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SOUTHEND-ON-SEA CITY COUNCIL

Place Scrutiny Committee

Date: Tuesday, 30th August, 2022
Time: 6.30 pm
Place: Council Chamber - Civic Suite

Contact: Tim Row - Principal Democratic Services Officer
Email: committeesection@southend.gov.uk

A G E N D A

1   Apologies for Absence

2   Declarations of Interest

3   Questions from Members of the Public

4   Minutes of the Meeting held on Monday 4th July 2022 (Pages 1 - 8)

****   PART I ITEMS CALLED-IN FROM CABINET HELD ON TUESDAY 26TH JULY 2022

5   Corporate Risk Register (Pages 9 - 40)
         Minute No. 191 (Cabinet Agenda Item No. 7 refers)
         Called-in by Councillors Cox, Davidson and Woodley

6   In-depth Scrutiny Project - 'Enabling Councillors to be effective' Final Report (Pages 41 - 64)
         Minute No. 193 (Cabinet Agenda Item No. 9 refers)
         Called-in by Councillors Cox and Davidson

7   City Culture Bid (Pages 65 - 94)
         Minute No. 194 (Cabinet Agenda Item No. 10 refers)
         Called-in by Councillors Cox, Davidson and Woodley

8   Leisure Services (Pages 95 - 120)
         Minute No. 195 (Cabinet Agenda Item No. 11 refers)
         Called-in by Councillors Cox, Davidson and Woodley

9   Southend Business Improvement District LTD Re-Ballot (Pages 121 - 130)
         Minute No. 196 (Cabinet Agenda Item No. 12 refers)
         Called-in by Councillors Cox and Davidson

10   SO46 Report (Pages 131 - 132)
         Minute No. 198 (Cabinet Agenda Item No. 14 refers)
         Called-in by Councillors Cox and Davidson

11   **Reports approved under the Delegated Authority Report Process** (Pages 133 - 136)
Minute No. 199 (Cabinet Agenda Item No. 15 refers)
Called-in by Councillors Cox and Davidson

****   **ITEMS REFERRED DIRECT BY CABINET HELD ON 24th AUGUST 2022**

12   **Porters Place Southend-on-Sea LLP : Change of Control - Acquisition of Swan HA by Orbit Group Limited**
Report of Director of Regeneration and Growth to follow
Referred direct by Cabinet

13   **Minutes of the meeting of the Shareholder Board held on Tuesday 23rd August 2022**
Minutes to follow
Referred direct by Cabinet

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

None

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

None

****   **OTHER SCRUTINY ITEMS**

14   **In-depth Scrutiny Project - 'Preparing Southend-on-Sea for the Electric Vehicle Revolution'**

15   **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.

****   **PART II ITEMS CALLED-IN FROM CABINET HELD ON TUESDAY 26TH JULY 2022**

16   **Parking Procurement** (Pages 137 - 146)
Minute No. 201 (Cabinet Agenda Item No. 17 refers)
Called-in by Councillors Cox and Davidson

TO: The Chair & Members Place Scrutiny Committee:
Councillor J Courtenay (Chair),
Councillors J Warren (Vice-Chair), M Berry, M Borton, K Buck, S Buckley, M Davidson, M Dent, L Hyde, D Jarvis, A Jones, M Kelly, J Moyies, A Thompson, N Ward, P Wexham and R Woodley

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SOUTHEND-ON-SEA CITY COUNCIL

Meeting of Place Scrutiny Committee

Date: Monday, 4th July, 2022
Place: Council Chamber - Civic Suite

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Present: Councillor J Courtenay (Chair)
Councillors J Warren (Vice-Chair), B Beggs, M Borton, K Buck,
S Buckley, T Cox, M Davidson, M Dent, L Hyde, A Jones, M Kelly,
A Thompson and P Wexham

*Substitute in accordance with Council Procedure Rule 31.

In Attendance: Councillors P Collins, S George, I Gilbert, C Mulroney, S Wakefield
and K Evans
J Burr, J Chesterton, S Dolling, G Gilbert, N Hoskins, S Meah-Sims,
A Richards and S Tautz

Start/End Time: 6.30 - 9.30 pm

73   Apologies for Absence

Apologies for absence were received from Councillor M Berry (no substitute), Councillor
D Jarvis (Substitute: Councillor T Cox), Councillor J Moyies (Substitute: Councillor B
Beggs), Councillor N Ward (no substitute) and Councillor R Woodley.

74   Declarations of Interest

The following interests were declared at the meeting:

(a)   Councillors P Collins, S George, I Gilbert, C Mulroney and S Wakefield (Cabinet
Members) - Interest in the called-in items; attended pursuant to the dispensation agreed
at Council on 19 July 2012, under S.33 of the Localism Act 2011.

(b)   Councillors P Collins, S George, I Gilbert, C Mulroney and S Wakefield (Cabinet
Members) - Interest in the referred items; attended pursuant to the dispensation agreed at
Council on 19 July 2012, under S.33 of the Localism Act 2011.

(c)   Councillor M Borton - Minute 75 (Questions from Members of the Public) - Lives in
Rochester Drive, which is referred to in the response to one of the public questions.

(d)   Councillor M Borton - Minute 78 (Delivery of Southend 2050 Outcomes and
Priorities: Annual Report and Provisional Resources Outturn 2021/22) - Member of the
Board of Directors of South Essex Homes and holder of a concessionary bus pass.

(e)   Councillor M Davidson - Minute 78 (Delivery of Southend 2050 Outcomes and
Priorities: Annual Report and Provisional Resources Outturn 2021/22) - Member of the
Board of Directors of South Essex Homes.

(f)   Councillor A Jones - Minute 78 (Delivery of Southend 2050 Outcomes and
Priorities: Annual Report and Provisional Resources Outturn 2021/22) - Family members
graduated from the 'Kick Start' programme referred to in the report and work in passenger
transport services.

(g)   Councillor A Thompson - Minute 78 (Delivery of Southend 2050 Outcomes and Priorities: Annual Report and Provisional Resources Outturn 2021/22) - Undertakes voluntary work for South Essex Homes.

(h)   Councillor S Wakefield (Cabinet Member) - Minute 78 (Delivery of Southend 2050 Outcomes and Priorities: Annual Report and Provisional Resources Outturn 2021/22) - Sub-Contractor for South Essex Homes.

(i)   Councillor P Wexham - Minute 78 (Delivery of Southend 2050 Outcomes and Priorities: Annual Report and Provisional Resources Outturn 2021/22) - Member of the Board of Directors of South Essex Homes.

(j)   Councillor K Buck - Minute 80 (Levelling Up Fund Round 2) - The Executive Chairman of the Stockvale Group that owns and operates Adventure Island is known to the councillor.

(k)   Councillor J Warren - Minute 80 (Levelling Up Fund Round 2) - Works for James Duddridge, MP for Rochford and Southend East.

(l)   Councillor S George (Cabinet Member) - Minute 82 (City Music Festival) - Member of the Town 2 City Partnership.

(m)   Councillor A Jones - Minute 82 (City Music Festival) - Family member works for competitor of an organisation providing sponsorship for the proposed music festival.

(n)   Councillor C Mulroney (Cabinet Member) - Minute 82 (City Music Festival) - Member of the Town 2 City Partnership.

(o)   Councillor J Warren - Minute 82 (City Music Festival) – Has attended meetings of the Town 2 City Partnership working for James Duddridge MP.

(p)   Councillor A Jones - Minute 86 (Summary of Work 2021/22 and In-Depth Scrutiny Project 2022/23) - Family member works in the vehicle manufacturing industry.

75   Questions from Members of the Public

The Committee noted the responses of the Cabinet Member for Environment, Culture and Tourism, the Cabinet Member for Highways, Transport and Parking, the Cabinet Member for Asset Management and Inward Investment and the Cabinet Member for Economic Recovery, Regeneration and Housing, to questions presented by David Webb and Judith McMahon.

76   Minutes of the Meeting held on Monday, 14th March 2022

Resolved:

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

77   Minutes of the Special Meeting held on Tuesday, 22nd March 2022

Resolved:

That the minutes of the special meeting of the Committee held on 22 March 2022 be confirmed as a correct record and signed.

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

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

Resolved:

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

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

Recommended:

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

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

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

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

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

7. That the virements, reprofiles, additions, deletions and new external funding for schemes, as detailed in Appendix 2 to the report, be approved and it be noted that this will result in an amended Capital Investment Programme deliverable by the Council of £145.906M for the period 2022/23 to 2026/27, as detailed in Appendix 3 to the report.

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

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

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

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

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

Note: This is an Executive function, save that Recommendations 2-12 are Council functions
Cabinet Member: Councillor P Collins

79   Waste Procurement

The Committee considered Minute 5 of the meeting of the Cabinet held on 14 June 2022, which had been called-in for scrutiny, together with a report of the Executive Director (Neighbourhoods and Environment) setting out the outcome of the early market engagement exercise in accordance with the Council decision of 24 March 2022 and highlighting the key points of feedback. The report also proposed the approach that should be set so that the formal procurement exercise could commence.

In response to questions raised by members of the Committee, the Cabinet Member for Asset Management and Inward Investment undertook to provide details of the tender specification for the new Recycling, Waste and Cleansing Contract to all members of the Committee, at such time as this had been finalised.

Resolved:

1.   That the matter be referred back to the Cabinet for reconsideration as the Committee was concerned that the proposed approach to the formal procurement exercise for the new Recycling, Waste and Cleansing Contract appeared to be focussed on the adoption of arrangements for alternate weekly recycling and waste collections.

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

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

80   Levelling Up Fund Round 2

The Committee considered Minute 62 of the meeting of the Cabinet held on 1 July 2022, which had been referred directly to the Committee for scrutiny, together with a report of the Interim Executive Director (Growth and Housing) setting out the proposed approach to applications to the Government's Levelling-Up Fund Round 2 and the outcomes that would be achieved from successful bids.

In response to questions raised by members of the Committee, the Cabinet Member for Economic Recovery, Regeneration and Housing undertook to consider whether written undertakings received from the prospective operator of the 'Southend Air' visitor attraction proposed to be delivered as part of the Culture-Led Regeneration bid, for the showcase of other local attractions and to work with the Council to add value to the city-wide cultural programme, could be provided to members of the Committee without breaching commercial confidentiality. The Cabinet Member also undertook to investigate whether the 'Southend Air' attraction would be required to be operated for any minimum period as a condition of the receipt of levelling-up funding and to advise members of the Committee accordingly.

Resolved:

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

"1. That a bid be submitted to the Levelling-Up Fund (LUF) for highways and the associated capital and revenue costs, be noted.

2. That a bid be submitted to the Levelling-Up Fund (LUF) for culture-led city centre regeneration and the capital and revenue costs for the Council, be noted.

3. That, if these bids are successful, the relevant legal agreements are entered into to draw down the funding.

Recommended

4. That if bids are successful, they be included in the Capital Investment Programme, subject to a reprioritisation of the existing programme to ensure that there is no additional net cost to the capital investment programme after including the LUF schemes."

Note: This is an Executive function, save that Recommendation 4 is a Council function.
Cabinet Members: Councillor P Collins and Councillor I Gilbert

81   PSPO Dog Friendly Beach

The Committee considered Minute 65 of the meeting of the Cabinet held on 1 July 2022, which had been referred directly to the Committee for scrutiny, together with a report of the Executive Director (Adults and Communities) that provided an update on proposals for a dog friendly beach in Southend.

Resolved:

That the following decisions of the Cabinet be noted:

"1. That a dog friendly beach is not introduced at Shoebury East Beach.

2. That the Dog Friendly Beach consultation feedback be noted and the situation regarding an appropriate location be reviewed."

Note: This is an Executive Function
Cabinet Member: Councillor C Mulroney

82   City Music Festival

The Committee considered Minute 67 of the meeting of the Cabinet held on 1 July 2022, which had been referred directly to the Committee for scrutiny, together with a report of the Executive Director (Adults and Communities) that sought approval for, and for the Council to partially underwrite, a major music festival to be held in Southend as part of its city year celebrations. The Committee also had before it a confidential financial forecast for the event.

In response to questions raised by members of the Committee, the Cabinet Member for Environment, Culture and Tourism undertook to provide details of the highway management and public transport arrangements for the proposed music festival to all members of the Committee, at such time as these had been finalised with the organisers of the festival.

Resolved:

That the following decisions of the Cabinet be noted:

"1. That a proposed major festival with world class artists be supported to lever in significant benefits to the Southend community.

2. That it be noted that commercial sponsorship has already been secured for the festival.

3. That the Council underwrites the cost base of the festival by £125,000 and if required will be funded by the Council's event budget.

4. That the Director of Culture and Tourism, in consultation with the Cabinet Member for Environment, Culture & Tourism, be authorised to agree the final arrangements and continue negotiations with partners on further sponsorship."

Note: This is an Executive Function
Cabinet Member: Councillor C Mulroney

83   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 (City Music Festival - Confidential Matters), 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.

84   City Music Festival - Confidential Matters

The Committee considered confidential matters in relation to Minute 82 above. The Committee moved into Part 2 business in order that the confidential matters concerning the proposed City Music Festival could be discussed. The Committee moved back into Part 1 for the decision on these matters and the remaining items of business.

85   Joint In-Depth Scrutiny Project 2021/22

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

In considering the recommendations of the project that concerned the enhancement or development of digital systems, the Interim Executive Director (Strategy, Change and Governance) confirmed the corporate commitment of the Council to ensure that its services were fully inclusive and that alternative means of contacting the authority would continue to be offered where digital systems might exclude residents and service users.

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

Resolved:

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

2.   That the Chair of the Project Team for the joint In Depth Scrutiny Project (Councillor J Moyies) present the report and recommendations of the scrutiny project to a future meeting of the Cabinet.

Note: This is a Scrutiny function

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

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

Whilst members considered that there could be benefit to the undertaking of the suggested joint scrutiny project around the current cost of living 'crisis', exploring how the Council provided supportive and streamlined services for local residents, the Committee indicated that it wished to undertake its own in-depth scrutiny project for 2022/23, to ensure that Southend was adequately prepared for the ban on sales of new petrol and diesel cars by 2030.

Resolved:

1.   That the summary of the scrutiny work undertaken by the Committee during the 2022/23 municipal year, be noted

2.   That the completion of the joint in-depth scrutiny project undertaken on behalf of the People Scrutiny Committee, the Place Scrutiny Committee and the Policy and Resources Scrutiny Committee for 2021/22, around the theme of 'Enabling Councillors to be Effective', be noted.

3.   That an in-depth scrutiny project be undertaken on behalf of the Committee during the 2022/23 municipal year, on the theme of 'Preparing Southend-on-Sea for the Electric Vehicle Revolution.'

4.   That no other topics be selected by the Committee for additional in-depth review during 2022/23.

Note: This is a Scrutiny function.

Chairman: _____

Southend-on-Sea City Council

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

Report prepared by: Andrew Barnes – Head of Internal
Audit

Corporate Risk Register – July 2022 update

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

Cabinet Member – Cllr Collins
A Part 1 Public Agenda Item

1   **Purpose of Report**

1.1   To consider the updated summary Corporate Risk Register.

2   **Recommendations**

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

3   **Summary Corporate Risk Register**

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

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

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

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

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

3.6   In the period since the last report to Cabinet there have been further changes to the context that the Council is operating within as a result of the continuously changing impact of the ongoing Covid-19 pandemic, and the increasing impact of the inflation and cost of living pressures, that have the potential to cause far reaching consequences and impacts across the whole of the Council's activities, the ways that services and officers are required to operate and the support that needs to be provided to the City.

3.7   As a result the focus for this period, as agreed by Members, has been on

• the prioritised roadmap milestones for delivery
• response to the Covid-19 pandemic
• economic recovery
• sustainability – financial, environmental and our transformation as an organisation.

3.8   Within this context CMT and other Directors have identified the following risks to be managed, monitored and reviewed as part of the Corporate Risk Register (with the relevant Scrutiny Committee for each risk in brackets):

1. Covid-19 pandemic (Policy & Resources / People)

2. Financial sustainability (Policy & Resources)

3. Inflation and cost of living pressure (Policy & Resources / People) – escalated to CRR

4. Public services landscape (Policy & Resources)

5. Workforce (Policy & Resources)

6a. Cyber security event (Policy & Resources)

6b. Data protection (Policy & Resources)

7. Capital investment delivery programme (Policy & Resources)

8. Safeguarding responsibilities and child welfare (People)

9. Mitigating for and adapting to climate change (People / Place)

10. Health inequalities (People)

11. LGA peer review of Special Educational Needs and Disability (SEND) and Children With Disabilities (CWD) (People)

12. Housing (Place)

13. Adult social care (People)

14. Social cohesion (People)

15. Waste management service (Policy & Resources)

16. House building programme (Place)

17. Regeneration and major projects (Place)

18. Southend as a visitor destination (Place)

19. Economic recovery and income inequalities (Policy & Resources / People)

20. Local plan (Place).

3.9 The risk register heat map on page 4 of appendix 1 plots the current risk score for each risk using the Council's scale, as shown on page 2 of appendix 1. This shows that the risks that have been escalated to the Corporate Risk Register are those with the potential to be the most detrimental to achieving the Ambition for the City, which is why the risk scores are all relatively high and consequently the risks appear on the Corporate Risk Register.

3.10 Incidents have occurred at other Councils where examples of the risks that we are facing and working to manage have crystallised resulting in significant detrimental effects on the operations and provision of services at those Councils. These incidents demonstrate the importance of the management arrangements in respect of, and the governance arrangements overseeing that management of, the risks that are being faced by the Council and the need to remain vigilant to the potential for things to go wrong.

3.11 As a reminder it is worth noting that the underlying risk management arrangements currently follows a 3-stage process:

1st stage: An 'inherent risk' with the risk assessed with no controls, assurance or actions in place, resulting in an inherent risk score.

2nd stage: The 'current risk' where the risk is assessed with controls, assurances and identified management actions and arrangements. It is this position that is being reported within the summary corporate risk register at Appendix 1.

3rd stage: The 'target risk' which is the risk with the controls, assurances and actions, as if they have been completed, resulting in a target risk score.

3.12 Appendix 1 provides a summary of the risks and opportunities currently on the corporate risk register and the arrangements in place to manage those, along with the 'current score' position for each risk as assessed by management, based on the risk or opportunity itself and the management of the issue that is in place to ensure that it progresses as the Council would want.

3.13 The risks as documented are effectively the worst-case scenario of what could happen if the Council is not appropriately managing the risk that it is facing. This does not mean that it will happen, as the purpose of the arrangements being put in place to manage the risk, or deliver the opportunity, is to ensure that the issue works out in the way that the Council wants it to.

3.14 Executive and other Directors ensure service specific risks are managed within their departments, within service management and in accordance with the risk management strategy and processes. 'Red' rated risks with corporate implications can be escalated to CMT via those Directors. Actions for managing these risks are updated and reviewed by Departmental Management Teams.

3.15 Operational risks, managed within departments, are also assessed as part of reviews undertaken by Internal Audit and project risks are monitored by CMT where applicable.

4   Reason for recommendation

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

5   **Corporate Implications**

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

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

5.2   Financial implications

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

5.3   Legal Implications

The Accounts and Audit Regulations 2015 require that:

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

5.4   People Implications

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

5.5   Property Implications

None specific.

5.6   Consultation

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

5.7   Equalities and Diversity Implications

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

5.8   Risk Assessment

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

5.9   Value for Money

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

5.10   Community Safety Implications

None specific.

5.11   Environmental Impact

None specific.

6   Background papers

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

7   Appendices:

Appendix 1 – Summary Corporate Risk Register as at July 2022

Corporate Risk Register
July 2022

Southend BC Risk Matrix

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

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

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

Risk Register Heat Map: Risk numbers

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

Risk Register Heat Map: Current risk score

Impact

Likelihood

Risk 2
Risk 6a   Risk 9   Risk 16
Risk 17   Risk 20

Risk 3   Risk 19

Risk 1
Risk 5   Risk 6b   Risk 8
Risks 11, 13, 14, 15
Opp 13   Risk 18

Risk 7   Risk 10

Risk 12

Risk 4

CROSS CUTTING

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

CROSS CUTTING

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
2	**Financial sustainability** **Risk that failure to address the financial challenges by effectively managing the growing demand for services, managing the costs of the impact of covid-19, inflation and the cost of living, while enhancing local income streams as part of recovery will threaten the medium to long term financial sustainability of the Council, leading to a significant adverse impact on Council services and the ability to deliver the outcomes desired by the Council, to address the financial position.**	1. Budget setting process identified required investment and efficiencies to deliver a robust budget for 2022/23 and agreement to a robust programme of ongoing activity to deliver budget sustainability into the medium term. 2. Budget monitoring of revenue, capital and medium term programme of reviews to ensure the overall budget is effectively managed through the year, delivered and progress made towards future years budget setting. 3. Management oversight of budget setting process for 2022/23 through challenge provided by Cabinet, CMT and Director to Director challenge to each other and services on proposed savings and resultant proposed budgets. Regular reports and monitoring to CMT and Cabinet. 4. Medium Term Financial Strategy (MTFS), including budget pressures to regularly consider financial impact of inflation, cost of living and Government policy reported to CMT, Cabinet and Council to provide assurance, with reports to and minutes of meetings. This includes close attention to the Comprehensive Spending Review and Local Government Settlement along with a watch alert on the Government's finance reform plans for 2023/24. 5. Increased focus on the budget and transformation through the refreshed roadmap for the short to medium term with early start on 2023/24 budget process planned. 6. Know your business workstream developed as part of FWOW to ensure that appropriate focus on achieving value for money and the optimum approach to the delivery of the Southend 2050 outcomes is being made by all services.	3	4	12	Joe Chesterton / Leader and CM for AM & II

CROSS CUTTING

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

credit: ActiveSouthend

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

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CROSS CUTTING

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
5 23	**Workforce** **Risk that the Council will not have the appropriate staffing resources, with the right skills, doing the right things, working in the right places through collaborative teams.** **Cross-council specific pressures relating to attracting talent in a competitive market, or straining existing resources, due to significant staffing changes and operational pressures are impacted by the significant changes to ways of working implemented in response to covid-19, leading to reduced workforce capacity causing a failure to effectively address the challenges posed by covid-19 and financial pressures in the short term and achieve the Council's desired outcomes in the longer term.** **Further risk caused by the number of changes to CMT, that may impact on the capacity to progress with delivery of desired outcomes.**	**1. The council has agreed a new corporate planning model, that will focus the priorities of the council over the next 4 years, starting June/July 2022.** **2. Part of a new corporate planning approach includes a new approach to transformation, and this too will change to be in line with our new 4-year Corporate Plan.** **3. The updated transformation programme is being established, and drivers for it will centre around future proofing our ways of working to deliver quality services, within a financially sustainable context.** **4. Workforce is managed as a key strategic issue, from attraction, pay, reward and retention, to the way the workforce works in a modern, flexible and agile way.** **5. Workforce outcomes for the Corporate Plan will be part of the Corporate Plan, delivered through a new programme of governance and transformation. As part of this approach, the management of risk will be monitored and mitigated where appropriate.** **6. Appropriate governance and oversight on all recruitment, redeployment, learning & development and redundancies to ensure that the Council is making the best use of it's human resource and enabling all employees to reach their full potential in line with the Southend 2050 ambition** **7. Managing the capacity of CMT by backfilling for those acting up as they lead the organisation through this transitional period and 'double teaming' so that they are able to cover for each other.**	3	3	9	Stephen Meah-Sims / Leader and CM for AM & II

CROSS CUTTING

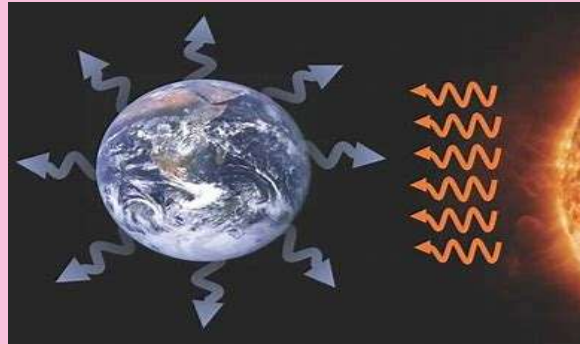| CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
6a 24	**Cyber security event** **Risk of a cyber security event causing significant operational, financial and reputational damage to the Council, caused by:** **a) failure to ensure the Council has a coherent and comprehensive approach to cyber security and data protection, including strategy, tools and processes** **b) a data breach** **c) remote working creating a wider footprint for attack.** **Opportunity to build resilience by ensuring that staff have the necessary digital skills.**	1. **New ICT operating model being embedded with a specific Head of Security focussed on enhancing the Council's cyber security arrangements and enhanced structure to deliver improved digital arrangements.** 2. **Cyber security strategy in place and being embedded, including rollout of new hardware that is in progress, including for Councillors.** 3. **Cyber Incident Planning and Response with key members of ICT team having attended CESG accredited training and role based training in place.** 4. **Implementation of security tools including: Multi-Factor Authentication, Conditional Access, Modern Authentication, Microsoft Level E5 security and a Ransomware protection tool.** 5. **Membership and use of threat intelligence networks to enable quicker response to emerging threats.** 6. **Compulsory Me-learning training sets for all staff, Phishing simulation test exercises and vulnerability testing taken place. Specific cyber-security briefing for Councillors** 7. **Monitoring and response processes in place, with regular reporting to the Good Governance Group.** 8. **Resilience and Business Continuity plans in place.**	3	4	12	Stephen Meah-Sims / CM for AM & II

CROSS CUTTING

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (Lxl)	Leads
			Likelihood	Impact		
6b 25	**Data Protection** **Risk that a failure to comply with responsibilities as a Data Controller (under DPA 2018 / UK GDPR) leads to personal data being compromised, resulting in harm to individuals, loss of trust from residents, businesses and others, regulatory action, financial penalty and reputational damage.**	1. **Changes to processing of personal data and new processing, including COVID-19 related matters, risk assured in line with the Data Protection by Design and Default Policy and Procedure.** 2. **Annual Information Governance Toolkit assessment undertaken with a report prepared from the independent assessment and actions to improve.** 3. **Annual Data Protection refresher training rolled out in June 2022.** 4. **Senior Information Risk Owner in place, monitoring issues and progress, and produces an Annual SIRO report on data protection to Cabinet.** 5. **Regular reporting to Good Governance Group and Corporate Management Team with reports to and minutes of meetings.**	3	3	9	Stephen Meah-Sims / CM for AM & II

CROSS CUTTING

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk ratin g (Lxl)	Leads
			Likelihood	Impact		
7 26	**Capital Investment Programme Delivery** **Risk that a failure to deliver the agreed Capital Investment Programme leads to a lack of progress on the intended improvements to infrastructure and facilities for the City anticipated to support Southend 2050 and the recovery priorities, resulting in reduced inward investment from businesses, missed employment opportunities for residents and reputational damage for the Council. Risk that impact on the supply chain (causing labour shortages, cost increases in materials, labour and fuel and difficulty in sourcing plant and vehicles) and finance to deliver the increased costs of the capital programme, lead to a significant adverse impact on the ability to deliver the outcomes desired by the Council.**	1. **Member input to budget and programme creation to ensure focus on the key priorities and deliverables.** 2. **Committed resources, both human and financial to deliver the programme.** 3. **Project plans and managers in place for all projects upon entry to the programme, as presented to and approved by Investment Board, for onward presentation to and approval by Cabinet.** 4. **Capital Programme Delivery Board (CPDB) overseeing and monitoring progress to ensure that plans are delivered with updated Terms of Reference on the roles of the Investment Board and the CPDB in place.** 5. **Capital Challenge sessions (x2) chaired by Cabinet member for CS and PD to support the final proposed capital investment programme budget for 2022/23 to 2026/27.** 6. **Reprioritisation review undertaken by the CPDB to assess the resources in place to deliver the programme and ensure focus of resources on the right priorities.** 7. **Reporting to CMT / Cabinet to provide overall oversight and scrutiny.**	4	3	12	Joe Chesterton / CMT / CM for AM & II

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
8 27	**Safeguarding responsibilities and child welfare** **Risk that the Council will not be able to effectively deliver it's statutory safeguarding responsibilities as a result of a lack of understanding, resources and the additional challenges posed by covid-19 restrictions, and that this causes a failure to deliver the outcomes anticipated for vulnerable people that are in need of support.** **Risk of failure to ensure that there are consistently good or better outcomes for children and families accessing children services, particularly the vulnerable that face the greatest exposure to those threats, resulting in worsening outcomes for those in need of that support.**	**1. Local Safeguarding Partnerships in place to complement and oversee the work of the Children's and Adult's services.** **2. Principal Social Worker – lead role in assuring quality of policy and practice and ensuring adherence to key frameworks e.g. safeguarding.** **3. Review mechanisms in response to serious incidents – ensuring learning from Serious Case Reviews / Safeguarding Adults Reviews is embedded to minimise future risk.** **4. Care Quality Arrangements – working alongside key partners e.g. NHS/CQC to ensure safe, good quality care provision.** **5. Establishment of a new Adult Quality Assurance Framework to assure social work practice and regular audits introduced in 2022, to be embedded by 2023.** **6. Embedding the new quality assurance model for Children's Services following the pilot and results from the Improvement Board. We are looking to embed this model as BAU from April 2022** **7. Annual Safeguarding Report taken to Cabinet in November.**	3	3	9	Michael Marks & Tandra Forster / CM for CL & I and CM for ASC & HI

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
9	**Adapting to climate change** **Risk that failing to implement changes needed to reduce the City's carbon footprint will cause an inadequate contribution to the reduction in carbon emissions required. This will result in significant adverse impact on the City, and if the climate adaptation measures being implemented are also inadequate, there will be further implications for the Council in needing to respond to climate events in the City.**	1. **Council declaration of a climate emergency in October 2019, providing initiatives to be pursued.** 2. **Green City Action Plan approved by Cabinet January 2021 detailing the actions to be taken to become a Green City.** 3. **Management restructure created a new Head of Service for Climate Change with a team to deliver a new Climate Change Strategy that will be developed by that team.** 4. **Updated governance structure to manage the delivery of Climate Change response, to ensure full consideration of all issues.** 5. **Oversight of Green City Southend 2050 outcome that includes carbon reduction activity through: reports to Theme leads, CMT and Cabinet with challenge at and minutes of meetings.** 6. **Member Environmental Working Party with reports to and minutes of meetings.**	3	4	12	John Burr / CM for EC & T

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CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
10	**Health inequalities** **Risk that the health inequalities, particularly the physical and emotional health and wellbeing of residents, will increase due to the impact of Covid-19 and the cost of living pressures.** **In the longer term the changes resulting from the Health and Care Bill may result in an Integrated Care system for Southend and Thurrock, impacting on the implementation of the Localities Model, that does not result in effective health and social care outcomes for residents, resulting in increased health inequalities, worsening health outcomes and significant cost increases.**	1. **Effective use of the Local Outbreak Management Plan mechanisms and the cell structure reporting into Health Protection Board and the Local Outbreak Control Oversight & Engagement Board.** 2. **Mid and South Essex Integrated Care Partnership, spanning more fully both health and local government, in place. The draft 5 Year Strategy and Delivery Plan aims to identify any health inequalities emerging (including as a result of the pandemic), and to identify strategies to prevent needs escalating.** 3. **South East Essex Alliance who alongside the Council provide a leadership role in understanding need and providing oversight and challenge of arrangements and delivery.** 4. **Health and Wellbeing Board that receive the Joint Strategic Needs Assessment (JSNA) that provides the intelligence needed to determine targeted action required, with reports to and minutes of meetings.** 5. **Core population health management datasets identify the problems to be addressed. Developing a strategy to deal with premature mortality in respect of Cancer, Respiratory and COPD** 6. **Annual Public Health Report helps to focus our efforts on tackling health inequalities.**	4	3	12	Michael Marks & Tandra Forster / CM for ASC & HI

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CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
11	**LGA peer review of SEND and CWD** **Provides an opportunity for the Council to deliver further improvements in its SEND and CWD service offer with a focus on:** • **Clarifying and communicating better the 'graduated offer' available to CYP and their families** • **Better communication with parents / carers, including simplifying language** • **Reviewing the pathway into the CWD service via the MASH and Early Help Front Door.** • **Reducing the number (%) of EHC assessment requests that are rejected** • **Broaden the training offer to staff and Councillors on SEND.**	**1. Implementation Plan of actions, timescales, responsible officers and success measures in place to deliver the recommendations of the LGA peer review team.** **2. Monitoring of progress against the implementation plan to be undertaken by the Children's Services Improvement Board.** **3. Engage and work with the SEND Strategic Partnership Board to ensure that the LGA peer review findings and recommendations are captured within the new Area SEND strategy.**	3	3	9	Michael Marks / CM for CL & I

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CGI from Better Queensway transformation consultation

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (Lxl)	Leads
			Likelihood	Impact		
12 31	**Housing** **Risk that a failure to implement plans to address rising homelessness and failure to implement the Housing, Homelessness and Rough Sleeping Strategy will lead to further street and other homelessness, increased use of temporary accommodation (TA) & an inability to meet rising housing demand over the next 20 years, leading to worse outcomes for residents and an inability to deliver the outcomes for the City desired by the Council.** **Risk is increased by the impact of the cost of living pressures on those just about managing no longer being able to manage, causing an increase in homelessness.** **Risk is increased by pressure to accommodate refugees causing additional demand on housing stock and also because some property used for temporary accommodation is identified for redevelopment.**	**1. Housing, Homelessness and Rough Sleeping strategy approved and being delivered. Progress reported to Cabinet, with reports to and minutes of meetings.** **2. Core Strategy and Local Development Plan in place with reports to and minutes of meetings.** **3. Cabinet and Scrutiny Panels review and challenge, with reports to and minutes of meetings.** **4. Member Housing Working Party with reports to and minutes of meetings.** **5. Operational delivery is being managed as caseloads are high, challenging capacity.** **6. A 'Just About Managing' page on the Council's website signposting people to advice, guidance, and opportunities. The Council, where it can, will try to provide an additional package of local support / mitigation / advice for the most vulnerable.**	3	3	9	Alan Richards / Leader and CM for ER, R & H

SAFE & WELL

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
13 32	**Adult social care** **Risk that difficulties being experienced in the adult social care market will cause provider failure and further difficulty in meeting increasing demand for support, resulting in worsening outcomes for those in need of that support. The impact of and response to covid-19 and inflation has heightened these risks in the short term, increasing the pressure on capacity in the market.** **Opportunity has been identified to reduce the number of people in residential care, using reablement and the community to support people to stay at home for longer.**	**1. The Council influences the market for care by signalling the future expectation of requirements through:** • **Market Position Statement** • **Commissioning Strategies.** **2. The Care Governance Process provides quality assurance arrangements, oversight and support for the local market, including external assessment of services through the Care Quality Commission.** **3. Provider Failure Policy in place to direct action in the event of provider difficulty.** **4. Fair Cost of Care Exercise and development of a Sustainability Plan, supporting strategic focus as well as sustainability of future care provision.** **4. Independent diagnostic undertaken resulting in a Recovery Plan to address the financial challenge and transformation work being undertaken on service delivery, overseen by the Recovery Programme Board.** **5. Short term options to provide additional short term capacity being explored.**	4	3	12	Tandra Forster / CM for ASC & HI

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
14 33	**Social cohesion** **Risk that the impact of the cost of living pressures on both young people and those living in challenging circumstances, cause them to be particularly worried about the future and experience mental health issues, isolation and fears, resulting in a reduction in social cohesion and an increase in undesirable behaviour.** **Increased footfall to beach and public spaces with increased unmanaged drinking leading to anti-social behaviour and an increased need to manage the public spaces.** **Refugees perceived as utilising resources causing additional tensions.** **These impact on the ability of the City to deliver the outcomes desired by Southend 2050 and damage the reputation of the City.** **Opportunity for the celebration of City status to re-set and re-focus direction galvanising the community.**	1. Support for young people including promotion of apprenticeship opportunities and Kickstart schemes. 2. LGA peer remote peer project on support for younger people aged 18 -25 with funding secured to build on the recommendations. 3. New and innovative routes to access mental health support, including ChatHealth. 4. Multi-agency Southend Community Safety Partnership (CSP) work together to tackle crime, disorder and anti-social behaviour. 2. Community Safety Until (CSU) in place with CCTV and officers providing a visual presence and enforcement activity. 3. OpUnion tactical coordination group to ensure a partnership Police / Council response to increased demand in key areas. 4. Public Spaces Protection Orders being put in place to help manage problematic areas. 5. Daily Partner briefings to share information and intelligence across the City. 6. Enforcement Review of the Council's functions involving enforcement activity to optimise the effectiveness of that resource at addressing the various enforcement roles required by the Council.	3	3	9	Andy Lewis / CM for ER, R & H, CM for ASC & HI and CM for PP

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (Lxl)	Leads
			Likelihood	Impact		
15 34	**Waste management** **Risk of contractor failing to meet contractual requirements to effectively manage waste arrangements results in a loss of service quality and additional financial liability for the Council.** **Additional risk that the council will not have suitable arrangements in place for October 2023 when the current contract ends.** **Further risk that the enhanced service being sought from the revised future arrangements will not provide a solution that will deliver the outcomes in respect of adaptation to climate change and recycling that is being sought by the Council.**	**1. Regular contract performance undertaken, formal contract management meetings in place with reports and minutes as appropriate.** **2. Data set monitored by DMT / performance board and senior managers with reports to and minutes of meetings.** **3. Cabinet and Scrutiny overview with reports to and minutes of meetings, including an in depth scrutiny project on barriers to recycling that is complete with Environment Working Group report completed.** **4. Market engagement undertaken in Mar and Apr 22 to understand broad concepts of service delivery against council aims and objectives.** **5. Two stage procurement to be undertaken: Stage 1 to submit two outline proposals: one being a full weekly collection service and the second being the bidders proposals to meet the Council's aims and objectives. Stage 2 to submit full proposals against the service model determined by stage 1.** **6. Timetable in place to complete stage 1 and determine a service model by February 23, stage 2 to award contract by October 23 and then mobilise service for commencement in May 24.** **7. Existing service with current provider extended beyond Oct 23 (subject to negotiation) to allow the procurement process to take place and mitigate for delays.**	3	3	9	John Burr / CM for E, C, & T and CM for PP

Proposed Roots Hall development

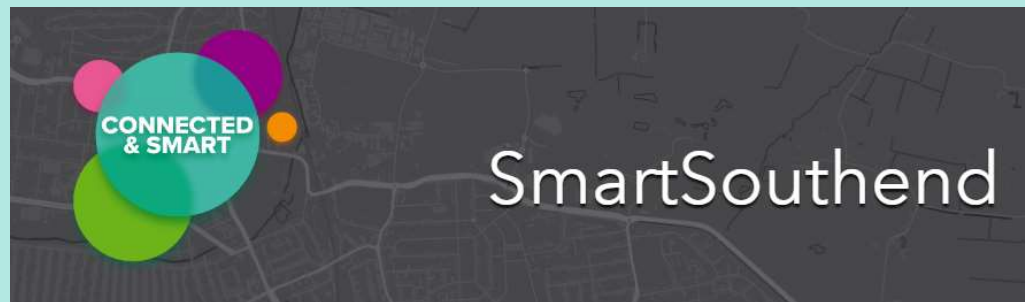| CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
16 35	**House building programme** **Risk that not achieving the development and delivery of the house building pipeline through effective engagement and arrangements with the market and developers that have been impacted by Covid-19, inflation and supply chain issues, will result in an inability to deliver the anticipated housing supply, causing additional pressure on the housing market and an impact on the delivery of the desired outcomes of the Council, with an impact on Local Plan housing targets (see also CRR20).**	1. House building pipeline in place and being managed with Cabinet agreement to specifically focus on five key workstreams: a) **Council acquisitions programme** b) **HRA infill development programme** c) **Next Steps accommodation programme (all delivering additional housing numbers)** d) **PSP Southend LLP projects** e) **Major Schemes (Better Queensway / Roots Hall & Fosetts Farm)** 2. Methodology for working with developers in place, to ensure that the right considerations are made about potential developers. 3. Updated partnership arrangements with developers to address economic challenges. 4. Regular reporting to Corporate Management Team and Cabinet, with reports to and minutes of meetings.	3	4	12	Alan Richards / CM for ER, R & H

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
17 36	**Regeneration and major projects** **Risk that failure of partners to progress major infrastructure developments (e.g. Queensway, Seaways, Fossett Farm and Airport Business Park) will result in not achieving delivery of the plans and necessary sequencing of developments, resulting in the dependencies for the chain of regeneration not being delivered and the opportunities for improvement of the City and delivery of anticipated outcomes not being achieved (jobs & skills, housing, linked spend, economic growth, housing delivery etc), as well as significant financial and reputational damage to the Council.**	**1. Strategic planning for the City in place and being managed.** **2. Methodology for working with developers in place, to ensure that the right considerations are made about potential developers.** **3. Project Board arrangements in place to govern progress with delivery, with reports to and minutes of meetings.** **4. Regular and formal monitoring / reporting arrangements in place with key funders, such as the Local Enterprise Partnership (SELEP) and Homes England (HE).** **5. Regular reporting to Corporate Management Team and Cabinet, with reports to and minutes of meetings.** **6. Progress on delivery of key projects including: planning approval for Better Queensway met first HIF funding delivery milestone, exchange of the contracts and agreements for lease on Roots Hall and Fossetts Farm, and SELEP funding for the Launchpad that is due to be completed in August 2022.**	3	4	12	Alan Richards / Leader, CM for ER, R & H and CM for AM & II

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
18 37	**Visitor destination** **Risk that the competing demands and needs of residents and visitors will impact on the City's ability to meet the needs of its residents or provide a suitable destination for visitors, and that cost of living pressures impact on the ability of the City to provide an attractive proposition for visitors, with a resultant impact on the economic strength of the City and employment opportunities for school leavers.** **Opportunities arising from City Status and people holidaying in the UK, but with potential increase in visitor numbers needing to be enabled to be done safely and ensure the offer made by businesses is sustainable.**	**1. Refreshed tourism strategy 'Destination Southend' developed in partnership with key stakeholders on the Southend Tourism Partnership built on feedback from stakeholders including residents and visitors.** **2. Cultural Vision refreshed built on feedback from key stakeholders including residents and visitors that will inform investment decisions and actions to be progressed.** **3. Culture led regeneration of High Street working with stakeholders and partners towards a new Masterplan to shape the offer of the City Centre, supported by Levelling Up Funding awarded.** **4. Effective investment in and management of local attractions including engagement with key stakeholders.** **5. 'Visit Southend' website to promote events and attractions available to visitors.** **6. Visit Southend Safely campaign to manage public expectations and behaviour to help ensure a safe, enjoyable visit given the circumstances of the pandemic.**	3	3	9	Tandra Forster / CM for E, C, & T

OPPORTUNITY & PROSPERITY

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihoo	Impact		
19	**Economic recovery and income inequalities** **Risk that the impact of covid-19, inflation and cost of living pressures result in reducing economic activity causing a reduction in employment opportunities for 18-25 year olds and an increase in unemployment across the City. The impact is likely to be experienced unevenly across sectors with the retail, hospitality, leisure and tourism sector adversely affected causing further risk to traditional shopping centres and the town centre, as well as a further increase in income inequalities and disparity between different parts of the City.** **However, the reduction in restrictions and the move to City status provides the opportunity to attract new businesses and employers into the City, providing new and additional employment that can contribute to the delivery of the ambition and outcomes for the City led by the major regeneration schemes driven by the Council.**	**1. High focus on economic recovery and led through the economic recovery cell which includes representatives from businesses, DwP, Citizens Advice amongst others.** **2. LGA peer support provided to explore how the Council and partners can more effectively support younger people, aged 18 – 25, with a particular focus on their employment, skills, education and training. An action plan is in place and a dedicated workstream operating within the O&P theme.** **3. Engagement with businesses, including but not limited to the Southend Business Partnership, and other wider partners to understand the impacts of the pandemic and wider economic pressures and is providing specific interventions which will support recovery** **4. Engagement with funders of employment and skills projects to refocus delivery on job and business retention with associated changes to how projects are delivered to suit a virtual environment (eg. SEBB, SECTA, A Better Start Southend WorkSkills, 60 Minute Mentor)** **5. Development of 3 Levelling Up Funding bids with colleagues across the organisation and partners, focussed on Visitor Economy and Town Centres (awarded £19.9m), Culture Led Regeneration of the City Centre and Highways (submission July 2022) available to support recovery.** **6. Development of ASELA proposition for inward investment offer for South Essex which initially focuses on retention and support for businesses.**	4	4	16	Alan Richards / CM for ER, R & H

credit: Forward Motion

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (Lxl)	Leads
			Likelihood	Impact		
20	**Local plan** **Risk that failure to meet Government requirements and deadlines and make sufficient progress in producing a Local Plan will lead to Secretary of State intervention, resulting in reputational damage to the Council and the potential imposition of unwanted development and the loss of plan making powers, causing an inability to deliver upon the Council's outcome priorities that are dependent on the Local Plan shaping and influencing the proposals for developments that are brought forward in the future.**	**1. Local Plan delivery project arrangements in place with appropriate milestones and timelines to deliver the Local Plan. Consultation on issues and options stage completed. Next milestone will be consulting on a Preferred Approach.** **2. Local Plan being prepared in the context of a South Essex Joint Strategic Framework and other key Council strategies (including Corporate Plan, Southend 2050, Housing, Homelessness and Rough Sleeping Strategy, Climate Change Emergency Declaration).** **3. Member Environment, Culture, Tourism and Planning Working Party with reports to and minutes of meetings.** **4. Joint working with partners being managed to address the current duty to cooperate, including on infrastructure.** **5. Regular reports to Corporate Management Team and Cabinet with reports to and minutes of meetings.**	3	4	12	Alan Richards / CM for E, C, & T

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Southend-on-Sea City Council

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

Cabinet

on
26 July 2022

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

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

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

1. **Purpose of Report**

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

2. **Recommendations**

2.1 **That Cabinet approve the recommendations arising from the in-depth scrutiny project, detailed at Paragraph 12 of the attached report.**

2.2 **That the budget implications arising from the recommendations of the in-depth scrutiny project be considered as part of current and future years' budget processes prior to implementation.**

3. **Background**

3.1 At the cycle of meetings in July 2021, the Place Scrutiny Committee (Minute 107), the People Scrutiny Committee (Minute 116) and the Policy and Resources Scrutiny Committee (Minute 134) each agreed that a single joint in-depth scrutiny project be undertaken on behalf of the three committees during the 2021/22 municipal year on the theme of 'Enabling Councillors to be Effective', as part of the respective scrutiny work programmes for the year. The project plan and work programme for the in-depth scrutiny project were agreed by the committees during the cycle of meetings in September 2021.

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

Report Title	Report Number

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

3.4 Progress with regard to the joint in-depth scrutiny project was achieved throughout the 2021/22 municipal year, including the development of an action plan, a comprehensive work programme and the receipt of relevant presentations. Although the progress of the project was delayed slightly as a result of the unfortunate local events that occurred in October 2021, efforts were made to ensure that the timescale for the delivery of the project was maintained and that the project was completed by the end of the 2021/22 municipal year.

3.5 The draft final report and recommendations arising from the in-depth scrutiny project were agreed by each of the scrutiny committees during July 2022. In considering the recommendations of the project that concerned the enhancement or development of digital systems, the scrutiny committees were advised that the corporate commitment of the Council to ensure that its services were fully inclusive would be maintained and that alternative means of contacting the authority would continue to be offered where digital systems might exclude residents and service users.

3.6 In accordance with Scrutiny Procedure Rule 10 (Part 4 (e) of the Constitution), the report and recommendations of the in-depth scrutiny project would normally be presented to the Cabinet by the chair of the relevant scrutiny committee. As the scrutiny project for 2021/22 was undertaken jointly on behalf of each the three committees, each scrutiny committee has agreed that the report and recommendations arising from the project should be presented to the Cabinet by Councillor J Moyies as Chair of the Project Team.

4.   Recommendations

4.1 In accordance with Scrutiny Procedure Rule 10 (Part 4 (e) of the Constitution), the report of the in-depth scrutiny report is attached at Appendix 1 for approval by the Cabinet.

4.2 The recommendations from the review are set out in Section 12 of the report. Some of the recommendations arising from the review have budget implications that will require consideration as part of future years' budget processes prior to implementation.

4.3 The Cabinet is requested to endorse the recommendations arising from the in-depth scrutiny project.

5.   Other Options

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

6.   Reasons for Recommendations

6.1 Not applicable

7.   Corporate Implications

7.1   Contribution to the Southend 2050 Road Map

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

7.2   Financial Implications

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

7.3   Legal Implications

None

7.4   People Implications

None

7.5   Property Implications

None

7.6   Consultation

As described in the report

7.7   Equalities and Diversity Implications

None

7.8   Risk Assessment

None

7.9   Value for Money

None

7.10   Community Safety Implications

None

7.11   Environmental Impact

None

8.   Background Papers

None

9. Appendices

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

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

Joint In-Depth Scrutiny Project 2021/22

'Enabling Councillors to be Effective'

Final Report and Recommendations (May 2022)

1. INTRODUCTION

1.1 Elected councillors give local government its essential legitimacy, accountability, strategic direction and community focus. The provision of support and assistance to all councillors regardless of which political party or group they belong to, whether they are Executive or 'back-bench members or whether they are part of an administration or in opposition, is essential for the purposes of enabling councillors to be effective.

1.2 The work of a councillor is complex and challenging and the political, legislative and local landscape in which we work is changing constantly. As more duties and responsibilities have been placed on local authorities, councillors have seen their workload increase significantly. Local residents and communities have high expectations of their elected representatives from the day of their election and throughout their period of office. Both new and experienced councillors therefore need appropriate support, guidance and personal and professional development to undertake their complex and evolving roles.

1.3 I would like to thank all councillors and officers for their contribution to the in-depth scrutiny project.

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

2. BACKGROUND

2.1 Each of the Council's scrutiny committees (the People Scrutiny Committee, the Place Scrutiny Committee and the Policy and Resources Scrutiny Committee) has traditionally undertaken an in-depth scrutiny project each year. The in-depth projects are selected at the beginning of each municipal year and generally focus on the Council's corporate priorities or matters of local concern. Recent in-depth scrutiny projects have also been aligned with the ambition and outcomes arising from the Southend 2050 programme. The in-depth scrutiny projects lead to the development of reports and recommendations which advise the Executive and the Council on its policies, budget provision and service delivery. Participation in the in-depth projects enable councillors to be actively involved in a specific topic and to influence and shape proposals around service improvement that will result in improved outcomes.

2.2 In considering options for the approach to in-depth scrutiny activity for 2021/22, the scrutiny committees considered the benefits of undertaking a joint scrutiny project around the effectiveness of the current 'Councillor Queries' portal, which had generated a mixed experience for councillors since its implementation, particularly around the way that the councillor queries arrangements worked and enabled them to deliver their democratic mandate to local residents. The scrutiny committees considered that the nature of such scrutiny activity should be broadened to reflect the theme of 'Enabling Councillors to be Effective' and that the scoping of the project should incorporate other appropriate matters of importance to councillors within this theme, alongside the effectiveness of the 'Councillor Queries' portal.

3. FRAMEWORK OF THE IN-DEPTH SCRUTINY PROJECT

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

3.2 There were a number of reasons for the identification of the in-depth scrutiny project. In addition to the concerns raised in regard to the effectiveness of the current 'Councillor Queries' arrangements for the handling of enquiries and questions that councillors raised with officers of the Council, other matters were agreed for inclusion as part of the in-depth scrutiny project, including problem reporting, requests for information, councillors' contact and engagement with the Council and residents and the effectiveness of the 'My Southend' platform.

3.3 In agreeing the nature of the in-depth scrutiny project for 201/22, the scrutiny committees acknowledged that a separate review of the Council's Constitution was taking place and that any recommendations arising from the project around constitutional matters could feed into that review process to avoid duplication. In considering the proposed scope of the in-depth scrutiny project, it was also recognised that design group was currently looking at councillor development as part of the leadership programme and that appropriate recommendations arising from the project could also contribute to that separate work activity.

3.4 The agreed scope of the in-depth scrutiny project was:

(a) To identify and review current arrangements for the provision of support that councillors need to carry out their elected role, focusing on the "Councillor role" rather than the specific requirements of members of the Cabinet, the Shadow Cabinet or the chairs of committees.

(b) To identify any 'quick wins' in terms of aspects of the main areas of focus of the project and to understand other ongoing activity that relates to the aims of the project to ensure joined-up arrangements.

(c) Where relevant, to feed into the separate review to be undertaken of the Council's Constitution by the General Purposes Committee, to which all members of the Council will have a separate opportunity to contribute.

(d) To complement the work of the design group currently looking at councillor development as part of the leadership programme.

3.5 The review was set within the context of the Council's 2050 ambition and priorities and the Project Team was tasked with reviewing relevant issues and to report back to the Cabinet with appropriate findings and recommendations.

3.6 As a number of elements of the in-depth scrutiny project also covered issues that were considered as part of the scrutiny project undertaken by the Policy and Resources Scrutiny Committee for 2019-2021, we received a progress update on the implementation of each of the recommendations arising from that scrutiny project for 2020/21, to assist the consideration of aspects of the current in-depth scrutiny project and the formulation of appropriate recommendations arising from the project.

4. METHODOLOGY

4.1 The review was undertaken on behalf of the three scrutiny committees by a Project Team comprising the following members appointed by the Council on 15 July 2021:

Councillors B Beggs, K Buck, T Cowdrey, K Evans, A Line, J Moyies, D Nelson, I Shead and A Thompson.

4.2 Councillor J Moyies was appointed Chair of the Project Team at its meeting on 19 August 2021.

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

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

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

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

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

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

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

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

(c)   Relevant data etc. held by the Council or obtained from published sources or benchmarking arrangements.

(d)   Performance information on key issues (e.g., response times, call handling etc.).

(e)   Customer feedback (e.g., contact with the Council, contact with councillors, use of the website etc.).

(f)   Information/feedback from relevant officer teams (e.g., 'Councillor Queries')

(g)   Benchmarking information (e.g., around member support services and the use of casework systems at other local authorities).

(h)   The presentation/demonstration of relevant systems and processes.

(i)   A review of recommendations arising from the in-depth scrutiny project undertaken by the Policy and Resources Scrutiny Committee for 2019/20-2020/21.

5.   FIRST CONTACT

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

(a)   'My Southend'

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

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

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

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

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

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

5.7   The Director of Digital and ICT advised us that the replacement of the 'My Southend' platform was currently in the discovery phase and that work had already been undertaken to understand the digital abilities of residents and improve their system experience, to understand the current use of 'My Southend' through analysis of service requests and complaints, and to develop ward-level analysis of demographics and the use of 'My Southend' using data from the 2011 Census.

5.8   The Project Team was assured that full programme governance would be established around the replacement of the 'My Southend' portal and that councillors and service users would be fully involved in the development of the vision and functional specification for the new portal, which was not intended to move away from the continued provision of human contact for residents.

5.9   We were advised that it was also intended to secure some 'quick wins' from the replacement of 'My Southend', including improvements to the language used in some on-line forms, the investigation of options for validation to enable correct enquiries to be raised first time and to reduce the level of duplicate cases, and the use of analytics and customer feedback to review existing forms and user interfaces to improve customer experience and ease of completion.

5.10   We welcome the plans for the replacement of the 'My Southend' interactive self-service portal for residents and have requested that the Project Team be kept up to date with ongoing progress on the replacement of the portal.

(b)   Website

5.11   The Council's website is a suite of related web pages used to store and provide service information to external users, located under the single domain www.southend.gov.uk. The Project Team received a presentation from the Digital Communications Advisor on current plans for the development of the website.

5.12   We were advised that the corporate website consisted of information relating to over 400 services, complemented by additional linked websites such as 'My Southend', the Planning Portal and the Modern.Gov democratic services facility. The Digital Communications Advisor reported that extensive work had been undertaken to improve the main website, including a full relaunch in May 2020 and that accessibility and user-journeys had been a major consideration for the re-development of the website.

5.13   The Project Team noted that the website had recently been completely overhauled to comply with accessibility law and featured drop-down menus in line with modern websites, whilst also working better on mobile devices and providing shorter user-journeys to key content.

5.14   The Digital Communications Advisor reported that the updated website had an in-built ability to show results even if search criteria were mis-typed and could route straight to relevant content rather than simply displaying a list of search results. The Project Team was advised that analytics indicated that people were now able to find content far quicker and having to visit fewer pages before they found the information they required and that comments related far less to finding content than with the previous website.

5.15   We were advised that the website had been subject to several accessibility ranking and audit evaluations and was currently rated 87/100 (excellent) for accessibility by

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

5.16   The Project Team was informed that the introduction of search functionality for the linked websites was also being investigated, alongside further data-driven improvements using analytics from the website and on-site searches, and future tools to improve usability and customer experience, such as a live chat function. We strongly consider that any introduction of live chat functionality for the website should only be on the basis of human interaction rather than being automated by any form of artificial intelligence.

5.17   We would encourage councillors to provide details of any specific search enquiries that had proved problematic in terms of identifying information on the Council's website, directly to the Corporate Communications Team.

5.18   We welcome the plans for the for the development of the Council's website.

(c)   Resident Queries and Experience

5.19   Although we did not consider the 'Councillor Queries' theme of the work programme for the in-depth scrutiny project at our meeting in December 2021, we discussed the increase in the number of resident queries being dealt with by councillors that had been perceived at the commencement of the in-depth scrutiny project, although it was currently generally felt that the level of such queries had since reduced for some members. We also received current call handling performance information.

5.20   We were advised that no 'Mystery Caller' type exercises around the provision of customer services have been previously commissioned but did not consider that this was necessary as part of the in-depth scrutiny project at the current time. However, we do believe that appropriate forms of 'mystery caller' or other review arrangement should be introduced wherever necessary to ensure that arrangements already put in place to ensure that the quality of the experience offered to residents when contacting the Council are being met.

6.   COUNCILLOR QUERIES

6.1   At the meeting of the Project Team in January 2022, we considered aspects of the work programme for the joint in-depth scrutiny project around the 'Councillor Queries' theme.

6.2   We received a presentation from the Service Manager (Customer Services)) on the current performance of the 'Councillor Queries' portal for members and ongoing plans for the development of the portal.

6.3   The Project Team was advised that the 'Councillor Queries' portal had originally been established at the start of the COVID-19 pandemic in 2020, as a means of providing responses and information to councillors in respect of service enquiries around the Council's ongoing response to the impact of the pandemic. In August 2021, a team of seven officers from various service areas across the Council was established as an interim arrangement to manage the Councillor Queries arrangements, to address the lack of consistent service being experienced by councillors when submitting enquiries. The aim of the officer team was to take responsibility for the provision of responses to enquiries, whilst ensuring that responses were also consistent with a more personal approach.

6.4   We were advised that some aspects of 'Councillor Queries' were now considered to be working well, including the ability of the officer team to direct enquiries to the correct service

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

6.5   We reviewed data on the level of enquiries submitted through the 'Councillor Queries' portal between August and December 2021, which indicated that the main areas of enquiry related to highways, parks, waste management, regulatory services and licensing. During that period, 1427 enquiries had been received through the 'Councillor Queries' portal, with smaller numbers of queries submitted by councillors through 'My Southend' (131) and Velocity (the corporate portal for the reporting of ICT related issues) (17). It was reported that the level of queries submitted through the 'Councillor Queries' portal had shown a decrease over this period, although it was likely that councillors might be raising queries directly with relevant officers, or through alternative means of contact, in some situations.

6.6   The Project Team considered that it was important that appropriate guidelines were in place so that councillors were clear on the best approach to use when raising enquiries, particularly when these often contained personal or sensitive information, or might concern safeguarding matters, and that members needed to exercise judgement on the best means of contact given the circumstances of specific enquiries. The Service Manager (Customer Services) advised the Project Team that the Customer Care Team also exercised judgement in terms of the 'urgency' allocated to specific enquiries received from councillors.

6.7   The Interim Executive Director (Strategy, Change and Governance) indicated that member support arrangements (including the 'Councillor Queries' portal) was part of the ongoing corporate review of business support functions, which would also consider the need for the provision of dedicated support for councillors and options to support member casework through the procurement or in-house development of appropriate casework management arrangements.

6.8   The Project Team suggested that arrangements for the improvement of existing reporting arrangements of local incidents by councillors over weekends, bank holidays and at times of other significant national or local events should be investigated, and that details of the 'Gold' command arrangements for response to an emergency or major incident available to councillors, needed to be updated. We consider that it is essential that appropriate officers of the Council and representatives of key service areas are always available given the nature of Southend as a 'weekend' destination. We consider that this information could usefully be available on the area of the new intranet proposed to be dedicated to the provision of information for councillors.

6.9   We support the continued use of the 'Councillor Queries' portal and consider that the Council should continue to pursue the introduction of appropriate enhancements to the portal.

7.   OFFICER/COUNCILLOR ENGAGEMENT

7.1   We recognise that councillors and officers are indispensable to one another and mutual respect and communication between both is essential for good local government. Together, councillors and officers bring the critical skills, experience and knowledge required to manage an effective public sector organisation.

7.2   Although elements of the work programme for the in-depth scrutiny project contained proposed activity relating to officer/councillor engagement, we have requested the Interim Executive Director (Strategy, Change and Governance) to ensure that these aspects of the project instead be aligned with the separate work being undertaken with all councillors to implement the actions arising from the review of the Member/Officer Protocol in 2021, to avoid duplication of effort in the completion of the project by the Project Team.

7.3   We have therefore made no specific recommendations on this aspect of the work programme for the in-depth scrutiny project.

8.   **COUNCILLOR CASEWORK & SUPPORT**

       (a)   Casework Management

8.1   At the meeting of the Project Team in March 2022, we received a presentation from the Interim Executive Director (Strategy, Change and Governance) with regard to current and future member casework management arrangements.

8.2   Dealing with enquiries from local residents is a key part of a councillor's democratic role and a significant large part of Members' time is spent responding to enquiries from the public. We considered that being able to deal with residents and understand the issues and concerns they faced, whilst being equipped with the skills, confidence and ability to take action in response to their queries, was an important and valued role of councillors. The issues that local people raise with councillors are often referred to as 'casework' and usually deal with the resolution of an individual problem.

8.3   The Project Team considered examples of the types of contact with councillors that could be regarded as 'casework', which can arise from a variety of sources:

       - Letters, phone calls, email and social media.
       - Councillor surgeries, advice sessions and doorstep calls.
       - Campaigning and other political activity

8.4   Dealing with casework requires councillors to develop and maintain their own arrangements for managing information and tracking progress. The amount of casework that a councillor receives depends on the nature of the area they represent, although research suggests that the higher the level of deprivation in an area, the more casework there is likely to be. We consider that the Council currently only provides very limited casework support facilities for councillors and that there is room for improvement in current arrangements for handling casework.

8.5   We believe that it is important to be able to define what 'casework' means to the Council, but that this could include any query made to a councillor or any query that a councillor might have but might also include helping people to help themselves to avoid members taking on too much personal responsibility in seeking to resolve matters for constituents. We received a copy of guidance published by the Local Government Association in 2017 in relation to effective councillors and the handling of casework, which we found to be helpful.

8.6   We received initial details of two commercial casework management systems that were currently in use by other local authorities. Members considered that it was important to

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

8.7   In terms of the resource implications of the procurement and implementation of a casework management system for councillors, the Interim Executive Director (Strategy, Change and Governance) indicated that it would be important to consider whether the development of an appropriate facility could be managed in-house or alongside existing member support arrangements and that it would also be necessary to identify capacity within the ICT Section to implement any adopted system, as well as efficiencies that could be generated through the adoption of a casework management system and its delivery as part of the ongoing review of existing business support arrangements across the Council.

8.8   We strongly believe that the implementation of a casework management system would significantly improve the effectiveness of councillors through the provision of a more efficient service to residents and would make casework easier to deal with for both councillors and officers. The introduction of such a system would also supplement the Council's ability to identify patterns and themes around issues of service provision or performance.

8.9   If an appropriate casework management system is introduced, we consider that it will be necessary to encourage all councillors to fully utilise the facility. Additional training may be required for members and for those officers across the Council who will be required to support the roll-out and operation of the system. The introduction of a casework management system arising from the recommendations of the Project Team will, if endorsed by the scrutiny committees and agreed by the Cabinet, lead to significant investment and commitment to strengthening the quality of service and experience for councillors. The success of this work will be partly dependent upon all councillors using the proposed casework management arrangements.

8.10   We suggest that it might be appropriate for any adopted system to be rolled-out on a phased basis. We also consider that it is important that a range of accessible channels are always made available to facilitate contact with councillors, including support for members of the public and constituents that might not be able to utilise electronic or web-based methods of contact.

8.11   The Project Team considered that it would be beneficial to councillors in terms of supporting them in the effective handling of constituency casework, for a regular survey (or similar) exercise to be undertaken to assess current casework levels and the type and nature of resident queries received by councillors. We also supported a suggestion that a comprehensive 'library' of frequently asked questions (FAQs) could be developed for councillors, as a means of supporting members to deal with common types of issue raised by the public and constituents, and that such facility could also provide for the development of 'model' responses/answers to frequently raised issues.

8.12   The Project Team considers that the Council should therefore pursue the introduction of an appropriate web-based system to facilitate effective casework management arrangements, through the development of a fully costed business case for the adoption of the eCasework casework management system.

(b) Member Support Arrangements

8.13   The Project Team also reviewed options presented by the Interim Executive Director (Strategy, Change and Governance) for the future provision of member support arrangements, arising from opportunities and efficiencies identified by the corporate review of business support arrangements.

8.14   We believe that the Council should seek to improve the effectiveness of councillors through the development of enhanced member support arrangements to provide administrative assistance to all councillors to enable them to be effective within their roles. We consider that the establishment of any new resource for councillors should provide support for all members of the Council, alongside specific support services for the Leader and Cabinet, across areas such as casework activity, learning and development, communications and service signposting etc.

8.15   The Project Team expressed support for an option presented by the Interim Executive Director (Strategy, Change and Governance) for the establishment of a member support team utilising resources identified by the review of business support arrangements, based on a Member Support Office structure. In supporting this approach, we requested that any such member support team should be located in the existing members area of the Civic Suite once established and have a 'visible' on-site presence at all times, whilst also accepting the ongoing principle of remote working arrangements. The Interim Executive Director (Strategy, Change and Governance) advised that appropriate training would need to be provided for officers of the member support team in order that it could function effectively in support of all councillors.

8.16   We also considered whether the establishment of a new support resource for councillors should include any form of political assistant service. Whilst we recognise the potential value of political assistants to undertake research activities for the main political groups within a local authority and allow the separation of professional officer and political roles to enable the provision of advice to councillors that officers are prevented from providing as a result of political restriction, we do not consider that this approach would be appropriate or necessary for the Council at the current time.

8.17   We consider that the introduction of a dedicated member support team would also help to improve the effectiveness of councillors and that the Council should pursue the introduction of the proposed member support arrangements for all members of the Council.

9.   CROSS-SERVICE, EXTERNAL PARTNERS AND OUTSOURCED SERVICES

9.1   At our meeting in March 2022, we also considered the aspect of the work programme theme around 'Cross Service, External Partners and Outsourced Services'.

9.2   We were keen to ensure that appropriate arrangements were in place to ensure that enquiries received from local residents that concerned services provided by partner organisations or other external agencies, are always passed on seamlessly rather than being referred back as not the responsibility of the Council.

9.3   The Interim Executive Director (Strategy, Change and Governance) advised us that it was intended that the establishment of the dedicated member support resource supported by the Project Team as part of our consideration of the future provision of member support arrangements, would help to deliver the aspiration of the in-depth scrutiny project that queries concerning services provided by other organisations were effectively handled through a 'right first time' approach. The Interim Executive Director (Strategy, Change and Governance) indicated that it was equally important for officers of the Council to be aware

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

9.4 Whilst we recognised that the establishment of the dedicated member support resource would help to ensure that queries concerning services provided by other organisations were dealt with on a 'right first time' approach, we consider that going forward, efforts should also be made to continue to improve customer engagement experiences through the integration of relevant systems with those of the Council and its service providers, as part of the procurement or replacement of relevant systems.

9.5 We considered that it was important that the Council was able to respond flexibly to queries that involved external organisations and that responses were coordinated with other organisations involved in a particular issue, where appropriate. We suggested that the proposed development of a library of frequently asked questions and model responses proposed as part of our discussions around the introduction of a casework management system for councillors, would also help to support members to deal with issues that involved services provided by external organisations.

10. ENABLING NON-ALIGNED COUNCILLORS

10.1 The work programme for the in-depth scrutiny project made provision for the project to ensure that non-aligned councillors had the ability to be effective and to identify any barriers that restricted the ability of non-aligned councillors to represent residents effectively, through discussion with non-aligned councillors.

10.2 As a result of the delay caused to the progress of the in-depth scrutiny project as a result of the unfortunate local events of October 2021, it was not possible for us to complete this aspect of the work programme before the end of the municipal year. However, representation on the Project Team by a non-aligned councillor was maintained throughout the delivery of the in-depth scrutiny project and no specific issues in this regard were brought to the attention of the Project Team for consideration.

10.3 We are aware that the allocation of seats on the Council's committees etc. is undertaken in accordance with Sections 15 and 17 of the Local Government and Housing Act 1989, whereby the authority is required to allocate seats to 'political groups' and that non-aligned councillors are not therefore included in the calculation for the allocation of seats on committees.

10.4 Our recommendations later in this report in respect of councillor casework and member support, recognise the need for effective support services to be provided for all councillors.

10.5 The provision of support and assistance to all councillors applies equally to those members that are not aligned to a political (or other) group on the Council. We consider that the identification of barriers that restricted the ability of non-aligned councillors to represent residents effectively could therefore be raised as part of the separate ongoing review currently being undertaken of the Council's Constitution, to which all members have an opportunity to contribute.

11. OTHER ISSUES

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

(a)   Intranet

11.2   The intranet is the private internal network used by the Council to store information and to help collaboration. We received a presentation from the Strategic Communications Manager and the Internal Communications Officer with regard to current plans for the development of the Council's new intranet, which went live in early May 2022.

11.3   The Project Team recognised that the previous intranet was not now fit for purpose, as it didn't serve multiple audiences in an intuitive way and, with particular relevance to the in-depth scrutiny project, did not have a dedicated section for the provision of information for councillors. We were advised that the current intranet facility could not be accessed 'on the move' and that the existing platform was old, unsupported by Microsoft, and had significant limitations. We had also received concerns from councillors that the internal telephone directory facilities within the current intranet were not fit for purpose.

11.4   We were advised that action to ensure that the contact telephone numbers and email addresses of all officers of the Council were available in the internal telephone directory had been addressed as part of the development of the new intranet, which would also act as a repository for the Council's policy documents in order to increase the availability of such policies to members.

11.5   The new intranet has been designed to fully support officers and councillors to carry out their roles effectively and incorporates a dedicated and exclusive area for councillors alongside an improved 'active directory' to enable councillors to search for contact details for officers and service areas, together with a range of quick links to enable councillors to find and access information easily. We have been advised that the new cloud-based intranet will be fully integrated with Microsoft 365, Microsoft Teams and other systems, so that officers and councillors will be able to access it on any device where they are logged in and 'on the move.'

11.6   We were advised that there were tangible benefits to be achieved from the new intranet, in that it aimed to be much more intuitive and simpler to navigate, particularly around contact details for individual officers and team structures and finding documents and links to specific information. We consider however, that it is important for the new intranet to have an effective search function, to enable the identification of relevant strategies and policies. In this respect, we consider that it is necessary for all strategies and policies to be able to be searched using tags appended to each individual document, and which also contains details of relevant publication/review dates and responsible officers.

11.7   The Project Team considers that it would be helpful for the dedicated councillor's area of the intranet to also reflect links to national policy information and contain frequently asked questions with regard to individual service areas. We have also suggested that the intranet should additionally include an expanded 'Councillors' section to provide details of Cabinet membership and portfolio responsibilities, appropriate links to ward profile data and access to the Pentana corporate performance management system.

11.8   The Interim Executive Director (Strategy, Change and Governance) has advised us that part of the rationale for the new intranet is that it will become a useful tool to help officers and councillors in delivering services effectively and we welcome the opportunity for councillors to work with officers to develop the new intranet further and to champion its use as a tool for councillors.

11.9   We welcome the plans for the replacement of the Council's intranet, including the provision of a dedicated area for councillors. We understand that the new intranet will continue to be developed and would encourage all councillors to use the intranet and to identify whether

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

(b)   'Your Say Southend'

11.10   We received a joint presentation from the Engagement and Participation Manager, the Community Capacity Advisor and the Intelligence Officer (Planning and Compliance), with regard to the 'Your Say Southend' engagement and consultation platform.

11.11   The 'Your Say Southend' platform was launched in November 2020 to provide residents with an opportunity to participate in engagement and consultation across Southend-on-Sea. The platform offers residents a way to provide feedback, share ideas and influence decisions that matter to them and to facilitate engagement with individuals that might otherwise be hard to reach. The platform is used to complement, but not replace, traditional face-to-face methods of engagement and consultation activity and is designed to support the outcomes of engagement and consultation based on the following objectives:

- Informing decisions, providing opportunities for the community to contribute to decision-making processes.
- Building capacity, educating the community on a specific theme or issue to increase knowledge or change behaviours.
- Strengthening relationships, building new relationships and/or improving relationships with the community.

11.12   The 'Your Say Southend' platform can be used to facilitate any form of local engagement, not just formal types of consultation exercise, through the use of tools to gather ideas, create forums and mapping and also helps the Council to establish and share good practice, use resources effectively, maximise the use of consultation findings and to co-ordinate effort and avoid duplication.

11.13   We have asked the Engagement and Participation Manager to explore the links between 'Your Say Southend', the Council's Petitions Scheme and the 'My Southend' platform, to improve the journey of local residents through the various portals. We consider that the petition scheme should be signposted within the 'Your Say Southend' platform.

11.14   The Project Team understands that, at the time of the development of 'Your Say Southend', it was not possible for the portal to be facilitated as part of an existing platform or via a joint procurement arrangement with the development of 'My Southend.' We have also asked the Engagement and Participation Manager to work with the Director of ICT to review this approach going forward when the contract for 'Your Say Southend' is next due for renewal, to enable consideration to be given to the integration of Your Say Southend' and 'My Southend' and the possible development of a joint gateway to these systems.

11.15   We have been advised that the sharing of results of consultation and engagement activity will also now be available on the Council's new intranet as well as through the 'Your Say Southend' platform. The Project Team additionally considered that it would be helpful for appropriate benchmarking information to be prepared around the effectiveness of 'Your Say Southend' and for a simple profile of registered users of the platform to be prepared, to support its continued development. We have also suggested that promotion of the opportunities for involvement presented by 'Your Say Southend' should be included within the information booklet produced for inclusion with the annual Council Tax bills.

11.16   The Project Team was pleased to be advised by the Interim Executive Director (Strategy, Change and Governance) that the Local Government Information Unit had expressed interest in working with the Council to promote the success of the 'Your Say Southend' platform.

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

12.   RECOMMENDATIONS

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

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

'My Southend'

(1)   That the current plans for the replacement and improvement of the 'My Southend' interactive self-service portal for residents be welcomed.

(2)   That the Director of Digital and ICT and the Head of IT Delivery progress the holding of appropriate engagement and evidence gathering sessions for councillors to inform the development of the specification for the replacement of the 'My Southend' portal.

(3)   That the Director of Digital and ICT and the Head of IT Delivery investigate the possible rebranding of the 'My Southend' portal to complement appropriate opportunities for corporate rebranding as part of the award of city status to Southend-on-Sea.

Website

(4)   That progress to date and current plans for the further development of the Council's website be welcomed.

(5)   That the Strategic Communications Manager investigate appropriate opportunities for the provision of user feedback as part of the updated website experience. To inform the further improvement of the website

(6)   That the Strategic Communications Manager consider whether the presentation received by the Project Team should be made to the wider cohort of councillors and, if appropriate, to newly elected members of the Council as part of the member induction process.

Resident Queries and Experience

(7)   That the suite of the Council's policy documents be published on the website and/or intranet and that arrangements be made for specific policy documents to be provided to councillors on request.

(8)   That the Interim Executive Director (Strategy, Change and Governance) investigate appropriate opportunities for the holding of a regular member survey to assess casework levels and the type and nature of resident queries received by councillors.

Councillor Queries

(9) That the current performance of the 'Councillor Queries' arrangements for members be noted and that the plans for the development of the portal as part of the proposed introduction of a casework management system for councillors, be supported.

(10) That the Service Manager (Customer Services) consider options for the possible development of a 'template' form for enquiries submitted through the current 'Councillor Queries' portal, for use until a casework management system for councillors has been implemented.

(11) That the Interim Executive Director (Strategy, Change and Governance) progress the proposed improvements to the 'Councillor Queries' arrangements, that we have outlined in this report.

(12) That the Interim Executive Director (Strategy, Change and Governance) and the Service Manager (Customer Services) consider options for improved reporting arrangements of local incidents by councillors, over weekend and bank holiday periods and the inclusion of appropriate contact information on the proposed councillor's area of the new intranet.

Casework Management

(13) That options for the development of a comprehensive library of frequently asked questions and 'model' responses/answers to support members to deal with common types of issues, be investigated.

(14) That the implantation of a casework management system for councillors be progressed and that the Interim Executive Director (Strategy, Change and Governance) undertake the development of a fully costed business case for the adoption of the eCasework casework management system.

(15) That the Interim Executive Director (Strategy, Change and Governance) progress the areas of functionality for the implementation of a casework management system that we have outlined in this report, as part of the development of the business case for the eCasework casework management system

(16) That the Director of ICT and Digital consider options for the possible in-house development of an appropriate casework management system and the integration of such in-house or externally procured system with the Council's ICT infrastructure and relevant systems already in use by the Council to support councillor casework.

Member Support Arrangements

(17) That the proposed establishment of a new support resource for all councillors and the suggested support offer based on a Member Support Office structure, be endorsed.

(18) That the Interim Executive Director (Strategy, Change and Governance) progress the development of a business case for the new support resource for councillors as part of the corporate review of business support arrangements.

(19) That the Interim Executive Director (Strategy, Change and Governance) include the preferences expressed by the Project Team for the location of the new support resource for councillors, within the development of the appropriate business case.

16

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

Cross Service, External Partners and Outsourced Services

(21) That the establishment of the proposed member support resource supported by the Project Team at Recommendation (17) above, be utilised to deliver the aspiration of the in-depth scrutiny project that enquiries concerning services provided by the Council and relevant external organisations are handled seamlessly.

(22) That, wherever possible, customer engagement experiences be improved through the integration of relevant systems with those of the Council and its service providers, as part of the procurement or replacement of relevant systems.

Enabling Non-Aligned Councillors

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

Intranet

(24) That progress to date and current plans for continued development of the new intranet, including provision for the incorporation of a dedicated area for councillors, be welcomed.

(25) That the Interim Executive Director (Strategy, Change and Governance) progress the proposed additional areas of functionality for the new intranet, including matters for inclusion within the dedicated area for councillors, that we have outlined in this report.

(26) That all councillors be requested to consider whether the dedicated councillor area of the new intranet covers everything that members need and whether the addition of further links or access to specific documents should be implemented.

'Your Say Southend'

(27) That progress to date and current plans for the continued development of the 'Your Say Southend' engagement and consultation platform, be supported.

(28) That the Interim Executive Director (Strategy, Change and Governance) progress the proposed additional areas of functionality for the platform, that we have outlined in this report.

(29) That all councillors be encouraged to promote the use of 'Your Say Southend' as an opportunity for residents to participate in ongoing engagement and consultation activity.

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

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

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

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Southend-on-Sea City Council

Report of Executive Director for Adults and Communities

To

Cabinet

On 26 July 2022

Report prepared by: Scott Dolling,
Director for Culture and Tourism

UK City of Culture bid 2029

Relevant Scrutiny Committee(s) Place
Executive Councillor: Councillor Mulroney
Part 1

1.   Purpose of Report

1.1   To inform Cabinet on the potential opportunities, risks and likely resources required for Southend should it be decided to prepare a bid for the 2029 UK City of Culture competition.

2.   Recommendation

2.1   That Cabinet agrees to initial research and engagement with the Southend resident community to assess the level of support for a bid to become the 2029 UK City of Culture with a further report back to Cabinet on the outcome of the engagement.

3   Background

3.1   In November 2020 the Council adopted its culture vision strategy setting out its ambitions for the Borough (now City) in relation to culture. Recognising all the benefits that culture brings to a place such as wellbeing, social and economic value and a means to reach communities and subjects in a creative way, the vision engaged with hundreds of residents to develop a truly co-produced base.

3.2   In June 2021 the Council also approved its Culture led Regeneration of the High Street policy.

3.3   In March 2022, Southend was made a city and through its creation and the legacy of Sir David Amess, Culture has been at the heart of commemorations throughout the inaugural City year. A committee comprising council, commercial and cultural members along with both MPs has overseen the city year celebrations which have demonstrated the uniting value of culture in all its forms. This group is of a consistent view that as an onward aspiration for our new city, Southend should work towards becoming the UK City of Culture for 2029.

City of culture bid   Report Number

3.4   The City of Culture initiative has made a lasting and significant change to previous winners (Derry 2013, Hull 2017) . A report by Hull University in March 2018 found Hull's status as the UK City of Culture attracted more than five million people, £220 million of investment and 800 new jobs. The impact of the city of culture was felt far beyond the obvious arts and creative sector and demonstrated a renewed confidence to Hull and improved economic and social value (report on link) University of Hull reveals UK City of Culture 2017 evaluation | University of Hull .

3.5   Since 2009 there have been 71 expressions of interest in the UK City of Culture programme. 44 places have submitted full bids; 17 cities and regions have been shortlisted and 4 awarded the UK City of Culture title. The majority of the shortlisted and title cities and regions are younger, more diverse, and have higher levels of multiple deprivation than the UK average.

3.6   The value of the competition is on an upward spiral and the most recent City of Culture, Coventry in 2021 is still receiving national media coverage. The benefits from the positive impact of success are increasingly measurable far beyond an economic perspective and demonstrated through regeneration, social change, and civic pride.

3.7   In May 2022 Bradford was announced as the winner of the 2025 competition and now begins three years of preparations to fulfil its bid ambitions. Bradford allocated £1.4M over 3 years to develop its winning bid. This level of commitment and resource adds further evidence of the increased value that winning the competition brings.

3.8   However, against these levels of return on successful bids and the rewards that winning the competition can bring, we also need to analyse the unsuccessful bidders and what, if any, uplift just making the bid made to their economic and cultural wellbeing.

3.9   Southend's MPs arranged a fact finding initial meeting for the Council with the Department for Culture. It was established that all bids to date have had very different perspectives and focused on addressing the individual circumstances set out by the bidding city. The relevant council in all cases would need to take a civic lead in such bids, but the wider community's involvement is essential too. This would need to be demonstrated in both participation, funding and in-kind support. The bidding process itself provides a galvanising opportunity for the community to be part of the developing bid and even if not successful, brings significant benefits (see paras 3.4 and 3.6 above)

3.10   The expectation is that a similar process will take place as it did for the 2025 competition with an initial light touch expression of interest. This would be followed by long listing then to short listing of around 6 cities where a worked-up plan and visit by the competition panel would take place. Financial support to deliver the full bid for shortlisted cities may be offered again with £40k. Early preparation work involving the community now would strengthen the later stages in the process.

3.11   The competition will be high as the tangible benefits of culture and this competition are becoming more understood by cities. The process of bidding itself is also shown to demonstrate value for communities to unite and provide focus. (see para 3.6 above)

3.12   A successful bid would attract major investment, media coverage and significant economic outcomes but would need additional resource to facilitate delivery. Other successful cities have allocated multi million-pound investments – though much of this is permanent transformational regeneration in associated public realm projects and cultural assets.

3.13   External funding and in-kind support from interested partners would be needed alongside the council's resources to strengthen the project if progressed to full bid preparation.

3.14   The initial stages will involve engagement with the community to develop ideas and priorities that our residents, creative sector practitioners and partners would like to see achieved.

3.15   The benefits of culture led regeneration are now well documented with LGA report in 2019 (appended) highlighting many aspects from civic pride to health benefits. A bid to the city of culture process whether successful or not is likely to have a positive and long-lasting effect for Southend as a new city and supports the co-production principles set out in our culture vision strategy.

3.16   The impact of cultural regeneration is recognised by central government with the first two Levelling Up fund featuring cultural outcomes as key components for submissions. Progressing towards a City of Culture would enable a cohesive approach to deliver some key milestones towards the regeneration of Southend. However, recent events show that there are other considerations which need to be taken into account in deciding whether or not a bid should be submitted.

3.17   The cost-of-living crisis is deepening and the Council has to seriously consider value for money of a bid submission for the residents of Southend. Increased pressure on public finances is now being experienced and will intensify over the coming months and years coupled with further significant burdens on local authorities.

3.18   The Council should therefore consider the business case in order to be a serious contender for the award and carry out engagement with the community of Southend through an online survey and direct communication with other key stakeholders.

3.19   The Council should also seek the views of cultural practitioners and the business community to gauge the level of support and commitment for a bid and what they and other organisations can contribute in terms of resources and creative approach.

3.20   The Council cannot progress a bid on its own without considerable additional financial and other resources to be a serious contender.

3.21   It should also be noted that if it were decided to bid and the bid was successful this would have a profound effect on the Council's current and future capital investment programme due to the financial and resource input required for both.

4.   **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. However,

until such time as the outcome of that engagement is known, the Council is unable to make an informed decision.

5.   Reasons for Recommendations

5.1   The proposal is to reach out to our community to test their appetite before committing significant public finances to progress a bid.

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**

6.2.1   There is no direct financial ask at this stage as the proposal is to engage input from the community.

6.2.2   Shortlisted cities in previous rounds have been given some financial support (£40k) to develop the full bid.

6.2.3   Significant project funding formed part of Bradford's successful bid for 2025, They allocated £1.4M on the bid over the three year period. A successful application would require investment, however major rewards, regeneration, profile and job creation have been evidenced in successful cities.

6.2.4   If successful an appraisal and reprioritisation of the Council's current and future capital investment programme will be required.

6.3   Legal Implications

   N/A

6.5   **Property Implications**

   N/A at this stage though some of the cultural asset base may need to be a new focus in capital programme if successful.

6.6   **Consultation**

   Co-production of our bid will be essential in these early stages in determining resident's priorities.

6.7   **Equalities and Diversity Implications**

   Co-production would include specific work with diverse community groups to ensure inclusion and relevance across all parts of the community

6.8   Risk Assessment

N/A

6.9   Value for Money

There is no direct impact at this stage.

6.10   Community Safety Implications

N/A

6.11   Environmental Impact

Colleagues and partners will be included to ensure that developing plans take account of environmental considerations and our climate emergency.

7.   Background Papers

8.   Appendices

LGA Cultural regeneration 2019

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Culture-led regeneration

Achieving inclusive and sustainable growth

Forewords

The role that local government plays in the leisure, sports, heritage and culture fields is huge. We all know what huge industries the cultural industries are, as well as the visitor economy. Between them they account for over £200 billion of economic activity.

But we will also know, from our own council budgets, the huge pressure there is on budgets that are seen as 'non-statutory' and can therefore be cut.

In 2017/18, the LGA Culture, Tourism and Sport Board decided to look at cultural-led regeneration, so that councils across the country can learn from each other and drive economic success through culture. The more we have looked at this, the greater the variety of ways we have found to achieve it. The UK City of Culture activities in Hull have been a huge success, and in 2021 Coventry will follow. I am sure again it will be a huge success.

Other areas have seen galleries come to Margate, Conwy and Wakefield. Festivals have made a big impact on the economies in Glastonbury, Powys and Great Yarmouth. There are many more examples across the country.

We commissioned this guide to look at many different examples of how this cultural-led regeneration can be done, so councils across the country can look at examples that work for them and possibly do something similar. I am delighted that the Calouste Gulbenkian Foundation has been able to support this important work.

We have looked at different types of councils – urban and rural, unitary, county and district, as well as the wider landscape represented here by the excellent New Anglia Local Enterprise Partnership. We have looked at different types of activity, from those councils using existing assets in different ways, to creating new anchor organisations for cultural regeneration, to festivals and pop-up activities, to strategic planning and skills investment. I hope you will be inspired by the examples found in this guide.

Councillor Gerald Vernon-Jackson CBE
Chairman, LGA Culture, Tourism and Sport Board

Front cover photo: Gateshead Millennium Bridge

At the UK branch of the Calouste Gulbenkian Foundation, we believe that arts and cultural activities can transform the lives of individuals and communities. That's why for more than 60 years we have worked with others to help pioneer new approaches, whether to arts education or participation. From enhancing confidence and skills, to increasing employment and strengthening neighbourhood cohesion, arts and culture are much more than a 'nice to have'. Rather, they are an integral part of community wellbeing and we believe they should touch the lives of everyone.

In 2017, we published the first report from our Inquiry into the Civic Role of Arts Organisations. We know this means different things to different people but, for us, it means arts which are relevant to the lives of people and reflect the places in which they live. It is about relevance, not resilience for its own sake. The inquiry uncovered many examples of the ways arts and culture are transforming places. From festivals enlivening derelict town centres to museum exhibitions bringing in entirely new audiences, it is clear there are rich opportunities to build on these successes and take them further.

We are pleased that local authorities are increasingly recognising the ability of the arts and culture sector to generate positive change in their areas. They play an important role in supporting the civic role of arts organisations, yet this has become more challenging.

Despite very real funding pressures, many councils across England and Wales continue to invest in arts and culture in innovative ways, recognising the social and economic benefits to their local areas.

We have partnered with the Local Government Association (LGA) to capture examples of local authority good practice and innovation and share the lessons from their work. The 15 case studies examined reveal the range of benefits that can be achieved when arts and culture are put at the heart of local activity. They also demonstrate the levels of commitment and energy from communities, local organisations and the private sector to support and collaborate on these kinds of approaches.

This report provides guidance and sets out key considerations for councils and other partners seeking to invest in cultural infrastructure and activity. We hope this publication will encourage more councils to employ a culture-led approach to regeneration in their areas, and lead to yet more arts organisations taking their civic role seriously.

Andrew Barnett
Director, Calouste Gulbenkian Foundation (UK Branch)

Contents

Introduction

Culture-led regeneration as a local policy has been around for many years, but arguably has a higher profile now that at any earlier time. Councils across England and Wales, along with their partners, have competed hard in recent years to be awarded the titles of UK City of Culture, European Capital of Culture and London Borough of Culture. Major national programmes, such as Arts Council England's 'Creative People and Places' and the Arts Council and Heritage Lottery Fund's 'Great Place Scheme', are supporting economic and social regeneration through culture, while the positive force of key cultural institutions and community-based cultural programmes is delivering regeneration outcomes right across the country.

There is now a clear acknowledgement of the social and economic value of the cultural sector, and its ability to deliver growth and drive regeneration. These impacts can range from growth in tourism, creative and cultural sectors, to enhancing individual skills, knowledge and confidence, to strengthening community pride and place image. For example, culture-led regeneration approaches covered by the case studies in this document have:

- facilitated two million annual visitors to Portsmouth's Historic Dockyard, with £51 million of annual visitor spending

- increased community pride for 90 per cent of local audience members in Stoke-on-Trent, as part of the Appetite programme

- created or safeguarded 1,300 jobs by the NewcastleGateshead Initiative in 2017, with 22 new businesses attracted by the initiative's inward investment activities

- generated £40 million of economic impact through the Manchester International Festival across Greater Manchester in 2017.

The Local Government Association (LGA) and Calouste Gulbenkian Foundation are working together to capture local authority good practice in this area. This publication brings together 15 case studies demonstrating different approaches to culture-led regeneration across England and Wales, and the positive impacts they can deliver.

Local government is a major funder of culture and understands local needs, making it well placed to coordinate and deliver outcomes around culture and regeneration. With a context of reducing funding, councils must find innovative ways to use cultural activity and form strategic partnerships to deliver these positive social and economic impacts.

While some of the projects contained in these case studies began before the economic downturn, all have been either partially or fully delivered over the more challenging funding conditions of the last decade, at a time when councils have faced the need to cut core budgets and have found arts and cultural funders also facing tighter budgets. The lessons arising should therefore remain relevant in the current delivery context.

The aim of this publication is to share a better understanding of how culture-led regeneration can be delivered in different ways, the potential economic and social impacts that can be derived from this investment, and how councils and their partners can seek to maximise these benefits in their area.

The economic and social impacts of culture-led regeneration

Through the evidence collected for this study, culture-led regeneration has been shown to deliver a broad range of social and economic impacts, including:

Creating employment

Enhancing community cohesion and pride

Attracting more visitors, boosting the tourism sector

Supporting enhanced resident health

Stimulating town centre footfall, boosting local business

Bringing enjoyment for residents

Stimulating and supporting creative sector growth

Attracting inward investment

Developing the skills, knowledge and confidence of residents

Enhancing the area's image, helping to attract skilled people and business investment

Typology of approach

The case studies in the following sections have been structured in a way which enables transferable lessons to be drawn, and to provide useful insights from a range of different authorities across England and Wales.

The typology of culture-led regeneration approaches adopted in this publication is explained below, and should enable councils to consider a range of approaches for their area.

Individual cultural institutions and attractions

Cultural institutions can act as a hub and driving force for regeneration, often representing a focal point for cultural investment and activity, particularly in smaller towns and rural areas. For some areas, channelling investment through a main cultural hub can be the most effective way to generate economic and social impacts. The case studies we've studied are:

• Dreamland and Turner Contemporary, Margate

• Storyhouse, Chester

• Peckham Levels, Southwark

• Portsmouth cultural infrastructure

• MOSTYN, Conwy.

Community-focused cultural programmes

Revenue-based investment in cultural programmes can deliver very different types of social and economic impacts, often being targeted at areas where engagement with the arts has historically been low. This is likely to have been a key approach used in areas receiving funding from the Arts Council England 'Creative People and Places' scheme or the Heritage Lottery Fund and Arts Council England 'Great Place Scheme'. The case studies studied are:

• Walthamstow Creative Connections, Waltham Forest

• First Art programme, Ashfield, Bolsover, Mansfield and North East Derbyshire

• Appetite, Stoke-on-Trent

• Culture Works, North East Lincolnshire.

Strategic organisation/coordination of cultural activity

Several areas have invested in a long-term strategic body or partnership to coordinate, develop and deliver cultural infrastructure and activities across their area, in order to increase the positive economic and social impacts arising from culture-led regeneration. The case studies studied are:

• NewcastleGateshead Initiative

• New Anglia Local Enterprise Partnership – 'Culture Drives Growth' strategy

• Cornwall 365.

Arts/cultural festivals

Recurring arts festivals often act as a focal point for culture-led regeneration in a range of urban and rural areas. The motivations for delivering festivals will differ depending on context, and the economic and social impacts generated can depend on what these motivations are, and whether the festival has been designed and delivered to maximise economic and social benefits. The case studies studied are:

• Manchester International Festival

• Out There international festival of street arts and circus, Great Yarmouth

• Green Man Festival, Powys.

Individual cultural institutions and attractions

A more detailed overview of each case study can be found at www.local.gov.uk/culture-led-regeneration

Dreamland and Turner Contemporary, Margate

Thanet District Council responded to active community campaigns to restore and develop major cultural and visitor attractions in Margate.

300 jobs supported directly and indirectly by Dreamland and the Turner

1 million new visitors to Margate directly due to the Turner Contemporary

19% tourism growth between 2013-15, with annual tourism value rising to £293 million

Storyhouse, Chester

An innovative cultural centre in the heart of Chester with an award-winning design, focused on encouraging the community and visitors to spend time there.

1 million visitors recorded one year after opening

15% increase in footfall in key location in Chester city centre attributed to Storyhouse opening

100 full-time, part-time and casual staff, plus 160 volunteers

Peckham Levels, Southwark

Southwark Council identified and enabled the transformation of an underused multi-storey car park into a major cultural and creative hub and workspace.

over 450 full-time and part-time jobs supported within Peckham Levels

20% of studios rented on less-than-market rent to support creative start-ups

helping to **boost Peckham's cultural identity** and attracting new visitors to the area

Portsmouth cultural infrastructure

Portsmouth City Council has led or supported cultural investment over two decades to transform closed naval sites into a major visitor and employment hub.

250 full-time equivalent jobs supported at Portsmouth Historic Dockyard

2 million annual visitors, spending £51 million each year

Spinnaker Tower used extensively in Portsmouth marketing and to attract inward investment

MOSTYN Gallery, Conwy

With support from Conwy County Borough Council, MOSTYN Gallery completed a refurbishment in 2010 and now acts as an important community, visitor and creative/ cultural sector hub.

generates over **£600,000 of economic value** in the local area each year

over 100,000 annual visits, with two-thirds of visitors from outside the local area

5,000 learners engaged in the education programme each year

Community-focused cultural programmes

A more detailed overview of each case study can be found at www.local.gov.uk/culture-led-regeneration

Appetite, Stoke-on-Trent

The three-year 'Appetite Stoke' programme has engaged more people in arts and culture, helping to boost local pride, town centre footfall and perceptions of Stoke-on-Trent.

100,000 more day visitors to Stoke-on-Trent in 2016

2/3 of the budget spent in the local area, directly supporting local jobs

audience feedback shows 90% felt an increase in community pride

Culture Works, North East Lincolnshire

Set up by grassroots cultural organisations, Culture Works has provided leadership and coordination for the sector and worked with the council to push culture up the local political agenda.

£3.8 million secured for cultural regeneration

attracting **new visitors** through events such as the Grimsby Arts Festival

developing a more distinctive identify for North East Lincolnshire

Walthamstow Creative Connections, Waltham Forest

Waltham Forest Council is currently delivering a three-year cultural programme with a focus on demonstrating how culture can improve people's quality of life, their wellbeing and their prosperity.

a commitment to spend at least half of the programme budget in the local area, which will support local jobs

support for community-level culture, micro-projects and large-scale events designed to bring communities together

using culture as part of the approach to **tackling health conditions** such as early-onset dementia

First Art programme, Ashfield, Bolsover, Mansfield and North East Derbyshire

First Art has delivered over 200 events in former Derbyshire and Nottinghamshire coalfield areas, delivering social and economic benefits in areas where arts engagement is historically very low.

80,000 people engaged across 200 events in 2015-17

high-quality cultural activity delivered in local areas, increasing community pride and cohesion

joining up a network of cultural organisations to share knowledge and reach new audiences

80

Strategic organisation/ coordination of cultural activity

A more detailed overview of each case study can be found at
www.local.gov.uk/culture-led-regeneration

NewcastleGateshead Initiative

Since its set-up in 2000, the Newcastle Gateshead Initiative has spearheaded strategic project delivery and marketing to visitors and investors, with cultural activity at the heart of this work.

Newcastle-Gateshead attracts **17 million visitors** per year

22 new businesses attracted to the area in 2017, creating or safeguarding 1,300 jobs

Great Exhibition of the North expected to add £184 million to the local economy

New Anglia Local Enterprise Partnership – 'Culture Drives Growth' strategy

New Anglia Local Enterprise Partnership (LEP) is supporting sector leadership and employing innovative approaches to support local economic growth through its creative and cultural sector strengths.

349 cultural and creative individuals or businesses supported through StartEast

16% rise in the number of cultural tourists visiting the region

cross-sector economic growth through work to develop collaboration between the cultural and technology sectors

Cornwall 365

Cornwall 365 has spearheaded an innovative approach to marketing Cornwall as a distinctive cultural destination, supporting growth in the visitor, cultural and creative sectors.

1/3 of the £165,000 annual budget spent with local artists and businesses

2/3 of businesses attracted more visitors as a result in engaging with Cornwall 365

cultural sector development including cross-marketing between attractions

81

Recurring arts/cultural festivals

A more detailed overview of each case study can be found at
www.local.gov.uk/culture-led-regeneration

Manchester International Festival

Manchester's biennial festival has attracted major artists and delivered large-scale and innovative events and activities, which have put the city on the national and international cultural map.

total economic impact of **£40 million** across Greater Manchester in 2017

300,000 attendees, creating a spending boost for city centre businesses and the tourism sector

over 4,000 people engaged in the creative learning programme through 68 education providers

'Out There' international festival of street arts and circus, Great Yarmouth

An annual street arts and circus festival attracting more than 40,000 attendees to Great Yarmouth every September, supporting the visitor economy and creative sector development in the town.

the festival created over £1.1 million of total economic activity in 2017

more than 40,000 participants attended, including 2,000 overnight stays in paid accommodation

supports skills development for circus and street arts performers through new facilities at Drill House

Green Man Festival, Powys

Running since 2003, the Green Man Festival has attracted 20,000 visitors a year to Powys, as well as providing training, promoting local food and drink suppliers and fundraising for local causes.

over 20,000 attendees, 5% from outside the UK

1/2 of the visitors also visit an additional site or attraction in Wales

the 'settler's pass' **generates £500,000 per year** for the local tourist and retail economies

Lessons learnt and relevance for local authorities across the UK

The case studies collected here demonstrate the broad range of quantifiable economic and social benefits that can arise from investing in cultural infrastructure and activity, as well as the enormous energy and resource existing in communities, local organisations and the private sector to support this.

For councils or other partners seeking to do more to employ culture-led regeneration approaches in their area, the report can help in considering four key questions to support that strategy or planning process.

Which economic and social impacts are highest priority for your area?

This report has demonstrated the broad range of economic and social impacts that can be achieved through culture-led regeneration approaches. Identifying which are the greatest priorities for your area is important in considering the most appropriate strategic approach to investing in culture. The list below summarises those key impact types:

- creating employment
- attracting more visitors, boosting the tourism sector
- stimulating town centre footfall, boosting local business
- stimulating and supporting creative sector growth
- enhancing the area's image, helping it attract skilled people and business investment

- developing the skills, knowledge and confidence of residents
- enhancing community cohesion and pride
- supporting enhanced resident health
- bringing enjoyment for residents.

What are the strengths you can build on, or weaknesses you want to address, in delivering culture-led regeneration?

Every local authority area starts from a different base in terms of cultural infrastructure and existing activities, so the most appropriate approach to culture-led regeneration will depend on a baseline understanding of these strengths and weaknesses. Based on the case studies set out in this document, this analysis might consider the factors below:

- existing cultural institutions and attractions
- available buildings/infrastructure which could house cultural/creative activities
- creative/cultural sector business base
- visitor economy business base
- existing annual investment in cultural activity from the local authority, Arts Council, national portfolio organisations or other partners
- existing arts and culture festivals and events

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- historic arts and cultural associations with the area

- levels of cultural participation among residents

- culturally-engaged community groups

- local appetite for volunteering

- existing culture/tourism partnership structures.

Which approaches to culture-led regeneration might be most effective?

The case studies in this document have been set out under four different types of approach to investing in culture-led regeneration. For some areas, one of these approaches may be suitable; for other areas, two or more may be employed together, and in some areas an entirely different approach may be used.

By having clarity about the most important impacts to be achieved in the area and an understanding of the existing relevant strengths and weaknesses of the area, it may be easier to develop and deliver approaches that can have greatest local impact. The tables below summarise the common impacts delivered by each culture-led regeneration approach considered in this report.

Cultural institutions and attractions

Impacts	Examples from case studies
Creating employment	• 300 jobs are supported by Margate's Dreamland and Turner Contemporary, including direct jobs as well as jobs supported in their supply chain and through induced spending effects. • 450 full- and part-time jobs are supported in the creative and cultural workspace at Peckham Levels.
Stimulating town centre footfall, boosting local business	• Footfall counts around Chester Storyhouse show a 15 per cent increase following the opening of the venue. • Through enhancing area image, Peckham Levels has helped attract new visitors to Peckham town centre which will increase town centre spend.
Attracting more visitors, boosting the visitor economy	• The Turner Contemporary has attracted almost one million extra visitors to Margate since 2011 who would not otherwise have visited. • The range of attractions developed at Portsmouth Historic Dockyard now attract two million annual visitors.
Stimulating and supporting creative sector growth	• 20 per cent of studios at Peckham Levels are rented at around one-third of market rent on a six to12-month fixed term lease, to support start-ups. • MOSTYN gallery in Llandudno acts as an important sales outlet for the local creative sector, through showcasing in gallery exhibitions and sales in the shop.
Enhancing the area's image, helping it attract skilled people and business investment	• Following major cultural investments, Margate is now strongly associated with artists by visitors to the town, and is attracting new investment, including Tracy Emin's new studio. • The Portsmouth cultural infrastructure investments have helped to catalyse new investment in this area of town, including the Ben Ainslie Racing HQ.
Developing the skills, knowledge and confidence of residents	• Chester's Storyhouse has 160 volunteers supporting the venue and benefitting from training and enhanced confidence. • 5,000 learners engaged annually through MOSTYN's education programme delivered to pupils, students and lifelong learners.

Community-focused cultural programmes

Impacts	Examples from case studies
Enhancing community cohesion and pride	• 90 per cent of attendees to the Stoke-on-Trent's Appetite programme felt an increase in community pride as a result of attendance. • First Art has brought together communities, often in geographically isolated areas, through high-quality local cultural activity.
Stimulating and supporting creative sector growth	• Walthamstow Creative Connections has sought to support local creative business growth and provide creative sector skills/apprenticeships for individuals, especially young people. • Culture Works in North East Lincolnshire has supported knowledge sharing, joint working and cross-promotion of arts and cultural activities within the sector.
Stimulating town centre footfall, boosting local business	• The Stoke-on-Trent Appetite programme saw a 20 per cent increase in city centre footfall on the weekend of the Big Feast Festival. • Through support for larger-scale activity such as the Grimsby Arts Festival, Culture Works will increase town centre footfall.
Creating employment	• Walthamstow Creative Connections has a commitment to spend 50 per cent of the £1.4 million programme budget in the local area, supporting local jobs. • The Stoke-on-Trent Appetite programme aimed to spend around two-thirds of the £3 million programme budget in the local area, supporting local jobs.
Bringing enjoyment for residents	• First Art has engaged 80,000 people across 200 events during 2015-17, supporting enhanced wellbeing and quality of life. • 500,000 people were engaged in the first six months by Walthamstow Creative Connections, enhancing local resident quality of life.
Supporting enhanced resident health	• Walthamstow Creative Connections has invested in targeted programming, using culture as part of the approach to tackling health conditions such as early-onset dementia.

Strategic coordination of cultural activity

Impacts	Examples from case studies
Attracting more visitors, boosting the tourism sector	• The NewcastleGateshead Initiative secured the Great Exhibition of the North to the area, which is expected to generate £184 million economic value in the area. • Two-thirds of businesses engaging with the Cornwall 365 project attracted more visitors as a result of their engagement.
Stimulating and supporting creative sector growth	• 235 cultural and creative individuals or businesses were supported through the New Anglia LEP culture board's StartEast programme. • Cornwall 365 has helped support cultural sector skills development, better coordinated marketing and more cross-marketing between cultural and tourist attractions.
Enhancing the area's image, helping it attract skilled people and business investment	• Inward investment secured by the NewcastleGateshead Initiative helped create or safeguard 1,300 jobs in 2017, supported by the image and offer of the area's cultural facilities.

Recurring arts and cultural festivals

Impacts	Examples from case studies
Attracting more visitors, boosting the tourism sector	• There were 300,000 attendees at the 2017 Manchester International Festival, providing a major spending boost for the tourism sector. • Green Man Festival supported £0.5 million additional economic impact (gross value added) beyond the festival site, as a result of their programme encouraging people to extend their stay to one week.
Stimulating and supporting creative sector growth	• Over 4,000 people engaged in Manchester International Festival's creative learning programme, enthusing a future generation of artists and creatives. • The Out There Festival provides inspiration, networking and skills development for circus and street arts performers, particularly through the new facilities at Drill House.
Developing the skills, knowledge and confidence of residents	• Green Man Festival runs programmes to train and mentor vulnerable young adults, and has 100 local volunteers working at the festival each year. • 450 volunteers support the Manchester International Festival, all receiving training, and many learn new skills and build confidence.
Enhancing community cohesion and pride	• The Out There Festival aims to develop a stronger sense of vibrancy in Great Yarmouth, enhancing the external image and sense of community pride in the town.
Enhancing the area's image, helping it attract skilled people and business investment	• 88 per cent of attendees felt the Manchester International Festival strengthened Manchester's status as a world-class cultural city.

Impacts	Examples from case studies

What lessons can we learn in delivering culture-led regeneration?

The case studies have revealed a range of useful lessons and good practice in delivering culture-led regeneration that can help councils, councillors and their partners to derive greatest benefit from their investment in this area. A selection of these are summarised below.

A shared vision is an important foundation
Delivering economic and social regeneration through any approach requires the input and buy-in of a wide range of public, private and third sector partners. Development of a shared vision and action plan with partners can be critical to realising ambitions.

- The development of a shared vision was seen as a critical foundation for successful delivery of the long-term regeneration of Portsmouth Harbour, which required the energy, skills and commitment of a wide range of organisations.

- Developing a shared strategy and action plan across partners was recognised as critical by the New Anglia LEP culture board. The 'Culture Drives Growth' strategy builds on the assets and capabilities of a range of partners to achieve common goals.

The cultural offer needs to be authentic
Several of the case studies have developed attractions, events and festivals that paid close attention to the history and heritage of their area, building on these as a foundation for a cultural offering that felt authentic. This was seen as important to visitors who want to feel a genuine sense of place, but also residents who wanted their cultural offering to be a true reflection of their place and a source of local pride.

- Portsmouth's cultural infrastructure investments provide a coherent set of naval-related attractions, building on the history of this area of the city.

- Out There took inspiration from the performative history of Great Yarmouth,

helping to make the event feel authentic and secure greater community buy-in and local pride in the festival.

Councils may need to commit to cultural investment over the long term
Many of the case studies demonstrate that significant culture-led regeneration impacts have only followed on from long-term planning and commitment by the council(s) and its (their) partners.

- In Margate, it was 10 years between the formation of the Turner Contemporary organisation and its opening, and 12 years between the formation of the 'Save Dreamland' campaign and its reopening.

- The NewcastleGateshead Initiative has continued to receive significant core funding from the two councils, even during the current challenging funding climate, reflecting their long-term commitment and the value they recognise that the body generates.

Councils can employ different operational models
Local authorities can play a range of different roles in delivery of culture-led regeneration approaches, which require different levels of resource investment, and which equally offer different levels of control or influence.

- Walthamstow Creative Connections is being directly delivered by the council, in collaboration with other external partners.

- Southwark Council owns and lets Peckham Levels, so is not involved in day-to-day operations, but has a place on the board to retain the ability to influence the development of the facility.

- Gateshead and Newcastle councils provide core funding each year to the NewcastleGateshead Initiative and each sits on the board, however this is run independently from the two councils.

- Norfolk and Suffolk county councils provide funding and support for the New Anglia 'Culture Drives Growth' strategy, but delivery is coordinated at a strategic local enterprise partnership level.

- Powys County Council supports and enables the delivery of the Green Man Festival through regulatory support and promotion, however is not involved in delivery.

Cultural investment can require boldness and ambition

Some of the case studies which have achieved the greatest impacts are ones where bold, creative decisions were taken in order to realise a vision.

- The innovative design and multi-functional approach to the new Chester Storyhouse required a willingness to take risks, as well as political and financial backing from Cheshire West and Chester Council.

- Manchester International Festival highlights the 'can do' nature of the council, and its boldness in new activities and initiatives that help attract attention to the city, seeing this as a key enabler of the growth and enhanced reputation of the festival.

Shorter-term investment for local festivals can enable the development of institutions that will yield longer-term sustainable impacts

Organisations involved in two of the festival case studies have sought to establish more permanent bases to allow greater year-round culture-led regeneration impacts in these areas.

- Manchester International Festival will become the managing body for Manchester's new cultural hub, the Factory, enabling year-round arts and cultural outputs, in addition to continuation of the biennial festival.

- Out There secured Arts Council funding to establish a permanent space which they have refurbished into the UK's only creative production centre for street arts and contemporary circus, with an aim to deliver greater year-round cultural activity.

Positive outcomes can be achieved with limited budgets

In a challenging funding climate, a number of the case studies have demonstrated that positive impacts can be achieved with very limited initial budgets.

- Culture Works started up with no initial funding, operating to bring cultural partners together and work with the council to support the development of a cultural strategy for the area, and has now helped to secure £3.8 million for local cultural regeneration.

- Out There also receives very limited external funding, but through engaging with an Interreg European network, securing funding from a local tourism business association and a small grant from Arts Council England, has been able to gradually build its high-quality circus and street arts festival.

- New Anglia Local Enterprise Partnership's culture board also started without any significant funding, but through bringing strategic partners together behind a shared ambition, has now been able to secure Arts Council and European Regional Development Fund funding to deliver a first project, and is planning to build activity from there.

National cultural bodies can be important local partners

Several of the case studies demonstrate the benefits gained by councils engaging more closely with nationally significant arts organisations, drawing on their skills, expertise and resources to enhance local cultural project delivery.

- Walthamstow Creative Connections has been produced in collaboration with the Barbican and Soho Theatre as delivery partners.

- The Manchester International Festival programme is part-funded by contributions from external co-producers such as national cultural bodies, which also adds prestige and enhances the quality of the cultural offer of the festival.

Community involvement can be a powerful driver for culture-led regeneration

Local communities can play a major role in culture-led regeneration, providing ideas, time and energy into projects, as well as applying pressure and helping to demonstrate local backing for projects which can help in case-making and securing funds.

- In Margate, both the Turner Contemporary and Dreamland were developed following active campaigning and development work by local community groups.

- The Stoke-on-Trent Appetite programme has sought to build community involvement and ownership of the programme, through regular events to input to and shape the cultural programme.

Careful design and delivery can help to maximise impacts

In several of the case studies, it can be seen that the careful design and delivery of projects and activities has sought to maximise the local economic and social benefits delivered, highlighting that it is not just where the investment is made, but the details of how it is implemented that can affect the impacts achieved.

- Green Man Festival has a programme encouraging attendees to extend their stay beyond the festival period in order to spend more in the local economy, and sources many of its food and drink stalls from within Wales.

- The Out There Festival in Great Yarmouth was strategically timed in September to extend Great Yarmouth's summer tourist economy, and holds night-time events to encourage visitors to stay overnight.

- To ensure local community benefits were embedded into delivery, Peckham Levels has made it a requirement of all tenants that they offer at least one hour per week of their skills and knowledge to a community resource fund.

Cultural programme brand and identity can be very important

Several of the case studies highlighted the importance of a clear brand being associated with high-quality cultural activities, particularly in areas where cultural engagement has historically been lower.

- The Appetite Stoke programme identified the importance of this so people would relate the brand with interesting and high-quality activity, and allowing the organisers to build a strong social media presence around the brand.

- Culture Works has similarly invested in having a strong social media and online marketing strategy that reaches out to a diverse demographic and the local community.

Building the cultural network in rural areas can help enhance impacts

Some of the rurally focused case studies highlight the additional challenges faced in these areas, with residents often based a greater distance from cultural venues and events, and often having lower levels of cultural engagement as a result. By building links between cultural venues and events in rural areas, a greater critical mass of activity can be built and jointly marketed, to the benefit of all partners.

- Cornwall 365 has helped to demonstrate the benefits of collaboration to cultural and visitor economy businesses, showing that cooperation and shared marketing can bring mutual benefits across the sector.

- First Art, covering areas of Derbyshire and Nottinghamshire, has helped local cultural bodies work together, sharing knowledge and resources and helping to build audiences for local activity.

Appendix
Consultations undertaken

Consultations undertaken for case study research

Case study	Consultations
Margate, Dreamland and Turner Contemporary	**Madeline Homer**, Chief Executive, Thanet District Council **Councillor Robert Bayford**, Leader, Thanet District Council **Marvia Roach**, Media Officer, Thanet District Council
Storyhouse, Chester	**Alex Clifton**, Artistic Director, Storyhouse **Councillor Louise Gitten**, Cabinet Member for Communities and Wellbeing, Cheshire West and Chester Council
Peckham Levels, Southwark	**Neil Kirby**, Head of Regeneration South, Southwark Council **Sophie Hall-Thompson**, Regeneration Manager, Southwark Council
MOSTYN, Conwy	**Councillor Louise Emery**, Cabinet Member for Economy, Venue Cymru, Marketing and Events, Conwy County Borough Council **Alfredo Cramerotti**, Director, MOSTYN
Walthamstow Creative Connections	**Lorna Lee**, Head of Culture and Heritage Services, London Borough of Waltham Forest
Portsmouth cultural infrastructure	**Councillor Gerald Vernon-Jackson**, Leader, Portsmouth City Council **Stephen Baily**, Director of Culture and City Development, Portsmouth City Council **Jane Singh**, Visitor Services and Development Manager, Portsmouth City Council
First Art Programme, North East Derbyshire	**Madeline Holmes**, Creative Director, First Art **Councillor Tom Hollis**, Deputy Leader, Ashfield District Council
Appetite, Stoke-on-Trent	**Karl Greenwood**, Director, Appetite **Councillor Abi Brown**, Deputy Leader, Stoke-on-Trent City Council **Paul Bailey**, Cultural Development Officer, Stoke-on-Trent City Council
Culture Works, North East Lincolnshire	**Councillor Jane Hyldon-King**, Portfolio Holder for Health, Wellbeing and Adult Social Care, North East Lincolnshire Council **Charlotte Bowen**, Founder, Culturehouse
Manchester International Festival	**Councillor Luthfur Rahman**, Executive Member for Schools, Culture and Leisure, Manchester City Council **Fiona Gasper**, Executive Director, Manchester International Festival Alex Byars, Chief Operating Officer, Manchester International Festival
Out There Festival, Great Yarmouth	**Julia Devonshire**, Cultural Development Lead, Great Yarmouth Borough Council **Joe Mackintosh**, Chief Executive, SeaChange Arts

Case study	Consultations
Green Man Festival, Powys	**Councillor Rosemarie Harris**, Leader, Powys County Council
NewcastleGateshead Initiative	**Councillor Angela Douglas**, Gateshead Council **Lindsay Murray**, Service Director, Gateshead Council **Carol Bell**, Executive Director, Great Exhibition of the North **Ian Thomas**, Head of Insight, NewcastleGateshead Initiative
New Anglia Culture Drives Growth Strategy	**Kenny Lang**, Innovation and Sector Manager, New Anglia Local Enterprise Partnership **Helen Wilson**, Chair, New Anglia Cultural Board
Cornwall 365	**Fiona Wotton**, Director, Cornwall 365 **Councillor Bob Egerton**, Portfolio Holder for Planning and Economy, Cornwall Council **Tamsin Daniel**, Interim Culture Manager, Cornwall Council

Research conducted by

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REF 12.13

Southend-on-Sea City Council

Report of Executive Director for Adults and Communities

to

Cabinet

on

26 July 2022

Report prepared by: Sharon Wheeler
Head of Libraries and Physical Wellbeing

Future Leisure Options

Place Scrutiny Committee
Cabinet Member: Councillor Carole Mulroney
A Part 1 Agenda Item

1.   **Purpose of Report:**

1.1. To provide Members with a way forward for the long-term future delivery of the council's leisure provision following an options appraisal.

2.   **Recommendations:**

2.1   That Members note the options within this paper and agree to proceed with a procurement exercise 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

3.   Background

3.1.   Leisure facilities provide vital health, leisure, and wellbeing services to local
        communities and have been a key re-engagement service for those
        communities post the COVID-19 pandemic.

3.2.   Over the past 2 years, several operators have ceased to exist, whilst some local
        authorities have decided to bring service provision in-house to ensure their
        residents continue to have access to services and provide those authorities with
        greater control and direction in the way their services can be delivered.

3.3.   The Council's current leisure provision is delivered under a 10-year contract by
        Fusion Lifestyle.

3.4.   The contract is due to expire on 30 June 2025 and whilst the ability to extend
        that by a further 5 years to 2030 exists, Cabinet agreed on 13 January 2022 that
        an automatic extension would not take place and that further work would be
        undertaken to develop a range of options to determine the future delivery of
        leisure provision across the City.

3.5.   The Council have agreed with Fusion Lifestyle a revised contract position until
        30 June 2025 which still provides the Council with the contracted management
        fee but over a different profile.

3.6.   It is appropriate that the council considers its own leisure provision to ensure
        that it is arranged in such a way to meet the changing needs of residents and
        provide the best value for money it can going forward.

4.   Future Leisure Provision

4.1   Currently Fusion operates 4 leisure centres and 2 parks-based tennis sites on
       behalf of the Council which include the following facilities:

Current Facilities

Facility	Facility Mix
Southend Leisure & Tennis Centre (SLTC)	• Sports Halls • Indoor Tennis Courts • Outdoor Tennis Courts • Swimming Pools (including diving pool & fun pool) • Athletics Track • Gym & Studios • Outdoor Netball Courts
Belfairs Swimming Centre (BSC)	• Swimming pool and learner pool

Facility	Facility Mix
Chase Sports & Fitness Centre (CSFC)	• Sports Hall • Gym & Studios
Shoeburyness Leisure Centre (SLC)	• Sports Hall • Swimming Pool • Gym & Studios
Parks based Tennis	• Outdoor courts at Chalkwell Park & Priory Park

4.2   One of the considerations in the future operation of the facilities is whether the current mix of facilities meets the needs of the population. The Council undertook an indoor built facilities strategy and action plan in 2018 which identified the following vision and strategic aims

- Vision

  "For Southend-on-Sea to be a healthy, active City; making participation in an active healthy lifestyle the social norm for people who live and work in Southend-On-Sea, particularly for underrepresented and inactive groups"

- Strategic Aims

  o To reduce inactivity and increase participation in physical activity for everyone, giving priority to the more inactive populations and to look at more ways for people in Southend-on-Sea to be more active more often at work, at home and during leisure time.
  o To improve marketing and communications about physical activity and to increase the knowledge, awareness and understanding of people of all ages in Southend-on-Sea about the health benefits of physical activity, and where and how to be active.
  o To promote the built and natural environment and its contribution to supporting people to be more active in daily life, promoting facilities and the active travel network that enhance opportunities for people to get and stay active.
  o To work collaboratively with a wide range of partners, including statutory organisations, businesses, the third sector and community groups, to help people to be more active, strengthening partnership working and making effective use of combined resources.

4.3   The sports facility plan also identified several key actions (particularly in relation to the facilities above), including

- The development of a hierarchy of facilities from regional facilities (such as SLTC) to more local and community facilities (such as CSFC, SLC, BSC)

- There is a need identified for additional swimming provision in the City to meet the growing population by 2037
- The key challenge for SLTC is to continue to invest and maintain the facility as the main indoor sports provision in the City and deliver the best standard possible. In addition, the focus should be to work with clubs and National Governing Bodies of Sport (NGBS) to deliver an effective sporting offer across the full talent pathway
- Continue to invest and maintain the three smaller facilities with a focus on
  - CSFC – maximise community use, invest in the gym and work with Badminton England to develop programmes
  - SLC – prioritise the maintenance of the facility and work with the School to devise an investment strategy for the swimming pool
  - BSC – develop an investment strategy for the pool to maintain the quality of the pool and changing facilities.

4.4 In addition to this, the strategy references several other facilities such as schools and smaller community facilities which provide the overall network of leisure provision in the City. The overall summary is that apart from the need for additional swimming provision there should be a focus on maintaining and improving existing facilities and enhancing the breadth of the sporting offer including

- Continue to work across a range of agencies including Public Health and Active Southend to support progress in increasing physical activity and sport
- Ensure that all school facilities are made fully available for community use
- Ensure that SCC facilities make a greater contribution to reducing health inequalities and are fully accessible through targeted initiatives, programming and training

4.5 As part of the approach to consider the long-term options, SLTC is a key facility for the delivery of sport and leisure in Southend.

4.6 Currently there are several issues for SLTC in terms of future development that need considering to develop the overall sporting provision and potentially improve the future sustainability

- The focus of SLTC is on sporting facilities and there are limited opportunities for other leisure activities, for example, many facilities are delivering additional leisure activities such as adventure play, clip n climb, tag active etc. All of these activities provide additional usage and attract customers who wouldn't normally access Leisure Centres.

- The current gym offer is fragmented with different spaces, meaning there is not a co-ordinated offer and it is also more costly to be utilised. The potential to consider an approach that seeks to relocate the gym to the second floor and studios to the existing gym on the first floor could refresh and deliver a more customer-focused service

- The existing small hall is currently underutilised, and activities could be relocated into the main sports hall.

- There is limited activity in the reception area and the existing café space has been developed from a corridor – the potential to consider how the front of house is delivered should be developed.

- The moveable floor in the diving pool was out of action for some months. Whilst this has since been repaired, it will be important to ensure maintenance of key activity areas and in particular things like the moveable floor, which impact income. Any future contract arrangement could seek to transfer the full lifecycle responsibility over to the operator

- The bar area on the first floor is tired and would benefit from a redesign of the whole area.

4.7 In considering the future opportunities, **Appendix 1** illustrates some examples of other facilities that have been developed which could address some of the issues identified at SLTC in particular. These examples illustrate the potential for what is possible and being delivered in the market.

4.8 There are several opportunities which could be considered for Southend in terms of future options, which could include.

- Investment in SLTC to develop the facility and align it with other facilities in Garon Park (such as the new Padel Courts) to create more leisure opportunities through
  - Reuse of the small hall to deliver adventure play/clip n climb/tag active which has the ability to create a café linked and activity for park users to be encouraged to the site
  - Reuse of the second floor to create a gym facility which is co-ordinated and located in one place
  - Freeing up space on the first floor for effective studio space and potential spa to deliver new activities
- Consideration of the redevelopment of Belfairs Swim Centre to create a new purpose-built pool with fitness which delivers improved participation and revenue.
- Changes in the contract operation to consider several factors including
  - Full transfer of life cycle and maintenance costs to ensure the responsibilities sit with the partner, which provides for greater accountability
  - Consideration of the school sites and whether the future operation should sit with the schools
  - Development of a strategic approach to the Garon Park through effective liaison and co-ordination

4.9 Investment in SLTC has the potential to deliver significant revenue enhancement through improved health and fitness and other activities (such as clip n climb/tag active). Examples elsewhere indicate that improvements in revenue across these activities of £500 - £750,000 per annum are achievable and would be expected.

4.10 These issues and potential opportunities are considered further in the evaluation of the options.

5 Current Market Position

5.1 It should be recognised that Fusion Lifestyle is not unique in the market and the majority of operators (and standalone Trusts) are being supported by Councils to enable them to recover from Covid-19 during 2022/23.

5.2 This is also true of in-house services where Councils have had to fund the future operation to ensure facilities have been able to reopen.

5.3 Equally operators are mindful that they need to look forward to future business and most business development teams are operational and looking to bid on new opportunities.

5.4 There have been some confidential market discussions with other operators as part of this review, through which it has emerged that there is interest in the potential for a long-term partnership with the Council.

5.5 The key issue for the market is the approach to risk particularly across the following areas

- The risk of Covid 19 (or similar pandemic) will mean that most operators will be seeking to include this risk as part of any contract negotiations for future contracts. It could be argued that this has effectively been covered through change in law provisions however operators will be looking carefully at any contract clauses to ensure they aren't taking risks.

- Utility risk – the current volatility in the marketplace is such that operators are unwilling to take any significant risk on utility pricing. This can be dealt with through an effective utilities benchmarking approach which would enable the market to be comfortable with the proposed risk approach.

- Staffing challenges – the sector is currently facing challenges in attracting and retaining staff. This is in line with the general economy and can provide some challenges for operators.

5.6 Based on discussions with operators, there is a sense of optimism about the long-term future of the sector. With the current awareness of health and wellbeing and the significant contribution that physical activity can play in helping to, address both health inequalities and the levelling up agenda, there is confidence that the sector could perform well in the long term.

5.7 There are real opportunities for the leisure sector to adopt a system-wide approach with health; given the long NHS waiting lists for treatment we are seeing a focus on 'prehabilitation' activities to ensure that at the point patients access treatment they are as fit and healthy as they can be to ensure better outcomes and recovery times.

5.8   In addition to this the issues with staffing and utilities may well have been resolved or significantly improved by 2025.

5.9   There is a clear appetite in the market for bidding for contracts. A recent procurement launched in April 2021 saw 7 expressions of interest submitted and 5 bidders were taken through to the tender stage.

5.10 In addition to the national market there are other potential options for Southend including

- The Garon Trust which operates Garon Park may be interested in operating SLTC
- Chase School and Shoeburyness School both have the potential to take on the operation of the school sites.
- South Essex College may be interested in a form of a partnership agreement with the operator at SLTC to support increased demand for their Football Academy, sports courses, and apprenticeships.

5.11 It will be important to consider both the structure of the procurement and the timing to ensure that the Council receives good quality submissions. The number of tenders forthcoming over the next couple of years is significant and it will be important to maximise the opportunity.

6   Leisure Options for Consideration

6.1   Within the leisure market there are several different management options.

- **In-house option** – where the service is continued to be managed through an organisation on which the Council has control, either direct management or a Local Authority Trading Company (LATC).

- **A new Not for Profit Distributing Organisation (NPDO)** – where the service is managed by a newly established NPDO specifically set up to run the Council services. The NPDO could be one of several different types including a CLG, IPS, CIC, or CIO and could be a co-operative or mutual.

- **An existing NPDO** – where the service is managed by an existing NPDO which operates services for other Councils. Typically, these trusts have developed following an initial transfer of services through the creation of NPDO to deliver leisure services. They are usually either a CLG or an IPS but can be other types of NPDO and could be considered to be a co-operative. Examples of these include Freedom Leisure, GLL and Fusion Lifestyle

- **Educational Establishment, Community Association or Sports/Leisure Club –** where the service is managed by an educational establishment, community association or local sports group. Typically, this is undertaken where the group is the primary user and often sits with

sports clubs, such as Bowls, Rugby, Cricket and Football. In the context of Southend, this would be operated by the school or Garon Park Trust.

- **Hybrid Trusts** – where the service is operated by a private sector Leisure Management Contractor, such as 1Life, Operators, SLM, through an NPDO organisation. It should be noted that within the private sector all of the major operators also have different operating models which enable the benefits of NNDR savings and VAT to be realised, commonly known as Hybrid Trusts. Indeed, some of the organisations are now established as registered charities, such as Active Nation. Typically, these organisations are Companies Limited by Guarantee (often charitable)

- **Private Sector** – where the service is operated by a private sector Leisure Management Contractor, such as 1Life, Places for People, or SLM, without the use of an NPDO organisation. All the operators offer this potential as well as their NPDO organisation (Hybrid Trusts). In addition, there are several major FM companies running services such as libraries and other facilities as part of a major outsourcing approach. A joint venture approach could also fall into this category

6.2   There are several advantages and disadvantages to each of the options presented. It should however be recognised that of the options set out above the following approaches are not considered appropriate for the Council's services, in the context of the current situation, as set out below

- Private Sector – tend not to be utilised anymore as all of the leisure management contractors operate through hybrid trusts (to benefit from tax advantages), however, if the Council decided to procure a partner, then the private sector would be able to bid

6.3   As a result, the Council has several alternative management options available to it when considering its future delivery, as set out below.

Table 6.1 – Options

Option	Description
A. Extension to the existing Contract	• Extend the existing contract with Fusion for a five-year period
B. In House	• Directly operate the service through the Council Structure
C. LATC	• Set up a Local Authority Trading Company (LATC) • Would be controlled by the Local Authority and established under TECKAL exemption • Potential use of the existing LATC's that Southend has established
D. Operator	• Appoint an operator to take on the service, which could be an existing NPDO, a hybrid NPDO or the private sector • This is likely to require a procurement exercise

Option	Description
E. A new Trust	• Establish a new not for profit distributory organisation (NPDO) or Trust for Southend
F. Local Operation	• Facilities to be operated by the schools • The potential for Garon Park Trust to operate SLTC
G. Mixed Economy	• An option (such as Leisure Operator, In-house) to operate SLTC and BSC • Schools operate SLC and CSFC • This could also be a varied option with schools operating only one of the facilities for example

6.4 It should also be noted that the Council has 2 existing LATCs (Southend Care and South Essex Homes (ALMO)). South Essex Homes has a sub-section, South Essex Property Services (SEPS) which provides FM, security, and café facilities.

6.5 Initial discussions have been had with both organisations and there is some interest in considering operating leisure centres through them, but both recognised they would need to bring in senior level leisure expertise and recruit someone with direct experience in turning businesses around.

Option Advantages & Disadvantages

6.6 For each of the options there are a range of advantages and disadvantages which are summarised below:-

Option A – Extend Contract with Fusion

Advantages	Disadvantages
• Extend current contract with Fusion Lifestyle by 5 years to 2030	• It has already been determined that this is not an option the council wishes to take up without exploring alternative options available to it. (Cabinet decision January 2022)

Option B – In House

Advantages	Disadvantages
• The Council will have full control of the Centres and be able to determine the approach to use and operation.	• It is unlikely that the Council will be able to benefit from NNDR relief as currently required (currently Fusion is eligible for 80% NNDR relief) • The Council would be taking the full risk on the performance of the Centres and income risk • Council will be responsible for all operational aspects of the leisure centres. • Staff would be transferred to the Council and as a result, there may be additional costs such as pension costs and harmonisation costs • The Council will need to incur support costs for the operation, which may be greater than the operator's support costs • The Council would take on full liability for all repairs and maintenance, condition surveys and lifecycle costs. • There would be no economies of scale and leisure management expertise from partnering with an operator

Option C – LATC

Advantages	Disadvantages
• The Council will have full control of the Centres and be able to determine the approach to use and reopening. • It is likely that a LATC will be able to claim discretionary rate relief as a not for profit organisation • There could be the potential to enable the LATC to continue with Operators' staff terms and conditions and not harmonise staff with the Council's terms and conditions, although this may not be guaranteed	• The Council will have to pick up the full costs of operating the Centres • There will be a cost to establishing the LATC and setting up an infrastructure to support the company. This is likely to be greater than Operators due to the lack of economies of scale • The LATC would require more senior management to support the business over and above the contract manager • The Council would be taking on the risk of the operation, in that any changes in income would directly impact the net position, thus meaning the Council as the sole owner will be required to pick up any shortfall. • The Council would take on full liability for the condition surveys and lifecycle costs • There would be no economies of scale and leisure management expertise from partnering with an operator

Option D – Operator

Advantages	Disadvantages
• A new operator would have the infrastructure to deliver the service and bring in economies of scale and leisure expertise to deliver improved revenue • Any new operator will be able to claim discretionary rate relief as a not-for-profit organisation • Staff would be transferred to the operator who would be able to continue with the terms and conditions and not incur additional pension or harmonisation costs • In the long term, an operator is likely to be able to deliver a greater return through improved income and savings on costs through economies of scale. The operator's structure is geared to delivering leisure services and maximising the opportunities for revenue generation • The Council will be able to transfer significant risk of the operation to the operator, in the long term. Whilst risks in situations like Covid 19 are unlikely to be transferred there is the opportunity to transfer risk of normal operational fluctuations. • By undertaking a market procurement for operators then the Council can be confident in achieving best value	• There may not be any operators willing to bid for a contract although current experience suggests there is still a market. • Whilst operators will take on the income and operating risk for the contract, they will not take on Covid or similar risk. • Depending on the market position in 2025, the operators may also not take on utility pricing risk.

Option E – Establish New Trust

Advantages	Disadvantages
• It is likely that a new Trust will be able to claim discretionary rate relief as a not-for-profit organisation • The new Trust would be independent and operate as a charity	• There will be a cost to establishing the Trust and setting up an infrastructure to support the company. This is likely to be greater than Operators due to the lack of economies of scale • The Trust would require more senior management to support the business over and above the contract manager • The Council would be taking on the risk of the operation in the early stages of the contract, in that any changes in income

	would directly impact the net position, thus meaning the Council as the main funder is likely to pick up any shortfall.
	• The Council would need to recruit Trustees which may not be forthcoming in the current market
	• There would be a lack of economies of scale and a need to recruit a Chief Executive of the trust to operate
	• The Council is likely to have limited control over the operation as it would need to be an independent trust to deliver the NNDR savings

Option F – Local Operation

Advantages	Disadvantages
• Current issues with school use and community access will be managed by the school • Potential for more streamlined service • Opportunity for local input into the operation and to deliver on local agendas	• Possible reductions in community access – it will be important to agree community use agreements • There may still be a need for Council financial support for the operation • Focus of school and local operation may be on school use as opposed to community use (other than for income generating activities) • The school may not be interested in operating the facilities • Potential different operators within the City leading to inability to have complementary programmes and increased 'competition' for members • Potential to reduce current multi-centre benefits some existing members enjoy

Option G – Mixed Economy

Advantages	Disadvantages
• Current issues with school use and community access will be managed by the school • Opportunity for local input into the operation and to deliver on local agendas • Potential to bring in advantages of an operator (such as revenue generation and better cost)	• Possible reductions in community access – it will be important to agree community use agreements • There may still be a need for Council financial support for the operation • Focus of school and local operation maybe on school use as opposed to community use (other than for income generating activities) • The school may not be interested in operating the facilities • Different operators within the City leading to inability to have complementary programmes and increased 'competition' for members • Potential to reduce current multi-centre benefits some existing members enjoy

6.7 As a result of the advantages and disadvantages set out above there are several specific issues which will influence any decision the Council make which include

6.7.1 Set Up Costs

Any of the options other than an extension to Fusion Lifestyle will result in potential set-up costs.

All of the options would require the transfer of staff and significant timescales for the establishment of support structures and transfer of assets.

In addition, if the Council were to establish a LATC or indeed a new Trust then this would require the Councils to undertake a full process to establish the organisation and develop support structures that would enable the LATC or new Trust to operate effectively. It is estimated this would take 9 – 12 months.

An alternative operator would need to be procured. It is estimated that this would take circa 6 - 9 months to procure an alternative operator, depending on the scale of the contract.

For example, if an operator was brought in under emergency powers for a short-term contract then this timescale could be shortened significantly.

6.7.2 Staff Costs and TUPE

TUPE would apply in the transfer to any new management option and this has potential implications for the in-house or possibly the LATC option, in that there may be pension costs or harmonisation costs which would increase the cost of the staff.

In particular, this could be significant in that an operator may pay the National Minimum Wage as opposed to the Council's commitment to paying the Real Living Wage.

6.7.3 NNDR Relief

Currently, Operators claim NNDR relief on the Centres. Under Option A this would continue, as it would under Option D, assuming the new operator was a charity or not for profit organisation.

Option B would not be able to claim this relief as the Centres would be directly operated by the Council.

There is the potential to claim this relief through Option C. Whilst it is unlikely that any LATC could claim charitable status due to it being controlled by the Local Authority, it could still be granted discretionary relief due to it being a company involved in the delivery of recreation and sport. However, this is not certain as it will depend on the structure of the company and its objectives.

6.7.4 Operating Market

The current operating market for Leisure Centres has been suffering similar issues with the enforced closure and restrictions on reopening. The majority of operators are however recovering from the pandemic through release from restrictions and forecasting recovery in 2022/23.

Currently, operators are still keen to bid for contracts, both short-term emergency contracts and longer-term contracts. For example, a recent procurement for a new leisure contract received 7 expressions of interest from operators.

The main issue with operators will be capacity in the marketplace as there are a significant number of procurements planned over the next 24 months, however, as long as the procurement exercise is timed in accordance with other projects and made attractive to operators then there should be significant interest from the market, based on discussions to date.

6.7.5 Control & Governance

Options B and C are both effectively directly controlled by the Council and decisions can be made on the service operation. It should however be recognised that any decisions to change the service may have cost implications.

Options A, D and E would typically be controlled through a specification which enables the Council to control prices and other aspects of the specification, such as programming and opening hours and how the Centres are used. In return the Council will pay or receive a fixed management fee. Any changes in the specification potentially have a cost implication but the Council can make changes in the same way they can to the service under Options B & C.

Of particular importance will be the relationship with the schools and Garon Park Trust for the delivery of the service to make sure that there is an approach that recognises the local inputs and delivers effective dual use provision and a strategic approach for Garon park.

6.7.6   Commercial Approach

For options A and D there are commercial benefits of appointing an operator to manage the service in terms of income generation and economies of scale, with specialist operators (such as Fusion Lifestyle) demonstrating that they can deliver greater income and a commercial position which is likely to give a better return for the Council. In particular across the following areas

- o The corporate approach to sales and marketing and in particular membership sales for both fitness and swim lessons.
- o Utilisation of Apps and a digital strategy and enables use across its portfolio
- o Economies of scale from operating 70 plus Centres across the UK, which potentially leads to more effective buying power
- o An approach to staffing which is likely to build in bonuses and links to performance

This has been demonstrated through a number of procurements where operators have delivered greater returns for Councils, than the in-house operation.

6.7.7 Risk

Whilst in all options the risks associated with the Covid 19 situation (or similar situations) are likely to be broadly similar, in that any costs are likely to fall on the Council or central Government, there are differences in the risk positions for the options during normal operation.

Options B and C mean that effectively the Council pick up any risk of over or under performance in terms of the operation as the net position will impact on the Council's finances directly. Although with Option C there may be the opportunity to move deficits and surpluses between financial years.

Options A and D provides the opportunity for the Council to transfer the operating and financial risk to the operator and agree a fixed management fee. It should however be recognised that the appetite for risk amongst operators may not be as great as it was before the Covid 19 crisis.

Option E (New Trust) in effect means that the Council is likely to pick up any shortfall in performance (particularly in the early years) where the Trust is unlikely to have any reserves to enable it to manage any shortfall.
Options F & G are likely to mean that the Council will take more risk depending on the operating model used and the agreement reached, however the schools and also the Garon Park Trust are unlikely to bring full leisure management expertise.

6.7.8 All of the options have the potential to deliver the services and bring different advantages and disadvantages. Prior to undertaking a detailed evaluation of the options there are two options which are not considered worth progressing, which include

6.7.9 Option A (Fusion Contract Extension)

Discussions have been held with Fusion over a potential extension which were considered as part of the short-term options report in January 2022. These proposals were not sufficiently attractive to the Council to warrant progressing with.

As a result, Fusion will be able to bid for any contract should the Council decide to progress with procuring and alternative operator and the Council will then be confident that any future operation is based on market positions.

6.7.10 Option E (Establishment of a New Trust)

The establishment of a new Trust would require significant set up costs and also result in the Council effectively taking the risk (at least in the early years) whilst the Trust being independent would mean that the Council has limited control in its operation.

As a result, and due to these factors (loss of control and significant risk) this option has not been considered further.

6.7.11 The remaining options (in house, LATC, operator, local operation and mixed economy) have been reviewed with their financial implications for each below.

7   Options Evaluation

7.1   This section has presented an overview of the options available to the Council and also the indicative financial implications. An evaluation of the options has been undertaken against a number of factors including

- Delivery of Strategic Outcomes and Vision – as illustrated earlier how well the option can deliver against the strategic vision and outcomes
- Financial Sustainability – the financial implications and ongoing sustainability
- Transfer of Risk – the ability to transfer risk
- Control – what control does the Council have over the service

7.1 These factors have been considered for each of the options and been given a score based on the following scale.

Score	Description
0	Highly unlikely to be able to deliver on this outcome
1	May possibly be able to deliver on this outcome but likely to be difficult to achieve
2	Should achieve the outcome, but the overall position could be improved
3	Likely to deliver extremely well on the outcome and deliver significant added value against the outcome

7.2 The results of the evaluation are presented in the table below.

Option	Strategic Vision	Financial Sustainability	Risk transfer	Control	Total Score
Option B - In House	2	1	0	3	6
Option C - LATC	2	1	0	3	6
Option D - Operator	2	3	2	2	9
Option F - Local Operation	1	1	1	1	4
Option G - Mixed Economy	2	2	2	2	8

7.3 The overall evaluation of the options illustrates that Option D (Operator) scores the highest and we present the rationale below

- Strategic Vision

  All of the options have the ability to deliver the strategic vision and the overall delivery of this can be factored into any specification or management agreement. Ultimately in all the options the Council will determine the policy and the overall strategic framework within which the option works.

  The main area of concern would be the delivery through local operation where potential strategic focus will be on other aspects.

- Financial Sustainability

  The financial implications presented earlier have indicated that the operator option will deliver the best financial position for the Council.

  Should the Council decide on any other option then it is likely that there will be a significant additional cost for the operating of the leisure service.

- Risk Transfer

  Whilst there will still be an element of risk for the Council within the operator option (particularly around Utilities and any future Covid/Pandemic risk), there is the ability to transfer significant operating risk to the operator.

  Within the in-house and LATC, the Council will be taking all the risk on the delivery of the service.

  The local operation and the mixed economy present a balance of risk with some risk able to be transferred but unlikely to be as significant as the operator option.

- Control

  The in-house and LATC provide the greatest control for the service in that they are directly managed, however, it should be recognised that any decisions that are taken will impact costs.

  The other options can be controlled through an effective specification which enables flexibility and puts a focus on the operator or local operation to deliver the strategic outcomes and also enables the focus on non-commercial aspects. Recent developments in specifications and contracts have delivered significant improvements in delivery.

7.4 All of the options have the potential to deliver the service and the Council will need to take into account the financial sustainability as well as other factors.

7.5 The operator option has the potential to deliver the best financial position for the Council and also through an effective specification and contract provide the Council with significant control over the operation. In addition, there is the opportunity to deliver significant risk transfer.

8 Corporate Implications

8.1 Financial Implications

8.1.1 The Council has undertaken condition surveys of the buildings. The table below summarises the key financial impacts of these.

Condition Survey Outputs

Facility	Condition Survey Requirements (£'000's)				
	Immediate	**1-2 yrs**	**3-5 yrs**	**6-10 yrs**	**Total**
SLTC	252	181	31	337	**802**
BSC	97	8	-	26	**131**
SLC	169	36	-	59	**264**
CSFC	57	31	52	-	**140**
Totals	**575**	**256**	**83**	**422**	**1,337**

8.1.2   Overall, the condition survey has identified circa £1.3 million of works that are required, with circa £575,000 of these being immediate requirements. The vast majority of the investment required is at SLTC, although the other facilities do require some immediate investment.

8.1.3   These levels of investment are considered when the future options are analysed. For each of the options, there are a number of financial implications for the future delivery and it will also depend on the potential for investment (particularly in SLTC).

Indicative Financial Implications

8.1.4 A base operating cost has been developed for the service based on the Pre Covid performance with uplifts included for improved revenue to reflect the potential market by 2025 and improvements in expenditure as a result of analysis of key benchmarks, such as staffing costs. This has also included the potential improvement in revenue through investment as described earlier in the report.

8.1.5 For each of the options the following potential additional costs or savings have been then factored into the base operating costs

8.1.6 Additional support costs for the options (except operator option) based on the requirement to introduce HR, finance and other supporting costs to manage and operate the delivery of the service

8.1.7 Increased staffing costs through the need for senior management staff which currently are provided by Fusion across a variety of contracts

8.1.8   In the case of the in-house (and potentially the LATC) the additional costs of Business Rates (NNDR) which would not be able to claim relief

8.1.9   Increases to the base operational costs through the lack of commercialism and economies of scale outlined earlier which all of the options would incur to a greater or lesser extent

8.1.10 Savings in profit through the options (other than the operator option) being not for profit

8.1.11 In addition to this there are set up costs for each of the options which resolve around either a procurement exercise or establishing a company and in-house model

8.1.12 It is likely based on experience elsewhere and the factors above that the best financial option will be entering into a partnership with an existing operator, and this has been demonstrated through other Council as illustrated below where the in-house option has required significant additional costs.

- Welsh Authority – costs of circa £2 million to bring the service back in-house through additional support costs and non-delivery of revenue positions
- Exeter City Council – identified in their executive report (July 2020) a revenue budget of circa £1.5m for the transfer of services and additional costs on top of this

8.1.13 The financial aspects presented, whilst indicative at this stage do illustrate that there are likely to be significant additional costs to the Council should they decide to pursue options other than an alternative operator.

8.1.14 For all the options there is the potential to improve the position through investment in facilities (particularly SLTC) and the generation of revenue to deliver savings enabling the capital investment to be funded and provide a return.

8.1.15 It should however be recognised that with this investment there is risk of delivery and the Operator option does provide the opportunity to transfer this risk to the operator.

8.2 Legal Implications

8.2.1 The existing contract with Fusion Lifestyle will come to a natural end by 30 June 2025 and arrangements will be made for the cessation of the contract and implementation of the new arrangements.

8.2.2 The preferred option D, will see the council undertake a full procurement process to enable a new contract to be awarded.

8.2.3 The table below sets out the procurement approach the council will need to adopt to ensure compliance with procurement rules

Stage	Description	Timescale
Pre-Procurement Planning	- Development of Procurement Documentation - Stakeholder discussions (including service users) - Sign off approach and detailed specification	Jan – Jul 2023
Standard Selection Questionnaire (SSQ)	- Launch of procurement including bidders' day - Seek expressions of interest from the market - Evaluate their experience, economic standard and technical expertise - Select shortlist (typically maximum of 5)	Sep - Dec 2023
Invitation to Submit Tenders	- Invite shortlist to submit their proposals for the future contract and service - Including investment proposals and financial offer	Jan – Jun 2024

	• Dialogue with bidders to enable the best bids and also to consider options • Evaluate and shortlist to a maximum of 3 bidders	
Final Tender Stage	• Invite shortlisted bidders to submit their final tenders based on the Council's preferred option • Evaluate and select preferred bidder	Jul – Dec 2024
Contract Award & Mobilisation	• Finalisation of contract with preferred bidder and contract signature • Mobilisation of the new contract including TUPE transfer	Jan – Jun 2025
Contract Starts	• Commencement of contract with new Operator	1 July 2025

8.2.4 The timetable and approach set out above will enable the Council to consider options and develop discussions with both local stakeholders and the market to ensure the future contract reflects the ambitions of the Council.

8.3   People Implications

8.3.1 As set out above, TUPE is likely to apply in all the options.

8.4   Property Implications

8.4.1   Currently Fusion operates 4 leisure centres on behalf of the Council which include the following facilities, operation of those facilities will transfer to whichever Leisure Operator successful via the tender process.

8.4.2   Leisure centres can contribute as much as 40 per cent of a council's carbon footprint due to the number of physical assets involved, their long operating hours and the functions delivered within each building. Subsequently, the Leisure sector faces a significant challenge in setting Net Zero targets and implementing the changes required to meet them. There will be a clear expectation for a new leisure operator to actively work with the council to support the council's 2030 net zero targets.

8.5   Consultation

8.5.1   As part of the review discussions have been held with a number of key stakeholders including

- Garon Park Trust
- Shoeburyness School
- Chase School
- Belfairs School
- South Essex College
- Potential Operators

8.5.2   The key findings from the stakeholder discussions are as follows

- There is interest from the schools in the future operation of the facilities. If this was the case consideration would be given to community access arrangements.

- In general, the schools are keen that any future arrangements reflect the needs of the schools and are also able to be flexible to as the service changes.

- Discussion with the Garon Park Trust have identified a number of issues including

    o There is limited co-ordination and approach to the overall use of the site and there are often conflicts between events
    o Management of the car park needs to identify greater clarity on who is managing it and also the use of the car park to ensure it is effective in the delivery of the overall site
    o It takes significant time to implement any new initiatives (for example the Padel courts, which took several years to deliver the outputs)
    o There are a number of different operators on the site including a management company who manages the golf course and a CIC operating the cricket ground
    o It is considered important that the overall strategic management for the site is delivered and this needs to involve SLTC and its interrelationship with the park.
    o Any future leisure operator would need recognise that the overall strategic management of the site is critical. There would need to be flexibility within the contract to ensure co-ordination and a focus on delivering the future of the park.

8.5.3   All stakeholder feedback will be taken into account when considering the future options for the Council. In addition, further work will be undertaken to determine user needs with the wider public.

8.6   Equalities and Diversity Implications

8.6.1 The recently published Levelling Up White Paper (February 2022) details 12 levelling up missions - two of which are narrowing the gap in Healthy Life Expectancy between the areas where it's highest and lowest, and improving the wellbeing of every area in the country - with the gap between the areas currently rated for wellbeing and other areas, decreasing.

8.6.2 One of the key factors in making these missions a reality will be making sport and physical activity a normal part of life for everyone in the city.

8.6.3   Sport and physical activity has a central role to play in levelling up – especially tackling health inequalities in communities and improving long-term health and wellbeing outcomes. It also has much wider benefits for society too, including

connecting communities and creating a sense of pride, reducing social isolation, and bringing in new skills and job opportunities to boost the economy, which is why it has a vital role to play in levelling up.

8.6.4   The Council's overall health and wellbeing strategic aims and vision will be built into the new service specification and contract to ensure that the operator is required to support the Council in delivering these.

8.7   Risk Assessment

8.7.1 Whilst in all options the risks associated with the Covid 19 situation (or similar situations) are likely to be broadly similar, in that any costs are likely to fall on the Council or central Government, there are differences in the risk positions for the options during normal operation.

8.7.2 Options B and C mean that effectively the Council pick up any risk of over or under performance in terms of the operation as the net position will impact on the Council's finances directly. Although with Option C there may be the opportunity to move deficits and surpluses between financial years.

8.7.3 Options A and D provides the opportunity for the Council to transfer the operating and financial risk to the operator and agree a fixed management fee. It should however be recognised that the appetite for risk amongst operators may not be as great as it was before the Covid 19 crisis.

8.7.4   Option E (New Trust) in effect means that the Council is likely to pick up any shortfall in performance (particularly in the early years) where the Trust is unlikely to have any reserves to enable it to manage any shortfall.

8.7.5 Options F & G are likely to mean that the Council will take more risk depending on the operating model used and the agreement reached, however the schools and also the Garon Park Trust are unlikely to bring full leisure management expertise.

8.8   Value for Money

8.8.1   Value for money will form part of the key assessment criterion within any future procurement activity. This will also include any potential value generated via Social Investment Activities delivered as part of the contract

8.9   Community Safety Implications

8.10   N/A

9.   Background Papers
Built Facility Strategy 2018

10.   Appendices
Appendix 1: Examples of Facility Development Opportunities

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Appendix 1 – Examples of Facility Development Opportunities

Example 1 – Wigan Leisure & Culture Trust

Summit Indoor Adventure
Developed next to Selby Leisure Centre it offers a
range of adventure activities including
- Climbing
- Skate Park (BMX/Scooter/Skateboard)
- Ten Pin Bowling
- High Ropes
- Soft Play

It is operated by Wigan Leisure and Cultural Trust
and opened in May 2016.

Example 2 – Furzefield Leisure Centre, Hertsmere Borough Council

Furzefield Leisure Centre
Through partnership with Hertsmere Borough
Council, Inspire All leisure trust developed a
spa and clip n climb/soft play.

The clip n climb and soft play were developed
within the Sports Hall to reduce the size of the
hall and create a facility which delivers an
added attraction and diversifies the customer
base.

Situated at the heart of the Centre the new spa
has utilised unused space and transformed the
approach to include a range of thermal saunas
and steam rooms together with treatments to
enhance customers' health and wellbeing.
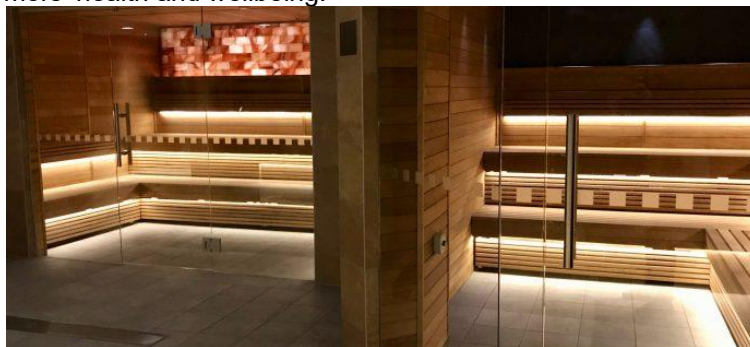
Appendix 1 – Examples of Facility Development Opportunities

Example 3 – Camberley Arena

Camberley Arena

The Council undertook a DBOM development to replace a 1970's ageing facility with a new purpose-built facility.

The new facility included pools, sports hall, health and fitness, clip n climb, and adventure play.

In particular, the site development provided a new facility with greater activities but on a smaller footprint

Southend-on-Sea City Council

Report of Strategic Director for Adults and Communities
To

Cabinet

On
26 July 2022

Report prepared by: Scott Dolling
Director of Culture and Tourism

Re-ballot of Southend Business Improvement District Ltd

Relevant Scrutiny Committee(s) Place
Cabinet Member: Councillor Martin Terry
Part 1 (Public Agenda Item)

1.   Purpose of Report

1.1   To update Cabinet on the success of the Southend Business Improvement District (BID) since its launch in April 2013 and re-ballot in 2017.

1.2   To seek agreement from Cabinet to provide the support required, subject to approval of the BID Proposal, for a renewal ballot of Southend City centre businesses regarding to further five-year term of the Southend BID. To inform the ballot process, the BID must produce a BID Proposal. The Business Improvement Districts (England) Regulations 2004 require that a BID Proposal is submitted to the local authority to ensure that it meets the requirements of the regulations, and a ballot can therefore proceed.

2.   Recommendations

2.1   That the progress and impact of the BID is noted.

2.2   That Cabinet agrees that the Director of Culture and Tourism, in consultation with the portfolio holder, be given delegated authority to: -
         .

2.2.1 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.

2.2.2 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

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

2.2.4 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.

2.2.5 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 for Finance and Resources.

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

3   Background
On 4th September 2012 Cabinet considered and agreed a report regarding the establishment of the BID in Southend town centre and central seafront area (Report DETE12053, Minute 227). In accordance with the BID regulations (2004), a "renewal" ballot took place in towards the end of the initial five-year term in October/November 2017 The existing BID term ends on 31st March 2023 and therefore another ballot is required which will take place in October/November 2022.

3.1   Results from a 2022 survey of BID levy paying businesses show that the BID is providing a good return on investment. Results show that of the respondents, 91% would vote yes for Southend BID to continue for another 5 year term (3% would vote no, 5% don't know).

3.2   The BID is governed by a board of directors and a wider committee. Both groups are made up of levy paying businesses. Its aim is to work with local businesses and the Council to enhance and add value to the area covered by the BID in line with the priorities of the business community which are set out in a business plan for the term of the BID.

3.3   Since its launch the Southend BID has:

•   Embedded a team of Street Rangers – a uniformed team on hand to welcome visitors. Extremely valued by local businesses and have assisted Police and businesses to tackling crime and antisocial behaviour. This team was extended during the 2017 term.

Street Ranger Figures April 2013 to May 2022

Visitor Enquiries	30,359
Rough Sleeper Engagement/Relocation	6,528
Retail Crime Assists	8628
Unauthorised Buskers Relocated	643
Unauthorised Collectors / Events	961
First aid Incidents	660
Anti-Social Behaviour Intervention	10,596

- Child Safety Scheme ('Keeping Together') has reunited in excess of 500 children with their parents. Police have confirmed this scheme has reduced the number of reported missing child incidents in the BID area and has allowed them to allocate available police resources to other reported incidents.

- Providing access to DISC – a secure online information sharing system to enable businesses to report incidents and view the latest intelligence.

- Evening Economy - £11k additional night time policing funded by the BID since 2013.

- Annual events programme for Term 1 included, Outdoor Cinema, Italian Festival, Purple Festival, Southend Seafront Fireworks Programme, Christmas Lights Switch On, Christmas 4D Light Show. Also, one of very few BIDs in the UK to secure Arts Council funding for events - Southend Charabanc/Disco Turtle event. In Term 2, Christmas Lights Switch on and autumn seafront Fireworks continued, with the addition of Chinese New Year Celebrations, Southend's annual Cocktail Week, various themed trails for families, the upcoming City Jam Street Art Festival, LuminoCity Light Festival (in collaboration with Southend City Council) and more. Since 2013 BID events have attracted in hundreds of thousands of visitors to the BID area as well as increasing visitor spend and improving public image. As an example, the day of the Chinese New Year event, footfall figures recorded the highest amount of visitors to Southend High Street in the month of January 2022.

- Delivery of rebranded Visit Southend website to promote the BID area in partnership with the Council. The website updates visitors on upcoming events, promotions and attractions as well as including listings for businesses. Since the rebrand, web traffic to Visit Southend from London IP addresses has increased over 300%.

- Successful PR campaigns for various projects, services and events raised the profile of the City as well as promoting it as an attractive place to visit. There is now a combined following across Southend BID's social media channels of over 7,000 people which is continuing to grow.

- Improvements to public space by improving the appearance of empty premises the High Street as well as implementing a regular schedule of street art pieces adding vibrancy and creating points of cultural interest.

  During Term 1, bespoke wicker planters were added to the seafront. Enhancement of the existing hanging basket scheme by introduction of a third container to all High Street columns as well as extending the scheme to include side streets. This has continued in Term 2, along with the installation of bunting to the High Street and side streets to further enhance aesthetics.

- Christmas Lighting upgrade incorporating twinkling lights and festive lighting for side streets as well as taller bespoke 40ft Christmas tree each year.

- In Term 1, over £70,000 was acquired through sponsorship and Friends of the BID scheme in addition to levy collected. In Term 2, the BID has utilised the Government's Reopening High Streets Safely Fund (RHSSF) and the Welcome Back Fund (WBF), acquiring over £50,000. Sponsorship and Friends of the BID scheme income has continued with all this additional income being invested back into the BID zone.

  BIDs are established for a five-year term at which point a renewal ballot must take place in order for the BID to continue. To inform the ballot process, the BID must produce a BID Proposal. The Business Improvement Districts (England) Regulations 2004 require that a BID Proposal is submitted to the local authority to ensure that it meets the requirements of the regulations, and a ballot can therefore proceed.

3.4   The Council therefore has a multi-layered relationship with the BID. It must review the proposal and, if it is agreed, then manage the ballot process and undertake the billing and collection of the BID levy should the vote be in favour of the BID. As a landowner within the BID area the Council is a BID member and levy payer. The Council also has places on the BID committee – now occupied by the Cabinet Member for Public Protection and Director of Culture and Tourism. There is a service level agreement with the BID articulating how the Council, as a key strategic partner, and BID will work together over the five-year term.

3.5   The local authority has a statutory responsibility to support the development of BIDs and facilitate their establishment and successive re-ballots. This includes conducting the ballot and collecting and enforcing the levy. The authority must also confirm that the proposed BID does not conflict with area plans and schemes. If the local authority is of the opinion that the Business Improvement District arrangements are likely to conflict to a significant extent with an existing policy, place a financial burden on rate payers or the burden from the levy is unjust, it can decide to veto the proposals. The local authority can only veto proposals within 14 days from the date of the ballot.

3.6   The Council must consider the respective roles that it may play in the process of developing the BID renewal process in line with BID legislation as a billing authority, as a landowner/occupier in the BID area and as a ballot holder. The local authority ballot holder remains legally responsible for the ballot process as set out within government regulations.

3.7   The Council must also work with the BID Company to ensure that the ballot process follows a thorough research and consultation phase that focuses on the needs and requirements of the potential contributors within the area of the BID.

3.8   It is a requirement of the BID Regulations that the BID proposals include a statement of the existing baseline services provided by the Council and any other public authority in the proposed BID area. This statement will form part of the BID proposals which demonstrate to businesses voting for the BID that the proposed BID services are additional to the baseline services provided by the public authorities.

3.9   The Council is required to manage the collection and enforcement of the BID levy charges known as an Operating Agreement.

3.10   Part 4 of the Local Government Act 2003 ("the Act") introduced BIDS. The creation, regulation and operation of BIDs is governed by the provisions of the Act and Regulations made under the Act, the Business Improvement Districts (England) Regulations 2004 ("the Regulations") which have been amended by the Business Improvement Districts (England) Amendment Regulations 2013. The government has also issued the following guidance:

- *Guidance on the Business Improvement Districts (England) Regulations 2004*
- *Business Improvement Districts: technical guidance for local authorities ("the Technical Guidance")*
- *Business Improvement Districts: guidance and best practice ("the Guidance").*

4.   Other Options
4.1   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, subject to approval of the Proposal, it must be willing to undertake these activities.

5.   Reasons for Recommendations
5.1   The Southend BID company has leveraged funding from businesses in the BID area which wouldn't otherwise have been available to invest in the town (now city) centre. Paragraph 3.4 provides an overview of the impact the BID has made in the town (now 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.

5.2   A third term is subject to a positive outcome from the business ballot and therefore the decision to progress is one that is led by the business community to meet their needs and is recognised as good practice by Government.

5.3   The detail of the Proposal, Operating Agreement and SLA will be negotiated over the coming months prior to ballot. Delegated authority is sought in order that these discussions can be undertaken in a timely manner which allows the process to progress. No additional funding would be granted as part of these negotiations.

6.   Corporate Implications
6.1   Contribution to Council's 2050 vision

Active and Involved – The initiative is business led and sees a greater participation of a wider group of stakeholders from around the City. Additional funding would be invested over the further five years of the BID to enhance the City centre led on by the business community through its management committee and board.

Pride and Joy - The City centre would continue to be a more attractive proposition for residents, visitors and investors.

Safe and well – One of the key objectives for the businesses is to continue with the on-going safety of the City centre environment. Initiatives with additional security measures will continue to be a priority and have been highlighted in the business plan preparations.

Opportunity and prosperity – The rationale for a BID is to put local stakeholders and their financial contribution in a position of taking ownership of the defined area. The Council is demonstrating support for a business led initiative enhancing the opportunities for the City centre environment.

6.2 Financial Implications

6.2.1 The billing, collection and enforcement of BID levies will be undertaken using a module of the current Revenues & Benefits system - Northgate. This software was purchased by the Council and the BID repaid the cost at £5,000 per year. Therefore if the BID is successful at renewal all costs for this software would have already been recovered and this will not be a financial implication for the Council during the 2023-2028 BID term. The utilisation of a similar software arrangement ensures that the procedures used to successfully collect Business Rates are extended to cover the proposed BID scheme. This also assists in minimising costs.

6.2.2 The ongoing costs incurred by the Revenues & Benefits Service for the billing, collection and enforcement arrangements for the BID will also need to be fully reimbursed by the BID. The likely cost of this annual support is £35 per hereditament as per BID legislation.

6.2.3 The administration process for operating the BID scheme will be set out in an Operating Agreement that details the billing, collection and enforcement provisions as well as the arrangements for transmitting the BID receipts to the BID. It is essential to keep the arrangements to a realistic level so that the cost of delivering them is efficient. In the event that the BID demands a level of monitoring that is not proportionate to the scale of the BID scheme then the Council's right to charge for such additional monitoring is reserved.

6.2.4 The Council will continue to maintain a separate BID revenue account in accordance with Section 47 Local Government Act 2003. This account is similar to the Council's Collection Fund in terms of ring-fencing the receipts for specific purposes, namely the BID, so that they can use monies to carry out their stated objectives.

6.2.5 The BID levy is based on the rateable value (RV) of a hereditament.

6.2.6 Funding under the third term of the BID will be agreed through a revised SLA which will be developed in preparation for the ballot but will not increase the financial contributions to the BID.

6.3 Legal Implications

6.3.1 The legislation supporting BID schemes was introduced by the Local Government Act 2003 and the billing, collection and enforcement arrangements

are governed by legislation and the BID levy rules as set out in the Business Improvement Districts (England) Regulations 2004.

6.3.2 The BID requires a ballot, and the rules also require notice must be given to the Secretary of State of the intention to ballot businesses. Failure to do this at the correct time or comply with the ballot and levy procedure rules could invalidate the BID.

6.3.3 Prior to a ballot of businesses taking place, the Council will need to formally accept and support the BID proposal.

6.3.4 If there is a successful ballot and a BID in place the levy collection would need to be enforced through usual business rates collection channels. In the event that the BID ballot is unsuccessful, then the scheme will fail.

6.3.5 If there is a successful ballot, the Council will need to enter into with the BID Company Baseline Agreements, a Service Level Agreement and an Operating Agreement which will define:

1.   The method of operating the BID scheme
2.   The billing, collection, and enforcement regime
3.   Any complementary services that are contracted by the Council to the BID Company

6.3.6 There are statutory provisions under which the Council may, as the billing authority, in prescribed circumstances, veto the proposals. This is generally where the BID's proposed work programme is already being carried out or if the scheme is considered to be unworkable.

6.4   People Implications

The current arrangements are proposed to continue with the BID Manager remaining as an employee of the Council. The BID Manager will deliver the BID business plan objectives on behalf of Southend BID Ltd. The BID retains the right to consider direct employment of the BID manager at a future date subject to appropriate conditions and approvals at the time.

6.5   Property Implications

Council owned properties within the BID area whose rateable value exceed the minimum threshold will be subject to the levy.

6.6   Consultation

In order for the BID to be granted a third term, a majority of businesses votes need to be achieved. Consultation is essential with the businesses and organisations in the BID area and will be delivered as part of the preparation process. Throughout the current BID term, all businesses have been consulted via an annual survey as well as substantive one to one meetings with Street Rangers which feed into the proposed business plan. The Southend BID has

been engaging and consulting with businesses within the BID area throughout the term and feedback from hereditaments continues to be favourable.

6.7   Equalities and Diversity Implications

The BID is a separate entity to the Council and provides services that are over and above those undertaken by the Council. The BID's aims and objectives are likely to help the Council in advancing equality of opportunity and fairness and that will maximise opportunity for all Southend residents to benefit from economic growth in BID area.

6.8   Risk Assessment

6.8.1   The BID now almost 10 years of track record and the initial identified risks were mitigated.

6.8.2   The BID process is seen by the government as an innovative process of enabling business communities to contribute significantly to the future economic development of their local area and regenerate high streets. The risk of an area not embracing this potential is that investment needed to retain businesses, increased footfall and attract inward investment in a local district centre may not be forthcoming, compared with neighbouring areas where this opportunity is being exploited.

6.9   Value for Money

Via the BID levy, additional funding is made available for investment in the city centre. The BID provides value for money in the short and medium term as the project will continue to see more ownership by a wider group of stakeholders. The additional c£2.5M investment over the first five-year term resulting from the BID would not be otherwise realised. In addition to the levy, many BIDs attract voluntary contributions from interested partners and businesses as well as grants and profile via national schemes. Since the BID started trading in April 2013 it has successfully delivered a range of services and activities which have met both the businesses and the public's expectations – see section 3.4

6.10   Community Safety Implications

Safety has been one of the priorities of the BID's first term with the introduction of Street Rangers and child wrist bands among other interventions. It is anticipated that a key focus of the new BID proposal will include additional local safety and security initiatives to add to the Council's on-going commitment. In this way, a BID will play a part in orchestrating business led solutions to criminal and anti-social behaviour.

6.11   Environmental Impact

The Council will ensure that all environmental considerations are given appropriate assessment at all levels of the delivery of projects which deliver more employment opportunities for the borough's residents.

7.   Background Papers

8.   Appendices

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CABINET

Tuesday, 26th July 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   Airport Business Park Southend – Plot 13
The sale of Plot 13, Airport Business Park Southend for the delivery of a new warehouse facility at Airport Business Park Southend and associated management company arrangements. The details remain commercially sensitive as the transaction is at a pre-contract stage.

1.2   Airport Business Park Southend – Plot 15
The sale of Plot 15, Airport Business Park Southend for the delivery of a new warehouse facility at Airport Business Park Southend and associated management company arrangements. The details remain commercially sensitive as the transaction is at a pre-contract stage.

1.3   Airport Business Park – Speculative Development Scheme
The sale of Plot 14, Airport Business Park Southend to facilitate on a speculative basis for B1, B2, B8 uses compatible with Airport Business Park at Airport Business Park Southend and associated management company arrangements. The details remain commercially sensitive as the transaction is at a pre-contract stage.

1.4   Grant of a conditional option agreement for the sale of land known as 21a Southchurch Avenue, Southend on Sea
The grant of a conditional option agreement for the sale of land known as 21a Southchurch Avenue, Southend on Sea to the Inner London Group. The details remain commercially sensitive as the transaction is at a pre-contract stage.

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Southend-on-Sea City Council

Report of Executive Director
Neighbourhoods and Environment
to
Cabinet
On
26 July 2022

Report prepared by: Alistair Turk
Senior Policy Manager, Traffic & Highways

Reports approved under the Delegated Authority Report process

Relevant Scrutiny Committee(s): Place Scrutiny
Cabinet Member: Councillor Steven Wakefield

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1. **Purpose of Report**

1.1 Cabinet at its July 2021 meeting agreed changes to the constitution (minute No. 226) that enabled certain decisions to be taken by Officers. This was ratified by Council at its September 2021 meeting (minute No. 309).

1.2 In order for decisions taken under delegated authority to be transparent and recorded it was agreed that the Head of Traffic and Highways will produce a summary report of the decisions made under the Delegated Authority Report (DAR) process for Cabinet.

1.3 The report is presented **for information only.**

2. **Recommendation**

2.1 **Cabinet are recommended to note the decisions taken under Delegated Authority that are summerised in the body of the report with the DAR for each decision set out in the Appendices.**

3. **Background to policy decisions taken under DAR**

3.1 Local authorities that are traffic/highway authorities are required to formulate and regularly review polices on matters relating to the discharge of its statutory and operational functions.

3.2 Southend has a number of legacy policies which were originally introduced by Essex County Council when it was the traffic/highway authority for the Southend borough/city area and have remained in place after Southend became a Unitary

authority. There are a number of other policies which set out how the operational processes the Council will apply when carrying out statutory functions under the Highways Act 1980 and/or Road Traffic Regulation Act 1984.

Policies approved under DAR

3.3 The existing policies listed below have been reviewed and updated and were approved under the Delegated Authority procedure. The link to the updated policies is **set out in Appendix 1 of this report.**

1. Advanced payment code policy; (review)

2. Concent of excavations policy; (review)

3. Conversion of public rights of way to cycle tracks policy; (review)

4. Road adoption policy. (review)

4. **Background to scheme decisions taken under Delegated Authority**

4.1 The operational decision making aspects of scheme progression that already have Cabinet approval are now progressed under the DAR process. The Matters that have received delegated authority are summerised below and the link to the DAR is **set out in Appendix 2 of this report.**

5. **Corporate Implications**

5.1 **Contribution to the Southend 2050 Road Map**
The implementation of the constitutional changes and the delegation of certain decisions to Officers is seen as key contributors to the Road Map particularly in the ability to deliver a programme of work more efficiently and to reduce potential delays in decision making.

6. **Financial Implications**

6.1 None. Cabinet have already approved funding for these schemes.

7. **Legal Implications**

7.1 The delegation of decision making to Officers is in accordance with the constitutional amendments approved by Council in September 2021 (minute No. 309 relates).

8. **Consultation**

8.1 The Portfolio Holder and appropriate Ward Councillors have been consulted as part of the delegated authority process.

9.   Equality analysis

9.1   The eqality analysis is set out in **Appendix 3** to the report.

Background Papers

Cabinet minutes 27 July 2021 (minute No. 226).
Agenda Template (southend.gov.uk)

Council minutes   September 2021 (minute No. 309).
Agenda Template (southend.gov.uk)

Appendix 1
Amended policies

Advanced Payment Code Policy V1.0.pdf

Consent of Excavations Policy V1.0.pdf

Conversion of Public Rights of Way to Cycle Tracks Policy V1.0.pdf

Road Adoption Policy V1.0.pdf

Appendix 2
Delegated authority for scheme progression

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Appendix 3
Equality Assessment

EA DA Cabinet June22 (signed).docx

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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