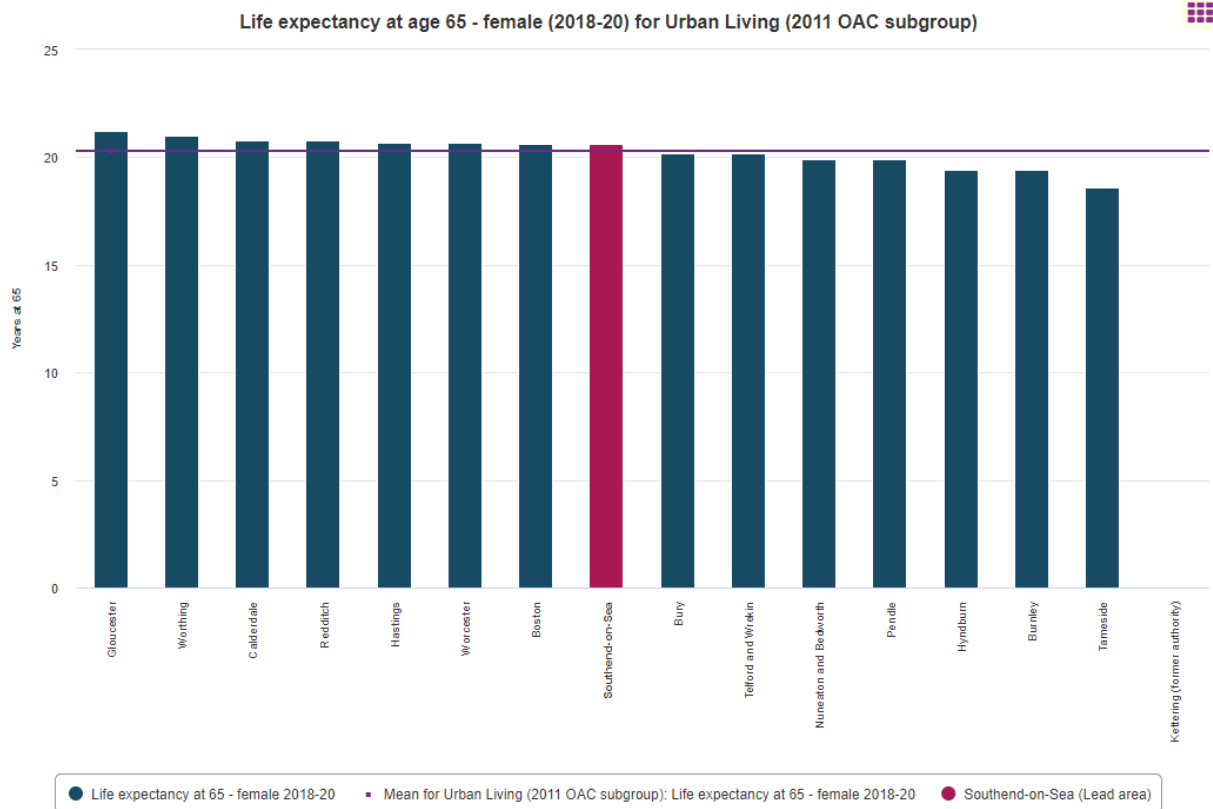
17.9. LG Inform – Improving services through information

[Local Government Inform \(LG Inform\)](#) is an online service that allows registered users to access, compare and analyse data, and present their findings online or offline.

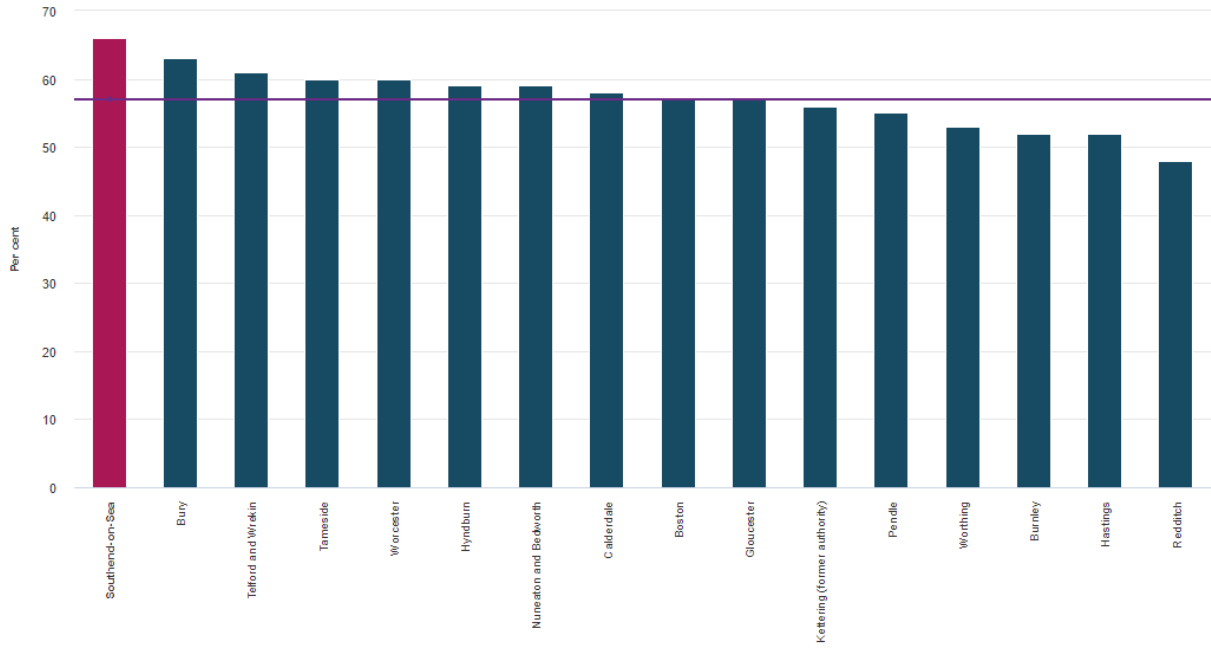
LG Inform brings together in one accessible place a range of key performance data for authorities, alongside contextual and financial information, in an online tool.

Selected data from LG Inform that refers specifically to Southend and in the arena of Safeguarding is shown below:

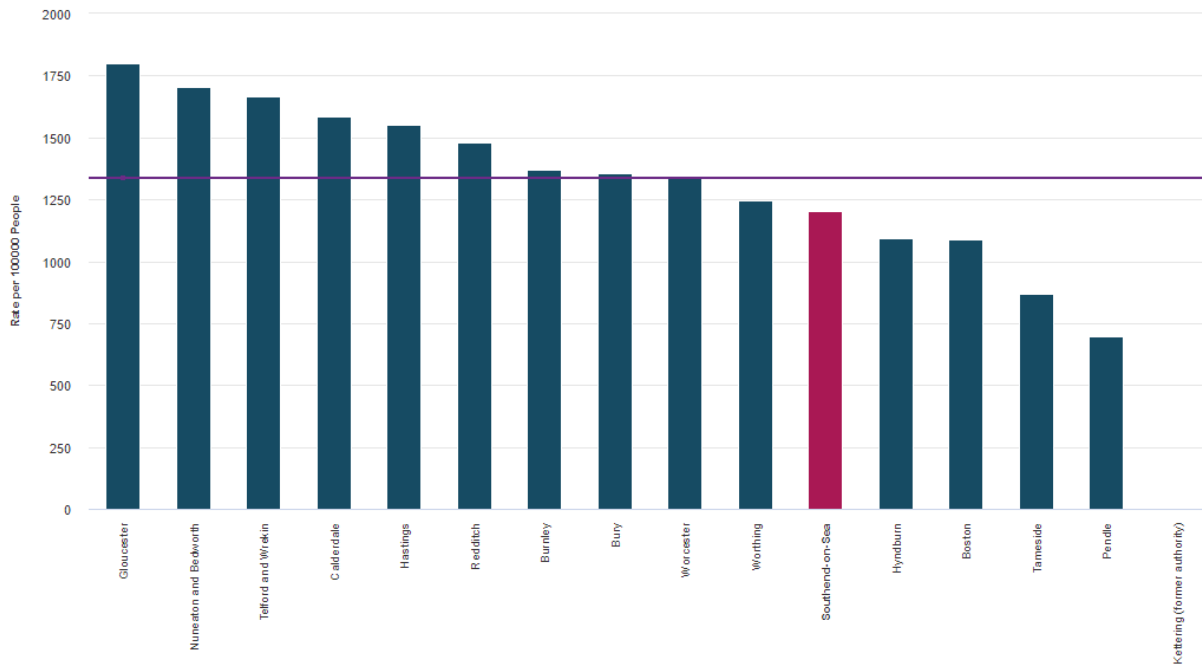


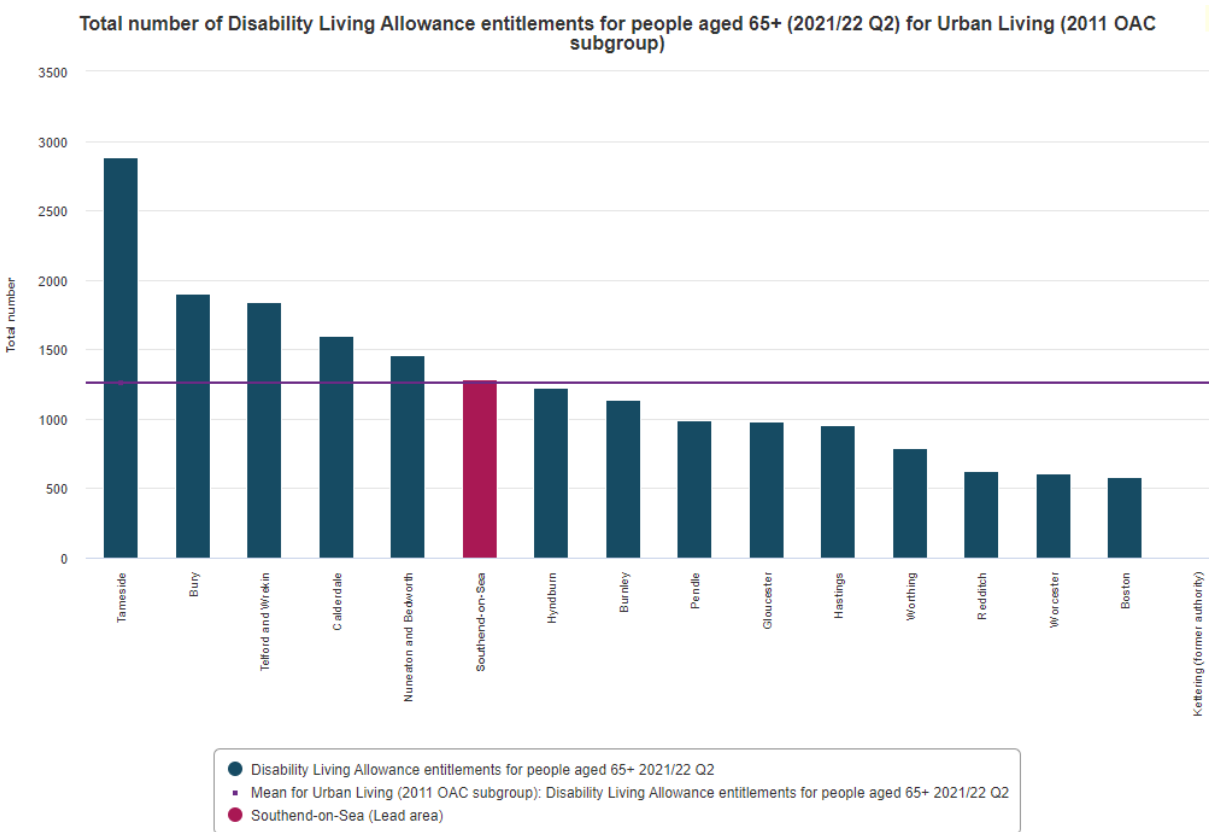
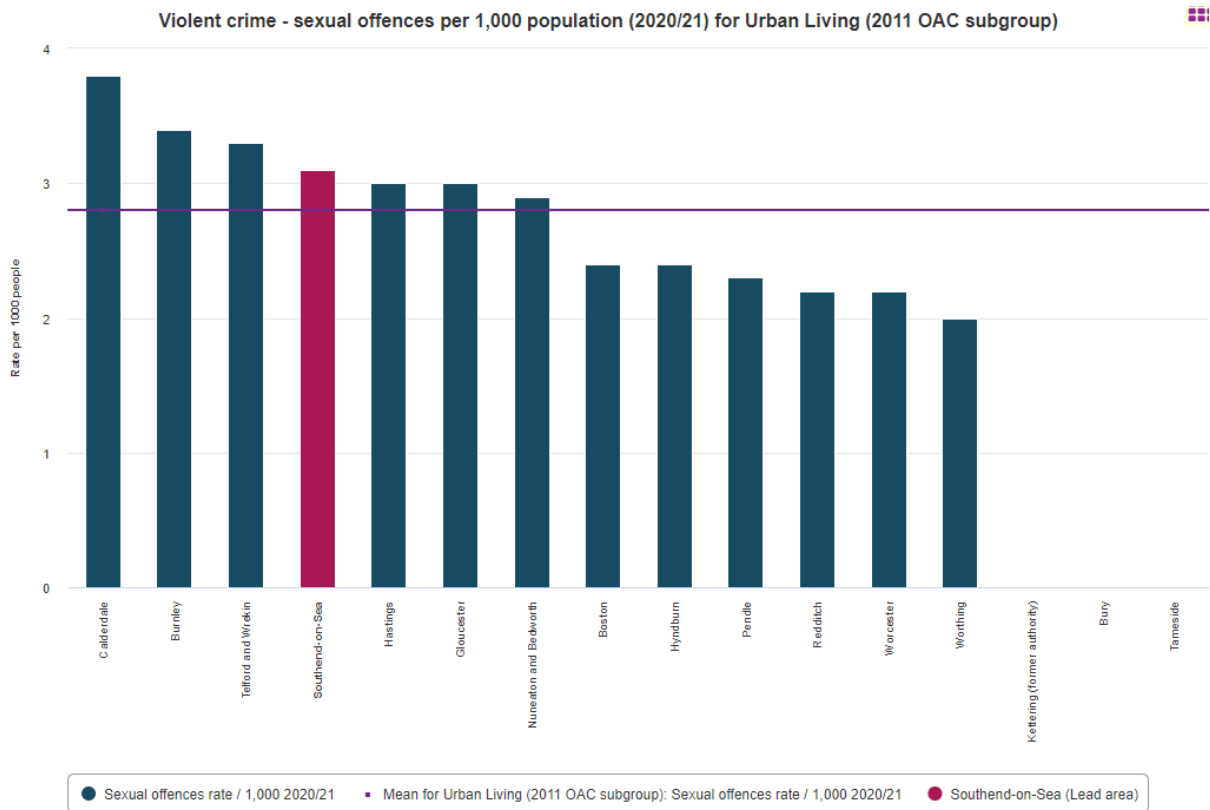


Percentage of pupils reaching the expected standard at the end of key stage 2 in reading, writing and mathematics (2018/19 (academic)) for Urban Living (2011 OAC subgroup)



Chlamydia detection rate ages 15 to 24 per 100,000 population (2020) for Urban Living (2011 OAC subgroup)

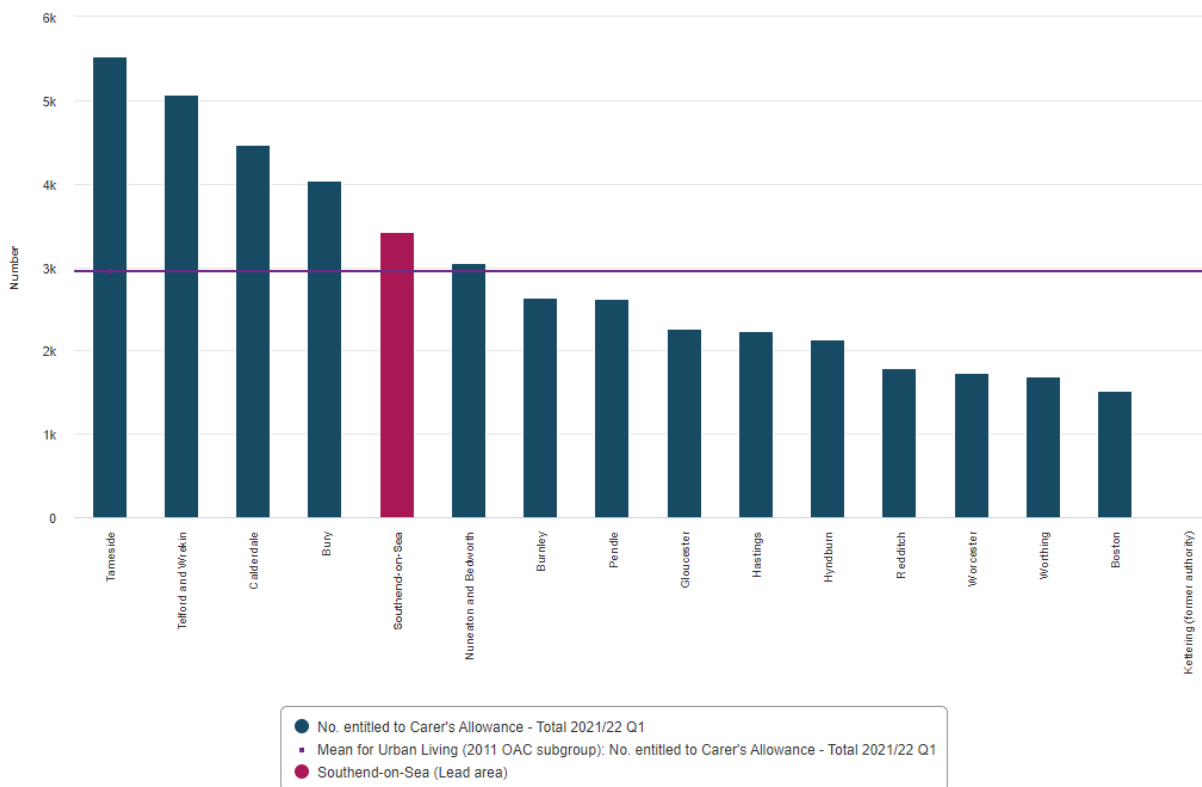


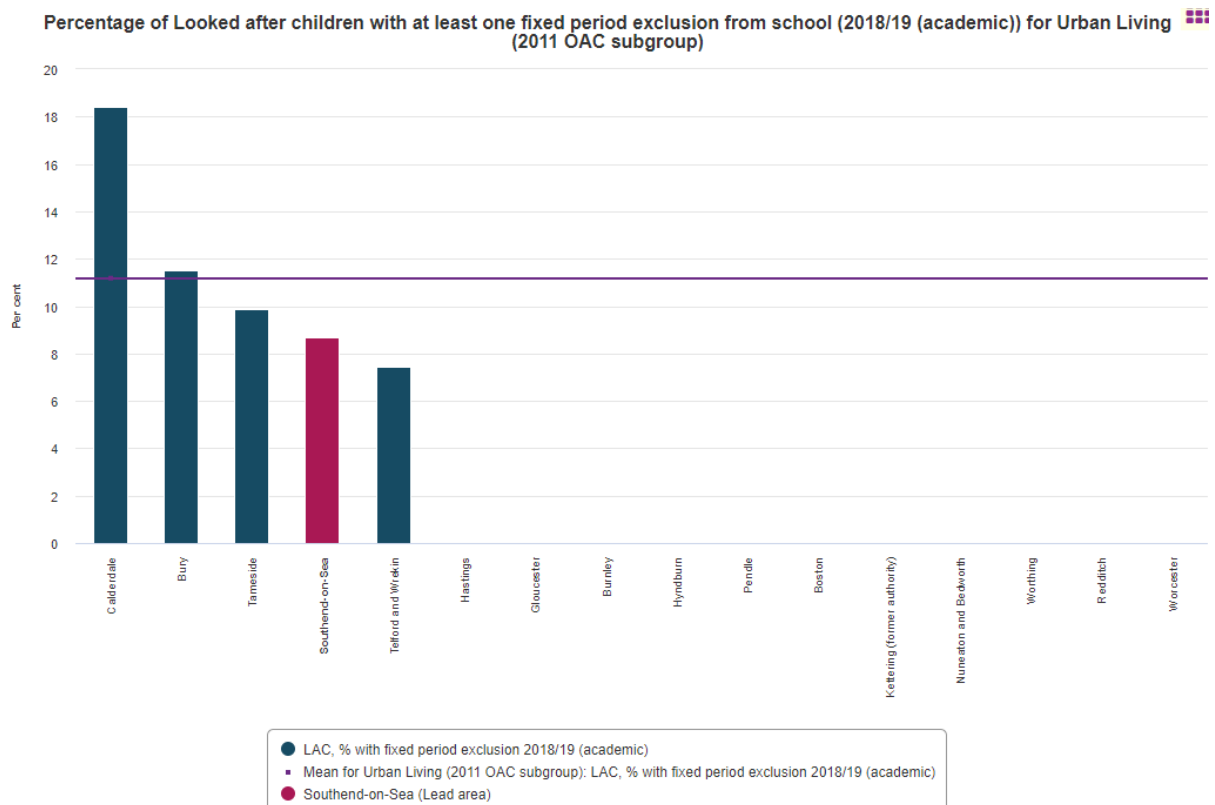
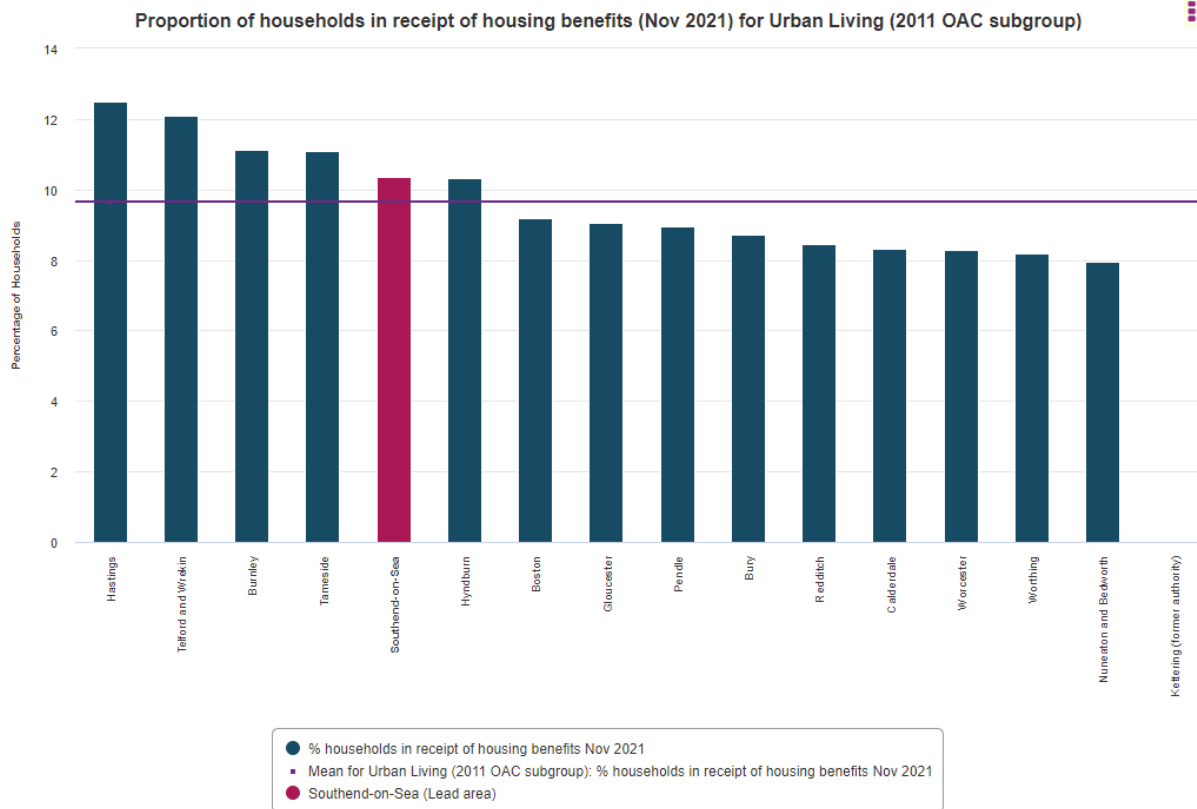


Suicide rate per 100,000 population aged 10 and over (2018-20) for Urban Living (2011 OAC subgroup)

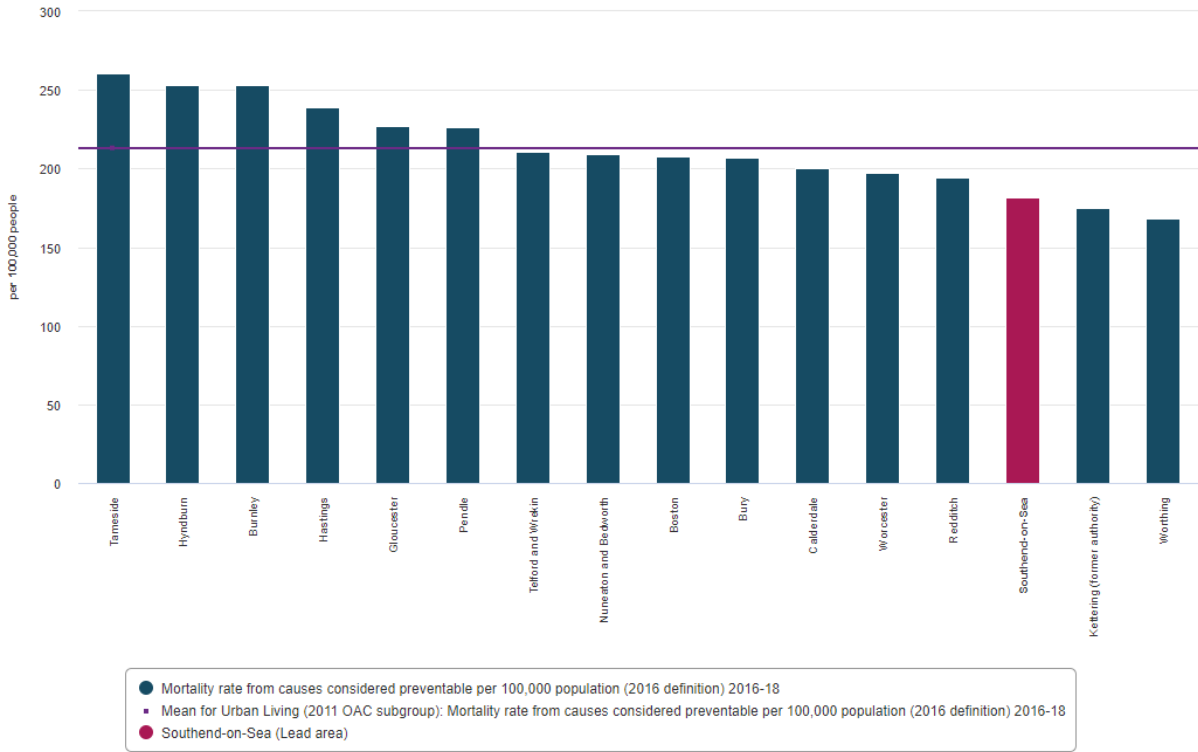


Number entitled to Carer's Allowance - Total (2021/22 Q1) for Urban Living (2011 OAC subgroup)

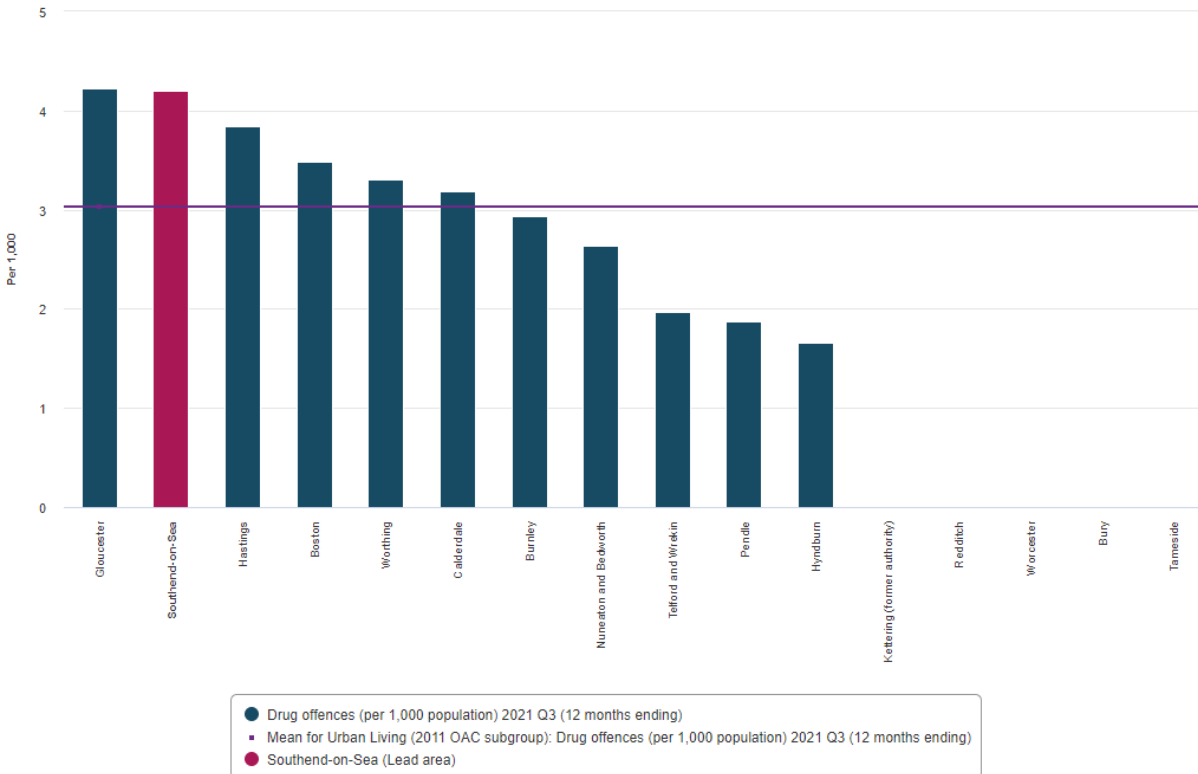




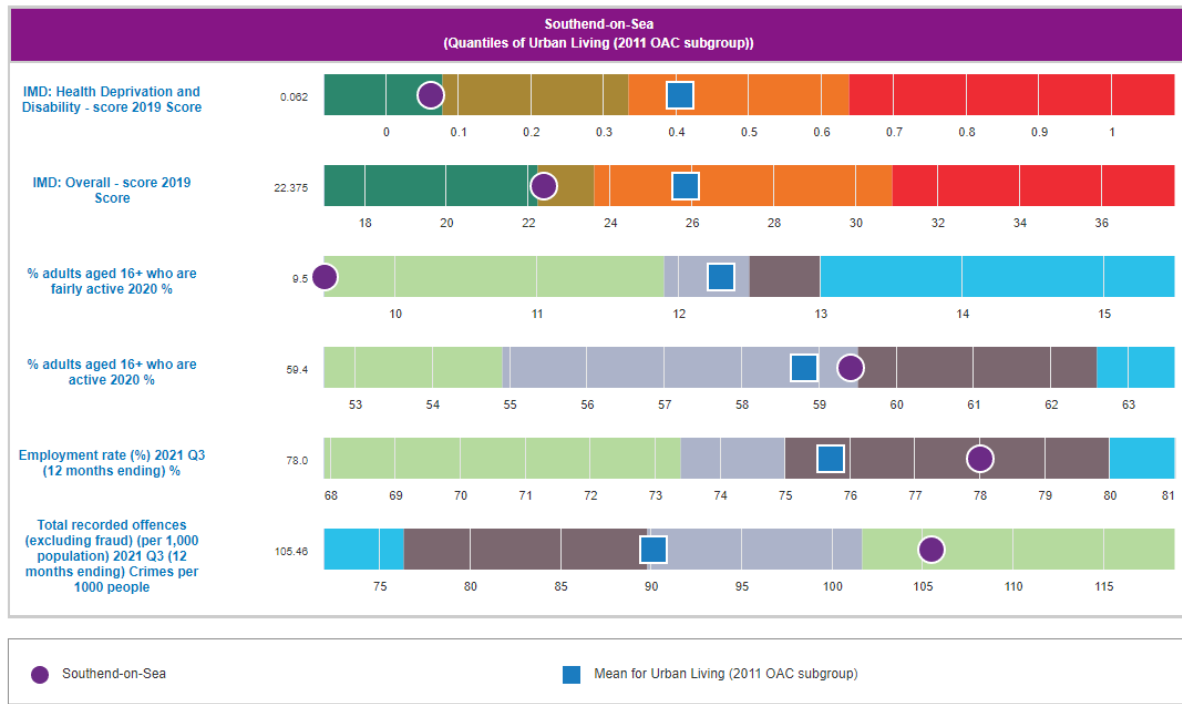
Mortality rate from causes considered preventable per 100,000 population (2016 definition) (2016-18) for Urban Living (2011 OAC subgroup)



Drug offences (offences per 1,000 population) (2021 Q3 (12 months ending)) for Urban Living (2011 OAC subgroup)



Southend-on-Sea (Quantiles of Urban Living (2011 OAC subgroup))



17.10. Public Health England – Local Authority Profile 2019

Key

Significance compared to goal / England average:

- Significantly worse Significantly lower Increasing / Getting worse Increasing / Getting better
- Not significantly different Significantly higher Decreasing / Getting worse Decreasing / Getting better
- Significantly better Significance not tested Increasing Decreasing
- + Increasing (not significant) - Decreasing (not significant)
- Could not be calculated No significant change

Life expectancy and causes of death

| Indicator | Age | Period | Count | Value (Local) | Value (Region) | Value (England) | Change from previous |
|---|----------|-----------------|-------|---------------|----------------|-----------------|----------------------|
| 1 Life expectancy at birth (male) | All ages | 2016 - 18 | n/a | 79.1 | 80.3 | 79.6 | ↔ |
| 2 Life expectancy at birth (female) | All ages | 2016 - 18 | n/a | 82.1 | 83.7 | 83.2 | ↔ |
| 3 Under 75 mortality rate from all causes | <75 yrs | 2016 - 18 | 1722 | 359.2 | 302.1 | 330.5 | ↔ |
| 4 Mortality rate from all cardiovascular diseases | <75 yrs | 2016 - 18 | 353 | 74.0 | 63.4 | 71.7 | ↔ |
| 5 Mortality rate from cancer | <75 yrs | 2016 - 18 | 700 | 146.5 | 126.0 | 132.3 | ↔ |
| 6 Suicide rate | 10+ yrs | 2016 - 18 | 47 | 9.78 | 9.96 | 9.64 | ↔ |
| 7 Killed and seriously injured (KSI) rate on England's roads | All ages | 2016 - 18 | 237 | 43.5 | 46.7 | 42.6 | ↔ |
| 8 Emergency hospital admission rate for intentional self-harm | All ages | 2018/19 | 290 | 165.8 | 173.1 | 193.4 | ↔ |
| 9 Emergency hospital admission rate for hip fractures | 65+ yrs | 2018/19 | 225 | 599.2 | 563.5 | 558.4 | ↔ |
| 10 Percentage of cancer diagnosed at early stage | All ages | 2017 | 385 | 55.0 | 54.7 | 52.2 | ↔ |
| 11 Estimated diabetes diagnosis rate | 17+ yrs | 2018 | n/a | 75.3 | 76.7 | 78.0 | ↔ |
| 12 Estimated dementia diagnosis rate | 65+ yrs | 2019 | 1891 | 78.6* | 65.7* | 68.7* | ↔ |
| 13 Hospital admission rate for alcohol-specific conditions | <18 yrs | 2016/17 - 18/19 | 20 | 17.0 | 23.4 | 31.6 | ↔ |
| 14 Hospital admission rate for alcohol-related conditions | All ages | 2018/19 | 1137 | 636.3 | 633.6 | 663.7 | ↔ |
| 15 Smoking prevalence in adults | 18+ yrs | 2018 | 22781 | 15.9 | 14.0 | 14.4 | ↔ |
| 16 Percentage of physically active adults | 19+ yrs | 2017/18 | n/a | 63.0 | 65.4 | 66.3 | ↔ |
| 17 Percentage of adults classified as overweight or obese | 18+ yrs | 2017/18 | n/a | 68.0 | 62.1 | 62.0 | ↔ |

Child health

| Indicator | Age | Period | Count | Value [±] (Local) | Value [±] (Region) | Value [±] (England) | Change [±] from [±] previous |
|---|-----------|-----------|-------|-------------------------------|--------------------------------|---------------------------------|--|
| 18 Teenage conception rate | <18 yrs | 2017 | 70 | 24.3 | 16.0 | 17.8 [±] | □ [±] |
| 19 Percentage of smoking during pregnancy | All ages | 2018/19 | 173 | 9.33 | 9.68 | 10.6 [±] | □ [±] |
| 20 Percentage of breastfeeding initiation | All ages | 2016/17 | 1713 | 83.1 | 76.1 | 74.5 [±] | □ [±] |
| 21 Infant mortality rate | <1 yr | 2016 - 18 | 19 | 2.91 | 3.36 | 3.93 [±] | □ [±] |
| 22 Year 6: Prevalence of obesity (including severe obesity) | 10-11 yrs | 2018/19 | 387 | 19.5 | 18.0 | 20.2 | □ |

| Indicator | Age | Period | Count | Value [±] (Local) | Value [±] (Region) | Value [±] (England) | Change [±] from [±] previous |
|---|-----------|--------|-------|-------------------------------|--------------------------------|---------------------------------|--|
| 23 Deprivation score (IMD 2015) | All ages | 2015 | n/a | 24.5 | - | 21.8 [±] | - [±] |
| 24 Smoking prevalence in adults in routine and manual occupations | 18-64 yrs | 2018 | n/a | 26.8 | 25.7 | 25.4 | □ |

Wider determinants of health

| Indicator | Age | Period | Count | Value [±] (Local) | Value [±] (Region) | Value [±] (England) | Change [±] from [±] previous |
|---|--|---|-------|-------------------------------|--------------------------------|---------------------------------|--|
| 25 Percentage of children in low income families | <16 yrs | 2016 | 6365 | 19.1 | 14.1 | 17.0 [±] | □ [±] |
| 26 Average GCSE attainment (average attainment 8 score) | 15-16 yrs | 2018/19 | 83477 | 47.2 | 47.0 | 46.9 [±] | □ [±] |
| 27 Percentage of people in employment | 16-64 yrs | 2018/19 | 88700 | 79.9 | 78.4 | 75.6 | □ [±] |
| 28 Statutory homelessness rate - eligible homeless people not in [±] priority need [±] | Not [±] applicable [±] | 2017/18 | 19 | 0.24 | 0.65 | 0.79 [±] | □ [±] |
| 29 Violent crime - hospital admission rate for violence (including [±] sexual violence) [±] | All ages [±] | 2016/17 [±] - 18/19 [±] | 210 | 39.4 | 33.6 | 44.9 [±] | □ |

| Indicator | Age | Period | Count | Value [±] (Local) | Value [±] (Region) | Value [±] (England) | Change [±] from [±] previous |
|--|-----------------------|---|-------|-------------------------------|--------------------------------|---------------------------------|--|
| 30 Excess winter deaths index | All ages [±] | Aug 2017 [±] - Jul 2018 [±] | 254 | 41.0 | 30.9 | 30.1 [±] | □ [±] |
| 31 New STI diagnoses rate (exc chlamydia aged <25) | 15-64 yrs | 2018 | 776 | 681.8 | 614.9 | 850.6 [±] | □ [±] |
| 32 TB incidence rate | All ages [±] | 2016 - 18 | 31 | 5.69 | 5.65 | 9.19 | □ |

end



SOUTHEND Safeguarding Partnership

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Southend-on-Sea City Council

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

To

Cabinet

On

8 November 2022

Agenda
Item No.

17

Report prepared by:
Daniel Lyons, South Essex Homes Director Finance &
Corporate Resources

Council Tenants Heating Charges Assessment 2022/23

Policy and Resources Scrutiny Committee

Cabinet Members: Councillor Ian Gilbert

Part 1 (Public Agenda Item)

1 Purpose of Report

This report sets out the justification for increasing heating charges during 2022/23 in line with actual costs being incurred.

2 Recommendations

That Cabinet:

- 2.1 **Approve an increase to Heating Charges for Housing Tenants for 2022/23 in line with the proposals contained within this report with effect from 1st January 2023.**

3 Background

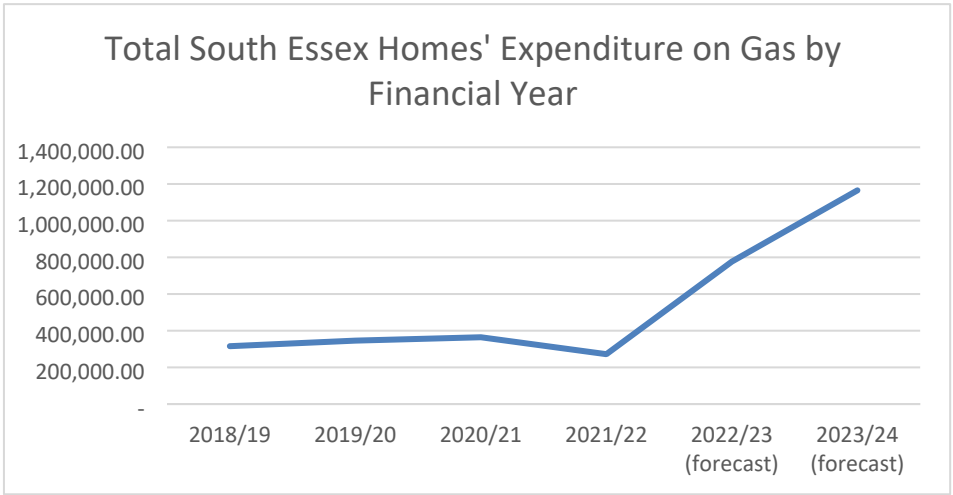
- 3.1 The unprecedented rise and volatility in energy costs is having a major impact across all aspects of everyday lives. The Government have responded with a series of initiatives to support individuals and businesses across the UK this year. It is important that the current operating environment is considered, and changes are made to the historical billing arrangements for passing on the actual level of energy consumed by our housing tenants in a more timely way. Tenants like all other residents have received some support directly from the Government to help with their energy commitments.
- 3.2 South Essex Homes levies Heating Charges to tenants that are supplied with heating and hot water from communal heating systems. These are generally systems where a communal boiler in the building supplies heating to both the communal areas of the block, as well as within the individual properties.

3.3 The Heat Network (Billing and Metering) Regulations 2014 set out the parameters and requirements of heat suppliers and the obligations for both billing the end user and registering details of any communal supply with the Office for Product Safety and Standards (OPSS). Since implementation in 2016, South Essex Homes has fully complied with this legislation ensuring regular information is provided to the OPSS and tenants have been billed for the use of energy at the scheme in arrears.

3.4 The methodology for billing tenants for the usage at their schemes has been levied to the end users by using historical costs incurred, as per the advice at the time of this legislation was enacted. Actual costs incurred by South Essex Homes can cover a period of anything between 17 months and 5 months prior to the start of the financial year before they are used as a basis for charging heating charges for the forthcoming financial year. For example, charges incurred from November 2020 to October 2021 were used as a basis for setting the heating charges at appropriate properties for the period April 2022 to March 2023.

The Energy Market

3.5 The last year has seen unprecedented movements in the energy market with costs now considerably higher than we have seen in recent years. For South Essex Homes we have seen the price we pay for our gas, which is effectively on behalf of our tenants, rise by 200% this year, with further increases expected over the next financial year. The below chart shows how the cost of gas for South Essex Homes has risen in 2022/23 and the anticipated rise in costs for 2023/24.



Current Financial Position

3.6 It has now become clear that the mechanism currently employed by South Essex Homes to recover Heating Charges is not sufficient to ensure full recovery of costs in a timely manner, or indeed fair and appropriate for our housing tenants. Gas costs in 2022/23 are forecast to be around £776,000, with recovery of individual heating costs through Heating Charges forecast to be around £241,000 and recovery of communal heating costs through Service Charges forecast to be £132,000. This leaves a total under recovery of gas costs in year of £403,000. This current situation cannot continue, whilst

tenants at the same time will be receiving direct support from the Government to help towards their increased energy costs in this year.

- 3.7 Continuing with the current methodology for calculating heating charges exacerbates the financial challenge into 2023/24 where South Essex Homes are currently forecasting a shortfall in recovery of gas costs (through both Heating and Service Charges) of £461,000.
- 3.8 This position is not sustainable for South Essex Homes, these losses, added to further losses due to increased costs of electricity, pay and contracts, mean that the continued financial viability of South Essex Homes will be put at jeopardy if we do not act to alter the way that these charges are levied.

Updated Guidance and Mid-year Assessment of Heating Charges

- 3.9 In recent months dialogue with the Office for Product Safety and Standards has confirmed that, while not notified to us at the time, guidance on implementation of the regulations was updated in 2020. The updated guidance gave advice that the charges should be fair to both the end user (i.e., tenants) and the heat supplier (i.e., South Essex Homes). Therefore, we are in a position where we can, and should, alter the way that Heating Charges are levied to our tenants to ensure that the charges are fair and reasonable for both the tenants and for South Essex Homes.
- 3.10 In order to phase these increases in for our tenants and start to recover costs in year we are recommending that a mid-year assessment is carried out and Heating Charges to our tenants are adjusted on the 1st January 2023 to a level more in line with the actual costs being incurred. This will ensure that losses do not keep accumulating in this area for South Essex Homes and will ensure that our tenants are paying the true cost of gas used within their schemes for heating and hot water, whilst they are receiving additional support from Government for this purpose.
- 3.11 The phasing of the increase will, for our tenants, ensure that the government assistance, currently being rolled out in response to the energy crisis, can be used to offset the higher energy costs currently being incurred within their properties. For our residents in sheltered schemes and those in Hostels we are recommending an average increase in heating charges of £7.87 per week. This recommended charge represents the actual cost of providing the supply of heating and hot water into these properties. Further, this mid-year adjustment reduces the estimated losses for South Essex Homes for gas costs in year from £403,000 to £302,000. Over the course of the whole year this would represent an average increase of around £400, for the period 1st January 2023 to 31st March 2023 this additional charge would increase our tenants' costs by around £100.
- 3.12 Adjusting the charge in this way is fair on the residents that receive the service as it does represent the cost of the current provision, in the same way as all households across the country have seen their utility bills increase in the last year. Further, making the in-year adjustment will assist tenants to maximise the financial assistance currently being provided by the government as well as to phase in, what will need to be, a further increase in the next financial year.

Assisting our Tenants

- 3.13 There can be no doubt that the economic situation with high inflation, rising interest rates and energy costs rising at levels well above the inflation rate, is having and will continue to have a significant impact on our tenants. South Essex Homes will continue to work with all our tenants to ensure that they maximise the assistance and financial support available to them through Housing Benefit and Universal Credit. We know that 73% of our tenants are in receipt of means tested benefits and will already be getting help towards the additional cost being incurred on energy this year, but South Essex Homes will target those households not currently in receipt of benefits to ensure that we are aware of their financial situation and that our residents are claiming all benefits and support that they may be entitled to.
- 3.14 The government has announced a series of payments that are being made to assist in meeting the additional costs being incurred by all householders. These payments by the government will ensure that our tenants gain additional support in paying for the additional costs that are being incurred due to rising energy costs. Every household will receive a payment of £400 that is deducted straight from their energy bills over 6 months, for our sheltered residents they still pay their electricity costs directly to an energy supplier so they will benefit from this government support. In addition, the government has put in place a series of support packages that are aimed at assisting those most in need. All residents in receipt of Low-Income benefits and tax credits will receive an additional £650 paid in 2 instalments, the first half of this payment was made in July with the second half being paid in November for those that still qualify. Additionally, there are 2 further cost of living payments for those that are eligible, the first is £150 for any resident in receipt of a disability benefit, paid in October. The second is a further £300 on top of the winter fuel payment, bringing this payment up to a maximum of £600. This package of help from the government means that all of our residents will receive some help with their energy bills this winter, with £400 being the minimum amount, but some that are entitled across all categories being **entitled to additional help of up to £1,800 this financial year.**
- 3.15 South Essex Homes has put in place further measures to support our tenants facing financial hardship though the energy crisis. Earlier this year a Hardship Fund was established, and money set aside to assist in cases where energy costs for households that were experiencing extreme financial hardship. Households can apply for up to £250 to assist in meeting these costs.

Communication with our Tenants

- 3.16 It is vital that we continue to engage with our tenants over the impact of the increased costs of providing heating and hot water into their properties and the assistance available to help them meet these rising costs. South Essex Homes communications team will work alongside the communications team at Southend City Council to ensure we fully engage with our tenants to make sure they are fully aware of the increases, the reasons why the increases are necessary, provide advice and highlight any ways in which we can help to assist them as we move through the winter months.

4 Other Options

- 4.1 The Council could choose not to increase Heating charges, the implications of this are twofold. Firstly, resident's costs of heating and hot water in their homes will be subsidised by the funds of South Essex Homes and the HRA. This is not a fair or appropriate use of HRA funds. Secondly, the losses being incurred by South Essex Homes on delivering these services will continue to increase putting further pressure on the reserves position and viability of South Essex Homes to continue to deliver vital services to our tenants.

5 Reasons for Recommendations

- 5.1 The residents of Sheltered Schemes and Hostels are currently paying below the actual cost for Heating and Hot Water in their homes. This adjustment means that residents will start to pay the true cost of these services into their homes and better prepare them for further increases in 2023/24 in line with the energy market.

6 Corporate Implications

- 6.1 Contribution to the Southend 2050 Road Map

The ability of South Essex Homes to manage its financial resources, the in-year spending and the ability to recover legitimate charges from tenants are key determinants in maintaining South Essex Homes, and as parent the Council's, reputation for strong financial probity and effective stewardship.

- 6.2 Financial Implications

As set out in the body of the report.

- 6.3 Legal Implications

The report provides information in the body of the report on the legislation relevant to the charging for Heating and Hot Water within individual dwellings.

- 6.4 People Implications

The proposals will undoubtedly have an impact on the tenants within our properties that receive Heating Charges from South Essex Homes. The report sets out the implications to tenants and the additional funding, advice and support that is available to assist those tenants in meeting these costs.

- 6.5 Property Implications

None

- 6.6 Consultation

Engagement with tenants will begin once formal approval has been obtained and every effort will be made to ensure that all affected tenants are assisted with these costs as much as possible.

6.7 Equalities and Diversity Implications

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

6.8 Risk Assessment

The report sets out to mitigate a key financial risk for South Essex Homes in delivering services within the envelope of funding available.

6.9 Value for Money

The key objective of South Essex Homes is to ensure that Value for Money is being obtained in the delivery of all services. In this regard, all available options are being explored to ensure costs being incurred for gas within schemes is minimised and the charges to tenants are kept to a minimum. These include lowering the ambient temperature within the schemes to a comfortable level and reducing the heating within communal areas to ensure heating is not being wasted.

6.10 Community Safety Implications

It is not anticipated that there will be any direct implications arising from these proposals on Community Safety but they will be kept under review.

6.11 Environmental Impact

The option may have an environmental impact in that the usage of gas within schemes directly contributes to the carbon footprint. Options are being explored to reduce this as much as is feasible.

7 **Background Papers**

None

8 **Appendices**

None

Southend-on-Sea City Council

Report of the Executive Director, Children & Public
Health
to
Cabinet

on
8th November 2022

Report prepared by: Lissa-Marie Minnis – Director of
Children’s Social Work, Early Help and Youth Support

Agenda
Item No.

18

Increased Allowances and Fee Uplift for In-house Carers

Relevant Scrutiny Committees: People and Policy & Resources
Cabinet Member: Cllr Laurie Burton
Part 1 (Public Agenda Item)

1. Purpose of Report

- 1.1. The report sets out how Southend-on-Sea City Council (SCC) will improve the offer to prospective and existing foster carers by recommending a new allowance and fee structure, providing additional benefits such as council tax relief and greater support and recognition for the valuable work foster carers do.
- 1.2. The new support offer for Southend on Sea foster carers will improve and grow our in-house fostering provision to better meet the needs of children and young people within Southend-on-Sea and reduce the use of more expensive independent fostering providers.
- 1.3. The case for change is set out in more detail in Appendix 1 to this report.

2. Recommendations

- 2.1 It is recommended that Cabinet approve:
 - 2.1.1 The new fee and allowance structure for Southend-on-Sea foster carers as per paragraph 3.9 of this report.
 - 2.1.2 The introduction of the additional allowances as per paragraph 3.11 of this report.
 - 2.1.3 That Southend-on-Sea approved foster carers who foster a Southend on Sea child for at least 26 weeks of the year receive Council Tax Relief up to Band D (if they live in Band E or above, they will get relief up to Band D) from 1st April 2023 as per paragraph 3.13 of this report.
 - 2.1.4 Funding for a new 1 FTE Fostering Panel Advisor as per paragraph 3.17 of this report.
 - 2.1.5 Mileage payments for costs associated with the child.

3. Background

- 3.1 As of 31st August 2022, there were 306 children in Southend-on-Sea in our care. This is a rate of 77 per 10,000 children. This is an increase from 2021 and higher than England (67 per 10,000), the East of England (49 per 10,000) and our statistical neighbours (71 per 10,000). The new proposal for foster carers will sit within the wider work of reducing the overall numbers of children coming into care.
- 3.2 SCC has a corporate responsibility for children looked after, which includes the statutory duty to ensure that there is sufficient accommodation that meets their needs within the local area.¹ This is best achieved by having a commensurate number of in-house fostering households within Southend-on-Sea.
- 3.3 Currently, there are limited options when children come into the Council's care as the Council does not have a sufficient number of in-house fostering households. Over the last year, the number of children in our care has risen, while at the same time the number of in-house foster carers has reduced. New foster carers are joining SCC, but this is outweighed by the numbers who leave.
- 3.4 This loss of in-house foster carers is having a direct impact and means that the Council is placing more children with Independent Fostering Agencies (IFAs). The proportion of Southend on Sea children in foster care placed with IFA has risen from 29% as of 31 March 2020 of all children in foster care, to 40% as of 31 August 2022 of all children in foster care.
- 3.5 In-house foster care is our preferred option because it enables children to remain close to their community and connections. The recent Ofsted Focus Visit in March 2022, noted that "too many children live a long way from Southend and, for some, this has a significant impact on the support and services provided to them." There is no evidence to suggest that IFA foster carers provide less quality care than in-house foster carers, but they are less likely to be local.
- 3.6 The increased use of IFA placements is having a significant pressure on budgets. Expenditure budget for all external placements (IFA, Residential and Secure) is £7.7m. This budget is under considerable strain, and, as of the end of July 2022/23 (Period 4) forecast, is anticipating a £5.6m overspend for the 2022/23 financial year. A primary cause for this pressure is the increased use of IFA placements, compounded with increases in average weekly fees for Residential Care Placements.
- 3.7 Southend on Sea needs to overhaul the current fostering fees, allowances and support in order to attract, train and retain a diversity of in-house foster carers who can support the diverse cultural needs of the children in our care, support young people of all ages and have the right skills to meet the varying and complex needs of children. To achieve this, the following is proposed for all existing and any new in house foster carers recruited to the service:-

¹ The Sufficiency Duty: Section 22G of the Children Act 1989

- A new fees and allowance structure.
- Council tax relief up to band D.
- Additional allowances for religious or cultural festivals, and increased allowance per year for a child's birthday, an additional two week allowance per child to contribute to the cost of a holiday and a one off £200 to each child at age 16 to go towards prom attendance.
- Mileage payments.
- A Fostering Panel Adviser post is established to ensure that potential new foster carers are assessed and approved as quickly as possible.

3.8 Foster carers receive two types of financial support: allowances and a fee. The allowances are to help cover the costs of caring for the child they foster, and a fee is provided to the foster carer to reflect the work they do to support children in our care.

3.9 The current fee and allowance structure in Southend on Sea is not consistent, does not support foster carers who care for children with more complex needs and is not competitive. The proposed new fee and allowance structure for Southend-on-Sea foster carers to be applied from Monday 3rd April 2023 consists of:

3.9.1 Increase the weekly allowances for all carers by 10% to:

| Age of Child | £ per week Proposed |
|---------------------|----------------------------|
| 0-4 | 173.26 |
| 5-10 | 195.48 |
| 11-15 | 241.20 |
| 16-18 | 291.47 |

3.9.2 Introduce a simplified fees structure with three categories which are paid per week, per child. Existing foster carers will be mapped to these new rates:

- Foster Carer – £200
- Advanced Foster Carer - £300
- Specialist Foster Carer- £400

3.9.3 Create a new foster carer category that will support children who are either stepping down from or prevented from moving into residential care. It is proposed that foster carers in this category will receive a high fee of £850 per week while they intensely work with the children and young people to recover from their trauma. This will be a pilot project with a maximum two carers per year.

3.10 The proposed new fee and allowance structure for a Southend-on-Sea foster carer will make the offer for foster carers more transparent, payment simpler and ensure equity of offer. This offer is more appealing and will make the Council more competitive with other organisations providing a fostering service and will help attract new carers to join Southend on Sea foster carers. Please see section 6.1 and 6.2 in Appendix 1 for further information on the new allowances and fees.

- 3.11 It is also proposed that as part of this new offer the following additional allowances are introduced:
- £100 per child per year for religious or cultural festival– festivals such as Eid, Diwali, Christmas etc.
 - £200 per child per year for their birthday.
 - Two week’s additional allowance per child, per year to contribute to the cost of going on holiday as a family
 - One off £200 to each child at age 16 to go towards prom attendance.
- 3.12 The introduction of an allowance for foster children’s holiday, birthday and festival allowances were identified by current SCC foster carers as important so adding this to our offer should increase the retention of existing foster carers as well as help with the recruitment of new foster carers. It also aligns SCC with the support offer that other local authorities provide for their foster carers. Section 6.1 in appendix 1 has more information of the additional allowances.
- 3.13 Introducing council tax relief for SCC approved foster carers who foster a Southend on Sea child for at least 26 weeks of the year up to Band D (if they live in Band E or above, they will get relief up to Band D), and equivalent support for SCC foster carers who live outside the SCC boundaries from 1st April 2023.
- 3.14 The council tax relief helps to clearly demonstrate the value and contribution foster carers provide for Southend on Sea, as well as supporting them financially. When a young person comes into our care, all elected members, employees and partners at SCC become their corporate parent, a collective responsibility for ensuring the best possible care and safeguarding for children who are looked after by us.
- 3.15 Our foster carers welcome our children into their homes and family, provide the direct care 24/7 giving them a stable, warm and loving home that many of these children have been without. While there are many very valuable people across Southend-on-Sea who give up their time to help other people, foster carers do not give up a few hours a week – they open up their home, their family, their whole lives to giving these vulnerable young people the best start in life.
- 3.16 Furthermore, the council tax relief will be the Council’s unique selling point as it will differentiate the Council from the market. Council tax exemption is something that is uniquely within the Council’s gift as a unitary council that will be a great benefit for foster carers offering this vital support. Offering this additional benefit to provide the best care for our children, clearly demonstrates the extraordinary value and contribution they provide for Southend-on-Sea. There will be eligibility requirements to ensure this relief supports the recruitment and retention of our foster carers and reduce the chance of abuse of this benefit. Please see section 6.3 in appendix 1 for more information on the council tax relief.

- 3.17 The creation of a permanent 1 FTE grade 10 Fostering Panel Advisor to be the professional advisor to the fostering panel² will ensure the panel is compliant with all legislation and best practice when making recommendations regarding the approval, review and termination of foster cares. The panel advisor must be an experienced social worker with relevant experience. Many other local authorities have the role of advisor and it is considered an important function on the improvement journey for the Council's Children's Social Work, Early Help and Youth Support Service. The role will also be responsible for implementing key elements of the new offer, subject to Cabinet's approval, including improved training and development for foster carers. Please see section 6.4 in appendix 1 for more information on the Fostering Panel Advisor
- 3.18 Mileage payments for costs associated with the child will support carers with increase costs of transportation and bring the Council more in line with other providers. Please see section 6.5 in appendix 1 for more details on the mileage payments.

4. Other Options

- 4.1 Do nothing – maintain the current fees and allowance structure. If there is no change to the current offer the Council will continue to lose more foster carers and recruitment will continue to be challenging resulting in further use of the private, voluntary and independent market. This will mean that the Council will be failing to meet its statutory sufficiency duty that requires local authorities to take steps to secure, so far as reasonably practicable, sufficient accommodation within the authority's area to meet the needs of children that are in our care.
- 4.2 Only increase allowances but remove fees – still increase allowances by the recommended amount to support with the increased cost of living but remove any fees. The Council is only required to pay foster carers minimum allowances to cover the costs of caring for the child they foster, not fees, which are provided to the foster carer to reflect the work they do to support children in our care. This would likely result in a loss of a significant portion of our in-house foster carers and make the Council even less competitive than other foster care providers including IFA and neighbouring local authorities. This will make it very difficult to attract new foster carers to the Council.

5. Reasons for recommendation

- 5.1 The recommendations will make the offer to foster carers more appealing and more competitive. This will help attract new carers to join SCC and reduce the current reliance on the external IFA market, whilst also reducing expenditure pressure on external placements. More importantly, it will ensure foster carers have the support they need to achieve the best outcomes for children in our care.
- 5.2 Demand for foster carers significantly outstrips the current supply so the Council needs to ensure that it has a robust offer to attract and retain sufficient local foster carers. All local authorities find it a significant challenge to recruit and retain foster carers but other neighbouring local authorities currently perform better than SCC

² The specific function of the fostering panel is detailed in [The Fostering Services \(England\) Regulations 2011 \(legislation.gov.uk\)](https://www.legislation.gov.uk) Regulation 25

in recruiting and retaining local carers. Furthermore, it is not only local authorities who recruit foster carers but the private, voluntary and independent market of IFA, further increasing competition for this scarce resource. This new offer will make the Council more competitive in a challenging market.

- 5.3 The new offer was shaped by what current in-house foster carers told us is important to them, helping to ensure this offer will not only attract new foster carers, but retain our current foster carers.
- 5.4 The recent Ofsted focused visit in March 2022 highlighted that we are placing too many children in our care, too far away, outside of the city. IFA carers are more likely to live outside the City: only 19% of IFA placements were within the city of Southend on Sea as of end of August 2022, compared to 65% of in-house carers, so using IFA is often contrary to our Sufficiency Duty. To meet the sufficiency duty the Council needs to increase its in-house foster carers and ensure that more children are placed as close to their existing connections and community as possible.
- 5.5 Increasing the number of in-house foster carers is not only important because they are local, but they are also more affordable. The proposed new offer for in-house foster carers will have average cost of £26,000 per child per year. The current average cost of an IFA is £50,000 per annum and the current cost of an average residential placement is £220,000 per annum (excluding the extremely high cost complex packages) and supported accommodation is £42,000 per annum.
- 5.6 While the number of children in our care with disabilities has remained consistent for the last five years, there has been a reduction in the numbers of children with disabilities who are looked after by an in-house foster care, resulting in an increase in the use of private provision including IFA, supported accommodation, children's homes and residential schools. This highlights the need for more in-house foster carers who have the skills to look after children with complex needs.
- 5.7 Based on current numbers it is anticipated that if agreed this new offer will increase the number of in-house foster carers, from an August 2022 baseline, by 69 additional foster carers by September 2025.
- 5.8 Due to the decreased use of IFA, residential and supported accommodation placements as a result of this proposal the new offer is projected, based on current numbers of children in our care to achieve a total net current cost pressure saving of
- £0.924M in 2024/25
 - £1.807M in 2025/26
- 5.9 Please see Appendix 1 Case for Change: Southend on Sea In-House Fostering for further details on the reason for the recommendations.

6. Corporate Implications

- 6.1 Contribution to the Southend 2050 Road Map

If approved this new offer for Southend on Sea foster carers will contribute to delivering Southend 2050, specifically:

Safe and Well

- residents feel safe and secure in their homes, neighbourhoods and across the city
- everyone has a good quality, sustainable home that meets their needs
- we protect and improve the quality of life for everyone in our community, including the vulnerable

Opportunity and prosperity

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

In addition, this will contribute to the Future Ways of Working, specifically helping SCC to:

- sustain and increase the pace of change
- develop a new way of operating that delivers improved outcomes for our residents and communities at the best value, including social value

6.2 Financial Implications

The full cost benefit analysis of the new offer has been presented in Section 7 of Appendix 1.

To therefore summarize, the cost of transitioning all existing in-house foster carers (as at the end of August 2022) and children supported in their care to the new offer including the proposed Council tax exemption will cost £0.680M per annum (p/a) (£155,000 p/a inclusive within for the Council tax exemption offer up to Band D). There is also a further cost of £68,000 p/a (incl oncosts) for the new Lv 10 Fostering Panel Advisor Post to promote, support and drive the offer. The total cost of the new offer is therefore £0.748M p/a from the 3rd April 2023.

As displayed in Appendix 1, the cost of the offer is presented and targeted as an Invest to Save offer as it is targeted to crucially reduce reliance on Independent Foster Agency placements, Residential Care placements and Supported Accommodation/ Semi independent placements (for children aged 16-18). It also displays the much wider benefits of enabling children to remain closer to Southend networks and communities.

Whilst the new offer does present a small net cost of £34,000 in 2023/24, on the basis, the reduction in external care placements is achieved the offer (as displayed in Appendix 1) is targeted to achieve total net current cost pressure savings in 2024/25 of (£0.924M) and (£1.807M) in 2025/26 (including the £0.924M carried forward from 2024/25). This, of course, does carry risk if the reduction in external placements are not achieved, it is therefore crucial the new foster care offer is driven and this is a key initiative to the wider improvement offer for Children Services.

Given the significant costs pressures within Children Services in 2022/23 – due to the use of external care placements and in particular the rising costs of residential care placement, as reported through the Period 4 Resource Better Outcome including a current £5.6M overspend cost pressure on placements, the cost of doing nothing could equally be far higher and add further cost pressure. The new proposed fee rates and allowances are considered fair, transparent and competitive.

The cost of the new offer, offset by targeted savings within Children Services and the small net total cost of £34,000 in 2023/24 will fall to Children Services to fund (and be empathized as part of the wider considerations for the Council's Budget development for 2023/24), whilst net cost pressure savings in 2024/25 and 2025/26 will be targeted to help reduce existing cost pressures within Children's Services.

6.3 Legal Implications

The Fostering Services (England) Regulations 2011 set out the legislative requirements for the approval and subsequent support of foster carers. Section 49 Children Act 2004 allows for the Secretary of State to make regulations as to the minimum amount of payments to Foster Carers. The Government publishes yearly minimum weekly allowances³ that every foster carers must receive. SCC current and proposed allowances are above the national minimum. Local Authorities have discretion to pay foster carers more than these minimum allowance which many do, including our closest Local Authority neighbours.

The 'Sufficiency Duty' is from Section 22G of the Children Act 1989. The duty requires local authorities to take steps to secure, so far as reasonably practicable, sufficient accommodation within the authority's area which meets the needs of children that the local authority are looking after, and whose circumstances are such that it would be consistent with their welfare for them to be provided with accommodation that is in the local authority's area.

6.4 People Implications None

6.5 Property Implications None

6.6 Consultation Southend on Sea Foster Carers and the SCC Fostering Team were both consulted in spring 2022. Please see appendix 1 for details.

6.7 Equalities and Diversity Implications EA Completed

6.8 Risk Assessment

³ [Help and support for foster parents: Help with the cost of fostering - GOV.UK \(www.gov.uk\)](https://www.gov.uk/help-and-support-for-foster-parents/help-with-the-cost-of-fostering)

| | Risk | Mitigation |
|----|---|---|
| 1. | The improved offer of support for foster will cost more to SCC but does not guarantee increased number of in-house foster carers to meet demand | Although it does not guarantee the increased number of foster carers, the offer improves our position with other providers, significantly improving our chances of increased recruitment and retention. Furthermore, if we do not change we will definitely see further net loss of foster carers, increasing our reliance of the IFA market and related location and budget issues. |
| 2. | If the numbers of children in care continue to increase, it does not matter what we do to improve our offer for foster carers, we will not be able to meet the demand for placements. | The new proposal for foster carers will sit within the wider work of reducing the overall numbers of children coming into care. However, even if numbers of children in our care do continue to increase, an increased number of in-house foster carers will still reduce the requirement to use IFA carers. |
| 3. | Some carers will receive less fee payments with the introduction of the new fee structure resulting in them leaving. | The vast majority of carers will see an improvement in the fee they receive and the new offer increases fairness and transparency but there are 20 foster carers who may receive less: three project carers and 17 fee paid carers. However, if the carers agree to look after more than one child and/or support a child with more complex needs they will get paid more. To aid this transition we are guaranteeing their current fees for up to three months (April-June 2023). We will also work on a case by case basis with every carer affected to ensure the stability of care for our children |
| 4 | If the foster care team is not prepared for the changes, even with the additional financial support, foster carers will still feel unsupported so still may leave. | The proposed new fostering panel advisor and team management will ensure the team is prepared and supported to implement the changes should Cabinet approve |
| 5 | If potential new foster carers do not know about the new offer we will not see any increase in new foster carers | There is a clear marketing strategy and plan in place, led by a dedicated marketing manager with extensive experience in this area. There has already been increased interest with new marketing strategy but face challenges after people enquire due to lack of unique selling point, the new offer will provide the needed unique selling point to attract more foster carers. |
| 6. | The new offer drives up enquiries from people wanting to foster with Southend on Sea but we don't have the staff resource to complete initial visit and assessment of carers (initial part of the recruitment | Improved performance monitoring and support for this team should mitigate this but if demand is so great that the team cannot manage, we will bring in independent assessors to ensure foster carers are approved in a timely way |

| | | |
|----|--|---|
| | process) in a timely way, resulting in delays and some prospective foster carers losing interest. | |
| 7. | Financial modelling was based on the current cohort of foster carer which are: 74% would be on new 'foster care' rate, 20% of the 'advanced' rate and 6% of the 'specialist foster carer' rate, if more foster carers are put on the advanced and specialist rate then we will not have costed the correct amount resulting in a further overspend and pressure on budgets | The modelling was based on current foster carers so it would be unexpected for there to be a sudden change in the need of the children to require different foster care support. There will be a clear framework about the different categories for how it will be assessed and monitored to ensure foster carers understand the categories and clear how the decision was made by professionals to ensure we are transparent and less risk of challenge to the level of care being provided. |
| 8. | If new people apply to be foster carers for the council tax relief but don't foster we will be financially worse off with no benefit of keeping children local and in a family setting | This will not be able to happen because to receive the council tax exception foster carers must meet relevant criteria including providing foster care to a Southend on Sea child for a total of 26 weeks (182 days) in the previous 12 months from 1 April to 31 March, maintain their approval (as per, regulation 27 of the Fostering Services (England) Regulation 2011) and claim exemption only on the one property in which they live. |

6.9 Value for Money

This new offer presents good value for money. The new offer should attract more in-house foster carers who are more likely to be local so more children in our care can remain in, or close to Southend on Sea, their existing community and wider networks, including school, wider family and friends. Whilst 2023/24 presents a small net total cost of £34,000, it is targeting total net savings of (£0.924M) to be achieved in 2024/25 and total net savings of (£1.807M) in 2025/26 (including the (£0.924M) in 2024/25 continuing). The targeted additional costs and savings on success of the new offer by both a growth in the in-house care placements and a reduction in external care placements.

6.10 Community Safety Implications

None

6.11 Environmental Impact

None

7. Background Papers

- Ofsted, May 2022, Southend on Sea Borough Council Children's services focused visit [50182671 \(ofsted.gov.uk\)](https://www.ofsted.gov.uk/inspections/50182671)

8. **Appendices**

Appendix 1: Case for Change: Southend on Sea In-House Fostering

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Case for Change: Southend on Sea In-House Fostering

1. Purpose

The purpose of this paper is to propose an improved offer for our Southend on Sea in-house foster carers to increase recruitment and retention so we can reverse the trend of reliance on external independent fostering agencies (IFA) and increase the number of children in our care living with a foster family, local to Southend on Sea.

2. Background

2.1 Southend on Sea Current Offer to In-House Foster Carers

In general, foster carers receive two types of financial support: allowances and a fee. The allowances are to help cover the costs of caring for the child they foster, and a fee is provided to the foster carer to reflect the work they do to support children in our care.

2.1.1 Allowances for children

Southend on Sea City Council (SCC) Foster carers receive an allowance for each child they foster in Southend-on-Sea, this is closely linked, but slightly higher, than the National Minimum Allowances¹ set by the Department for Education.

Table 1: Southend on Sea Weekly Fostering Allowances 2022-23

| Age of Child | Weekly Allowance Rate |
|--------------|-----------------------|
| 0-4 | £157.51 |
| 5-10 | £177.71 |
| 11-15 | £219.27 |
| 16-17 | £264.97 |

Allowances are paid per child, per week. Southend on Sea do not provide additional money to help with cost of caring or the child except for a one off payment of £100 made to each child aged 16+ to go towards their prom attendance. Mileage can also be claimed in some circumstances but the policy on this is not clear.

¹ <https://www.gov.uk/support-for-foster-parents/help-with-the-cost-of-fostering>

2.1.2 Fee payments to foster carers

Where a foster carer is approved to care for only one child they receive the ‘single placement’ fee at £173.07 weekly. Where a foster carer is approved to care for more than one child, they receive the ‘fee paid carer’ fee at £345.93 weekly and this payment remains the same irrespective of how many children are in the foster home. There is also a voluntary foster carer who receives no fee, just allowances. There are very few carers who are voluntary carers, currently only two carers are voluntary and there have been no new voluntary carers who are still offering foster care in the last 13 years. A ‘Project Fee Carer’ is a rate which applies to very few foster carers. It reflects a specific role or service delivered but this is not clearly defined. This payment rate is being phased out.

Table 2 Weekly Fostering Fees 2022-23

| Type of Foster Carer | Carer Fees (Weekly) |
|------------------------|---------------------|
| Single Placement Carer | £173.07 |
| Fee Paid Carer | £345.93 |
| Project Fee Carer | £558.21 |
| Voluntary Foster Carer | £0 |

3. The Need for Change

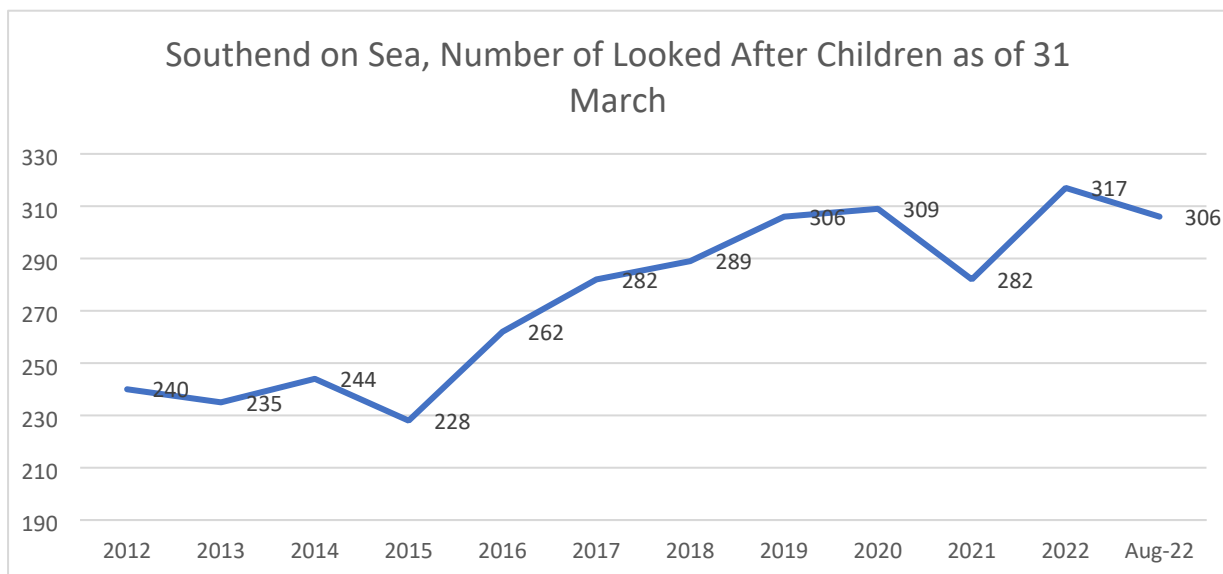
Recruiting and retaining a diversity of foster carers is key to delivering an effective fostering service. However, we are currently struggling to achieve this due to a number of reasons.

3.1 Children in our care

As of 31st August 2022 there were 306 children in Southend on Sea in our care. This is a rate of 77 per 10,000. This is a decrease from 31st March 2022 but higher than England, the East of England and our statistical neighbours. The national average rate is 67 per 10,000.

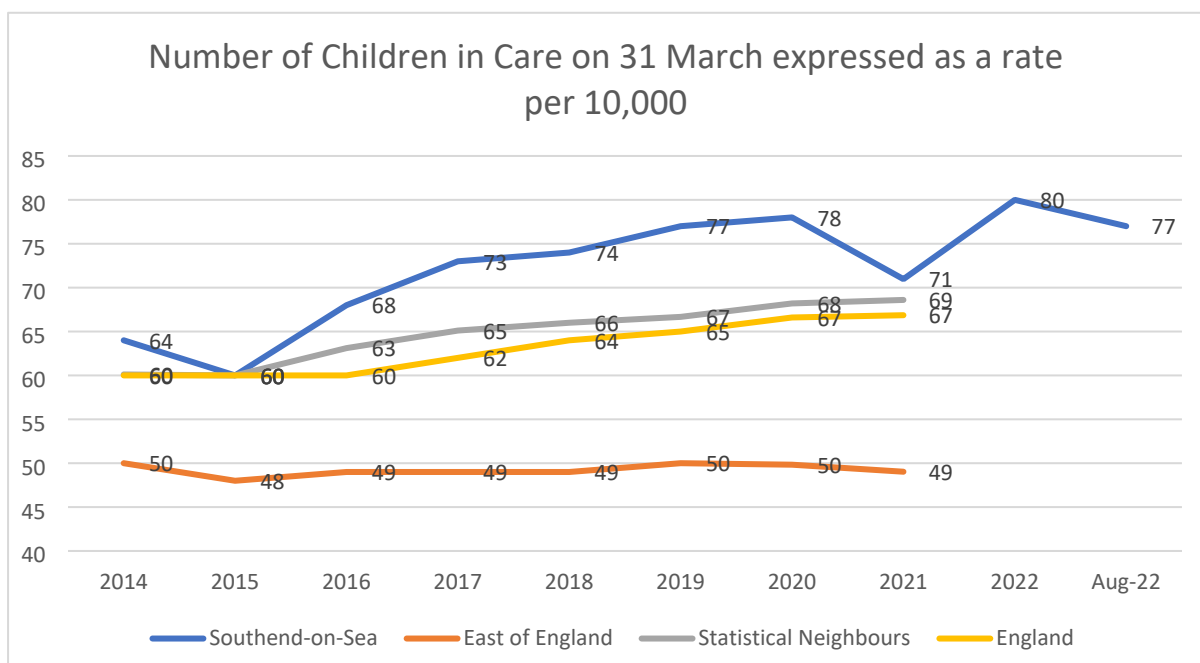
Appendix 1: Case for Change: Southend on Sea In-House Fostering

Figure 1 Number of Children in Care as at 31 March



Source: LAIT & SCC LAC As at

Figure 2 Children looked after rate per 10,000 Southend on Sea and Comparators



Source: LAIT & SCC LAC As at

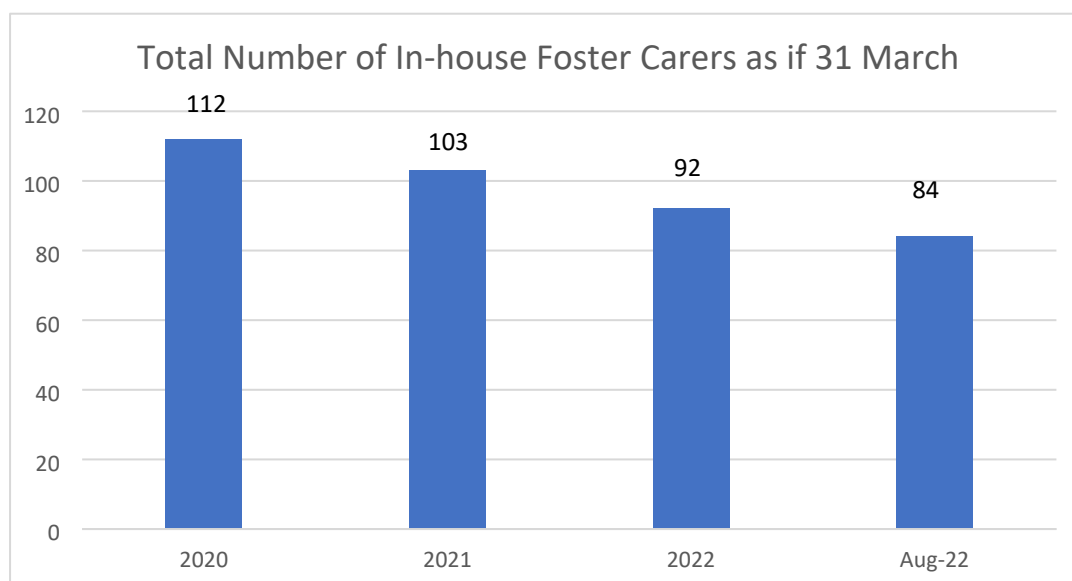
The new foster policy will sit within the wider work of reducing the overall numbers of children coming into care, especially children over the age of 10.

3.2 Southend on Sea Foster Carers

Recruiting and retaining foster carers is key to delivering a financially efficient fostering service but there has been a general decline in the number of in-house foster carers over the last three years:

Appendix 1: Case for Change: Southend on Sea In-House Fostering

Figure 3 Number of in-house foster carers



Source: SCC In-house Carers As at

This has led to less children being looked after by an SCC in-house foster carer and more children in our care being placed with Independent Fostering Agencies (IFA).

Table 3 Number of children in our care by type of Foster Care Placement and as a percentage of all children in our care as of 31 March

| | 2019 | | 2020 | | 2021 | | 2022 | | August 2022 | |
|----------|------|-----------|------|-----------|------|-----------|------|-----------|-------------|-----------|
| | No | % all CLA | No | % all CLA | No | % all CLA | No | % all CLA | No | % all CLA |
| In-house | 193 | 62% | 162 | 53% | 128 | 46% | 129 | 40% | 129 | 42% |
| IFA | 31 | 10% | 64 | 21% | 69 | 25% | 89 | 28% | 87 | 28% |

Source: SCC LAC As At Report

While new foster carers are joining SCC, this is outweighed by the numbers who have left. In the past three financial years, there has been a net loss of in-house foster carers:

Table 4: Net gain/loss SCC in-house foster carers

| | 2019/20 | 2020/21 | 2021/22 |
|--------------------------------------|---------|---------|---------|
| Starters | 29 | 23 | 11 |
| Leavers | -29 | -37 | -19 |
| Net loss/gain in-house foster carers | 0 | -14 | -8 |

Source: SCC Report Foster Carers De Registered in in period 1st April to 31st March and Foster Carers Approved in Period 1st April to 31st March

Appendix 1: Case for Change: Southend on Sea In-House Fostering

The primary reason for foster carers, who are not connected/kinship carers, leaving is due to foster carers resigning (Table 5). It is perhaps not surprising that 2020/21, the first year of the Coronavirus pandemic, saw the biggest net loss of in-house foster carers and that is was mostly due to carers resigning, rather than retiring or other reason.

Table 5 Reason for leaving foster care in-house carers not including connected/kinship

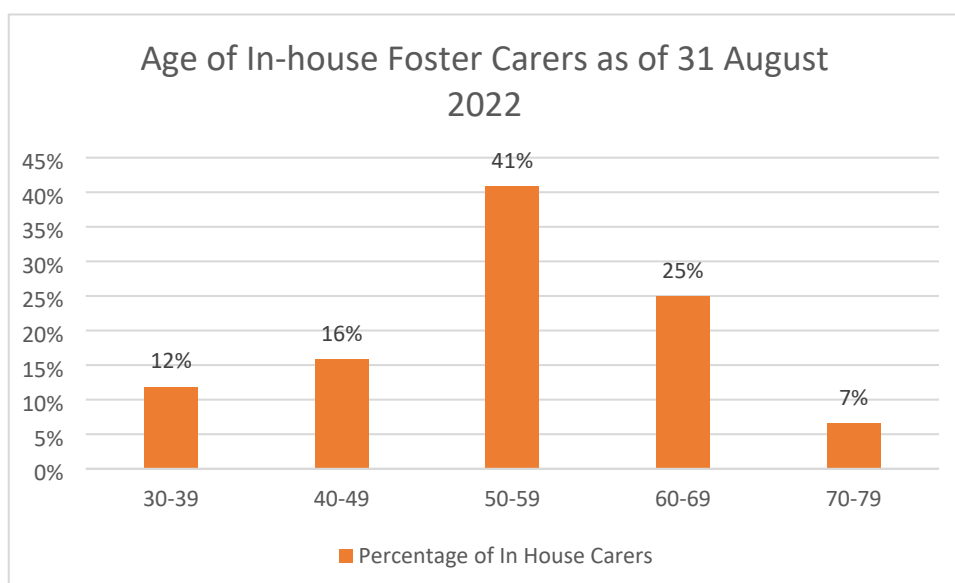
| | 2019/20 | 2020/21 | 2021/22 |
|----------------------------|---------|---------|---------|
| Agency decision | 0.00% | 6.25% | 0.00% |
| Foster carer adopted child | 7.14% | 0.00% | 0.00% |
| Foster carer resigned | 71.43% | 87.50% | 57.14% |
| Foster carer retired | 14.29% | 0.00% | 14.29% |
| Local authority decision | 7.14% | 6.25% | 14.29% |
| Other reason | 0.00% | 0.00% | 14.29% |

Source: SCC Report Foster Carers De Registered in period 1st April to 31st March and Foster Carers Approved in Period 1st April to 31st March

Furthermore, almost a third of our current foster carers are over the age of 60 so may be considering retiring within the next few years (

Figure 4).

Figure 4 Age of SCC In-house Carers

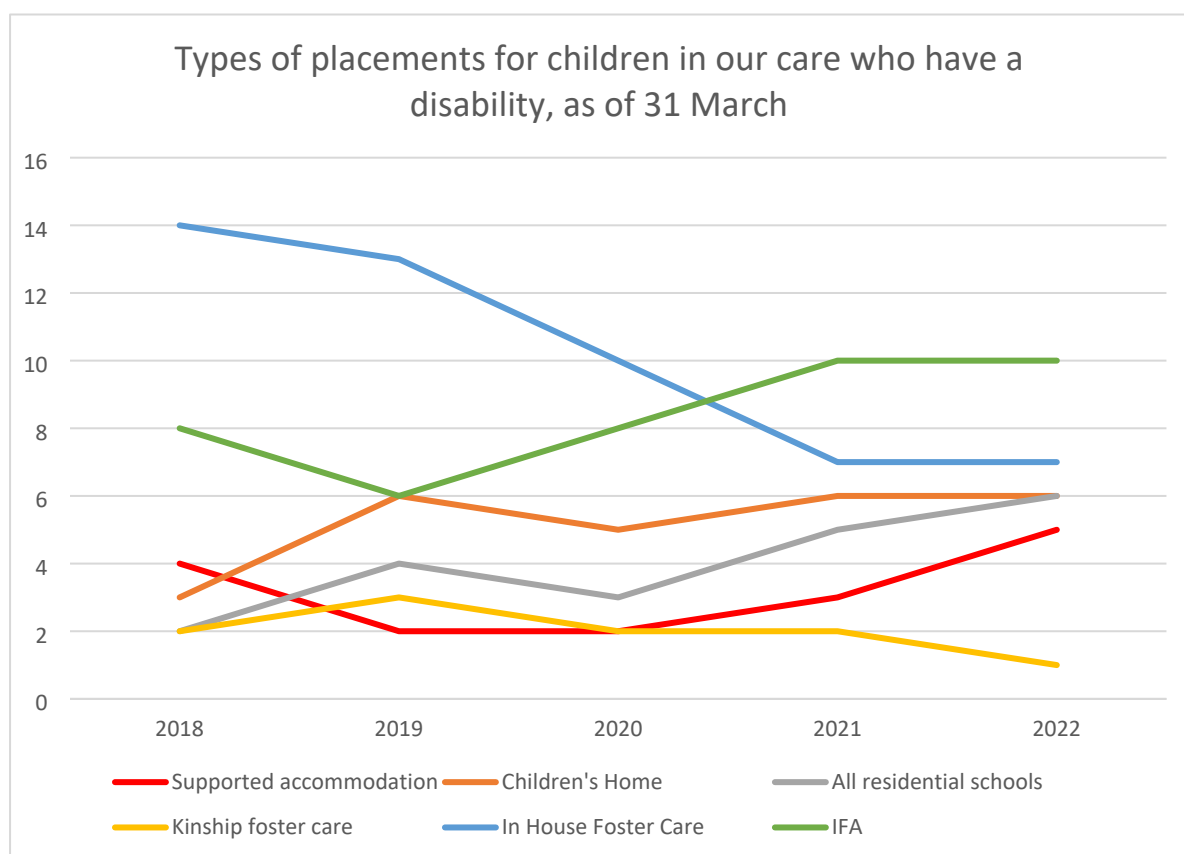


Source: SCC Report In-house Foster Carers

3.3 Children with disabilities in our care

While the number of children in our care with disabilities has remained consistent for the last five years (37 children as of 31st March 2018 and 36 as of 31st March 2022), there has been a reduction in the numbers of children with disabilities who are looked after by an in-house foster care, resulting in an increase in the use of private provision including IFA, supported accommodation, children’s homes and residential schools. This highlights that we need more in-house foster carers who have the skills to look after children with complex needs.

Figure 5: Placement type of children in our care who have a disability as of 31 March



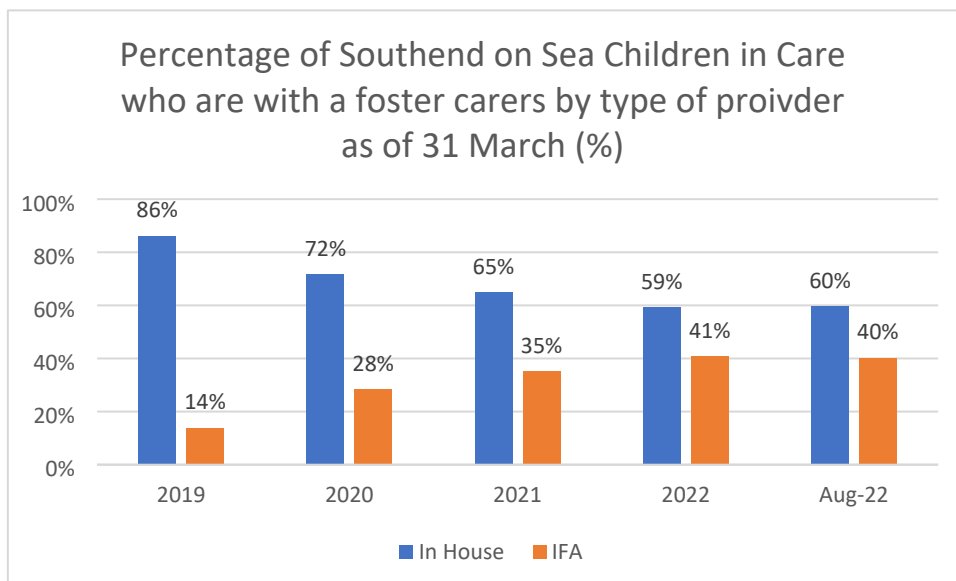
Source: SCC LAC As At Report

3.4 Independent Fostering Agencies

The increase numbers of children in our care, compounded with the overall decrease in our own foster carers has resulted in an increased reliance on the use of IFAs to help find the children in our care a home. The proportion of Southend on Sea children in foster care placed with IFA has risen from 29% as of 31 March 2020 of all children in foster care, to 40% as of 31 August 2022 of all children in foster care (Figure 6). Even in 2020/21 when there was an overall reduction in the number of children in our care from 309 to 282 (a 9% reduction), there was an increase in the use of IFA.

Figure 6 Percentage of children in foster care by placement provider

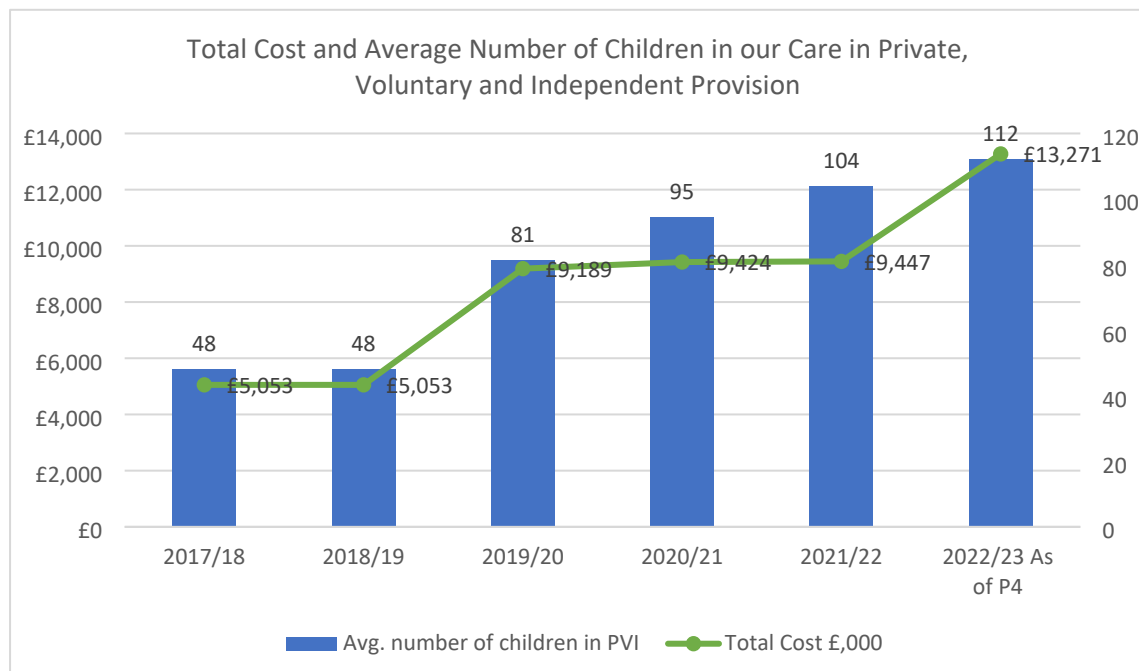
Appendix 1: Case for Change: Southend on Sea In-House Fostering



Source: SCC LAC As At Report

While there will likely always be a need for IFAs, the increase reliance Southend-on-Sea has had on IFA carers is resulting in a substantial financial pressure. SCC has traditionally held one budget for any external placements delivered by private, voluntary and Independent (PVI) providers, including all residential, IFA and secured placements. The expenditure budget for all external placements is £7.7m. This budget is under considerable strain, currently (as of P4 2022/23) anticipating a £5.6m overspend for 2022/23 financial year.

Figure 7 Total cost and average number of children in our care in PVI provision



Source: SCC Finance

As of P4 2022/23, the total costs of PVI providers have gone up by 163% since 2017/18, or 44% since 2019/20. The primary cause of this financial pressure is due to the increase use of IFA placements. There has been a 77% increase in the average number of children under 16 looked after by an IFA foster carers since 2019/20 to P4 2023/23.

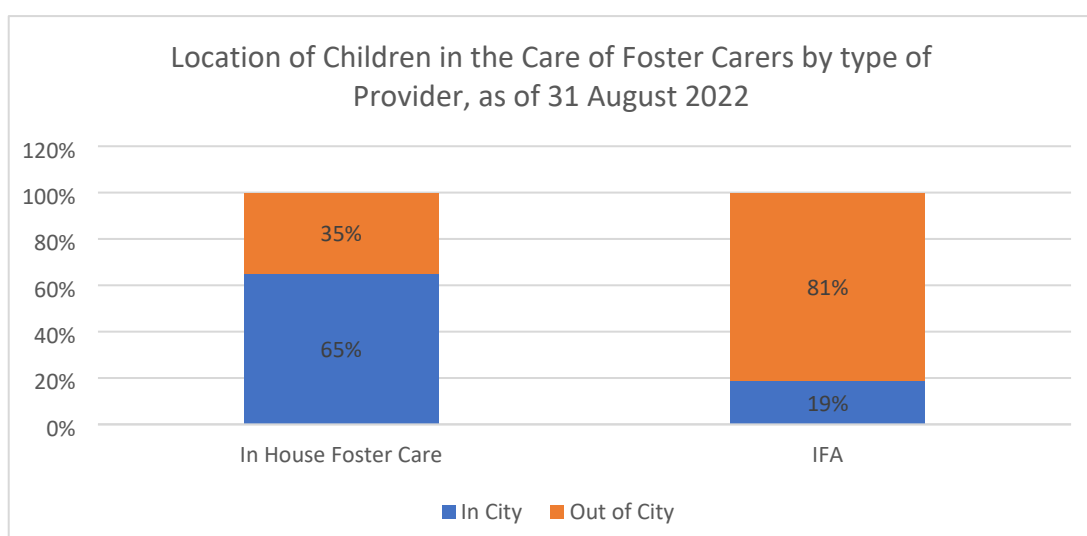
The financial pressure is further compounded by an increase in the average costs per week for both IFA placement and residential provision. While the number of children in residential provision has remained fairly consistent since 2019/20, the average cost per week has gone up by 33% for under 16s and 66% for over 16s. Although not as significant an increase as residential provision, IFA placements for under 16 have also gone up by 10% per week.

3.5 Close to Southend on Sea

The recent Ofsted focused visit in March 2022 highlighted that we are placing too many children in our care, too far away, outside the city. This is contrary to our Sufficiency Duty² which requires local authorities to take steps to secure, so far as reasonably practicable, sufficient accommodation within the authority’s area which meets the needs of children that the local authority are looking after, and whose circumstances are such that it would be consistent with their welfare for them to be provided with accommodation that is in the local authority’s area.

IFA carers are more likely to live outside the City (Figure 8) so using them is often contrary to our sufficiency duty. We need to increase our in-house foster carers to meet our sufficiency duty and ensure that children are placed as close to their existing connections and community as possible.

Figure 8: Foster Care placements in and out of the city of Southend



Source: SCC LAC As At Report

² Section 22G of the Children Act 1989

4. Comparators

Demand for foster carers significantly outstrips supply so we need to ensure we have a robust offer to attract and retain sufficient local foster carers. All local authorities find it a significant challenge to recruit and retain foster carers. Furthermore, it is not only local authorities who recruit foster carers but the private, voluntary and independent market of IFA, further increasing competition for this scarce resource.

It is a challenge to directly compare fostering offers due to the differences in approach depending on the agency and offer, but the following highlights some national and local neighbours and where possible highlight direct comparisons with Southend on Sea's financial support offer for foster carers.

4.1 National benchmarking

According to the Fostering Network State of the Nation (2021),³ that looked at all English local authorities fee payments to their foster carers, our single placement carer and a fee paid carer who looks after two children are currently paid around the mid point for the region. However, a fee paid carer who looks after one child will be some of the best paid carers in the region but if they look after three children they would be one of the worst paid carers.

4.2 Local comparators

Essex County Council in-house Fostering

Essex County Council offer is more complex but clear, with a greater difference in fees for different carers. Overall, they tend to pay more both in terms of allowances and fees.⁴

Table 6 Essex County Council Foster Care Allowances 2022-23

| Age of child | Weekly Allowance | Higher or lower than Southend Allowances? |
|--------------|------------------|---|
| 0-4 | £165.55 | 5% higher |
| 5-10 | £188.65 | 6% higher |
| 11-15 | £234.71 | 7% higher |
| 16+ | £249.76 | 6% lower |

Essex County Council Fees and Allowances Document states that allowance increase in line with inflation, so it is likely there will be increases to these allowances from April 2023.

³ [State of the Nation's Foster Care 2021 | The Fostering Network](#)

⁴ [What you can earn \(essexadoptionandfostering.co.uk\)](#)

Additional allowances include:

- One week's additional allowance per child is paid at Christmas
- One week's additional allowance per child is paid before their birthday.
- Two week's additional allowance per child is paid in July to contribute to the cost of looking after a child during the six weeks summer holiday.

They also have additional benefits such as paid holiday and expenses for travel related to the fostering role.

The fee offer from Essex County Council is more complex (but clearly communicated) than SCC, in summary:

For short-term and permanent fostering of a child, foster carers can earn:

- £200 per week for a child aged 0-10 years
- £250 per week for a child aged 0-10 with complex needs, such as medical or mental health issues or behavioural difficulties
- £250 per week for a child aged 11-18 years
- £350 per week for a child of any age who:
 - can't be placed with other children
 - has had multiple unsuccessful placements
 - requires their foster carer to be available during school hours
 - is leaving residential care
 - has a diagnosed disability but is not allocated within our Children with Disabilities team.

For short-term or permanent fostering of a disabled child, foster carers can earn:

- £500 per week for a child of any age with diagnosed disabilities and is receiving support from the Children with Disabilities Team
- £1,000 per week for a child of any age with diagnosed disabilities and who requires a high level of two-parent care or through-the-night care.

Thurrock Council In-house Fostering

Thurrock Council offer⁵ foster carers two payments: maintenance payment (allowances) to cover the cost of caring for the child or young person and reward payment (fee) for the foster carers as a feed paid for their work.

They have three levels of fostering:

- Care Skills
- Care Skills+
- High Needs

⁵ [Payments and allowances | Foster carer payments and support | Thurrock Council](#)

To be paid the Care Skills+ rate, carers must regularly provide emergency placements, which includes urgent placements of Unaccompanied Asylum Seeking Children and be able to meet and manage more complex needs including:

- significantly challenging and risk taking behaviours
- complex educational needs and need for tailored education programmes
- significant attachment issues or substance misuse
- offending behaviour or sexualised behaviour
- current child criminal exploitation, gangs and experiences of being trafficked
- diagnosed mental health difficulties

The High Needs rate is paid in exceptional circumstances to support carers who look after the highest need children and young people. For example, a child or young person who:

- receives support from their local Children with Disabilities service due to their own disability, rather than a sibling's disability
- cannot access education, or their education provision is less than half of full-time
- is placed from residential care or secure care, and is settling in to placement (paid for up to 6 months)
- requires a remand bed
- has multiple or profound difficulties with complex medical needs and a high number of medical appointments
- presents a sexual risk to other children and therefore needs constant supervision

The allowances and fees are as follows:

| Child's age | Allowances £ per week | Higher or lower than Southend Allowances | Weekly Fee £ per week |
|----------------------|-----------------------|--|-----------------------|
| 0 to 4 | 147 | -5% lower | 200 |
| 5 to 10 | 168 | -5% lower | 200 |
| 11 to 15 | 210 | -4% lower | 200 |
| 16+ | 252 | -5% lower | 200 |
| Care Skills + | | | |
| 0 to 4 | 147 | -5% lower | 250 |
| 5 to 10 | 168 | -5% lower | 250 |
| 11 to 15 | 210 | -4% lower | 250 |
| 16+ | 252 | -5% lower | 250 |

| High Needs | | | |
|------------|-----|------------|-----|
| 0 to 4 | 197 | 25% higher | 300 |
| 5 to 10 | 218 | 23% higher | 300 |
| 11 to 15 | 260 | 19% higher | 300 |
| 16+ | 302 | 14% higher | 300 |

In addition, all foster carers who live in Thurrock are exempt from paying council tax and any foster carer who lives outside Thurrock are provided with quarterly payment to cover the cost of their council tax.

To be eligible for council tax relief, foster carers must have provided foster care to a child for a total of 26 weeks (182 days) in the previous 12 months from 1 April to 31 March – this need not be 182 consecutive days or for the same child and may include 'staying put' arrangements where the arrangement meant they were not able to accept other placements.

There are additional grants and allowances to help with furniture, bedding, other basic requirements and special times of the year, such as birthdays, but there are no details about the specifics around these.

Overall, the Thurrock offer is clearer than our offer with somewhat similar fees and allowance but they have the additional allowances to help with furniture and for birthdays and the council tax exemption, which is a significant benefit.

4.3 Independent Fostering Agencies Comparison

Not all IFAs publish the level of financial support that they offer directly to foster carers (what we pay them, is not what the foster carer receives as it includes management cost etc.). Those that do typically combine the allowances and fees when marketing their services to prospective foster carers. The variance across the sector is wide and figures below need to be taken as indicative figures.

The 13 agencies who published the financial support they offer foster carers for placement type is below. Payment is per week, per child:

- 'Standard' payment = £370-500
- 'Therapeutic' payment = £500-£600
- Additional Needs = £650
- Parent and Child = £700-£1,000

5. What Southend on Sea Foster carers say

An anonymous survey was completed by 44 foster care households in Southend-on-Sea.

When asked what fee foster carers received per child per week there were 23 different figures quoted by the foster carers who responded to the survey. Several

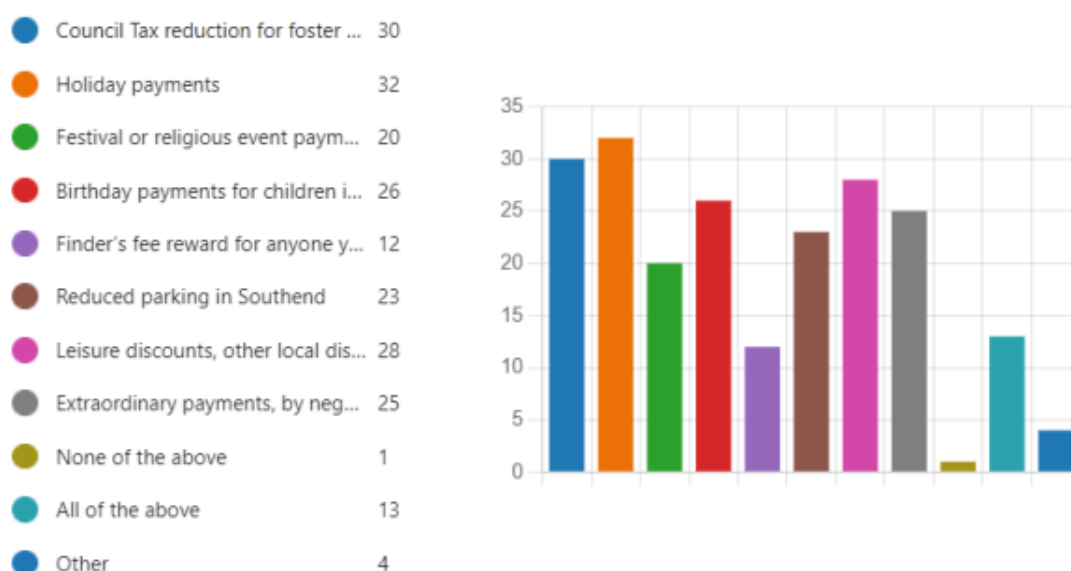
figures had multiple responses, e.g. fee paid carers (11 responses said £345) and single carers and others were clearly divisions of this fee by the number of children they were caring for. This widespread of answers suggests that the fee system is not clear to carers as to what they are receiving themselves.

- 72 per cent of carers said that a greater allowance was needed, with:
 - 5 per cent saying under £10 more a week would be sufficient
 - 21 per cent saying between £10 and £29 a week would be sufficient
 - 16 per cent saying between £30 - £49 per week, and
 - 31 per cent saying over £50 a week was needed.

We asked for opinions on what additional ‘enhancements’ would be considered important to carers. The topics included: -

- Council Tax reduction for foster carers
- Holiday payments - Festival or religious event payments e.g. Christmas, Eid, Diwali, etc
- Birthday payments for children in your care
- Finder’s fee reward for anyone you recommend to the fostering team who is then approved
- Reduced parking in Southend - Leisure discounts, other local discounts (if not already in place) –
- Extraordinary payments, by negotiation such as school trips overseas etc

Figure 9 Survey Response on additional enhancements from SCC In-house Foster Carers



The anonymous survey conducted with the SCC Fostering Team was completed by 13 respondents. Answers included:

- All respondents felt that current allowances were not sufficient to support carers to foster.
- 62 per cent felt allowances needed to be raised by over £50 a week
- All respondents felt that current fee structure was not competitive
- 69 per cent supported the council reducing council tax for foster carers

The team were asked what three things would improve the financial support offered to foster carers. 21 suggestions were made, the responses are grouped as follows around the key issues:

1. Improved payment system for carers (7)
2. Improved allowances and fees (6)
3. Agreed enhanced allowances at start of placement (2)

A further seven comments were unique to the respondents, ranging from retention payments, to improved finders fees, yearly increases in financial support and delegated responsibility to foster carers for all respite decisions.

6. Changes needed to the support Southend on Sea foster carers

We need to attract, train and retain a diversity of in-house foster carers who can support the diverse cultural needs of the children in our care, support young people of all ages and who have the right skills to meet the varying and complex needs of children. To achieve this we need to change our offer of support for foster carers to be competitive and ensure children in our care are able to stay within a family environment in Southend on Sea.

The proposals which follow are intended to make the offer for foster carers more transparent, payments simpler and ensure equity of offer so it is less likely there are difference in what foster carers receive. This offer is also competitive, fair and appealing to help attract new carers to join SCC, reduce our reliance on IFA and ensure foster carers have the support they need to achieve the best outcomes for children in our care.

The revised allowances and fees will apply to all in-house foster carers from Monday the 3rd April 2023. All current fee structures will end but we will protect the financial support provided to any carer that will lose out due to these changes for three months to support transition.

Alongside the following new support offer, we will further enhance practice to support foster carers and support them to undertake training to develop their skills to support our children in care to thrive no matter what experiences they had prior to coming into our care.

6.1 Allowances

Keep allowances age categories the same and increase by 10% across all age groups from Monday the 3rd April 2023

| Age of Child | Weekly Allowance Rate from 3rd April 2023 |
|--------------|---|
| 0-4 | £173.26 |
| 5-10 | £195.48 |
| 11-15 | £241.20 |
| 16-17 | £291.47 |

An increase in allowances recognises increased costs of living and makes us more competitive with both other local authorities and IFAs.

Add the following additional allowances to include:

- £100 per child per year for religious or cultural festival– festivals such as Eid, Diwali, Christmas etc.
- £200 per child per year for their birthday.
- Two week’s additional allowance per child, per year to contribute to the cost of going on holiday as a family
- One off £200 to each child at age 16 to go towards prom attendance

This maintains the current prom enhancement as well as including new enhancements that were identified as helpful by SCC foster carers and aligns us with competitors.

6.2 Fees

Make all fees per child, per week. Remove our current fee structure and replace with the following four fees from 3rd April 2023:

1. Foster Carer – £200
2. Advanced Foster Carer - £300
 - Advanced carers are equipped to look after children who:
 - have had multiple unsuccessful placements
 - requires their foster carer to be available during school hours
 - have a diagnosed disability
 - significantly challenging and risk taking behaviours
 - complex educational needs and need for tailored education programmes
 - significant attachment issues or substance misuse
 - offending behaviour or sexualised behaviour
 - experienced child criminal exploitation, gangs and experiences of being trafficked
 - diagnosed mental health difficulties
3. Specialist Foster Carer - £400

- Specialist foster carers are equipped to look after children who:
 - diagnosed disabilities and who requires a high level of two-parent care or through-the-night care.
 - require a remand bed
 - have multiple or profound difficulties with complex medical needs and a high number of medical appointments
 - presents a sexual risk to other children and therefore needs constant supervision
 - requires solo placement (can't be placed with other children)

4. Step Down Prevention Foster Carer- £850

- Step Down Prevention is to specifically target children who are currently in residential care to step down from residential provision to foster carers and for children who are at increased risk of requiring specialist residential care.
- The Step Down Prevention Foster Care Fee is not intended to be permanent. The aim of the Step Down Prevention Foster Carer is to work intensely with the child, helping them to heal and recover from their trauma, building their resilience and enabling them to enjoy their childhood, learn and grow.
- The Step Down Prevention Foster Care fee will be reviewed periodically, at least every three months, in line with the needs of the child. When the needs of the child reduce, the fee will then align with their needs (Foster Carer, Advanced or Specialist).
- The plan is to pilot Step Down Prevention for two years for a maximum of two carers (2023/24-2024/25) at any time. If successful at reducing the need for residential placement we will look to expand this.
- The additional step down prevention fee is high, but considering average weekly costs of residential and with it only being a pilot for two years to begin with, we can ensure we are getting good value for money before we expand the offer.

Changing all fees to be per child, per week brings us in line with comparators and recognises that more children will require more effort. This also makes us more competitive with neighbours. The addition of specific fees to support carers who look after children with more complex needs is in line with neighbouring authorities and will encourage more in-house carers to support these children, especially considering this has been a particular area where we have seen a decline.

There will be no separate category for mother and baby placements. Instead these will be treated as two young people so will attract two allowances and two fees.

6.3 Council Tax

Southend on Sea Foster Carers will receive Council Tax relief up to Band D. If a foster carer pays council tax at Band E and above, they will receive up to the equivalent of a

Band D relief. For foster carers who do not live within Southend on Sea, we will provide an additional quarterly allowance at the equivalent Southend on Sea banded rate. For example, if a foster carer who lives within another local authority pays Band C council tax in their home local authority, they will receive quarterly allowance towards their council tax equivalent to the Southend on Sea Band C rate.

Table 7 Southend on Sea Council Tax 2022/23

| Band | Per Annum £ | Weekly allowance rate £ |
|------|-------------|-------------------------|
| A | 1232.16 | 23.63 |
| B | 1437.52 | 27.57 |
| C | 1642.88 | 31.51 |
| D | 1848.24 | 35.45 |

The Council Tax rates will track our local council rates for respective years

To receive the council tax relief foster carers must meet the following criteria:

- Be a fully approved foster carer (Regulation 27 of the Fostering Services (England) Regulation 2011)
- Meet the required training, support and development standards
- Have provided foster care to a Southend on Sea child for a total of 26 weeks (182 days) in the previous 12 months from 1 April to 31 March – this does not have to be 182 consecutive days or for the same child
- Maintain approval as a foster carer with Southend on Sea City Council
- Maintain your availability to foster
- Claim the exemption only on the one property in which you live

When a young person come into our care, all elected members, employees and partners at Southend on Sea City Council become their corporate parent, which is a collective responsibility for ensuring the best possible care and safeguarding for children who are looked after by us. Our foster carers welcome our children into their homes and family, provide the direct care 24/7 giving them a stable, warm and loving home that many of these children have been without.

While there are many very valuable people across Southend on Sea who give up their time to help other people, foster carers do not give up a few hours a week – they open up their home, their family, their whole lives to giving these vulnerable young people the best start in life. Council tax exemption is something that is uniquely within our gift as a unitary council that will be a great benefit for foster carers offering this vital support. Providing them with this additional benefit to provide the best care for our children clearly demonstrate the extraordinary value and contribution they provide for Southend on Sea.

Furthermore, council tax exemptions or discounts for foster carers have been applied in other local authorities including Thurrock, Islington, Rochdale, Southwark, Liverpool and Herefordshire. Local authorities report that the council tax exemption is a definite

pull in retention of foster carers, a perk that local authorities can offer over IFA. Although this discount is available in other part of the country it is not available in our immediate locality providing us with a unique selling point to differentiate us from the wider market to attract more local foster carers and retain our existing foster carers.

6.4 Fostering Panel Advisor

Funding for a grade 10 Fostering Panel Advisor post. A Fostering Panel Advisor is a professional advisor to the fostering panel⁶ to ensure the panel is compliant with all legislation and best practice when making recommendations regarding the approval, review and termination of approval of foster cares.

The panel advisor will ensure that necessary policies and procedures are in place and provide such advice as the panel may request in relation to specific cases or generally. They will brief the fostering panel on policy, practice and procedural issues and identified training needs. They ensure that the panel are consulted about relevant developments in fostering practice, assist the panels quality assurance function and will deal with any complaints arising from the panels. Panel advisor must be an experienced social worker with relevant experience, including management experience. This post is a level 10.

While the role of advisor is not prescribed in regulation, the function of the panel are, and therefore it is essential that the Panel Advisor ensures that SCC is compliant with the national regulatory requirements. This role is essential to the running of an effective fostering service as it will ensure SCC fostering is overall compliant with legislation and follows best practice. The role of advisor is present in many other local authorities and is considered an important function on our improvement journey.

Some of the functions of the panel advisor are currently being undertaken by agency staff. This role will lessen the need for additional agency staff and will also be responsible for ensuring key elements of this new offer for foster carers are effectively rolled out including:

- An improved training and development offer for foster carers that provides them with the necessary learning to be equipped to perform their role and their development.
- Drive the training offer to ensure foster carers receive and participate in necessary training to help them do their role well.
- The effective and equitable implementation of the benefits to our foster cares including council tax relief.

6.5 Mileage

We will develop a consistent policy on mileage at 45p per mile for foster carer activities from 1st April 2023. This will be for activities such as, supporting the service in additional to the fostering task (training etc.), contact, attendance at meeting, support groups, hospital and specialist health care appointments, adoption introductions, attending court, collection of emergency passports and university visits.

⁶ The specific function of the fostering panel is detailed in [The Fostering Services \(England\) Regulations 2011 \(legislation.gov.uk\)](#) Regulation 25

7. Cost and benefit analysis of the new offer:

As explained in this paper, the new offer administered through the Foster Care team is targeted to both:

- Increase the number of children in our care placed with in-house foster carers.
- Reduce the number placed in IFA's, Residential and Supported Accommodation.

Table 8 below captures projections from the 1st April 2023, including key dates as to when expected changes to placement numbers are targeted from the current August 2022 baseline and from which derives the cost and benefit model. There is therefore financial risk for cost of the new offer if these numbers do not grow as targeted, but there is a likely and greater cost of a do nothing approach which will continue to increase the overall placement cost base for children looked after. The revised fees and allowances have also, as highlighted in this report, been benchmarked to other local authorities, and are considered fair, transparent and competitive.

Table 8 Change in placement numbers from August 2022 baseline

| | Sep-23 | Sep-24 | Sep-25 |
|--|--------|--------|--------|
| In-house foster care placements | 19 | 48 | 69 |
| Supported Accommodation | (1) | (6) | (9) |
| IFA's | (16) | (38) | (53) |
| Residential (offset against new Step Down Carers) | (2) | (4) | (7) |

The presented cost of the new offer is based on the current cohort of 84 in-house foster carers as at end of August 22 and the 129 children in their care. The current cohort of in-house foster care children expected to transition the new foster carer weekly fee rates are:

- Foster Carer – £200 (74% of current children)
- Advanced Foster Carer - £300 (20% of current children)
- Specialist Foster Carer- £400 (6% of current children)
- Step Down Prevention Foster Carer- £850 (no current children – but will be expected to grow in line with the targeted residential care reduction)

It is also expected that average in-house care placement types for Foster Care, Advanced and Specialist will maintain as an approximate percentage types of placements as the number of children placed with in-house foster care children grows.

The cost of transitioning existing in-house foster care placement to the new fee rates and increased allowances will cost an additional £0.680M per annum (p/a), and this includes up to £155,000 p/a for band A-D Council tax exemption for the current 84 Carers. The cost of the additional level 10 (including oncosts) post to offer professional advice to the fostering panel, support and drive the offer will cost an additional £68,000 p/a. Therefore the total cost of the new offer is £748,000 p/a at the point of transition from the 3rd April 2023.

Now, in turn – this will also increase the average cost of an in-house foster care placement rising from £21,000 per child supported average (current) to £26,000 per

child supported average. However, this is compared to the average cost of an IFA child placement which is £50,000 p/a, a residential placement which is an average £220,000 p/a (excluding very high cost complex packages – not suitable for fostering), and supported accommodation/semi independent placements (ages 16-18) of £42,000 p/a.

Table 9 demonstrates the targeted additional costs and savings on success of the new offer by both a growth in the in-house care placements and a reduction in external care placements (as presented in Table 8). Whilst 2023/24 presents a small net total cost of £34,000, it is targeting total net savings of (£0.924M) to be achieved in 2024/25 and total net savings of (£1.807M) in 2025/26 (including the (£0.924M) in 2024/25 continuing)

Table 9 Increased costs and savings following the implementation of new foster care offer in April 2023 from the August 2022 current cost base

| | 23/24 £ | 24/25 £ | 25/26 £ |
|--|---------------|------------------|--------------------|
| New foster carer offer | 680,000 | 680,000 | 680,000 |
| 1 lv10 Fostering offer post | 68,000 | 68,000 | 68,000 |
| Cost of additional foster carers (on the new offer) | 568,000 | 1,360,000 | 2,013,000 |
| Saving on IFA's | (800,000) | (1,900,000) | (2,650,000) |
| Saving on Supported Accommodation/Semi Independent | (42,000) | (252,000) | (378,000) |
| Saving on Residential | (440,000) | (880,000) | (1,540,000) |
| Total Cost / (Saving) | 34,000 | (924,000) | (1,807,000) |

There are also much wider benefits in terms of being able to the increase number of children to remain in or close to Southend on Sea, close to their existing community and wider networks.

Southend-on-Sea City Council

Report of Deputy Chief Executive and Executive Director
Finance & Resources

To

Cabinet

on

8th November 2022

Agenda

Item No.

19

Report prepared by: Richard Campbell
Council Tax Manager

Debt Management - Position to 30th September 2022

Policy and Resources Scrutiny Committee
Cabinet Member : Councillor Collins

A Part 1 Public Agenda Item

1. Purpose of Report

1.1 The purpose of this report is to apprise Cabinet of the following:

- The current position of outstanding debt to the Council on 30th September 2022.
- Debts that have been written off, or are recommended for write off, in the current financial year on 30th September 2022;
- Obtain approval for the five write offs included in Appendix B as irrecoverable debts that are over £25,000.

2. Recommendation

That Cabinet: -

- 2.1 Notes the current outstanding debt position on 30th September 2022 and the position of debts written off to 30th September 2022 as set out in **Appendices A & B**.
- 2.2 Approve the five write offs for debts that exceed £25,000, as shown in **Appendix B**.
- 2.3 Notes the positive achievement in securing payment for historical rent and service charge debts inherited by the Council following the acquisition of the Victoria Centre in December 2020. **(Paragraph 4.9)**

3. Background

3.1 It was agreed by Cabinet on 19th March 2013 that the Council's S151 Officer would submit regular reports to Cabinet on all aspects of the Council's outstanding debt, along with the required write off position. This is the first report for the financial year 2022/23.

3.2 Southend-on-Sea City Council is made up of several service areas responsible for the collection and administration of outstanding debt. The main areas are Accounts Receivable and Revenues which are linked to the billing and collection of the vast majority of debts that fall due to be paid to the Council for chargeable services, such as social care (see Section 4.5) and statutory levies such as Council tax and Non-Domestic Rates (Business Rates).

There are also other areas of debt that are included in this report, namely recovery of Housing Benefit Overpayments, Parking and Enforcement penalties and library fines. In addition, there are also debts for the Housing Revenue Account for rent arrears and service charges.

3.3 The process and legislative framework for the collection and write off of debt was detailed in the report to Cabinet on 17th September 2013. It is worth highlighting that the Council has a good success rate in collection of debt. The collection targets are agreed annually as part of the Council's service and financial planning process.

3.4 Debts are only considered for write off where all other courses of recovery available have been undertaken or explored and the debt is considered irrecoverable.

4. Councils Debt Types

4.1 Council Tax

£113.6m of Council Tax is due to be collected in 2022/23, with a collection target of 97.5%. On the 30th of September 2022 the Council had collected £61m (53.7%), this reflects an increase of 0.9% in the collection target profile. The Council continue to work towards the end of year collection profile and have confidence that the end of year collection target will be achieved this year.

Collection also continues for the outstanding arrears for that year and for previous years. The chart below shows the actual in year collection rate over the past 4 years, and the collection rate of each year's charge to date, including debts that have been written off.

| | Council Tax Performance | |
|----------------------------------|--------------------------------|------------------------------------|
| | On 31st March of relevant year | On 30 th September 2022 |
| 1st April 2018 - 31st March 2019 | 97.5% | 99.2% |
| 1st April 2019 - 31st March 2020 | 97.5% | 98.8% |
| 1st April 2020 - 31st March 2021 | 96.7% | 98.6% |
| 1st April 2021 - 31st March 2022 | 97.4% | 97.9% |

4.2 Non Domestic Rates (Business Rates)

£40.4m of Non-Domestic Rates is due to be collected in 2022/23, with a collection target of 98.0%. On 30th September 2022 the Council has collected £24.2m (59.9%), this reflects a 4.8% increase in the collection target profile and represents a very strong position for the authority this year. The Council continue to work towards the end of year collection profile and have every confidence of reaching the desired end of year collection target.

Collection is continuing for outstanding arrears for previous financial years. The chart below shows the actual in year collection rate over the past 4 years, and the collection rate of each year's charge to date, including debts that have been already written off.

| | Non-Domestic Rates Performance | |
|----------------------------------|--------------------------------|------------------------------------|
| | On 31st March of relevant year | On 30 th September 2022 |
| 1st April 2018 - 31st March 2019 | 98.6% | 99.8% |
| 1st April 2019 - 31st March 2020 | 98.3% | 99.8% |
| 1st April 2020 - 31st March 2021 | 90.6% | 98.5% |
| 1st April 2021 - 31st March 2022 | 97.3% | 97.8% |

4.3 Housing Benefit Overpayment

This is any entitlement to a rent allowance or rent rebate that a person has received but is not entitled to. Most commonly this accumulates when there is a change to a person's circumstance, and they fail to notify us in good time. The overpayment will be invoiced unless they are in receipt of Housing Benefit in which case their benefit entitlement is reduced to enable recovery of the overpayment. The vast majority of Housing Benefit overpayment is due to claimant error.

4.4 Libraries

Library debt is made up of overdue fines and replacing lost or non-returned books.

4.5 Adult Services

Adult Services make charges for the following services:

- Contributions to residential accommodation
- Charges for non-residential services i.e. Home Care, Community Support, Day Services and transport to services
- Charges to other local authorities
- Charges to National Health Service

The total Adult Social Care debt on 30th September 2022 was £5.416m

It should be noted that of the total amount outstanding:

£2.269m is debt deferred against property

£386,174 is under 30 days old.

£41,000 of the above debt is subject to a repayment plan.

4.6 Parking

The recovery of unpaid Penalty Charge Notices is undertaken by a semi-judicial process under the current Traffic Management Act 2004.

From 1st April 2022 to 30th September 2022 a total of 32,568 Penalty Charge Notices (PCNs) have been issued identifying a projected income of £974,140. It should be noted that PCNs are issued at a higher rate and lower rate (£70.00 and £50.00 respectively) depending on the seriousness of the parking contravention. PCNs may be paid at a discounted rate of 50% of the charge if paid within 14 days of the date of issue.

This value is continuously being amended as payments are received and it should be recognised that payments made at the 50% discount amount will reduce the projected income level. Historically, 75% of paid PCN's are paid at the discounted payment.

The value of cancelled notices for 2022/23 is £115,943 and cases written off where no vehicle owner has been identified totals £13,340.

Note: "In parking enforcement process, only PCNs that have been registered as an unpaid debt at the Traffic Enforcement Centre are classed as being at debt stage."

4.7 **Miscellaneous Income**

This will include a range of services that the Council will charge for including such areas as rental income on commercial properties, recharges to other bodies for services we have provided, and recovering overpaid salaries from staff that have left.

It is important to note that collection can vary month by month depending on the value of invoices raised as a reasonable period needs to be allowed for payment to be made.

4.8 **Housing**

Under the management of South Essex Homes there are the arrears of outstanding debt of Rent and Service Charges. The cost of any write-offs for this category of debt is specifically charged to the Housing Revenue Account and not to Council Taxpayers.

4.9 **Victoria Centre Historical Rent & Service Charge Debts**

When the Council acquired the Victoria Centre in December 2020, it also purchased all **historical debts** from existing tenants for **£1**. The Council through its managing agents have continued to pursue these liabilities and it is pleasing to confirm that as at 30th September 2022, a total of **£175,220.97** + VAT for Rent arrears has been received and a further **£93,339.84** + VAT for Service Charges arrears has also been collected. For information only, the intention is now to formally write-off any remaining outstanding **historical debts** for the period prior to the acquisition date, which are now deemed to be irrecoverable.

5. **Write-Off Levels**

Write off approval levels currently in place are shown in the tables below, which are in accordance with the Financial Procedure rules set out in the Constitution and the latest corporate debt recovery policy.

Debt Type: Accounts Receivable/Adult Services/ Housing Benefit

| Designation | Amount |
|--|-----------------------------|
| Team leader | Up to £5,000 |
| Manager | Up to £10,000 |
| Executive Director (Finance & Resources) | Between £10,000 and £25,000 |
| Cabinet | £25,000 and above |

Debt Type: NNDR (Non-Domestic Rates) and Council Tax

| Designation | Amount |
|--|-----------------------------|
| Senior Officer | Up to £2,000 |
| Team Leader | Up to £5,000 |
| Manager | Up to £10,000 |
| Executive Director (Finance & Resources) | Between £10,000 and £25,000 |
| Cabinet | £25,000 and above |

Debt Type: Parking

| Designation | Amount |
|--|-----------------------------|
| Team Leader | Up to £5,000 |
| Head of Parking | Up to £10,000 |
| Jointly - Head of Parking and Executive Director (Finance & Resources) | Between £10,000 and £25,000 |
| Cabinet | £25,000 and above |

Debt Type: Housing Rents and Service Charges

South Essex Homes, as managing agent, submit proposed write-offs to the Council, following which the following approval levels are exercised.

| Designation | Amount |
|-----------------|-------------------|
| Head of Service | Under £25,000 |
| Cabinet | £25,000 and above |

6. Council Debt Position (as of 30th September 2022)

- 6.1 **Appendices A and B** show the current debt position within each service area, and the amount that has been written off in the current financial year 2022/23.
- 6.2 For Council Tax and Non-Domestic rates there is a net collectable debt at the beginning of the year. Although this can change depending on changes to liability or property being removed or introduced to the lists, it tends to be reasonably consistent throughout each financial year. Other service areas may see greater fluctuations as new debts are created during the financial year.
- 6.3 The debt position for Council Tax on 30th September 2022 is £60.6million. This is a slight increase from the previous financial year on 30th September 2021 of £58.2million. Whilst there is an increase in the debt due, this is in the main due to the increased debt that has been billed in this financial year, with the yearly debt charged raising by £6.8million, from £106.8million to £113.6million. This is due to both the increased number of properties subject to a Council Tax charge, but also, the yearly percentage increase in the charge due.

- 6.4 The debt position for Business Rates on 30th September 2022 is £18.1million. This is a slight increase from the previous financial year on 30th September 2021 of £16.7million. The collection in this year however compares favourably, with the reason for the increased debt being due to the change in legislation, which has seen the retail discount for businesses reduce to 50% meaning that an additional £7.4million is due to be collected in this year. Businesses in this category received 100% relief for three months followed by a 66% reduction for nine months in the previous financial year.
- 6.5 The remainder of the debts included within this report are usually monitored on a four monthly basis, and therefore there is no direct comparable data from the previous financial year at the six-month stage of this report. The total of the additional debts included within this report is £18.4million.

7. Other Options

This is a report notifying members of the current position of the Council's debt and related write offs, and therefore there are no other options.

8. Reasons for Recommendations

All reasonable steps to recover the debt have been taken, and therefore where write off is recommended it is the only course of action that is left available.

If the Council wishes to pursue debts for bankruptcy proceeding, it will follow the agreed and published recovery policy that covers this.

9. Corporate Implications

9.1 Contribution to the Southend 2050 Road Map

Efficient write off of bad and irrecoverable debts, where appropriate, is good financial practice and reduces the bad debt provision and financial impact in the Authority's accounts and helps towards financial self-sustainability of the organisation.

9.2 Financial Implications

Debts that are written off will have been provided for within the Councils bad debt provision and as such there should be no specific financial implications. However, it is possible that unforeseen and unplanned additional write offs occur, which could lead to the value of debts written off in any year exceeding the bad debt provision.

Where this is likely to happen, this report will act as an early warning system and will enable additional control measures to be agreed and undertaken to either bring the situation back under control, or to make appropriate adjustments to the bad debt provision.

Each relevant service areas are aware that they have to bear the full cost of any debts that are written off within their budget, with the exception of Business Rates, as the collection of this debt is not wholly retained by the Council. Only 49% of the debts that are written off in the Business Rate service directly impact the Council budget.

9.3 Legal Implications

If there are debts to be written off that exceed the level at which officers have delegated powers to deal with the matter, authorisation is required from Cabinet.

9.4 People Implications

The people implications have been considered and there are none relevant to this report.

9.5 Property Implications

The property implications have been considered and there are none relevant to this report.

9.6 Consultation

Consultation is not required for write off of debt.

9.7 Equalities and Diversity Implications

Debt Collection is managed through a Corporate Debt Management Policy and is based on an approach of “Can’t Pay Won’t Pay”. Each write-off is considered on an individual basis through a standard consistent approach.

9.8 Risk Assessment

There is a financial implication to the bad debt provision if write offs are not dealt with within the current financial year.

9.9 Value for Money

It is a matter of good financial practice and good debt management to regularly report on the value of debt outstanding, collected and written off.

9.10 Community Safety Implications

There are no Community Safety Implications.

9.11 Environmental Impact

There is no environmental impact.

9.12 Background Papers

Full details of recovery action against each recommended write-off are held within the services computer systems.

10. Appendices

Appendix A Summary of outstanding debt

Appendix B Summary of Write offs

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Summary of Outstanding Debt**Outstanding Debt pre 1st April 2022 (arrears)**

| Debt pre 1/4/2021 | Council Tax (a) | Business Rates (a) | Housing Benefit Overpayments (b) | Adult Services | Miscellaneous Income | HRA (Care Line/Service Charges) | Parking (c) | Libraries | HRA Current Tenants (d) | HRA Former Tenants (d) |
|--------------------------|------------------------|---------------------------|---|-----------------------|-----------------------------|--|--------------------|------------------|--------------------------------|-------------------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Net Collectable Debt | 9,775 | 2,858 | 4,426 | 5,580 | 5,967 | 366 | 1,174 | n/a | n/a | 425 |
| Amount Paid @ 30.09.2022 | 1,805 | 942 | 961 | 1,484 | 3,346 | 139 | 92 | 7 | n/a | 77 |
| Number of Accounts | 17,047 | 588 | 961 | 2767 | 1634 | 126 | n/a | n/a | n/a | 380 |
| Total Outstanding | 7,970 | 1,916 | 2,574 | 4,096 | 2,621 | 227 | 1,082 | n/a | n/a | 348 |

Current Year Debt (Debt raised in respect of 2022/23)

| Debt post 1/4/2021 | Council Tax (a) | Business Rates (a) | Housing Benefit Overpayments (b) | Adult Services | Miscellaneous Income | HRA (Care Line/Service Charges) | Parking (c) | Libraries | HRA Current Tenants (d) | HRA Former Tenants (d) |
|------------------------------------|------------------------|---------------------------|---|-----------------------|-----------------------------|--|--------------------|------------------|--------------------------------|-------------------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Net Collectable Debt at 30.09.2022 | 113,677 | 40,409 | 568 | 5,754 | 19,807 | 874 | 188 | 0 | 17,500 | 73 |
| Amount Paid @30.09.2022 | 61,029 | 24,199 | 961 | 4,434 | 15,618 | 480 | 10 | 3 | 17,221 | 13 |
| Number of Accounts | 75,635 | 2,178 | 497 | 1,257 | 735 | 527 | n/a | 0 | 1778 | 111 |
| Total Outstanding | 52,648 | 16,210 | 469 | 1,320 | 4,189 | 394 | 178 | 0 | 882 | 60 |

| Total Debt | Council Tax (a) | Business Rates (a) | Housing Benefit Overpayments (b) | Adult Services | Miscellaneous Income | HRA (Care Line/Service Charges) | Parking (c) | Libraries | HRA Current Tenants (d) | HRA Former Tenants (d) |
|--|------------------------|---------------------------|---|-----------------------|-----------------------------|--|--------------------|------------------|--------------------------------|-------------------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Total Net Collectable Debt at 31.03.2021 | 123,452 | 43,267 | 4,994 | 11,334 | 25,774 | 1,240 | 1,362 | 0 | 17,500 | 498 |
| Total Amount Paid @31.03.2021 | 62,834 | 25,141 | 1,922 | 5,918 | 18,964 | 619 | 102 | 10 | 17,221 | 90 |
| Total Number of Accounts | 92,682 | 2,766 | 1,458 | 4,024 | 2,369 | 653 | n/a | 0 | 1,778 | 149 |
| Total Debt Outstanding | 60,618 | 18,126 | 3,043 | 5,416 | 6,810 | 621 | 1,260 | 0 | 882 | 408 |

452

NOTES

- (a) Council Tax and Business Rates includes adjustments for write offs, credits and outstanding court costs.
- (b) HB Overpayment is not attributable to a financial year in the same way that Council Tax or NDR are i.e. a yearly debit is not raised. It is also not feasible to state when a payment is made which age of debt it has been paid against. For these reasons the outstanding amounts in the report reflect the actual outstanding debt at the date requested, it does not reflect the outstanding debt against current year and previous year debts.
- (c) Parking total outstanding is net of PCNs cancelled and written off.
- (d) HRA tenancy debts (residential rent accounts) are rolling amounts, with no breaks in years or rollovers. Any cash received is applied to the oldest rent week outstanding. The figures shown are total arrears outstanding, and therefore include arrears still outstanding from prior years.

Summary of Write Off's

Debts written off in 2022/23

Period 1 April 2022 – 30 September 2022 relating to any year

| Write Offs | Council Tax £ | Business Rates £ | Housing Benefit Overpayment £ | Adult Services £ | Miscellaneous Income £ | HRA (Care Line/Service Charges) £ | Parking £ | Libraries £ | HRA Tenants £ |
|--------------|-------------------|---------------------|----------------------------------|---------------------|---------------------------|--------------------------------------|-------------------|----------------|-------------------|
| Under £5k | 138,290.75 | 25,583.52 | 34,491 | 17,918 | 21,265 | 0 | 280,482.85 | 412.50 | £39,953.71 |
| £5k-£25k | 0.00 | 38,053.01 | 17,151 | 5,960 | 28,173 | 0 | 0.00 | 0.00 | 0 |
| Over £25k | 0.00 | 0.00 | 0 | 0 | 0 | 0 | 0.00 | 0.00 | 0 |
| Total | 138,290.75 | 63,636.53 | 51,642 | 23,878 | 49,438 | 0 | 280,482.85 | 412.50 | £39,953.71 |

There are five Write off's greater than £25,000 that are submitted as part of this report seeking approval from cabinet.

| Amount to write off | | Service Area |
|---------------------|--|-----------------------|
| £61,091.35 | <p><u>Marl123 Limited – 5/6 London Road, Southend-on-Sea, Essex, SS1 1PE</u></p> <p>Non-Domestic Rates debt to be written off as company has been dissolved. Debt relates to the period 2nd July 2020 until 10th April 2022 (three different financial years)</p> <p>The Council have sought to recover this debt, and the appropriate recovery action has taken place, with court action being instigated on 6th July 2021 – the first court post the Covid pandemic.</p> <p>As no payment was forthcoming following this action, the Council have passed the debt to both Marston and Newlyn Enforcement Agents, neither of which have been successful in obtaining a payment.</p> <p>Following this action, the company has been dissolved. The department have been in contact with the Treasury Solicitor who confirmed on 6th July 2022 that the Crown hold no interest in the lease at this site.</p> <p>The account has been closed and the rate charge has been diverted to the new tenant at the property.</p> | Business Rates |

| | | |
|--------------------------|--|------------------------------|
| <p>£96,946.03</p> | <p><u>Eurodiet Health Ltd – 9 Elmer Approach, Southend-on-Sea, Essex, SS1 1NE</u></p> <p>The Council have recently created a rate account for the company covering the period 7th June 2018 until 6th April 2022.</p> <p>The debt has been raised following a High Court case between the landlord and tenant concerning the legality of the tenancy that had been entered into at the premises. The High Court confirmed the tenant should be liable for this period.</p> <p>Prior to this decision the Council had not sought to alter the liability as the Council were first notified of the existence of a tenancy after High Court proceedings had commenced.</p> <p>Having altered the liability, the Council are not able to seek recovery of the debt as the company has entered into liquidation (this process had commenced during the High Court proceedings)</p> | <p>Business Rates</p> |
| <p>£59,431.78</p> | <p><u>Business registered at 147 High Street, Southend-on-Sea, Essex, SS1 1LL</u></p> <p>The Council created a business rate account for an individual in May 2019 for the period 1 May 2019 until 27 October 2019.</p> <p>At no stage during the occupation has the debt ever been paid and as such has been subject to court proceedings, with an order granted on 4th September 2019.</p> <p>This debt has been passed to Newlyn Enforcement Agents who have made numerous enquiries and subsequently returned to the Council as uncollectable.</p> <p>The Council have made various checks to trace the debtor who has absconded, despite having official confirmation via the debtors driving licence there has been no financial footprint that we have been able to identify this individual.</p> <p>Given the size of the debt, multiple checks have been made over a prolonged period, however with no success and the debt now three years old, there is now no further avenue for collection, and little prospect of locating this individual after this period of time.</p> | <p>Business Rates</p> |

| | | |
|--------------------------|---|------------------------------|
| <p>£66,457.75</p> | <p><u>One Hundred Coffee Club Ltd – 119 High Street, Southend on Sea, Essex, SS1 1LH</u></p> <p>A rate account was created in June 2019 for this company at the property following notification that they had entered into a lease agreement at the site.</p> <p>The account covers the period 4th June 2019 through until 29th March 2022</p> <p>The company initially advised that they were refurbishing the property to a standard to be able to open to the public, however, with the pandemic in March 2020, the venture has failed to be completed and the site has never been traded from. This has left the company unable to claim the respective Covid grants and indeed the retail relief that would have covered the majority of this debt.</p> <p>The company has now ceased to trade, and search shows the company to have no assets therefore we have no alternative but to write the debt off our record as there is no avenue for collection.</p> <p>The company has paid a total of £2,151.58 towards this debt.</p> <p>The Council have taken the appropriate recovery action and having obtained a liability order for each debt, the cases have been allocated to enforcement agents to collect on our behalf, however these efforts have been in vain with no collection received.</p> | <p>Business Rates</p> |
| <p>£25,873.29</p> | <p><u>The Hive Enterprise Centre (Southend Victoria) Ltd – Part 2nd and 3rd Floors, The Hive, 70 Victoria Avenue, Southend-on-Sea, Essex, SS2 6EX</u></p> <p>Non-Domestic Rates debt to be written off as company went into liquidation on 23rd August 2022. Debt relates to the period 1st April 2020 until 22nd August 2022 and includes the financial years 2020/21 and 2022/23.</p> <p>The Hive Enterprise Centre (Southend Victoria) limited commenced occupation of the above property on 27th March 2015. All rates were paid until 31st March 2020.</p> <p>On 13th March 2020 a demand was issued for £19840.00 for the financial year 2020/21. The demand requested the following instalments £1984.00 from 1st April 2020 until 1st January 2021. Due to the Covid pandemic recovery action was placed on hold. On 12th October 2020 a reminder notice was issued. As no payments were made a summons was issued on 27th August 2021 and a liability order granted on 22nd September 2021. This added £95.00 costs to the account.</p> | <p>Business Rates</p> |

For the financial year 2020/21 the government supplied all Local Authorities with funding to assist businesses paying their 2020/21 business rates. The scheme was called the Covid 19 additional relief fund (CARF). The scheme awarded £19840.00 and therefore no business rates were due.

On 11th March 2022 a demand was issued for £19840.00 for the financial year 2022/23. The demand requested the following instalments 10 monthly payments of £1984.00 from 1st April 2022 until 1st January 2023. As no monies were paid a reminder was issued on 21st April 2022. A payment of £1984.00 was made on 4th May 2022. This was offset against the April instalment. As no further monies were received a final notice was issued on 16th May 2022 and a summons issued on 6th July 2022. A liability order was obtained on 27th July 2022. Costs of £95.00 were added to the account.

From October 2020 Southend Council was in contacted with the taxpayer and several arrangements were made. As each arrangement failed, on 6th July 2022 the above case was issued to our enforcement agents. Requests were made for the enforcement officer to take control of goods, but as this took place The Hive Enterprise Centre (Southend Victoria) Limited went into liquidation.

A claim has been made against the estate. The insolvency agents Marshall Peters to date have been unable to ascertain any assets.

Public Document Pack

SOUTHEND-ON-SEA CITY COUNCIL

Meeting of Public Protection Working Party

Date: Thursday, 6th October, 2022

Place: Remote Meeting via Microsoft Teams

20

Present: Councillor M Terry (Chair)
Councillors L Hyde, A Line and R McMullan

In Attendance: Councillor M Sadza, J Burr, J Gay and S Tautz

Start/End Time: 5.00 pm - 6.20 pm

1 Apologies for Absence & Substitutions

Apologies for absence were received from Councillor M Dent (no substitute) and Councillor D Garston (no substitute).

2 Declarations of Interest

No interests were declared at the meeting.

3 Minutes of the meeting held on 8 June 2021

Resolved:

That the minutes of the meeting of the Working Party held on 8 June 2021 be received and confirmed as a correct record.

4 Notice of Motion - Fly-Tipping & Environmental Crime

The Working Party considered a report of the Interim Executive Director (Neighbourhoods and Environment) in response to a Notice of Motion referred by the Council at its meeting on 14 July 2022, concerning the proposed establishment of an online 'Wall of Shame' to highlight incidences of flytipping across Southend as part of the Council's response to issues of environmental crime.

The Working Party was advised that the proposed 'Wall of Shame' approach to flytipping and environmental crime was based on similar schemes implemented by the London Borough of Barking and Dagenham and the London Borough of Haringey.

It was noted that the scheme operated by the London Borough of Barking and Dagenham was intended to demonstrate to local residents that the authority was taking a proactive approach to the identification and prosecution of persons responsible for flytipping and other issues of environmental crime and that a key component of the campaign was the online publication of video recordings showing incidences of flytipping that had been obtained from the Council's CCTV network. The Interim Head of Waste and Climate Change reported that residents of Barking and Dagenham were encouraged to contact the Council to provide any

information about the videos posted by the Council on a confidential basis, to support appropriate enforcement action for flytipping and environmental crime. The Working Party was advised that Borough of Barking and Dagenham also publicised all successful fines and prosecutions for flytipping and environmental crime through news releases and that the Leader of the Council, Councillor Darren Rodwell, had indicated that he would be willing to make a presentation to a future meeting on the success of his Council's 'Wall of Shame' scheme, if appropriate.

The Interim Head of Waste and Climate Change reported that the maintenance of the City's streetscene sat across a number of service areas, including the Waste Team that was responsible for waste collection through the contract with Veolia as the Council's current waste management contractor, and the Highways Team that was responsible for roads and footways. Councillors were advised that the development and maintenance of a local 'Wall of Shame' scheme would require additional support from other service areas, including Media and Communications (the development of an appropriate web page or microsite), the Community Safety Team with responsibility for the Council's CCTV infrastructure and the Information Governance Team, to ensure that the scheme complied with the General Data Protection Regulation and that the safeguarding risk of persons identified through a 'Wall of Shame' scheme being challenged or subject to abuse was adequately assessed.

The Working Party was advised that there was considered to be a lack of clarity on the difference between flytipping and misrepresented waste across the Council and amongst residents and that the penalties for these offences were different. It was reported that the Council currently monitored all incidences of flytipping and environmental crime and that the trend for flytipping and misrepresented waste continued to be on a downward trajectory and that it was considered that education and awareness raising would be the most successful way to manage the majority of incidences. Members were reminded that a 'Waste Dashboard' that reported levels of flytipping and misrepresented waste across the City was currently issued to all members on a quarterly basis

The Interim Head of Waste and Climate Change indicated that the Council currently had insufficient CCTV resources available to support an initiative of the type or scale likely to be required by a 'Wall of Shame' and that, if such approach were to be adopted, there would need to be a thorough review of the scale of the additional CCTV investment required for it to be successfully implemented, alongside the officer support requirements for the establishment and maintenance of the 'Wall of Shame' scheme.

Resolved:

1. That the Notice of Motion seeking the establishment of an online 'Wall of Shame' to highlight incidences of flytipping and environmental crime across Southend, be noted.
2. That it be recommended to the Cabinet that the Interim Executive Director (Neighbourhoods and Environment) work with the Council's current waste management contractor to identify opportunities for the enhancement of the current approach to the tackling of incidences of flytipping and environmental crime.

3. That it be recommended to the Cabinet that a report be made to a future meeting (of the Cabinet) setting out fully costed and evaluated options for the enhancement of the Council's current approach to the tackling of incidences of flytipping and environmental crime, including the potential establishment of a 'Wall of Shame' as proposed by the Notice of Motion and the possible expansion of the Council's CCTV infrastructure.

4. That it be recommended to the Cabinet that in the meantime:

(a) Officers continue to provide appropriate education for councillors and the public on flytipping and misrepresented waste and associated enforcement action.

(b) Officers continue to provide councillors with the quarterly 'Waste Dashboard' reporting levels of flytipping and misrepresented waste across the City.

Chair: _____

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SOUTHEND-ON-SEA CITY COUNCIL

Meeting of The Shareholder Board

Date: Wednesday, 12th October, 2022

Place: MS Teams

21

Present: Councillor S George (Chair)
Councillors K Buck, T Cox, M Davidson, C Mulroney (Vice-Chair),
L Burton, K Mitchell and M Terry

In Attendance: J Burr, J Chesterton, P Bates, G Halksworth, R Harris, N Laver and
E Lindsell
Also in attendance: M Gatrell, D Lyons and R Eastwood (South
Essex Homes), S Unsworth, P Little, S Ganeshan and P Thompson
(Southend Care Ltd)

Start/End Time: 6.30 pm - 8.55 pm

1 Apologies for absence

There were no apologies for absence.

2 Declarations of Interest

The following declarations of interest were made:

(a) Cllr George – Agenda Items 11 and 12 (Porters Place Southend LLP) –
brother-in-law is on the Board of Sanctuary;

(b) Cllr Davidson – Agendas Items 7 and 8 (South Essex Homes Ltd) – Non-
Executive Director of South Essex Homes (withdrew)

(c) P Bates – Agenda Items 10 and 14 (LHSC and Southend Travel Partnership
Ltd) – Council appointed Director of Vecteo;

(d) G Halksworth – Agenda Items 10 and 14 (LHSC and Southend Travel
Partnership Ltd) – Council appointed Director of Vecteo;

3 Minutes of the meetings held on 12 July and 23 August 2022

Resolved:

That the Minutes of the Meetings held on 12th July and 23rd August 2022 be
confirmed as a correct record.

4 South Essex Homes Limited - Receipt of Accounts 2021/22

The Board considered a report of the Executive Director (Finance and Resources)
presenting the audited South Essex Homes Consolidated Financial Statements for
2021/22.

The Board asked a number of questions which were responded to by the representatives from South Essex Homes Ltd and Council officers.

Resolved:

That the South Essex Homes Financial Statements for 2021/22, be noted.

5 South Essex Homes Limited - Review of Business Plan

The Board considered a report of the Executive Director (Finance and Resources) presenting an overview of the South Essex Homes Business Plan and progress currently made against the plan.

The Board asked a number of questions which were responded to by representatives from South Essex Homes Ltd and Council officers.

Resolved:

That the South Essex Homes Business Plan and progress made, be noted.

6 Southend Care Limited - Receipt of Accounts 2021/22

The Board considered a report of the Executive Director (Finance and Resources) presenting the financial statements of Southend Care Ltd for year ended 31 March 2022, together with the report of their auditors.

The Board asked a number of questions which were responded to by representatives from Southend Care Ltd.

Resolved:

That the financial statements of Southend Care Ltd for the year ended 31 March 2022, together with the report of their auditors, be noted.

7 Southend Care Limited - Review of Business Plan

The Board considered a report from the Executive Director (Finance and Resources) presenting the Business Plan of Southend Care Ltd for review.

The Board asked a number of questions which were responded to by representatives from Southend Care Ltd.

Resolved:

That the Southend Care Ltd Business Plan for 2022/23 and forecast to 2026/27 (5 years), be noted.

8 Porters Place Southend LLP - Receipt of Accounts 2020/21

The Board considered a report of the Executive Director (Finance and Resources) presenting the annual report and audited financial statements of Porters Place Southend LLP for year ended 31 March 2021.

The Board asked a number of questions which were responded to by officers.

Resolved:

That the annual report and financial statements of Porters Place Southend LLP for the year ended 31 March 2021, be noted.

9 Porters Place Southend LLP

The Board received a verbal report from Director of Regeneration and Growth presenting an update on the progress concerning the change of control and acquisition of SWAN.

The Board noted that the discussions between SWAN and ORBIT on the potential take-over had discontinued. SWAN were now in discussions with Sanctuary.

The Board asked a number of questions which were responded to by officers. The Board also noted that a special meeting of the Shareholder Board may be required on the matter.

Resolved:

That the update on the current position concerning the change of control and acquisition of SWAN, be noted.

10 LHCS and Southend Travel Partnership Limited (T/A Vecteo)

The Board considered a report of the Executive Director (Neighbourhoods and Environment) presenting on update on the following matters:

(a) The current level of service delivery to Southend-on-Sea City Council, with a specific focus on the start of the new Autumn school term; and

(b) Vecteo's position in response to the article in the Oracle publication.

The Board asked a number of questions which were responded to by officers.

Resolved:

That the updates on the current level of service delivery and Vecteo's position in response to the article in the Oracle publication, be noted.

11 Governance Arrangements - Future Work Plan

The Board considered the future work programme for the Shareholder Board.

The Board noted that there may be a requirement for special meetings of the Board to be arranged, specifically in relation to Porters Place LLP.

Resolved:

That the Shareholder board work programme be noted.

12 Exclusion of the Public

Resolved:

That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the items of business set out below on the grounds that they 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.

13 South Essex Homes - Establishment of Additional Commercial Subsidiaries

The Board considered a confidential report of the Chief Executive of South Essex Homes seeking approval for the establishment of two subsidiary companies of South Essex Homes (SEH).

The Board asked a number of questions which were responded to by the Chief Executive and representatives of South Essex Homes.

Resolved:

1. That Cabinet be recommended to approve the proposal of the SEH Board to establish an additional commercial subsidiary company, in parallel with the existing subsidiary SEPS, for the reasons set out in the report and in line with the recommendation of Trowers and Hamlins.

2. That Cabinet be recommended to approve the proposal of the SEH Board to establish an additional subsidiary company, in anticipation of a partnership being entered into with Southend-on-Sea City Council and others, for the management and/or maintenance of properties on the Roots Hall and Fossetts Farm developments and/or the potential joint venture partner with the developer.

14 LHCS and Southend Travel Partnership Ltd (T/A Vecteo) - Commercial Negotiations Update

The Board considered a confidential report of the Executive Director (Neighbourhoods and Environment) providing an update on the following matters:

- (a) The current position with regards to discussions with London Hire Community Services about the potential for Southend City Council to take on the ownership of 100% of the Vecteo shares; and
- (b) The current financial performance of Vecteo.

The Board asked a number of questions which were responded to by officers.

Resolved:

That the confidential report, be noted.

Chairman: _____

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CABINET

Tuesday, 8th November 2022

COUNCIL PROCEDURE RULE 46

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

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

1.1 Action following cancellation of Council 8th September 2022

Following the cancellation of Council on 8th September, Group Leaders agreed to progress relevant matters that were due for debate by way of a Standing Order 46 and that subsequently all four matters would then be for due debate on the following scheduled Council meeting of 20th October 2022. The four matters were:

BLACK-LINED & TABLED MINUTES – Council 8th September 2022

- Policy & Resources Scrutiny Committee – 1st September 2022
Minute 262 (Corporate Plan)
Minute 265 (Fees & Charges Update)
- Appointments & Disciplinary Committee – 5th September 2022

RESERVED MINUTES – Council 8th September 2022

- Place Scrutiny Committee – 30th August 2022
Minute 238 – (City Culture Bid)

This Standing Order 46 is to allow the enactment of the first two items for the Corporate Plan and Fees and Charges update recommendations, as the other two items were the noting of minutes and a reserved minute for the City Culture Bid.

In respect of the Fees & Charges update and following debate at Policy & Resources Scrutiny Committee, the Cabinet Member for Asset Management & Inward Investment has agreed the following amendment to the recommendations of that report as follows:

“The Cabinet has listened to the scrutiny process for this item. In particular, in relation to the proposed increases for admission to the council's Planetarium. We agree that it is not the right time to bring these

admission fees increase into place, and we therefore propose that this part of the report is suspended until 31st March 2023

2. The Interim Executive Director (Growth & Housing) authorised:

2.1 Investment Zones – Submission of Expression of Interest.

The submission of an expression of interest to the Government before the prescribed deadline for a Southend City Centre Investment Zone. It is proposed that the entire city centre should be classed as an Investment Zone to help with the implementation and delivery of the new City Centre Strategy and Investment Plan.

A submission has also been made for an Airport Business Park Investment Zone. As all site infrastructure is already in place it is hope that Investment Zone status will help to secure occupiers for each of the plots. As the Airport Business Park site within Rochford, this is going forward as part of the Essex County Council submission and officers have worked closely with them on this.

Under this scheme, the Government envisages that Investment Zones will be one or more specific sites within Mayoral Combined Authority areas or Upper Tier Local Authority areas where a variety of tax, regulatory interventions and flexibilities, and planning simplifications will apply within those site boundaries.