

Public Document Pack
SOUTHEND-ON-SEA CITY COUNCIL

Cabinet

Date: Wednesday, 28th June, 2023
Time: 6.30 pm
Place: Committee Room 1 - Civic Suite
Contact: Colin Gamble

Email: committeesection@southend.gov.uk

AGENDA

- 1 Apologies for Absence**
- 2 Declarations of Interest**
- 3 Minutes of the meeting held Tuesday, 21 March 2023 (Pages 3 - 6)**
- 4 Minutes of the Meeting held on Tuesday, 4 April 2023 (Pages 7 - 8)**
- 5 Annual Procurement Plan 2023/24 (Pages 9 - 28)**
Report of Executive Director (Finance and Resources)
- 6 Council Procurement and Contract Management Strategy 2023-2026**
(Pages 29 - 42)
Report of Executive Director (Finance and Resources)
- 7 Petition/Opposition Business - 85,000 Soil HGV Movements to Gunners Park Development (Pages 43 - 46)**
Report of Executive Director (Neighbourhoods and Environment)
- 8 Parking Charges in Parks Car Parks**
Report of Executive Director (Neighbourhoods and Environment) to follow
- 9 Removal of 6-9pm Parking Charging and Enforcement in Zone 1A**
Report of Executive Director (Neighbourhoods and Environment) to follow
- 10 Armed Forces Covenant and Defence Employer Recognition Scheme**
(Pages 47 - 72)
Report of Executive Director (Strategy, Change and Governance)
- 11 Debt Management - Position to 31st March 2023 (Pages 73 - 120)**
Report of Executive Director (Finance and Resources)
- 12 Recommendations of the Shareholder Board held on 22 February 2023**
(Pages 121 - 124)
Minutes attached
- 13 SO46 Report (Pages 125 - 126)**
Report attached

14 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.

15 SO46 Report Confidential Sheet

Confidential sheet circulated separately

Chair & Members:

Cllr T Cox (Chair), Cllr M Davidson (Vice-Chair), Cllr H Boyd, Cllr K Buck, Cllr J Courtenay, Cllr D Garston, Cllr D Jarvis, Cllr J Lamb, Cllr J Moyies and Cllr D Nelson

Public Document Pack
SOUTHEND-ON-SEA CITY COUNCIL

Meeting of Cabinet

Date: Tuesday, 21st March, 2023
Place: Council Chamber - Civic Suite

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

In Attendance: R Polkinghorne, J Burr, S Meah-Sims, R Harris, S Ford, T Breckels and A Keating.

Start/End Time: 6.30 pm - 6.55 pm

780 Apologies for Absence

There were no apologies for absence at this meeting.

781 Declarations of Interest

There were no declarations of interest at this meeting.

782 Car Cruise PSPO

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) presenting the responses to the public consultation findings regarding proposals for a car cruise PSPO.

Resolved:

1. That the responses to the consultation, as set out at Appendix 2 to the submitted report, be noted.
2. That the draft Public Spaces Protection Order (Car Cruise PSPO) No.1 of 2023, be implemented.

Reasons for decision:

The introduction of a PSPO will provide a more efficient, tried and tested mechanism to replace the existing injunction to address ASB occurring at car cruises. It will give powers to both Police and Community Safety Officers (and / or other designated Council officers) to address anti-social behaviour associated with care cruises in the city.

Other options:

The Council could choose not to renew the existing car cruise injunction. This would result in the car cruise injunction expiring at midnight on the 11th April 2023, and this enforcement power would no longer be available to Essex Police and the Council's authorised officers for tackling ASB.

Note: This is an Executive Function

Referred direct to Special Policy and Resources Scrutiny Committee
Cabinet Member: Cllr Terry

783 Grassland Management Policy (Referred back at Council held on 2nd March 2023)

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) presenting the Grassland Management Strategy which was referred back by Council at its meeting held on 2nd March 2023.

On consideration of the report the Cabinet Member for Environment, Culture and Tourism confirmed that consultation with local Councillors and residents would be an important part of the strategy.

Resolved:

1. That the Grassland Management Strategy, as set out at Appendix A to the submitted report to Cabinet held on 12th January 2023, be approved.
2. That the areas for grassland management be identified by officers in advance and engagement be undertaken with Ward Councillors, and residents' associations, with wider publicity, on these areas.
3. That greater City-wide publicity to change 'minds and hearts' and encourage a culture change be undertaken.
4. That onsite notices advising of the changes and benefits, be provided.
5. That officers continue to engage with Councillors and communities in areas proposed for grassland management regime changes.

Reasons for decision:

To allow the delivery of the Strategy and its wider action plans, with the outcome that we have a more sustainable environment in Southend-on-Sea.

Other options

Do nothing and retain the current management and maintenance standards – the impact would be that mowing regimes would not be conducive to enhancing local biodiversity.

Note: This is an Executive Function

Not eligible for call-in as the matter has already been the subject of call-in to Place Scrutiny Committee.

Cabinet Member: Cllr Mulroney

784 LGA Corporate Peer Review Findings Report (Referred back by Policy and Resources Scrutiny Committee held Wednesday, 15 March 2023)

Prior to consideration of this matter, the Leader of the Council advised that it would be taken as an urgent item to allow for the Corporate Peer Challenge Officer Programme meeting on 22nd March 2023 to continue and allow for sufficient progress to be made in further developing plans so that the Council can benefit from the learning and improvement at the earliest stage. and to demonstrate progress to the LGA when they return in August.

The Cabinet considered the report of the Chief Executive presenting additional information concerning the LGA Corporate Peer Challenge report and draft action plan, which had been referred back by the Policy and Resources Scrutiny Committee at its meeting held on 15th March 2023, and to provide responses to questions raised at the Scrutiny Committee.

On consideration of the matter the Leader of the Council confirmed that meetings of the Corporate Matters and Performance Delivery Working Party would be arranged so that the Working Party can review and have input into the development of the action plan.

Resolved:

1. That the LGA Corporate Peer Challenge findings and the nine recommendations, be noted.
2. That, subject to further consideration by the Corporate Matters and Performance Delivery Working Party, the steps to address the LGA's recommendations, as set out in the Action Plan at Appendix 1 to the submitted report to Cabinet held on 21st February 2023, be approved.

Reasons for decision:

The LGA's Corporate Peer Challenge process independently validated the challenges that the Council faces. The recommendations provide the Council with an improvement focussed and tailored response to its needs. The recommendations further complement and add value to the Council's own performance and improvement plans.

Other options:

None

Note: This is an Executive Function

Not eligible for call-in as the matter has already been the subject of call-in by the Policy and Resources Scrutiny Committee.

Cabinet Member: Cllr George

Chair: _____

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SOUTHEND-ON-SEA CITY COUNCIL

Meeting of Cabinet

Date: Tuesday, 4th April, 2023
Place: Council Chamber - Civic Suite

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Present: Councillor Terry (Vice-chair in the Chair)
Councillors C Mulrone, L Burton, P Collins, I Gilbert, K Mitchell and S Wakefield

In Attendance: Councillors Jarvis, Moyies, A Jones, Courtenay, Dent and Buck R Polkinghorne, J Burr, R Harris, S Fox, E Georgiou, K Ramkhelawon and A Keating.

Start/End Time: 6.00 pm - 6.15 pm

819 Apologies for Absence

Apologies for absence were received from Councillor George.

820 Declarations of Interest

There were no declarations of interest at this meeting.

821 Air Quality Action Plan 2022-2027

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) presenting the Air Quality Action Plan (AQAP) 2023-2027 for consideration.

On consideration of the report the Cabinet Member for Environment, Tourism and Culture reported that following consideration of the matter at the meeting of the Environment, Culture and Tourism Working Party held on 29 March 2023 a number of changes and adjustments were made to the action plan.

Resolved:

1. That the Air Quality Action Plan 2023-2027, set out at Appendix 1 for the Air Quality Management Area 2, set out at Appendix 2 to the submitted report, as amended to incorporate the views of the Environment, Culture and Tourism Working Party at its meeting held on 29 March 2023, be approved.

2. That the relevancy of air quality measures contained within the Air Quality Action Plan 2023-2027 to Air Quality Management Area 1 and the rest of the City of Southend, be acknowledged.

Reasons for decision:

The Council has a statutory duty to put in measures to improve local air quality through the development and implementation of an Air Quality Action Plan, to reduce the impact on the health of those living and working within Southend-on-Sea.

Other options:

None. It is a statutory duty to adopt an Air Quality Action Plan where an Air Quality Management Area has been declared.

Note: This is an Executive Function
Referred direct to: Special Place Scrutiny Committee
Cabinet Member: Cllr Mulroney

Chair: _____

Meeting: Cabinet
Date: 28 June 2023
Classification: Decision paper
Key Decision: Yes
Title of Report: **Annual Procurement Plan 2023-24**
Policy Context: Contract Procedure Rules (4g Constitution)
Executive Director: Joe Chesterton (Finance & Resources)
Report Author: Lee White (Head of Procurement)
Executive Councillor: Cllr John Lamb (Portfolio Holder for Regulatory Services)

1. Executive Summary

- 1.1 This report provides the Annual procurement plan for 2023/24 as well as tabs for the remaining years of our original 5 Year Procurement Plan (2022-27). The attached procurement plan provides a full plan for the year and covers all procurements with a value over £25,000- this is the threshold within the regulations where tenders must be publicly advertised unless via a previously advertised framework or equivalent.

2. Recommendations

It is recommended that Cabinet:

- 2.1 **Approve the annual procurement plan for 2023/24 (Appendix 1) which contains those procurements with a value over £25,000 and where corporate procurement need to be involved.**
- 2.2 **Note the indicative future plans for 2024/25, 2025/26 and 2026/27 (on the additional spreadsheet tabs) and that these will continue to be reviewed against the corporate contract register.**
- 2.3 **Note that any procurements related to delivery of the capital programme will be added as required and will not require separate approval.**
- 2.4 **Note that once the Government have concluded the Public Procurement Reform (expected in 2024), we expect that it will be a mandatory requirement for the public sector to publish their future procurement pipeline plans and so the 5-year plan will provide that mechanism to publicly report.**
- 2.5 **Note that the Contract Procedure Rules will be reviewed and updated in 2023/24 to reflect that the approved procurement plan will contain all**

contracts with a value of £250,000+ (currently £1m+ is the constitutional requirement).

2.6 Note that following scrutiny the following updates have been made:

- **Column for Environmental benefits- I have reviewed the procurement plan for 2023/24 alongside Jo Gay (Head of Waste and Climate change) and we have populated based upon the key Carbon impacts in the City (notably Energy and Transport) and those contracts which could contribute to carbon reduction**
- **All tabs of the procurement plan reviewed and lead officer names updated**
- **Highways Lots- we have requested the current budget information from the Service budget holder and this will be provided verbally and for minuting at the cabinet meeting**

3 Background

3.1 Each year cabinet review and approve the Council's annual procurement plan in line with the current constitution (4g Contracts Procedure Rules). The attached procurement plan covers all procurements over £25,000. By completing this at the start of the financial year this supports effective governance and streamlines the approvals process.

3.2 During 2022/23 there has been continued work undertaken by Corporate Procurement along with contract managers and Executive Director leadership teams to review the Council's expenditure with suppliers and review our corporate contracts register. The reasons for continuing this extensive work are:

- To provide a comprehensive register of the Council's key contracts (covers c£130m annual revenue expenditure)- the register includes contracts held by South Essex Homes, Southend Adult Community College, Trading Companies owned by the Council and also education funded contracts (LA maintained schools) which we support in terms of procurement activity.
- Highlight opportunities to jointly commission services across the Council and also with other public sector partners.
- To provide a comprehensive register of the Council's contract managers and those responsible for implementing the Council's commissioning framework
- Assist in the development of the future procurement pipeline plans- this is to support service areas in their commissioning plans as well as suppliers and local businesses in their business planning.
- Assist the Governance Boards (namely the Performance, Commissioning and Investment Boards) in their future planning, strategic reviews of expenditure, contracts and commissioning. This should support the Council in the delivery of efficiencies against contractual spend and help meet its financial targets.

4 Reasons for Decisions

- 4.1 Approval of the Council's annual procurement plan is required under Part 4g of the Council's constitution.
- 4.2 Members are aware of the development of the comprehensive contracts register and pipeline procurement plan, and the benefits this will provide in terms of the Council's commissioning plans, financial planning as well as future planning for suppliers and local businesses.
- 4.3 The pipeline plan will also align with the anticipated requirements once the UK Public Procurement Reform is approved by Government (expected in 2024).

5 Other Options

- 5.1 Annual approval of the Council's procurement plan is required under the constitution. We could decide to just publish an annual plan, but it is felt that the development of a pipeline plan will assist the Council and businesses in their resource and future planning. The move to a 5-year plan (2022-27) also aligns with the anticipated requirements once the UK Public Procurement Reform is finalised by Government.

6 Financial Implications

- 6.1 Delivery of the annual procurement plan will contribute towards the Council's financial targets. As in previous years, delivery of the plan has supported reductions in revenue expenditure as well as cost avoidance through ensuring best value is achieved against capital projects. For example, during 2022/23 delivery of the procurement led to £864k efficiencies against revenue funded contracts and £336k in cost avoidance.
- 6.2 Timely approval of the procurement plan also ensures that procurements associated with the expenditure of grants (such as LUF) can be delivered on time.
- 6.3 Approval of the plan means that those corporate contracts which are due to expire in 2023/24 can be re-tendered in time and without the need to extend existing contracts- notably suppliers would look to increase prices during these extensions and so again it supports the Council's financial stability.

7 Legal Implications

- 7.1 The development of a corporate contracts register, which will be publicly available supports the requirement for transparency in terms of expenditure in the public sector. Where the Council has contracts which are due to complete their contract term it's a legal requirement that these contracts are

once again market tested (unless the decision is to de-commission). As the Procurement Reform becomes finalised in 2024 we expect the publication of a future pipeline plan will be one of the requirements of local government.

8 Carbon Impact

- 8.1 Within the annual procurement plan there will be a number of contracts that support outcomes in terms of improving the city's environment. Social Value is also tested through a number of procurements which can deliver added value in terms of our local environment. The Corporate Procurement Team have been involved in the review of the new Social Value policy and the development of a Southend Themes and Outcomes Measures (STOMS) framework. This framework includes a number of offers which contractors can commit to in terms of Carbon Reduction. One example of success is the re-tendering of our Waste Disposal contract during 2022/23 which led to a carbon impact reduction of 90%.
- 8.2 We are currently working with the Climate Change team to look at a clear process which will identify which procurements will include a quality measure around Carbon Reduction Plans and their implementation. We have already built this into our new draft Procurement Strategy and is an area of focus now in terms of Effective Contract Management.
- 8.3 Following discussions at Scrutiny a further column has been added to the Procurement Plan (and will be added to the Corporate contract register too) which highlights where carbon reductions could be achieved and whether that is around energy, transport or other (i.e. materials)

9 Equalities

- 9.1 This report is to seek approval of the annual procurement plan but within each project on the plan there will be consideration of equalities (namely the completion of Equality Assessments by commissioners). The development of the corporate contracts register will support transparency and assist suppliers and local businesses in their future planning and equality of access to contract opportunities- this was welcomed at the local business workshops and associated events during 2022/23.

10 Consultation

- 10.1 This report is to approve the annual procurement plan. For each individual procurement there will be consideration of what consultation and engagement will be required as per the Council's Commissioning Framework and legal requirement to consult. In terms of the annual procurement plan itself, we have consulted on the content via the Teams Contract Register Channel (c150 members), the Council Extended Corporate Leadership Team (ECLT), Executive Director Leadership Teams (EDLTs) and within the Procurement Team itself. This consultation commenced in January 2023.

11 Appendices

11.1 Appendix 1- Full Procurement Plan 2023-27 (All procurements £25k+)

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PROCUREMENT PLAN 2023-24

Contract Title	Supplier/s	CMT Area (or S.E.H)- F&R, SCG, C&PH, A&C, N&E, G&H	Service Area Contract Manager/s	Procurement Lead	ICT Business Partner	Is Data Protection to be considered?	Environmental Benefits- Transport, Energy , Other or N/A	Current or Expected Contract Value (Lifetime Inc. extensions)	Annual Value/Budget	Revenue, Capital or Income	Start Date	End Date	Option to extend till?
Southend Pier - Condition Works Engineers	To be procured	Finance and Resources	Mark Murphy, Keith Walker	Liz Green	N/A	N/A	Other	£2,500,000	to be procured	Capital	to be procured	to be procured	to be procured
Southend Pier - Prince George Extension (Phase Two)	To be procured	Finance and Resources	Mark Murphy, Keith Walker	Liz Green	N/A	N/A	Other	£1,907,000	to be procured	Capital	to be procured	to be procured	Go OTT June 2023 for April 2024 Start
Fire Improvement Works	To be procured	Finance and Resources	Mark Murphy	Property Services	N/A	N/A	N/A	£820,000	to be procured	Capital	to be procured	to be procured	to be procured
Property Refurbishment Programme	To be procured	Finance and Resources	Mark Murphy	Property Services	N/A	N/A	Energy	£600,000	to be procured	Capital	to be procured	to be procured	to be procured
Priority Works	To be procured	Finance and Resources	Mark Murphy	Property Services	N/A	N/A	Energy	£600,000	to be procured	Capital	to be procured	to be procured	to be procured
Care and Support at Home (Lot 1)	Ashley Community Care Services Ltd De Vere Care Seven Day Care (UK) Limited Southend Care Ltd Amity Trust	Adults and Communities	Tinopiwa Manyika	Kasey Marsh, Suzie Clark	N/A	Yes	Transport	£87,500,000	£8,750,000.00	Revenue	01/05/2017	30/04/2022	30/04/27
Spot Provider Framework for Care and Support at Home (Lot 4)	Allied Health-Services Limited Ashley Community Care Services Ltd Concept Care Solutions De Vere Care Diamond Resourcing Plc t/a Better Healthcare Services FMS Recruitment and Support	Adults and Communities	Tinopiwa Manyika	Kasey Marsh, Suzie Clark	N/A	Yes	Transport	£1,000,000	£250,000.00	Revenue	01/05/2017	30/04/2021	31/03/24
Older Peoples Residential	Various Residential Homes as appropriate at the time of tender.	Adults and Communities	Anne Igoe	Michelle McMenemy, Ola Haker	N/A	Yes	Energy	N/A	£5,690,695.00	Revenue	Individual placements	N/A	N/A
Older People's Direct Payments	Individual payments	Adults and Communities	Jeanette Toy	Kasey Marsh, Suzie Clark	N/A	Yes	N/A	N/A	£1,967,250.00	Revenue	Individual budgets	N/A	N/A
Older People's Interim	TBC	Adults and Communities	Jeanette Toy	Kasey Marsh, Suzie Clark	N/A	Yes	N/A	N/A	£897,681.00	Revenue		N/A	N/A
Older People's Respite	Individual placements	Adults and Communities	Jeanette Toy	Kasey Marsh, Suzie Clark	N/A	Yes	Transport	N/A	£64,177.00	Revenue	Individual placements	N/A	N/A
Older People's Carers	Various suppliers	Adults and Communities	Jeanette Toy	Kasey Marsh, Suzie Clark	N/A	Yes	Energy	N/A	£16,000.00	Revenue	Individual placements	N/A	N/A
Older People's Day Care	Various suppliers	Adults and Communities	Jeanette Toy	Kasey Marsh, Suzie Clark	N/A	Yes	Energy & Transport	N/A	£376,398.00	Revenue	Individual placements	N/A	N/A
Older People's Nursing Care	Various suppliers	Adults and Communities	Jeanette Toy	Kasey Marsh, Suzie Clark	N/A	Yes	Energy & Transport	N/A	£228,103.00	Revenue	Individual placements	N/A	N/A
Older People's Reablement	Various suppliers	Adults and Communities	Jeanette Toy	Kasey Marsh, Suzie Clark	N/A	Yes	Transport	N/A	£421,498.00	Revenue	Individual arrangements	N/A	N/A
Older people/Adults for 'equipment service'	Various suppliers	Adults and Communities	Jeanette Toy	Kasey Marsh, Suzie Clark	to be confirmed	Yes	Transport	N/A	£1,500,000.00	Revenue	Individual arrangements	N/A	N/A
Learning Disability Residential	Various Residential Homes as appropriate at the time of tender.	Adults and Communities	Anne Igoe	Michelle McMenemy, Ola Haker	N/A	Yes	Energy	N/A		Revenue	Individual placements	N/A	N/A
Mental Health Residential	Various Residential Homes as appropriate at the time of tender.	Adults and Communities	Anne Igoe	Michelle McMenemy, Ola Haker	N/A	Yes	Energy	N/A		Revenue	Individual placements	N/A	N/A
Physical & Sensory Impairment Residential	Various Residential Homes as appropriate at the time of tender.	Adults and Communities	Anne Igoe	Michelle McMenemy, Ola Haker	N/A	Yes	Energy	N/A		Revenue	Individual placements	N/A	N/A
Home Care Monitoring System - Call Confirm Live	Access UK Limited (was HAS Technology Limited)	Adults and Communities	Tinopiwa Manyika	Niki Mistry	Kirstinne Woledge	Yes	N/A	£390,200	£130,066.67	Revenue	01/01/2022	31/12/2024	No
Spydus Contract (Library Management System)	Civica UK Limited	Adults and Communities	Sharon Wheeler	Darryl Mitchell	Ian McLernon	Yes	N/A	£95,000	£26,500.00	Revenue	04/10/2017	11/10/2022	24/04/24

Public Convenience Repair & Technical Maintenance	Danfo Uk Ltd	Finance and Resources	Neil Pointer	Aleksandra Haker (Ola)	N/A	No	Other	£100,000	£20,000.00	Revenue	01/04/2019	31/03/2022	31/03/24
Water Maintenance, Sampling and Testing	H2O Nationwide Limited	Finance and Resources	Stuart Horne	Liz Green	N/A	No	Transport	£844,964	£211,241.00	Revenue	01/04/2020	31/03/2022	31/03/24
Supported housing for offenders	Home Group Ltd	Adults and Communities	Tracy Harris	Kasey Marsh	N/A	Yes	Energy	£287,433	£95,811.00	Revenue	01/07/2022	30/06/2024	30/06/2025
Treasury Management Advisory Service	Link Asset Services	Finance and Resources	TBC	Aleksandra Haker (Ola)	N/A	Yes	N/A	£100,000	£20,000.00	Revenue	01/03/2019	28/02/2022	28/02/24
Floating Support Service	Peabody Trust	Adults and Communities	Jess Siggins	Suzie Clark	N/A	Yes	Transport	£6,556,280	£655,628.00	Revenue	01/04/2019	31/03/2024	31/03/29
E-Procurement System	Proactis	Finance and Resources	Carolyn Hutcheon	Carolyn Hutcheon	Ian McLernon	Yes	N/A	£25,000	£5,000.00	Revenue	01/04/2019	31/03/2024	No
Richmond Fellowship - Supported Housing for people with Mental Health issues	Richmond Fellowship	Adults and Communities	Tracy Harris	Kasey Marsh	N/A	Yes	Energy	£857,790	£285,930.00	Revenue	01/07/2022	30/06/2024	30/06/25
Supported Housing: Homeless and Generic	Sanctuary Supported Living (Registered as Sanctuary housing Association)	Adults and Communities	Tracy Harris	Kasey Marsh	N/A	Yes	Energy	£486,954	£162,318.00	Revenue	01/07/2022	30/06/2024	30/06/25
Supported housing for teenage parents and pregnant teens	Sanctuary Supported Living (Registered as Sanctuary housing Association)	Adults and Communities	Tracy Harris	Kasey Marsh	N/A	Yes	Energy	£278,388	£92,796.00	Revenue	01/07/2022	30/06/2024	30/06/25
Supported housing for young people	Southend YMCA	Adults and Communities	Tracy Harris	Kasey Marsh	N/A	Yes	Energy	£416,559.00	£138,853.00	Revenue	01/07/2022	30/06/2024	30/06/25
Contract for the Provision of Internal Audit and Anti-Fraud Services	The Mayor and Burgesses of the London Borough of Croydon - Mazars contract	Finance and Resources	Andrew Barnes	Aleksandra Haker (Ola)	N/A	Yes	N/A	£672,000	£84,000.00	Revenue	01/04/2018	30/03/2024	30/03/26
Direct Payments Advice, Support & Payroll service	Vibrance (RCHL)	Adults and Communities	Lucia Hedderly	Suzie Clark	to be confirmed	Yes	N/A	£1,444,000	£180,500.00	Revenue	01/04/2019	31/03/2024	31/03/27
Home Care- Spot provider list to support Lot 4 providers	ANGEL SOLUTIONS COMMUNITY CARE CARE UK HOMECARE CONCEPT CARE SOLUTIONS LTD T/A DOLPHIN CARE GOLDEN KEYS CARE AGENCY LIMITED HOMECARE PROFESSIONALS (ESSEX) LTD KOLOURS HEALTHCARE LIMITED SPDNS NURSE CARE CIC. SPOTLIGHT HEALTHCARE SERVICES LIMITED SURE CARE T/A SEVEN DAY CARE LTD	Adults and Communities	Tinopiwa Manyika	Michelle McMenemy, Ola Haker	N/A	Yes	Transport	Total spend on Domiciliary care provision exceeds £8M pa Spot providers pick up care packages that cannot be fulfilled by the 4 main Locality Providers	Total spend on Domiciliary care provision exceeds £8M pa	Revenue	01/05/2017	30/04/2021	No - Framework for Spot Providers
Provision of Banking Services and Credit Card Facilities	Barclays	Finance and Resources	Andrew Walker	Aleksandra Haker (Ola)	N/A	Yes	N/A	£910,000	£130,000.00	Revenue	01/04/2019	30/03/2024	30/03/26
Waterride	BMT GROUP T/AS BMT WBM	Neighbourhoods and Environment	Joanne Matthews	Niki Mistry	TBC		Other	£17,545	£5,417.50	Revenue	01/06/2014	01/01/2024	N/A
ParkMap Hosted Services	Buchanan Computing Ltd	Neighbourhoods and Environment	Sharon Harrington	Aleksandra Haker (Ola)	N/A	Yes	N/A	£54,742.5	£18,247.5	Revenue	03/12/2019	03/12/2023	03/12/24
SIMS	ESS Limited	Children's Services and Public Health	Mike Bennett	Niki Mistry Ian Andrews	Ian McLernon	Yes	N/A	N/A	£12,000.00	Revenue	01/04/2022	31/03/2025	
De-Icing salt (6mm Rock salt)	Compass Minerals via YPO framework	Neighbourhoods and Environment	Paul Terry	Kasey Marsh	N/A	No	Other	£400,000	£100,000.00	Revenue	29/09/2020	30/09/2023	30/09/24
CCTV	Eurovia Infrastructure Ltd	Neighbourhoods and Environment	Simon Ford	Gillian Shine	Mark Waldron	Yes	Energy	£2,255,000	N/A	Capital	01/04/2021	31/03/2024	31/03/25
Wellbeing Service	Everyone Health	Children's Services and Public Health	Sharna Allen	Kasey Marsh	N/A	Yes	Energy	£1,405,000	£281,000.00	Revenue	01/06/2019	31/05/2024	31/05/24
TC04- Fire Alarm and Emergency Lighting	Fisk	Finance and Resources	Jo Bell	Liz Green	N/A	No	N/A	£377,250	£75,450.00	Revenue	01/06/2019	31/05/2022	31/05/24
IDOX Uniform Uniform and EDRMS Package 18 via CCS RM3821 DAS	IDOX Software Ltd	Strategy, Change and Governance	Rosie Suchley	Niki Mistry	TBC	Yes	N/A	£172,097.04	£57,365.68	Revenue	01/04/2021	31/03/2024	N/A
M1920-04 Water Hygiene	IWS	South Essex Homes	Michael Bryant	Michael Bryant	N/A	No	Other	£314,400		Revenue	01/08/2019	31/07/2023	31/07/25

Leasing Grounds Maintenance Machinery (Mowers)	JCB Finance	Finance and Resources	Graham Owen, Kevin Watkins	Niki Mistry	N/A	No	Transport	N/A	£1,231.71	Revenue	Rolling at present	23/11/2023	N/A
Leasing Grounds Maintenance Machinery (Machinery)	JCB Finance	Finance and Resources	Graham Owen, Kevin Watkins	Niki Mistry	N/A	No	Transport	N/A	£21,699.76	Revenue	Rolling at present	23/11/2023	N/A
Leasing Grounds Maintenance Machinery (Trailers)	JCB Finance	Finance and Resources	Graham Owen, Kevin Watkins	Niki Mistry	N/A	No	Transport	N/A	£2,279.15	Revenue	Rolling at present	23/11/2023	N/A
M1920-01 Responsive Repairs and Void Works - SEH	Morgan Sindall	South Essex Homes	Michael Bryant	Michael Bryant	N/A	No	Transport	£10,000,000	N/a	Revenue	01/04/2019	31/03/2024	31/03/29
Multi Modal Model (SoSMMM)	Mott MacDonald Ltd	Neighbourhoods and Environment	Davinia Farthing	Sam Riddoch	N/A	Yes	Other	£1,135,000	£283,750.00	Capital	06/04/2020	05/04/2024	05/04/24
Stair lift maintenance	MOUNTFIELD	South Essex Homes	Michael Bryant	Michael Bryant	N/A	No	Energy	£55,481	N/A	Revenue	08/05/2019	08/05/2024	08/05/26
IT Strategic Technology Partnership	NTT UK Limited	Strategy, Change and Governance	to be confirmed	Gillian Shine	Ian McLernon	Yes	Energy	£1,470,000	Various	Capital	29/01/2021	29/01/2024	No
Intensive Housing Support Service (Variation to Severe & Multiple Disadvantage Service) May need to be reprocured. NSAP Funded Support	Peabody South East	Adults and Communities	Jess Siggins	Kasey Marsh, Suzie Clark	N/A	Yes	Energy	£654,000.00	£218,000.00	Revenue	01/06/2021	31/03/2024	
Severe & Multiple Disadvantage Service	Peabody South East	Adults and Communities	Jamie Pennycott	Suzie Clark	N/A	Yes	Energy & Transport	£2,750,000.00	£281,620.00	Revenue	01/12/2017	31/03/2024	31/03/27
Stabilise the Estate C11075 - Microsoft 365 (Enterprise Agreement)	Phoenix Software Ltd	Strategy, Change and Governance	Aaron Townsend	Gillian Shine	N/A	No	N/A	£3,480,000.00	£1,160,000.00	Revenue	01/05/2021	31/04/2024	No
ICT Laptop Rolling Replacement Programme [G]	Proband Ltd	Strategy, Change and Governance	Aaron Townsend	Gillian Shine, Sharon Cohen	N/A	Yes	Energy	£1,279,000	N/A	Capital	12/11/2020	11/11/2023	11/11/24
Electrical re-wires	Re-Gen	South Essex Homes	Michael Bryant	Michael Bryant	N/A	No	Other	£498,970	N/A	Revenue	01/10/2019	30/09/2023	30/09/25
Secure IT Asset Disposal	Relltek	Strategy, Change and Governance	to be confirmed	Niki Mistry	Andrew Morris	Yes	Other	N/A	£9,932.00	Revenue	29/07/2021	29/07/2023	No
Lot 1- Office based Printer Fleet and Print Room management (corporate services)	Ricoh	Finance and Resources	Dave Webb	Sharon Cohen	Kat Parkins	Yes	Energy & Other	£450,000	£90,000.00	Revenue	01/04/2021	31/03/2024	No
Lot 2 - Transactional Mail and Hybrid Mail	Ricoh	Finance and Resources	Tracey Nicola	Sharon Cohen	Kat Parkins	Yes	N/A	£727,402	£161,645.00	Revenue	01/04/2021	31/03/2024	No
Provision of Insurance Services (excluding the provision of insurance broking services) Lot 1 Combined Liability	Risk Management Partners	Finance and Resources	Kathy Slowther	Aleksandra Haker (Ola)	N/A	Yes	N/A	£2,275,000.00	£325,000.00	Revenue	01/04/2019	31/03/2024	31/03/26
Domestic Abuse Services	Safe Steps	Adults and Communities	Lucia Hedderly, Danielle Davis	Aleksandra Haker (Ola)	N/A	Yes	Energy	£2,028,334	£289,762.00	Revenue	01/02/2017	31/01/2023	31/03/24
Domestic Abuse Services- Accommodation based pilot (using DLUCH funding)	Safe Steps	Adults and Communities	Lucia Hedderly, Danielle Davis	Aleksandra Haker (Ola)	N/A	Yes	Energy	£359,000	£179,500.00	Revenue	01/04/2022	31/03/2024	No
Adult Advocacy Provision	SEAS	Adults and Communities	Jess Siggins	Kasey Marsh, Suzie Clark	N/A	Yes	Transport	£1,168,224	£194,704.00	Revenue	01/04/2019	31/03/2024	31/03/25
Accommodation-based support at West Street (Learning Disability Service)	Southend Care Ltd	Adults and Communities	Tracey Schneider	Michelle McMenemy, Ola Haker	N/A	Yes	Energy	£11,300,000	£1,130,000.00	Revenue	01/06/2019	30/03/2024	30/05/29
Leasing Grounds Maintenance Machinery (Mowers)	TP Leasing Limited	Finance and Resources	Graham Owen, Kevin Watkins	Niki Mistry	N/A	No	Transport	N/A	£11,311.77	Revenue	Rolling at present	15/08/2023	N/A
Bus Stop Cleaning, Maintenance, Repair and Provision of Bus Stop Infrastructure	To be procured	Neighbourhoods and Environment	Neil Hoskins	Aleksandra Haker (Ola)	N/A	No	Transport	£750,000	£125,000.00	Revenue	To be procured. Aim for 01/08/2023	01/08/2027	01/08/29
MH wellbeing hubs contract	Trustlinks	Adults and Communities	CCG (Tarj Sehangera) & Joanna Tyler (Integrated Commissioning) Tracey Schneider	Michelle McMenemy, Ola Haker	N/A	Yes	Energy	£228,798	£38,133.00	Revenue	01/11/2019	30/10/2023	30/10/25

The MH Recovery College	Trustlinks	Adults and Communities	CCG (Tarj Sehanger) & Joanna Tyler (Integrated Commissioning) Tracey Schneider	Michelle McMenemy, Ola Haker	N/A	Yes	Energy	£317,196	£52,866.00	Revenue	01/11/2019	30/10/2023	30/10/25
Xynomix MSS (Databases)	Xynomix	Strategy, Change and Governance	Aaron Townsend	Niki Mistry	to be confirmed	Yes	N/A	£48,000.00	£24,000.00	Revenue	01/11/2021	31/10/2023	Rolling contract at present
Provision of Insurance Services (excluding the provision of insurance broking services) Lot 2 Motor	Zurich Municipal	Finance and Resources	Kathy Slowther	Aleksandra Haker (Ola)	N/A	Yes	N/A	£672,000.00	£96,000.00	Revenue	01/04/2019	31/03/2024	31/03/26
Provision of Vehicle Maintenance, MOTs, Servicing and Repair & Recovery Services	Castle Point Motors	Neighbourhoods and Environment	Gemma Loizou	Sharon Cohen	N/A	No	Energy, Transport and Other	£520,000	£104,000.00	Revenue	01/08/2021	31/07/2024	31/07/26
eNews communication platform for residents & businesses (gov/Delivery Digital Communications Platform for Local Government) DN541745	Granicus-Firmstep Ltd	Transformation	Michael Rynn, Adam Keating	Niki Mistry	TBC	Yes	N/A	£99,648.00	£24,912.00	Revenue	12/06/21	12/06/23	12/06/25
IT Service Management Software Solution (G-Cloud 11) DN511353	Hornbill Service Management Ltd	Transformation	Aaron Townsend	Niki Mistry, Sharon Cohen	Kat Parkins	Yes	N/A	£156,000	£40,000	Revenue	14/12/20	13/12/22	13/12/24
Drainage design software (InfoDrainage) - 3 new floating licences DN576644	Innovyse Limited	Neighbourhoods and Environment	Tom Palmer	Niki Mistry	Ian McLernon		Other	£70,189	£23,396	Revenue	08/12/21	07/12/23	07/12/24
Selective Licensing solution via G-Cloud 12 DN565638	Metastreet Ltd	Neighbourhoods and Environment	Faith Addy, Olivia Richards	Niki Mistry	Kat Parkins	Yes	N/A	£72,200	£16,800.00	Revenue	25/10/21	24/10/23	24/10/25
ICT Security Compliance Monitoring Solution via G-Cloud 12 DN585223	Strata Security Ltd	Transformation	Mark Crawshaw	Niki Mistry	Mark Crawshaw		N/A	£123,800	£35,000.00	Revenue	10/02/22	09/02/24	09/02/26
Highways Improvements: 5 Lots covering- Lot 1- (Adhoc highways maintenance, Adhoc coastal defence maintenance) Lot 2- Highways improvements inc safety Lot 3- (Urban Traffic control services Inc. bus priority system), Lot 4- (Intelligent Transport systems) Lot 5- (Machine re-surfacing) - also covers guardrails, electrical works, new bridges and resurfacing, signage, road marking, illuminated furniture,	Lot 4- DYNNIQ UK LTD Lot 3- Siemens Lots 1 & 5- Marlborough Lot 2- Eurovia	Neighbourhoods and Environment	Richard Backhouse	Anton Bull	N/A	N/A	Transport, energy & other	£65,000,000	£6,500,000.00	Revenue and Capital	01/04/2015	31/03/2022	31/03/25
Supported Living (Adults)- Framework	ARAN HOMES LTD FORGET ME NOT CARING LTD J M CAREHOMES J M CAREHOMES LIMITED MCCH SOCIETY	Adults and Communities	Tracey Schneider	Michelle McMenemy	N/A	Yes	Other	Individual placements (N/A)		Revenue	framework to be procured in 2023/24	tbc	N/A
Young People Supported Accommodation covering 16-17 at risk of homelessness or Homeless (LAC, CIN, UASC) 16-17 year old relevant young people, eligible children, Care Leavers Individuals with NRPF 18+ who are care leavers	To be procured	Children's Services and Public Health	Charlotte Humble	Michelle McMenemy	N/A	Yes	Energy		£2,400,000.00	Revenue	framework to be procured in 2023/24	tbc	

Children's outings and respite care	Eco Wings	Children's Services and Public Health	Alison Crowe	Suzie Clark	N/A	Yes	Transport	N/A	£70,000.00	Revenue	Spot placements	Rolling	N/A
Respite Care for CWD (Lot 4)	St Christopher's Cottage ST CHRISTOPHER'S FELLOWSHIP	Children's Services and Public Health	Charlotte Humble	Michelle McMenemy	N/A	Yes	Energy	Contract expired	£93,000.00	Revenue	Rolling at present	N/A	No
Leisure Management Contract	Fusion Lifestyle	Adults and Communities	Sharon Wheeler	Darryl Mitchell	Ian McLernon	Yes	Energy & other	-£4,500,000	N/A	Income	01/07/15	30/06/25	30/06/30
Belton Way and Cliff Scheme - Phase 2: Tender for Remedial Works to Belton Way and Cliff Parade Areas (DfT funded)	To be procured	Neighbourhoods and Environment	Joanne Matthews	Sam Riddoch	N/A	No	Transport and other	£3,000,000.00	£3,000,000.00	Capital & DfT Grant	01/10/22	tbc	
Employee benefit	Tusker	Strategy, Change and Governance	Meryl Harry	Sharon Cohen	N/A	Yes	Transport	£690,000.00	£138,000.00	revenue		31/08/24	
Employee benefit	Wider Plan	Strategy, Change and Governance	Meryl Harry	Sharon Cohen	N/A	Yes	N/A	£475,000.00	£95,000.00	revenue		31/08/24	N/A
Choice Based Lettings (CBL)	Civica UK Ltd	Growth and Housing	Nicola O'Keefe	Sharon Cohen	Ian McLernon	Yes	Energy	£156,438	£33,299.42	Revenue	01/08/2022	31/07/2024	Ext 1 1/8/24 - 31/7/25 Ext 2 - 1/8/25 - 31/7/26
Tender for the Provision of White Goods	Sale Appliances Ltd	Finance and Resources	Iorraine Goldsmith	Kasey Marsh	N/A	Yes	Transport & Energy	£400,000	£100,000.00	Grant funding	01/05/23	30/04/28	30/04/30
Off-site-storage	Stor-a-file	Finance and Resources	Frances Tubby	Kasey Marsh	N/A	Yes	Other	£80,000	£20,000.00	Revenue	12/06/2019	12/06/2022	01/05/23
Datix Risk Management System	RL Datix	Children's Services and Public Health	Yvonne Shaw	Kasey Marsh, Niki Mistry	Ian McLernon	Yes	N/A	£26,624	Variable see comments	Revenue	01/05/2019	31/04/22	Yes
VAT Advisor	Ernst & Young	Finance and Resources	Andrew Walker	Michelle McMenemy	N/A	Yes	N/A	£80,000	£20,000.00	Revenue	01/04/2017	31/03/2022	No
Employee Benefits	SME HCI Ltd (trading as Vivup)	Strategy, Change and Governance	Meryl Harry	Sharon Cohen	N/A	Yes	N/A	Unknown at present	To be reviewed (depends on usage)	Revenue	02/09/2019	31/08/2021	31/08/23
Infrastructure Delivery Plan	To be procured	Neighbourhoods and Environment	Mark Sheppard	Michelle McMenemy	TBC	TBC	Energy Transport and other	TBC	TBC	Revenue	30/06/2022	31/12/2023	No
Childminding and Pre-school Development workers	Lot 2 - Pre-school PACEY	Children's Services and Public Health	to be confirmed	Suzie Clark	N/A	Yes	Transport	£425,000	£85,000.00	Revenue	01/04/2019	31/03/2022	31/03/25
Geotechnical Contract	Cambell Reith	Neighbourhoods and Environment	Neil Hoskins	Kasey Marsh	N/A	No	Transport	£1,950,000	£325,000.00	Revenue	01/07/2023	30/06/2026	30/06/29
Vehicle Leasing (Highways)	Societe Generale Equipment Finance Limited	Neighbourhoods and Environment	Rob Gregory	Gillian Shine, Niki Mistry	N/A	N/A	Transport	£6,407.70	Lease agreement	Revenue	Rolling at present	14/10/24	N/A

Southend Pier Head Development (Phase one)	To be procured	Finance and Resources	Mark Murphy, Keith Walker	Liz Green	N/A	N/A	Other	£1,130,000	to be procured	Capital	to be procured	to be procured	to be procured
Security Measures	To be Procured	Neighbourhoods and Environment	Simon Ford	Aleksandra Haker (Ola)	No	N/A	N/A	£410,000.00	N/A	Capital	tbc	tbc	N/A
Cliffs Pavilion Refurbishment and Remodelling – design and specification - via HQ Theatres as our partner	To be procured	Adults and Communities	Rosemary Pennington	Liz Green	N/A	N/A	Energy	333,000.00	No	Capital	to be procured		N/A
Leigh Port Dredging	To be procured	Neighbourhoods and Environment	Joanne Matthews, Neil Hoskins, Mark Howard	Liz Green & Gillian Shine	N/A	N/A	Other	£6-7,000,000	to be procured	Capital	to be procured	to be procured	to be procured
TC06- Servicing, Repair & Maintenance of Boilers and Gas Appliances and Kitchen Equipment Servicing	R&A Mechanical Services Ltd	Finance and Resources	Jo Bell	Liz Green	N/A	No	Energy	£435,000	£87,000.00	Revenue	01/04/2018	31/03/2021	31/06/2023 - Extended as agreed with LW
TC08- Intruder alarms, Access Control & Locally monitored CCTV, Automatic Doors and Shutters	Blake contractors	Finance and Resources	Jo Bell	Paula Hattin, Liz Green	TBC	Yes	N/A	£180,000	£45,000.00	Revenue	01/04/2020	31/03/2023	31/03/24
TC03- Drainage and Foul Water Systems	CCR Property Services	Finance and Resources	Jo Bell	Liz Green	N/A	No	Other	£275,000	£55,000.00	Revenue	01/04/2018	31/03/2021	31/03/23
TC12- Asbestos Works (up to £10k)	Close Brothers Rail	Finance and Resources	Jo Bell	Liz Green	N/A	No	N/A	£100,000	£20,000.00	Revenue	06/08/2018	05/08/2021	05/08/23
Cliff Lift Servicing	Lift Specialists	Finance and Resources	Gary Stickland	Paula Hattin, Liz Green	N/A	No	N/A	£28,240	£7,060.00	Revenue	01/04/2019	31/03/2023	N/A
Lightning Protection	Omega Red	Finance and Resources	Jo Bell	Paula Hattin, Liz Green	N/A	No	N/A	£46,815	£9,363.00	Revenue	01/04/2019	31/03/2022	31/03/24
TC02- Building Management System	Plummer Electrical	Finance and Resources	Jo Bell	Paula Hattin, Liz Green	N/A	No	Energy	£41,705	£8,341.00	Revenue	01/04/2019	31/03/2022	31/03/24
TC05- Fire fighting equipment and fire suppression	Standby Fire Protection	Finance and Resources	Jo Bell	Liz Green	N/A	No	N/A	£60,435	£12,087.00	Revenue	01/04/2019	31/03/2022	31/03/24
Council Affordable Housing Development (Phase4) - St Laurence	To be procured	Growth and Housing	Martin Berry	Darryl Mitchell	N/A	N/A	Energy & other	£2,880,000	to be procured	Capital	to be procured	to be procured	to be procured
Empowering and Supporting Families Scheme	Volunteering matters (formerly CSV)	Children's Services and Public Health	Jess Siggins	Suzie Clark	N/A	Yes	N/A	£251,949	£83,983.00	Dedicated Schools Funding	01/04/2019	31/03/2023	No
Approved Provider List (APL) for the provision of Holiday Activities and Food (HAF) Programme Services	To be procured	Children's Services and Public Health	to be confirmed	Suzie Clark	N/A	Yes	Energy	£2,072,370	£690,790	Revenue (via grant)	01/07/22	31/12/25	N/A
DN228938 - Dark Fibre Circuits and Associated Services	CityFibre	Transformation	Aaron Townsend	Lee White	N/A	No	Transport & Energy	Under review	TBA	TBA	2016	2026	Exit strategy to be resolved
Co-Location (Data Centre additional racking)	CityFibre	Transformation	Aaron Townsend	Lee White	N/A	No	Energy	Under review	To be procured	Revenue	To be procured	31/03/24	Annual review required
Telephony and supporting contracts	Intuity	Transformation	Aaron Townsend	Sharon Cohen, Gillian Shine	N/A	Yes	N/A	£98,379.76 over 2 years £147,569.64 over 3 years	£49,189.88	Revenue	01/01/24	31/12/26	31/12/27
ERP System - Professional Services	Unit4	Transformation	Claire Foster	Gillian Shine	N/A	Yes	N/A	Under review	To be procured	Revenue	To be procured		
Provision of Cloud-Based Unit 4 Enterprise Resource Planning Solution via G-Cloud 12 Cloud Software	Unit4	Transformation	Katherine Heyworth	Gillian Shine	N/A	Yes	Energy	£571,322.30	£186,295-£201,650	Revenue	01/10/21	30/09/23	30/09/25
Community Builders	Southend Association of Voluntary Services (SAVS)	Strategy, Change and Governance	Kamil Pachalko, Lucie Babbington	Suzie Clark	N/A	Yes	Energy	£200,000	£100,000	Revenue	Aug-21	01/08/23	
Your Say Southend platform (Engagement HQ)	Granicus	Strategy, Change and Governance	Kamil Pachalko, Maria Medina	Niki Mistry	none allocated	Yes	N/A	£31,500	£12,500	Revenue	1st April 22	23/03/23	01/04/26
Absence Management System	Goodshape UK Limited	Strategy, Change and Governance	Jenny Wheals	Aleksandra Haker (Ola)	to be confirmed	Yes	N/A	£168,402	£87,000	Revenue	Oct-17	Nov-23	
Framework for Traffic Surveys	To be procured	Neighbourhoods and Environment	Davinia Farthing	Sam Riddoch	none allocated	Yes	N/A	£300,000	£60,000	Capital	01/06/23	01/06/28	01/06/29
Local Transport Plan 4	Steer	Neighbourhoods and Environment	Davinia Farthing	Michelle McMenemy	N/A	Yes	Transport, Energy & Other	£267,000	£133,500	Revenue	01/02/22	31/03/24	
Realtime Passenger Information	JMW Systems	Neighbourhoods and Environment	Karen Gearing	ECC	N/A	Yes	Transport	£2m	£130,000	Revenue and Capital	01/11/22	01/11/23	01/11/26

New Roof Covering to part of Victoria Centre	Cemplas Ltd	Finance & Resources	Jonathan Mather	Sam Riddoch	n/a	n/a	Energy	£328,000		Capital	01/11/22	31/03/23	
Southend Inclusion Review - review of SEND across all Southend schools and settings, Alternative Provision and Children's Services	To be procured	Children and Public Health	Sarah Greaves	Kasey Marsh	N/A	N/A	N/A	£3m	£1m	Revenue	01/07/22	31/03/25	
Passive House Pilot - Main Contractor	TBC	Growth and Housing	Martin Berry	Liz Green/Gillian Shine	N/A	Yes	Energy	£950,000	tbc	Capital	tbc		
Additional Community Support Resources	The Stambridge Group	Neighbourhoods and Environment	Simon Ford	Liz Green	N/A	Yes	Transport	£400,000 to £800,000	£80,000 to £160,000	Revenue	tbc		
Ground Maintenance Equipment Hire	To be Procured	Finance & Resources	Kevin Watkins	Liz Green, Niki Mistry	N/A	N/A	Energy	£285,000	£57,000	Revenue	tbc		
Stairlifts (Framework for Supply, Installation and Maintenance)	To be Procured	Adults and Communities	Carol Smith	Sam Riddoch	N/A	Yes	N/A	£2,000,000	£300,000	Revenue and Capital	30/08/23	29/08/27	29/08/28
Property Magement of Victoria Centre	To be Procured	Neighbourhoods and Environment	Joathan Mather	Sam Riddoch	none allocated	Yes	Energy	£500,000	£125,000	capital	01/09/23	31/08/25	31/08/27
Asset Valuations and Insurance Reinstatement Valuations 2023	To be Procured (currently Whybrow)	Neighbourhoods and Environment	Joathan Mather	Aleksandra Haker (Ola) / SR	none allocated	Complete	Energy	£100,000	£20,000	revenue	01/06/23	31/05/27	31/05/28
Re-build of Fishermans Co-Operative	To be Procured	Finance and Resources	Drew Jones	Liz Green/Gillian Shine	N/A	N/A	Other	£765,000	N/A	Capital	30/06/23		Procurement due to commence 30/04/23
Occupational Therapy and Independent Mobility Assessment Service	To be Procured	Adults and Communities	Carol Smith	Sam Riddoch	none allocated	Yes	Transport	£400,000	£100,000	Revenue and Capital	30/06/23		Procurement due to commence 30/04/24
Responsive Repairs and Void Works - SEH	NEW TENDER 23/24	South Essex Homes	SEH Property Services	Michael Bryant	N/A	No	Transport	4,100,000	4,100,000	Revenue	01/04/24	31/03/29	31/03/34
External/Internal & One Room Decs	NEW TENDER 23/24	South Essex Homes	SEH Property Services	Michael Bryant	N/A	No	Transport	2,400,000	300,000	Revenue	01/04/24	31/03/30	31/03/32
Asbestos Removal Works	NEW TENDER 23/24	South Essex Homes	SEH Property Services	Michael Bryant	N/A	No	N/A	250,000	50,000	Revenue	01/09/23	31/08/26	31/08/28
M2324-01 Electrical Service & Maintenance Contract incorporating Fire Alarms, Emergency Lighting, Door Entry & Lightening Conductors etc.	NEW TENDER 23/24	South Essex Homes	SEH Property Services	Michael Bryant	N/A	No	Transport	2,100,000	300,000	Revenue	01/07/23	30/06/28	30/06/30
Insurance & Acquisitions & External / Internal Wks	NEW TENDER 23/24	South Essex Homes	SEH Property Services	Michael Bryant	N/A	No	N/A	250,000	50,000	Capital	01/04/24	31/03/27	31/03/29
Corporate Print Services	p/h Framework	South Essex Homes	SEH Property Services	Michael Bryant	N/A	No	Energy	200,000	40,000	Revenue	01/04/23	31/03/26	31/03/28
Window Cleaning	NEW TENDER 23/24	South Essex Homes	SEH Property Services	Michael Bryant	N/A	No	Other	50,000	10,000	Revenue	01/04/25	31/03/29	31/03/30
Kitchen, Bathroom & Rewire Works	NEW TENDER 23/24	South Essex Homes	SEH Property Services	Michael Bryant	N/A	No	Transport	700,000	140,000	Capital	01/08/23	31/07/26	31/07/28
Scooter Storage	NEW TENDER 23/24	South Essex Homes	SEH Property Services	Michael Bryant	N/A	No	Other	150,000	30,000	Capital	01/08/23	31/07/26	31/07/28
Sheltered SHO Flat Conversions	NEW TENDER 23/24	South Essex Homes	SEH Property Services	Michael Bryant	N/A	No	Energy	1,000,000	250,000	Capital	01/09/23	30/08/25	30/08/27
Lift Modernisations	NEW TENDER 23/24	South Essex Homes	SEH Property Services	Michael Bryant	N/A	No	Energy	250,000	250,000	Capital	01/09/23	31/03/24	-
Civic Centre Catering	SEPS	Finance and Resources	Mark Murphy	Darryl Mitchell	N/A	Yes	Energy	100,000	20,000	Revenue	17/05/23	16/05/26	16/05/28
MOT of licensed vehicles (Taxis)	Autorama	Neighbourhoods and Environment	Elizabeth Georgeou	Darryl Mitchell	N/A	Yes	Transport	0	0		tbc	tbc	tbc
LTA Resurfacing of Tennis Courts	To be Procured	Adults and Communities	Sharon Wheeler	Darryl Mitchell	N/A	No	Other	315,000	315,000	Grant Funding and Revenue	tbc		
E Books and E Audio Books (+Borrow Box)	Bolinda	Adults and Communities	Anne Bonham	Darryl Mitchell	N/A	Yes	N/A	146,000	£36,500	Revenue	Feb-24	Feb-28	
Public Health Burials (No Means Burials)	J W Tate & Son Funeral Directors NHS Southend Crematorium	Neighbourhoods and Environment	Elizabeth Georgeou	Darryl Mitchell	N/A	Yes	Other	100,000	£25,000	Revenue	tbc		
Golf Starters	School Of Golf	Neighbourhoods and Environment	Ian Brown	Darryl Mitchell	N/A	Yes	Other	275,000	55,000	Revenue	tbc		
The Charity Shop Gift Card	NEW TENDER 23/24	Growth and Housing	Olivia Brown	Sharon Cohen	N/A	Yes	Other	TBC	TBC	Grant Funding and Revenue	TBC	TBC	TBC
Pre Paid Cards Virtual	NEW TENDER 23/24	TBC	TBC	Sharon Cohen	N/A	Yes	N/A	TBC	TBC	Revenue	TBC	TBC	TBC
Software Assesment Management Tool	Phoenix Software Ltd	Strategy, Change and Governance	Andrew Morris	Sharon Cohen	Ian McLernon	TBC	Energy	87396	41796 Yr 1 & £22800 Yr 2& 3	Revenue	01/05/23	30/04/26	
Data Strategy Partner - Discovery phase	TBC	Strategy, Change and Governance	Simon Johnson	Sharon Cohen	TBC	TBC	N/A	TBC	TBC	TBC	TBC	TBC	TBC
Data Strategy Partner - Delivery phase	TBC	Strategy, Change and Governance	Simon Johnson	Sharon Cohen	TBC	TBC	N/A	TBC	TBC	TBC	TBC	TBC	TBC
Highways Information System	Roadworks Information Ltd T/A one.network	Neighbourhoods and Environment	to be confirmed	Niki Mistry	TBC	TBC	Transport	TBC	TBC	£38,480	TBC	TBC	TBC
Committee Management System - Modern.Gov (Hosting, Restricted App, Licences & Support)	Civica UK Ltd (was Modern Mindset Ltd)	Strategy, Change and Governance	Colin Gamble	Niki Mistry	Kat Parkins	Yes	N/A	TBC	£13,396	Revenue	01/11/16	01/11/21	Rolling contract at present

Elections Management System	Xpress Software Solutions	Strategy, Change and Governance	Colin Gamble	Niki Mistry	Kat Parkins	Yes	N/A	TBC	£24,028	Revenue		31/03/20	Rolling contract at present
EzyTreev [R] [G]	R & A Software Systems Ltd.	Neighbourhoods and Environment	Ian Brown	Niki Mistry	Ian McLernon	TBC	Other	1 Year + Rolling	£6,580	Revenue	03/10/01	01/01/18	Rolling contract at present
Housing Construction Scheme - Phase 4	TBC	Growth and Housing	David Moon	Liz Green	N/A	No	Energy & Transport	£2,400,000.00	£2,400,000.00	Capital			Procurement Due to commence May 2023
Leigh Port Works	To be procured	Neighbourhoods and Environment	Joanne Matthews, Neil Hoskins, Mark Howard	Liz Green, Gillian Shine	N/A	N/A	Transport & other	£6-7,000,000	to be procured	Capital	to be procured	to be procured	to be procured
EV Charging Points/Infrastructure	To be procured	Neighbourhoods and Environment	Jo Gay	Kasey Marsh	to be confirmed	TBC	Transport and Energy	To be procured	to be procured	Capital and Grant	to be procured	to be procured	to be procured
Selective Licensing solution via G-Cloud 12 DN565638	Metastreet Ltd	Neighbourhoods and Environment	Faith Addy, Olivia Richards	Niki Mistry, Gillian Shine	Kat Parkins	Yes	N/A	£72,200	£16,800.00	Revenue	25/10/21	24/10/23	24/10/25
LoCTA annual Unlimited Licence	Mag:Net Solutions Limited	Finance and Resources	Lorraine Goldsmith	Niki Mistry	Kat Parkins	Yes	N/A	1 Year + Rolling	£4,815.00	Revenue	01/04/11	31/03/17	Rolling contract at present
Analysis and Evaluation of attainment and progress of pupils with SEN	SGA Systems Ltd	Children's Services and Public Health	Kirstinne Woledge	Niki Mistry	Ian McLernon	Yes	N/A	To be procured	to be procured	Revenue	to be procured	to be procured	to be procured
Fuel Cards (2022+)	Certas (via Fuel Card Services Ltd)	Neighbourhoods and Environment	Gemma Loizou	Niki Mistry, Gillian Shine	Kat Parkins	Yes	Transport	£380,000	£95,000.00	Revenue	21/04/2016	01/08/2022	31/07/23
FFT Aspire (FFT Database)	FFT Education Ltd	Children's Services and Public Health	Olivia Allen	Niki Mistry	Ian McLernon	Yes	N/A	N/A	£12,840.00	Revenue	11/05/2012	31/03/2018	31/03/23
Corporate Performance Management / Dashboards	Ideagen Gael Ltd (was Pentana)	Strategy, Change and Governance	Gareth Nicholas	Niki Mistry	Ian McLernon	Yes	Energy & Transport	Rolling	£16,430.70	Revenue	10/03/2006	Rolling	Rolling contract at present
Info4LocalGov Portal	IHS Global Ltd.	Adults and Communities	to be confirmed	Niki Mistry	Kat Parkins	Yes	N/A	N/A	£30,081.15	Revenue	01/01/2000	30/05/2018	Rolling contract at present
Symology Insight Enterprise Cloud via G-Cloud 11 Cloud Software (2nd & Final extension)	Symology Ltd	Neighbourhoods and Environment	Chris Read	Niki Mistry, Gillian Shine	Ian McLernon	Yes	Energy & Transport	£361,656.00	£87,914.00	Capital 50k, rest Revenue	07/01/2021	06/01/2023	06/01/25
EVOLVE	eduFOCUS Ltd	Children's Services and Public Health	Carol Parker	Niki Mistry	Ian McLernon	Yes	N/A	1 Year + Rolling	£4,999.00	Revenue	01/04/2012	01/04/2018	Rolling contract at present
BACAS Burial and Cremation Administration System	Agile Applications Ltd (was Clear Skies Software Ltd)	Neighbourhoods and Environment	Chris Green, Kevin Watkins	Niki Mistry, Gillian Shine	Ian McLernon	Yes	Other	To be procured	£3,100.00	Revenue	01/10/2011	12/10/2020	Rolling contract at present
Cost of Living Support Software (LIFT dashboard)	Policy in Practice Ltd	Growth and Housing	Tracy Harris, Boglarka (Bogji) Nemeth	Niki Mistry	Ian McLernon	Yes	Energy	To be procured	£32,000	Revenue			
Ground Maintenance Equipment Purchase Mowers	P Tuckwell Ltd	Neighbourhoods and Environment	Kevin Watkins	Niki Mistry	N/A	No	Transport	£18,981.00	£18,981.00	Revenue			
Ground Maintenance Equipment Purchase Tractors	Ernest Doe Ltd	Neighbourhoods and Environment	Kevin Watkins	Niki Mistry	N/A	No	Transport	£45,660.00	£45,660.00	Revenue			
Ground Maintenance Equipment Purchase Dumpers	Ernest Doe Ltd	Neighbourhoods and Environment	Kevin Watkins	Niki Mistry	N/A	No	Transport	£47,434.00	£47,434.00	Revenue			
Registrars Diary Management System (Stopford Agenda)	Stopford Information Systems Limited	Strategy, Change and Governance	Andrew Morris	Niki Mistry	Kat Parkins	Yes	N/A	£28,000.00	£2,000	Revenue	26/03/09	26/03/24	Rolling contract at present
NCER Membership fees & CLA Reporting	NCER CIC	Children's Services and Public Health	Olivia Allen	Niki Mistry	Kat Parkins	Yes	N/A	£83,505.00	£7,749	Revenue	24/04/12	23/04/19	23/04/23
Flood and Coastal contract	Mott MacDonald Ltd	Neighbourhoods and Environment	Joanne Matthews	Aleksandra Haker (Ola)	N/A	No	Transport	£6,000,000	£1,000,000	Revenue, Capital and Grant	02/11/23	01/11/26	01/11/29
Sports and Fine turf materials and sundries- Materials to include but not limited to ; - Seed - Top Dressing Soil - Top Dressing Sand - Fertiliser - Fungicides - Pesticides - Mulch Annual Agronomy Tests - Localised Agronomy test as required - Full annual programme of works / inputs to be supplied - Equipment including sprayers , Spreaders etc	to be procured	Neighbourhoods and Environment	Graham Owen, Kevin Watkins	Ola Haker	N/A	No	Other	£240,000	£60,000	Revenue	01/04/24	31/03/27	31/03/28
Multivendor Cashless Parking	to be procured	Neighbourhoods and Environment	Lorraine Delahunty	Michelle McMenemy	TBC	Yes	Transport	to be procured	to be procured	Revenue	to be procured	to be procured	to be procured
Notice and Permit Processing System	to be procured	Neighbourhoods and Environment	Lorraine Delahunty	Michelle McMenemy	TBC	Yes	Other	to be procured	to be procured	Revenue	to be procured	to be procured	to be procured
Print, Post and Scanning Fulfilment Services	to be procured	Neighbourhoods and Environment	Lorraine Delahunty	Michelle McMenemy	TBC	Yes	Energy & other	to be procured	to be procured	Revenue	to be procured	to be procured	to be procured
SCC-owned Car Pound	to be procured	Neighbourhoods and Environment	Lorraine Delahunty	Michelle McMenemy	TBC	Yes	Transport	to be procured	to be procured	Revenue	to be procured	to be procured	to be procured

Car Pound Management and Vehicle Removal Contract	to be procured	Neighbourhoods and Environment	Lorraine Delahunty	Michelle McMenemy	TBC	Yes	Transport	to be procured	to be procured	Revenue	to be procured	to be procured	to be procured
Parking Enforcement and Associated Services (i. CEO Enforcement, ii. CCTV Enforcement, iii. Pay & Display Cash Collection and Maintenance, iv. Vehicle Removal and Car Pound Services, v. Parking Bay Suspension Service, vi. School Crossing Patrols)	to be procured	Neighbourhoods and Environment	Lorraine Delahunty	Michelle McMenemy	TBC	Yes	Transport & Energy	to be procured	to be procured	Revenue	to be procured	to be procured	to be procured
Insourcing – Pre-NTO Calls and Correspondence Personnels	to be procured	Neighbourhoods and Environment	Lorraine Delahunty	Michelle McMenemy	TBC	Yes	N/A	to be procured	to be procured	Revenue	to be procured	to be procured	to be procured
TRO Outsourcing	to be procured	Neighbourhoods and Environment	Lorraine Delahunty	Michelle McMenemy	TBC	Yes	Transport	to be procured	to be procured	Revenue	to be procured	to be procured	to be procured
Moving Traffic Violations	to be procured	Neighbourhoods and Environment	Lorraine Delahunty	Michelle McMenemy	TBC	Yes	N/A	to be procured	to be procured	Revenue	to be procured	to be procured	to be procured
Highways Surveying Framework	to be procured	Neighbourhoods and Environment	Lorraine Delahunty	Michelle McMenemy	TBC	Yes	Transport	to be procured	to be procured	Revenue	to be procured	to be procured	to be procured
Artwork to be mounted on Victoria Shopping Centre	to be procured	Adults and Communities	Laura Brown	Sam Riddoch	No	No	N/A	to be procured	to be procured	Grant Funded	to be procured	to be procured	to be procured
Parking CCTV Enforcement	to be procured	Neighbourhoods and Environment	Lorraine Delahunty	Ola Haker	TBC	Yes	N/A	to be procured	to be procured	Revenue	to be procured	to be procured	to be procured
Smoothwall (Schools & Libraries)	Insight	Strategy, Change and Governance	Steve McCartney / Andrew Morris	Sharon Cohen	Ian McLernon	TBC	N/A	TBC	TBC	TBC	18/05/23	TBC	TBC
Translation and Interpretation	to be procured	Strategy, Change and Governance	Charlotte McCulloch	Suzie Clark	TBC	Yes	N/A	to be procured	to be procured	TBC	to be procured	to be procured	to be procured
Asset management of the Victoria Shopping Centre	Rivington Hark	Finance and Resources	Jonathan Mather	to be confirmed	TBC	Yes	Energy	£200,000	£100,000	Capital & Revenue	01/12/22	30/11/24	N/A
Management Fee (Victoria Shopping Centre)	Savills	Finance and Resources	Jonathan Mather	to be confirmed	TBC	Yes	N/A	To be procured	£130,000	Fees are chargeable back to tenants of the units	02/12/23	01/12/23	N/A
Provision of Water, Sewage Waste and Trade Effluent services (across all Council sites)	Various (current is via Wave, Anglia, Essex & Suffolk)	Neighbourhoods and Environment	John Bennett	to be confirmed	TBC	No	Other	£4,340,000	£868,000	Revenue	01/04/24	31/03/27	31/03/29
AI Traffic Management System via RM6099	To be procured	Neighbourhoods and Environment	Andrew Gibbons	Niki Mistry & Gillian Shine	TBC	No	N/A	£49,170		Grant	to be procured	tbc	tbc
General Repairs and maintenance	Millane	Finance and Resources	Neil Pointer	Sam Riddoch	n/a	TBC	Transport, energy & other	£3,500,000	£700,000.00	Revenue	24/07/19	23/07/23	23/07/24
DEFRA Air Quality Schools Project-consultancy support	to be procured	Neighbourhoods and Environment	Emma Walpole	tbc	n/a	n/a	Other	£175,000		Revenue- Grant via DEFRA	01/09/23	31/08/25	n/a
Air Quality monitors, Traffic Data and Signage (anti-idling) and measures for the schools	to be procured	Neighbourhoods and Environment	Emma Walpole	tbc	n/a	n/a	Other	£81,500		Capital- Grant via DEFRA	01/09/23	31/08/25	n/a

PROCUREMENT PLAN 2024-25

Contract Title	Supplier/s	CMT Area (or S.E.H)- F&R, SCG, C&PH, A&C, N&E, G&H	Service Area Contract Manager/s	Procurement Lead	ICT Business Partner	Is Data Protection to be considered?	Environmental Benefits- Transport, Energy , Other or N/A (Blank)	Current or Expected Contract Value (Lifetime Inc. extensions)	Annual Value/Budget	Revenue, Capital or Income	Start Date	End Date	Option to extend till?	
Vehicle Leasing (Parks) (9x Beavertails)	Richard C Bircher (Holdings) Ltd	Neighbourhoods and Environment	Graham Owen, Kevin Watkins	Gillian Shine, Niki Mistry	N/A	Yvette Clarke		£32,887.92	Rolling lease at present		24/12/22	23/12/24	N/A	
Fire Improvement Works	To be procured	Finance and Resources	Mark Murphy	Property Services	N/A	N/A	£821,000	to be procured	Capital		to be procured	to be procured	to be procured	
Property Refurbishment Programme	To be procured	Finance and Resources	Mark Murphy	Property Services	N/A	N/A	£600,000	to be procured	Capital		to be procured	to be procured	to be procured	
Priority Works	To be procured	Finance and Resources	Mark Murphy	Property Services	N/A	N/A	£600,000	to be procured	Capital		to be procured	to be procured	to be procured	
Home Again Service	Ashley Care Service	Adults and Communities	Gemma Knight	To be confirmed	N/A	Yes	£600,000	£60,000.00	Revenue		01/05/2017	30/04/2022	30/04/27	
Dark Fibre Circuits provision and Associated Services	CityFibre Ltd.	Strategy, Change and Governance	Aaron Townsend	Michelle McMenemy	N/A	Yes	£3,240,000	£324,000.00	Revenue		16/03/2016	15/03/2026	No	
Public Wireless Network Connection	InTechnology PLC	Strategy, Change and Governance	Stewart Thompson	Michelle McMenemy	Darren Kidson	Yes		There was a deployment cost but this is supposed to be revenue generating	£0.00	Revenue		03/06/2016	02/06/2026	No
Syrian Refugees	Peabody Trust	Adults and Communities	Olivia Brown	Kasey Burke	N/A	Yes	£613,700	£122,740.00	Home Office Grant		01/02/2020	02/09/2026	It could extend slightly longer as contract ends from the date the last individual arrives + 5years	
Framework Agreement with Attrition for Adaptations Works for Southend on Sea Borough Residents (and Other Contracting Authorities in Essex) 2018	Advanced Building & Maintenance Services Ltd; Accessible Solutions Ltd; Gracelands CMS Ltd; and Trinity Construction Services Ltd	Adults and Communities	Carol Smith	Sam Riddoch	N/A	Yes	£5,200,000	£1,300,000.00	Revenue		01/09/2018	31/08/2022	No	
Contract for the Provision of Internal Audit and Anti-Fraud Services	LB of Barnet - PwC Contract	Finance and Resources	Andrew Barnes	Darryl Mitchell	N/A	Yes	£780,000	£130,000.00	Revenue		Framwork started on 01.04.2020	Framework is 4+1+1	31/03/26	
Advocacy Services (Children's)	National Youth Advocacy Service	Children's Services and Public Health	Ruth Baker	Aleksandra Haker (Ola)	N/A	Yes	£229,880	£45,976.00	Revenue		01/04/2021	31/03/2024	31/03/26	
TC14- Lot 1 electrical testing, fixed wire and PAT	Quantec	Finance and Resources	Jo Bell	Liz Green	N/A	No	£140,000	£28,000.00	Revenue		01/09/2021	31/08/2026	No	
Highway Maintenance Technical Support (Carriageway and footpath condition surveys) via RAMs Framework	Gaist Solutions Limited	Neighbourhoods and Environment	Chris Read	To be confirmed	N/A	N/A	£100,773	£24,450.00	Revenue		01/09/2022	24/12/2026	No	
Parking Enforcement, Car Park Management and Associated Services	APCOA Parking (UK) Ltd Conduent Parking Enforcement Solutions Ltd. (not top 80%)	Neighbourhoods and Environment	Sharon Harrington	Michelle McMenemy / Ola Haker	Kat Parkins	Yes	£10,260,000	£1,140,000.00	Revenue		01/03/2016	28/02/2023	28/02/25	
Leasing Grounds Maintenance Machinery (Machinery)	JCB Finance	Finance and Resources	Graham Owen/Kevin Watkins	Gillian Shine	N/A	No	N/A	£4,571.76	Revenue		Rolling at present	23/11/2026	N/A	
Parking System	INTERNATIONAL PARKING SYSTEMS (UK) LIMITED	Neighbourhoods and Environment	Lorraine Delahunty	Michelle McMenemy	Kat Parkins	Yes		£45,519.65	Revenue			01/07/2027	01/07/32	
Parking System	SAGOSS LIMITED	Neighbourhoods and Environment	Lorraine Delahunty	Michelle McMenemy	Kat Parkins	Yes		£26,318.92	Revenue			01/07/2027	01/07/32	
Parking System solution	Spur Information Solutions (Conduent)	Neighbourhoods and Environment	Lorraine Delahunty	Michelle McMenemy	Kat Parkins	Yes		£251,000.00	Revenue			01/07/2027	01/07/32	
ESRI ArcGIS maintenance package and CrimeAnalyst / ArcGIS Enterprise licences	ESRI (UK) Ltd	Children's Services and Public Health	tbc	Niki Mistry	Ian McLernon	Yes	£158,565	£52,855.00	Revenue		01/01/2022	31/12/2025	No	
ICT Security Compliance Monitoring Solution via G-Cloud 12 DN585223	Strata Security Ltd	Transformation	tbc	Niki Mistry	Brad Warren		£123,800	£35,000.00	Capital		10/02/22	09/02/24	09/02/26	
Provision of Ransomware Containment via Call off from KCS Framework Y20023 (Managed Services) - DN610687	Ricoh UK Ltd	Strategy, Change and Governance	tbc	Sharon Cohen	Ian McLernon	No	£98,651	£32,884	Capital		19/05/22	01/10/25	no	
Consultation Engagement Platform (Your Say Southend)	Bang the Table	Strategy, Change and Governance	Kamil Pachilko	Niki Mistry	Kat Parkins	Yes	£31,500	£12,915	Revenue		01/04/22	30/09/24	31/03/2025	
Approved Provider List (APL) for the provision of Holiday Activities and Food (HAF) Programme Services	To be procured	Children's Services and Public Health	tbc	Suzie Clark		Yes	£2,072,370	£690,790	Revenue (via grant)		01/07/22	31/12/25	N/A	

Coastal Defence Support	To be procured	Neighbourhoods and Environment	Joanne Matthews	Aleksandra Haker (Ola)	N/A	N/A		TBC	TBC	Revenue	to be procured	to be procured	to be procured
Southend Pier - Timber Outer Pier Head	To be procured	Finance and Resources	Mark Murphy, Keith Walker	Liz Green	N/A	N/A		£4,196,000	to be procured	Capital	to be procured	to be procured	Start works Apr 2025.
TC14- Lot 3 electrical works above £5000	5 Contractors on framework	finance and Resources	Jo Bell	Liz Green	n/A	no		Unknown	Unknown	Capital and revenue	01/09/2021	31/08/2024	31/08/26
TC01- Air Conditioning, Air Ventilation and Heat Pumps	R&A Mechanical	Finance and Resources	Jo Bell	Liz Green	N/A	No		£250,000	£50,000.00	Revenue	01/06/2021	31/05/2024	31/05/2026.
DN228938 - Dark Fibre Circuits and Associated Services	CityFibre	Transformation	Aaron Townsend	Lee White	N/A	No		tbc	tbc	tbc	2016	2026	Exit strategy to be resolved
Co-Location (Data Centre additional racking)	CityFibre	Transformation	Aaron Townsend	Lee White	N/A	No		tbc	tbc	tbc	To be procured	31/03/24	Annual review required
Lifestyle Services/ Wellbeing Service	Everyone Health Ltd	Children's Services and Public Health	Sharna Allen	Kasey Burke		Yes					01/06/24		
Water Hygiene	NEW TENDER	South Essex Homes	SEH Property Services	Michael Bryant	N/A	No		£480,000	£80,000.00	Revenue	01/08/2025	31/07/2029	31/07/31
Communal TV Aerial Maint.	NEW TENDER	South Essex Homes	SEH Property Services	Michael Bryant	N/A	No		£75,000	£15,000	Revenue	01/07/24	30/06/27	30/06/29
Lift Servicing & Maintenance	NEW TENDER	South Essex Homes	SEH Property Services	Michael Bryant	N/A	No		£960,000	£160,000	Revenue	01/07/24	30/06/29	30/06/31
Window & Door Replacement	NEW TENDER	South Essex Homes	SEH Property Services	Michael Bryant	N/A	No		£1,132,000	£226,400	Capital	01/04/24	31/03/28	31/03/29
Heating Replacement	NEW TENDER	South Essex Homes	SEH Property Services	Michael Bryant	N/A	No		£1,172,000	£234,400	Capital	01/07/24	30/06/28	30/06/29
Provision of Mobile Phones. Data SIMs and Lone Worker Devices	Vodafone Limited	Transformation	Aaron Townsend	Sharon Cohen	N/A	Yes		£568,008	£189,336	Revenue	01/05/22	30/04/25	No
ELMS2 Silver Support and Maintenance	Ethitec	Adults and Communities	Phil Webster	Niki Mistry	Ian McLernon	Yes		£21,099.91	£7,033	Revenue	01/04/22	31/03/25	
Registrars Diary Management System (Stopford Agenda)	Stopford Information Systems Limited	Strategy, Change and Governance	Andrew Morris	Niki Mistry	Kat Parkins	Yes		£28,000.00	£2,000	Revenue	26/03/09	26/03/24	Rolling contract at present
Key2 Vehicle Management software licensing, Hosting and Maintenance	Jaama Limited	Neighbourhoods and Environment	Gemma Loizou	Niki Mistry	Kat Parkins	Yes		£12,618.00	£5,967	Revenue	13/03/22	12/03/25	
Provision of independent mobility assessment service for blue badge applications	Access Independent	Finance and Resources	Julie Painter	Sharon Cohen		Yes		£193,875	£38,775	Revenue	01/03/22	28/02/25	28/2/27 (2x 12 months)

PROCUREMENT PLAN 2025-26

Contract Title	Supplier/s	CMT Area (or S.E.H)- F&R, SCG, C&PH, A&C, N&E, G&H	Service Area Contract Manager/s	Procurement Lead	ICT Business Partner	Is Data Protection to be considered?	Environmental Benefits- Transport, Energy , Other or N/A (Blank)	Current or Expected Contract Value (Lifetime Inc. extensions)	Annual Value/Budget	Revenue, Capital or Income	Start Date	End Date	Option to extend till?
Priority Works	To be procured	Finance and Resources	Mark Murphy	Property Services	N/A	N/A		£600,000	to be procured	Capital	to be procured	to be procured	to be procured
N3 Connectivity in Civic Building	To be procured	Strategy, Change and Governance	Madeleine Du Plooy	to be confirmed	N/A	N/A		£39,000.00	to be procured	Capital	to be procured	to be procured	to be procured
Revenues and Benefits Hosting	NEC Software Solutions UK Limited	Finance and Resources	Lorraine Goldsmith	Sharon Cohen	Kat Parkins	Yes		£842,175.00	£168,435.00	Revenue	01/04/2022	31/03/2027	No
Drug & Alcohol Treatment and Recovery Services	The Forward Trust	Adults and Communities	Jamie Pennycott	Suzie Clark	N/a	Yes		£19,000,000	£1,900,000.00	Revenue	01/04/2022	31/03/2027	31/03/32
M2223-01 Boiler & gas appliance maintenance SEH & Plantroom upgrades	Aaron Services	South Essex Homes	Michael Bryant	Michael Bryant	N/A	No		£11,250,000	£1,125,000.00	Revenue	01/04/2022	31/03/2027	31/03/32
EDRMS now Workflow 360	Civica UK Limited	Transformation	James Gilroy	Sharon Cohen, Niki Mistry	James Gilroy	Yes		£891,168.00	£113,024.00	Capital	20/10/21	19/10/26	19/10/28
One System (including modules)	Capita PLC	Children's Services and Public Health	Kirstinne Woledge	Sharon Cohen	Kat Parkins	Yes		£499,911.20	£86,929.91	Revenue	01/04/2023	31/03/2026	31/3/28 (2X 12 Months)
Prepay Cards	All Pay limited	Children's Services and Public Health,	Paul Mavin	Sharon Cohen	N/A	Yes		£92,720.56	£23,180.14	Revenue	10/01/2023	10/01/2026	10/01/27
Southend City Wi-Fi service	InTechnology	Transformation	Aaron Townsend	to be confirmed	N/A	No		tbc	tbc	tbc	2016	2026	
Ransomware	Ricoh / Bullwall	Transformation	Mark Crawshaw	to be confirmed	N/A	No		tbc	£31,057.00	Revenue		01/10/25	
Stairlift Maintenance	NEW TENDER	South Essex Homes	SEH Property Services	Michael Bryant	N/A	No		£60,000	£420,000	Revenue	01/04/26	31/03/31	31/03/33
Roof Renewals & High Level Wks	NEW TENDER	South Essex Homes	SEH Property Services	Michael Bryant	N/A	No		£200,000	£33,000	Capital	01/08/24	30/07/28	30/07/30
Fire Door & Improvement Works	NEW TENDER	South Essex Homes	SEH Property Services	Michael Bryant	N/A	No		£3,000,000	£500,000	Capital	01/04/26	31/03/30	31/03/32
DH Rewires	NEW TENDER	South Essex Homes	SEH Property Services	Michael Bryant	N/A	No		£2,591,000	£518,000	Capital	01/06/25	30/05/28	30/05/30
Lift Consultancy	NEW TENDER	South Essex Homes	SEH Property Services	Michael Bryant	N/A	No		£200,000	£40,000	Capital	01/04/27	31/03/32	-
Provision of a Content and Case Management System (My Southend (myaccount) Replacement, Main Website and Livewell)	Jadu Creative Limited	Strategy, Change and Governance	Rosie Suchley	Gillian Shine	Carl Flaxman	Yes		£673,300	£92,000.00	Revenue	06/04/2023	05/04/2026	05/03/27
Design & Print Services	Formara Limited	Strategy, Change and Governance	Adam Keating	Sharon Cohen	N/A	Yes		£536,457.50	£107,291.50	Revenue	01/06/23	31/05/26	31/05/2028 (2 x 12 months)
Social Prescribing Digital Tool	Priority Digital Health Limited	Children's Services and Public Health	Simon D Ford	Sharon Cohen	Ian MCLernon	Yes		£142,500.00	£28,000	Revenue	01/07/23	30/06/26	30/06/27

PROCUREMENT PLAN 2026-27

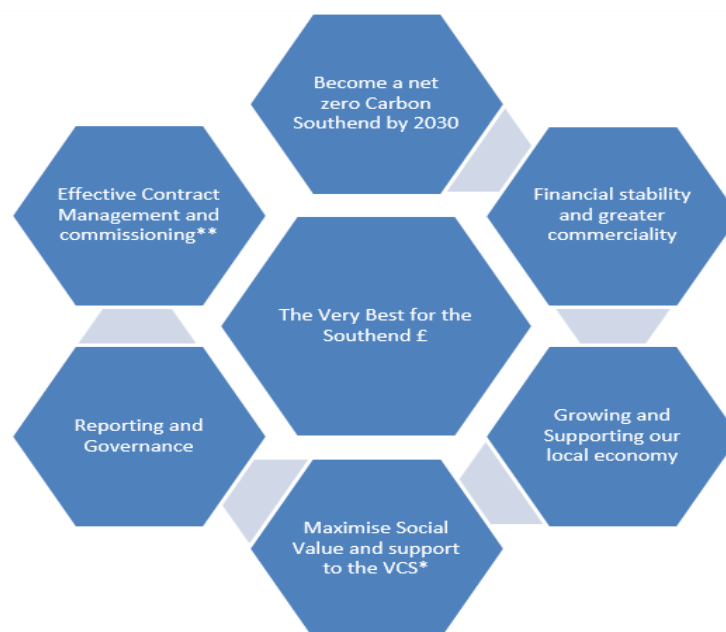
Contract Title	Supplier/s	CMT Area (or S.E.H)- F&R, SCG, C&PH, A&C, N&E, G&H	Service Area Contract Manager/s	Procurement Lead	ICT Business Partner	Is Data Protection to be considered?		Current or Expected Contract Value (Lifetime Inc. extensions)	Annual Value/Budget	Revenue, Capital or Income	Start Date	End Date	Option to extend till?
Priority Works	To be procured	Finance and Resources	Mark Murphy	Property Services	N/A	N/A		£600,000	to be procured	Capital	to be procured	to be procured	to be procured
Better Queensway - Programme Management	To be procured	Growth and Housing	Gemma Webb	to be confirmed	N/A	N/A		to be procured	to be procured	Capital	01/08/22	31/07/26	to be procured
Crematorium Refurb and Service Contract	Facultatieve Technologies Ltd	Neighbourhoods and Environment	Kevin Watkins	Michelle McMenemy	N/A	No		£1,824,976	£72,999.04	Both	08/03/2021	07/08/2046	N/A
Theatre Operator	HQ Theatres now taken over by Trafalgar Entertainment	Adults and Communities	Rosemary Pennington	Darryl Mitchell	N/A	Yes		£1,150,000	rental on sliding scale, currently £50,000 PA	Revenue	08/01/2006	08/01/2036	No
Vecteo Transport Solution	London Hire (JV Partner)	Neighbourhoods and Environment	Anne Warburton	Gillian Shine	N/A	Yes		£27,000,000	£1,800,000.00	Revenue	01/03/2020	28/02/2030	28/02/35
Delaware, Priory, Care & Support, Viking, START, Project 49, Shared Lives, LD Employment and One to One support, Spencer House, West Street	Southend Care Ltd- LA Trading Company (funded by Adult Social Care budget)	Adults and Communities	Gemma Knight & Gary Turner	Kasey Marsh / Suzie Clark	N/A	Yes		£87,165,580	£8,716,558.00	Revenue	01/04/2022	31/03/2032	31/03/2022 (can move beyond if SBC agrees)
Case Management Information System for, Children and Families Social Care, Adult Social Care and Financials	Liquidlogic	Adults and Communities	Kirstinne Woledge	Sharon Cohen	Ian McLernon	Yes		£959,058	£104,393.78	Revenue	25/02/2023	24/02/2028	24/02/30
Housing Solutions Application NEC Software (support and maintenance) Including SEH contract	NEC Software Solutions UK Limited	Growth and Housing and South Essex Homes	James Gilroy	Sharon Cohen	Ian McLernon	Yes		£348,459	£66,246.93 Y1 £70,552.98 (Y2- 5)	Revenue	01/04/23	31/03/28	No

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Meeting: Cabinet
Date: 28 June 2023
Classification: Decision paper
Key Decision: Yes
Title of Report: **Council Procurement and Contract Management Strategy 2023-26**
Policy Context: Revision of our expired Council Procurement Strategy.
Executive Director: Joe Chesterton (Finance & Resources)
Report Author: Lee White (Head of Procurement)
Executive Councillor: Cllr John Lamb (Portfolio Holder for Regulatory Services)

1 Executive Summary

- 1.1 This report provides the revised Council Procurement and Contract Management Strategy 2023-26. We commenced consultation in 2022 and so this report now brings together both feedback and comments from internal officers and members, external businesses (both from the voluntary, community and private sector) as well as taking account of our Corporate Plan, Southend 2050, the need to evidence Value for Money, and the national context we are working in. The priorities set out within this new strategy are:
 *VCS- Voluntary and Community Sector



2 Recommendations

It is recommended that Cabinet:

- 2.1 Approve the Council Procurement and Contract Management Strategy 2023-26 (**Appendix 1**).
- 2.2 Note that once the Government have concluded the Public Procurement Reform (expected in 2024), we will ensure that any other necessary changes to our procurement processes will be delivered.
- 2.3 Note that delivery of this strategy will be through the objectives set within the Corporate Procurement Service Plan which will be revised on an annual basis.

3 Background

- 3.1 The Council's procurement strategy expired in 2020/21 and given the pressures around the pandemic on both council services and suppliers, as well as the commencement of UK Procurement reform, it wasn't the right time to start a revision of the strategy. We commenced consultation in 2022 and so this report now brings together both feedback and comments from internal officers and members, external businesses (both from the voluntary, community and private sector) as well as taking account of our corporate plan, Southend 2050, the need to evidence Value for Money, and the national context we are working in. A copy of the full strategy (**Appendix 1**) is provided.
- 3.2 Delivery of the strategy will be through the annual Corporate Procurement Service Plan and so this will allow the flexibility to review the Council's and City's changing priorities and ensure that the strategy is fit for purpose.

4 Reasons for Decisions

- 4.1 Approval of the Council's Procurement and Contract Management Strategy is required as our current strategy expired in 2020/21.
- 4.2 The strategy will be one of the key tools to supporting delivery of the council's and city's priorities especially in terms of:
 - The Council's financial stability
 - Evidencing Value for Money and the 'Very best for the Southend £'
 - Ensuring effective contract management and commissioning and the delivery of Social Value
 - Meeting our Climate Change aspirations
 - Supporting our local economy

5 Other Options

5.1 The only other options are:

- Continue with our current strategy but this is now out of date and is no longer fit for purpose given the changing priorities and national context we are now operating in.
- Decide to not have a Procurement and Contract Management Strategy but this will have a financial, local economic and environmental impact and create even more pressure on already stretched resources.

6 Financial Implications

6.1 At the centre of this new strategy is ensuring 'The very best for the Southend £' and therefore it is a key tool to ensuring that both the Council remains financially stable but also that we are maximising the local economic benefits we can create through the way we procure, manage our contracts and commissioning services.

7 Legal Implications

7.1 As the UK Procurement Reforms continue we are still obliged to meet the requirements of the UK Public Contract Regulations (2015) as well as any Procurement notices issued by Central Government. This Strategy continues to be underpinned by those regulations but looks at the opportunities within that framework that allow us to support Southend City's priorities.

8 Carbon Impact

8.1 The Environment is one of the priorities outlined within the revised strategy (Appendix 1). We have a number of Council contracts that support outcomes in terms of improving the city's environment. Social Value is also tested through a number of procurements which can deliver added value in terms of our local environment. The Corporate Procurement Team have been involved in the review of the new Social Value policy and the development of a Southend Themes and Outcomes Measures (STOMS) framework. This framework includes a number of offers which contractors can commit to in terms of Carbon Reduction. One example of success is the re-tendering of our Waste Disposal contract during 2022/23 which led to a carbon impact reduction of 90%.

8.2 We are currently working with the Climate Change team to look at a clear process which will identify which procurements will include a quality measure around Carbon Reduction Plans and their implementation. We have already built this into our new draft Procurement Strategy and is an area of focus now in terms of Effective Contract Management.

9 Equalities

- 9.1 An Equality Analysis screening was completed and signed 8th December 2022 and no further action is required.

10 Consultation

- 10.1 There has been extensive consultation on this strategy over the last 8 months including:
- Support from the East of England LGA as a critical friend throughout
 - Workshops with Council contract managers (both face to face and via Teams) during 2022 and sharing of the priorities in 2023 via the Teams Channel for Contract Managers (approximately 150 members)
 - Presentations on the priorities to Finance and Resources DLT, Extended CLT and the Economic Recovery group
 - 3 evening sessions for members in September and October 2022 (18 members attended) along with the offer of 1-1 meetings if requested
 - Initial presentation to CLT in January 2023
 - Presentation to the Voluntary and Community Sectors (via SAVS) in February 2023
 - Presentation to the Southend Local Business Breakfast on 2nd March 2023 (approximately 60-70 attendees)
 - Presentation to the Southend Business Partnership Executive on 7th March 2023

11 Appendices

- 11.1 **Appendix 1**- Council Procurement and Contract Management Strategy 2023-26

Procurement and Contract Management Strategy 2023-26

‘The Very Best for the Southend £’

Foreword

We currently spend around £190m per annum with external suppliers and so procurement and contract management are critical to the future of the City and the Council. This strategy sets out the steps Southend-on-Sea City Council will take to

‘Ensure the very best for the Southend £’

It supports the 2022-2026 Corporate Plan and our Carbon Zero 2030 target by:

- Ensuring we are commissioning services effectively.
- Getting value for money from every contract we procure.
- Ensuring effective contract management of our suppliers so as to deliver the City’s outcomes.
- Ensure added value/social value is achieved.
- Supporting Southend’s economy through maximising our local spend and providing training to local businesses (Voluntary and Community Sector/Private) on how to source and successfully bid for public sector contracts.
- Driving commercial opportunities.

Our strategy also supports and complements the

- Council’s Medium Term Financial Strategy.
- Getting to Know Your Business programme.
- Delivery of the Transformational Blueprint.

The Corporate Procurement service will also ensure ongoing engagement with members, representation at the Council’s Governance Boards and continue to explore opportunities around joint procurement and contract management with other internal (i.e., South Essex Homes) and external public sector partners.

As we write this strategy there is a Procurement Bill going through the Houses of Parliament. The aim of this Bill is to reform the way public authorities purchase goods, services and public works by modifying procurement rules and procedures. As a service we are already preparing for the changes which are due to commence in 2024 and will take advantage of the opportunities this brings.

Alongside this we continue to engage with our key partners at Central Government (Department for Levelling Up, Housing and Communities (DLUHC), Crown Commercial Service (CCS), the Local Government Association (LGA), and the National Government Association (NGA)), with whom we are working with regarding the National Procurement Strategy review.

Councillor John Lamb
Portfolio Holder for Regulatory Services

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Appendix 1- Contract Management Overview

1. About This Strategy

1.1 Why we need this strategy

Our third-party expenditure is approximately £190M per annum, of which £63M was spent with local Southend businesses in 2022 (and over £100M with Essex based businesses). How we source and deliver these services has a direct impact on the ways in which local people, community organisations and businesses judge the value that we provide and the quality of the outcomes that we achieve. We are judged on many different things including:

- **Use of financial resources** – the value for money that we get from our contracts, set against smaller budgets and the need for transparency and ethical behaviour.
- **Local economy** – the amount of money we spend in the local ‘Southend’ economy with local businesses and the voluntary, community and social enterprise sector (*What Works Centre- local economic growth research- requested their report/findings)
- **Service outcomes** – the quality and frequency of what we do and how we serve local people set against increasing demand, changing demographics, social pressures and expectations.
- **Sustainability** – the way in which we work with our suppliers in using natural resources and their impact on the environment and the health and well-being of local people (e.g., carbon emissions, recycling, the circular economy and conservation)
- **Social value** – the added benefits that we achieve through our contracts, for the community, particularly for disadvantaged areas (e.g., through new facilities, job opportunities, digital enablement, improved living space, improved health and wellbeing)

This strategy sets out our vision and aspirations for the development of our procurement of goods, works and services over the next four years and how we then manage those contracts so that it can:

- Contribute directly to the City’s Southend 2022-2026 Corporate Plan and Carbon Zero 2030 targets.
- Contribute directly to the delivery of the council’s strategic policies and direction as set out in the council’s corporate plan, transformational blueprint, commissioning strategy and the recommendations from the 2022 LGA peer review.
- Respond to a rapidly changing world, ensuring that we keep up with best practice, changes in legislation (including current Procurement Reform) and local community aspirations.
- Ensure that we can contribute measurable improvements to the value for money and outcomes that we achieve through our contracts.

1.2 Why procurement and contract management matters

Our expenditure with third party suppliers contributes directly to, but is not limited to:

- **Key infrastructure projects**, such as council buildings, transport, highways, social housing and communications.
- **Community services**, such as events, culture, play areas, green spaces, parking provision, our beaches, leisure facilities and rough sleeper accommodation.
- **Environmental services**, such as street cleansing, waste collection and street lighting.
- **Supporting equipment and services**, such as technology, equipment and materials, that maintain our infrastructure.
- **Economic Regeneration**, such as construction and design of future works as set out within our Capital Programme.

Contract failure, or underperformance, can have a disproportionate impact on our reputation, budgets and erode our ability to fulfil our commitments to local communities.

1.3 Sustainability

We must manage our third-party expenditure effectively and in a fully transparent way to ensure that we are procuring in a sustainable and responsible way:

The **1987 UN Brundtland Commission** defined sustainable development as “*meeting the needs of the present without compromising the ability of future generations to meet their own needs*”. The distinction between sustainability and sustainable development is an important one; the former is a long-term goal (i.e., a more sustainable world), while the latter refers to how we seek to achieve it, in this case, through the services and goods that we acquire. Sustainable, or responsible, procurement is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment.

To achieve sustainability, we must work in partnership with our suppliers and other stakeholders. This will enable us to attract the best suppliers, create greater opportunity for local businesses, voluntary and community sector organisations and social enterprises. By following this method, we can help to improve things such as:

- Local employment
- The payment of living wages
- The prevention of modern slavery
- Reducing the carbon footprint in our supply chain
- Ensuring services are accessible.

1.4 Ownership and Scope

Our **designated Portfolio Holder** is the strategy owner, the **Executive Director for Finance and Resources** is the corporate sponsor, and the **Head of Corporate Procurement** will oversee the actions associated with ensuring the strategy's successful implementation. The Corporate Procurement Team, in co-operation with the service areas it works alongside, will ensure that the deliverables from the Strategy are reflected within the corporate annual service plans (they include sections on contracts, contract management, sustainability/climate, budget management, commissioning and social value). Delivery of the overall strategy will be set within the Corporate Procurement Service Plan.

The strategy applies to the acquisition of all our third-party goods and services, regardless of whether they are through new or existing contracts or their funding source (capital, revenue or grant funding). We will ensure that we reflect the goals agreed in this strategy in all our projects and transformation work.

We will review the strategy's deliverables on an annual basis, in the light of Council priorities, the regulatory and commercial landscape and community needs to ensure that it remains current and relevant to local and national priorities.

1.5 Reporting and Measurement

Corporate Procurement will report on progress (as set out within the Service Plan) on a 6-monthly basis to the appropriate Governance Board/s within SCC as well as quarterly, via the Council's performance reporting system. We also report and present a dashboard on a 6-monthly basis to all Executive Director Leadership Teams (EDLTs) and so any relevant data relating to the strategy will also be shared in this way. We will also provide members with a 6-monthly highlight report on progress, as was requested and agreed during the member engagement sessions.

We have developed appropriate and simple measures, which are reflected within the Corporate Procurement Service Plan. The measures will be SMART¹ and key priorities and projects will also form part of staff Annual Conversation and Development Plans, 1-1s and will be monitored at Team meetings.

¹ Specific, Measurable, Achievable, Relevant, Time-bound

2. Our Strategy for Success

2.1 Our Procurement and Contract Management Vision

Through ensuring ‘The Very Best for the Southend £’ we meet the needs of our communities, the local environment and economy. We manage our contracts and supplier relationships effectively by planning, whilst also undertaking smarter market engagement. The Council continues to be financially stable and is generating a surplus budget which can be invested where it makes the greatest difference.

We will realise this vision by:

- Integrating the management of the commercial life cycle (commissioning, procurement and contract & relationship management – see 2.2)
- Embedding both commercial and sustainable principles into our commissioning and contracting activities, such as ‘greening’ the economy and reducing inequalities
- Maintaining sound governance, transparency, accountability and probity with proportionality in our operational processes
- Working effectively with our delivery partners including local businesses, voluntary and community groups and social enterprises to shape and inform our thinking and grow the local economy
- Making the most of our officers, by increasing their knowledge and skills on all aspects of procurement and contract and relationship management
- Ensuring that we further develop and make the most of our existing Procurement Team and re-directing resource to best support delivery and maximise value for money and ‘return on investment’

2.2 Managing the Commissioning Lifecycle

Commissioning is the entire cycle of assessing the needs of people in a local area, designing services to address those needs and securing a cost-effective service in order to deliver better outcomes. Whole life is the period from the initial definition of the business need through to the end of the useful life of the asset or service contract, including disposal where relevant – see Figure 1.

“We will use our commissioning and procurement power to ensure we secure the best possible outcomes whilst delivering wider social, economic and environmental benefits to the community and ensuring value for money.” - Southend 2050



Figure 1 – The Commissioning Life Cycle (note in reality its not a linear process but one which continually evolves)

We aim to manage each stage of the commissioning cycle in an integrated way to help us to achieve successful and sustainable outcomes and:

- increase our commercial leverage, particularly with large suppliers and our partners.
- consider within our service areas how we can operate more commercially, generate income and provide services in a different way.
- avoid cost overruns and sometimes poor contractor performance – global research by World Commerce & Contracting shows that contract costs overrun by an average of 9.2% when not managed correctly.
- achieve better outcomes through social value and the sustainability agenda.
- build proactive relationships with our partners and stakeholders.

3.0 Our Priorities and making it happen

This section summarises our priorities for delivering this strategy and how service managers working with our Procurement team will help oversee the required changes. Our priorities are:



*Voluntary and Community Sector (VCS)

** Effective Contract Management and Commissioning- refer to Appendix 1

Delivery of this strategy will be through the Corporate Procurement Service Plan. Given the speed of change this will allow us to re-prioritise and set new objectives during the year but also allow us to monitor and report on progress. The Service Plan will be built into staff annual performance management and development conversations and will form the core agendas for staff 1-1s and team meetings so as to drive delivery.

Appendix 1- Effective Contract Management & Commissioning

In terms of **effective contract management and commissioning**, we will support contract managers to ensure that they are monitoring and reporting on the key aspects of their contracts and that across the Council the approach is appropriate and proportionate. Primarily we will focus on embedding effective contract management and commissioning within those most strategic contracts. The key areas will include:

- Meeting the requirements of the Council's Corporate Plan
- Delivery of contract outcomes/specification
- Applying the Council's commissioning framework
- Consideration of de-commissioning
- Development of local markets
- Opportunities to deliver outcomes differently and be more commercial (through technology, best practice, innovation, service re-design, transformation and/or other funding streams)
- Work with suppliers to ensure they implement their 'Carbon Reduction Plans'
- Ensure social value benefits are monitored and reported by contract managers
- Ensure that contract managers are provided with the tools to monitor supplier stability, financial health and the risk of insolvency (as well as supply chains)
- Work with other public sector bodies to joint contract manage our larger contracts
- Clear Value for Money and evidence-based business cases/options appraisals
- Monitoring supplier (and sub-contractor) compliance with legislation and contractual terms (such as):
 - Data protection
 - Modern Slavery
 - Health and Safety
 - Diversity, Equal Opportunities, and Inclusion
 - Payment of the National minimum wage and aspiration to pay the Real Living Wage
 - Prompt payment of supply chains (30 days)

Title: Site known as 'Land between Barge Pier Road and Ness Road' – Vehicle movements

Meeting: Cabinet

Date: 28 June 2023

Classification: Part 1

Policy Context:

Key Decision: Yes

Report Author: Neil Hoskins, Head of Civil Engineering

Executive Councillor: **Councillor Kevin Buck – Cabinet Member for Highways, Transport and Parking**

1. Executive Summary

- 1.1. Following the motion and petition to Council on the 2nd March 2023, this report is to confirm that discussions have commenced with the site's developer and are ongoing. These discussions are exploring options that may exist for the developer to transport the spoil by means other than the city's road network

2. Purpose of Report

- 2.1 The purpose of this report is to update on the motion of the Opposition Councillors ("Opposition Business"), as moved at the meeting of the Council on the 2 March 2023, and the Petition presented to the same meeting of the Council, in terms of the legality and wider implications of what they propose.
- 2.2 Both the Opposition Business and the Petition relate to vehicle movements on the public highway associated with a development which has been granted planning permission at the site known as 'Land between Barge Pier Road and Ness Road' under the applications with Local Planning Authority reference numbers 22/01602/RES and 20/01227/OUTM.

3. Recommendations

- 3.1. That the Council notes that the Head of Civil Engineering and/or Director for Transport & Waste will continue discussions with the developer on the viability of moving earthworks material by means other than by road

4. Body of the report

- 4.1. Councillor Nelson submitted a motion under opposition business for debate at Council on the 2 March 2023.

- 4.2. The motion read as follows:

“This Council resolves that:

- 1. This Council believes either waterways or rail should be used to transport earth to the Gunners Park development site.*
- 2. The Council will open negotiations with Bellway in order to look at delivering earth to the site by barge and/or by train.*
- 3. This Council apply for a temporary Traffic Regulation Order for a weight restriction along Thorpe Hall Avenue to allow Anglian Water, as the body responsible for the maintenance, to do an engineering assessment to see if the sewage line in Thorpe Hall Avenue is robust enough to take the proposed additional 85,000 HGV vehicle movements.*
- 4. Structural surveys are undertaken on house foundations along Thorpe Hall Avenue and all roads on the proposed route.”*

- 4.3. Following this Councillor Cowdrey proposed an amended motion to be debated at the same meeting of the Council. This read:

“This Council therefore resolves that:

- 1. This Council believes either waterways or rail should be used to transport earth to the Gunners Park development site.*
- 2. The Council will open negotiations with Bellway in order to look at delivering earth to the site by barge and/or by train.*

In the event that the options of the use of waterways or rail be ruled out, the following are undertaken prior to any final decision being made:

- 3. This Council apply for a temporary Traffic Regulation Order for a weight restriction along Thorpe Hall Avenue to allow Anglian Water, as the body responsible for the maintenance, to do an engineering assessment to see if the sewage line in Thorpe Hall Avenue is robust enough to take the proposed additional 85,000 HGV vehicle movements.*

4. Structural surveys are undertaken on house foundations along Thorpe Hall Avenue and all roads on the proposed route.”

- 4.4. At the meeting of the Council on the 2 March 2023 a petition with 1292 signatures was considered on a closely related matter. The text for this petition was as follows:

“We the undersigned petition the council to Not allow over 85,000 earth moving trucks along the whole of the City's highways infrastructure and use other means, such as barges along the river Thames or the rail network. The Council is proposing to allow 120 earth moving trucks of 40/50 tonnes per day on our highway infrastructure, from the far west of the City's boundary to the far east, over a two-and-a-half-year period. This equals over 85,000 truck movements, between the hours of 8am and 6pm Monday to Friday and between 8am and 1pm on a Saturday. No impact assessment has been carried out in terms of diesel exhaust fumes and the environmental impact around our children's schools, no impact assessment has been carried out on the vibration to the foundations of the residential homes throughout this route, no property surveying is proposed to check for damage and subsidence to any residential homes along the route. The proposed route is the A127, Prince Avenue, Priory Crescent, Eastern Avenue, Royal Artillery Way, Thorpe Hall Avenue (north and south of the railway), Thorpe Esplanade and Shoebury Common Road into Ness Road.”

- 4.5. Works Undertaken to date

4.5.1. Following the motion and the petition detailed above, the Head of Civil Engineering had an exploratory discussion (on the 24 April 2023) with the representatives of the developer about the prospect of moving the earthworks material by means other than by road transport.

4.5.2. The developer has agreed to consider the viability (technical as well as financial) of the request and provide a short note setting out their findings. This response is expected by the end of June 2023.

5. Financial Implications - None

6. Legal Implications – N/A

7. Carbon Impact – N/A

8. Equalities – N/A

9. Consultation – N/A

10. Appendices – None

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Title: Armed Forces Covenant and the Defence Employer Recognition Scheme

Meeting: Cabinet

Date: 28 June 2023

Classification: Part 1

Policy Context: Armed Forces Act 2021

Key Decision: No

Report Author: Kamil Pachalko

Executive Councillor: Councillor John Lamb

1. Executive Summary

- 1.1. Southend-on-Sea City Council has historically been a voluntary signatory to the Essex Armed Forces Covenant.
- 1.2. The Armed Forces Act 2021 (the Act) has put on a statutory footing the need for public bodies to have due regard to the Armed Forces Covenant (the Covenant) to help prevent service personnel and veterans being disadvantaged when accessing services like healthcare, education and housing. Statutory guidance has been produced and each local authority is expected to sign the updated the Covenant in their own right.
- 1.3. The council's Armed Forces Working Party was initiated with councillors from across the political groupings in 2022 (Terms of Reference set out in **Appendix 1**). The councillors and officers reviewed the existing policies and procedures in place to understand current practice and compliance with the Act and statutory guidance.
- 1.4. The Working Party considered the requirements of the updated Covenant and its pledges (**Appendix 2**) and expressed an ambition for the council to sign it and to join the Defence Employer Recognition Scheme (**Appendix 3**) to follow best practices in employment. This will ensure our compliance with the Act, publicly show the council's commitment to working with the Armed Forces Community and help us become the employer of choice for the Armed Forces Community.

2. Recommendations

It is recommended that Cabinet:

- 2.1. Agree for Southend-on-Sea City Council to sign the updated Southend Armed Forces Covenant with relevant pledges; and**
- 2.2. Agree for Southend-on-Sea City Council to sign up to the Defence Employer Recognition Scheme.**

3. Armed Forces Covenant and Defence Employer Recognition Scheme

- 3.1. The signing of the Southend-on-Sea Armed Forces Covenant and signing up to the Defence Employer Recognition scheme will contribute to the corporate priorities: A city that is strong and prosperous, A city with a good quality of life, A city delivering genuinely affordable housing.
- 3.2. The council has historically recognised the sacrifice and ongoing contributions of the Armed Forces Community in our City by promoting, contributing and taking part in local events and celebrations, preserving monuments and engaging with local groups.
- 3.3. The council has been a signatory to the voluntary Essex Armed Forces Covenant and included considerations of the Covenant in relevant policies.
- 3.4. The Act has put on a statutory footing the need for public bodies to have due regard of Armed Forces Covenant to help prevent service personnel and veterans being disadvantaged when accessing services like healthcare, education and housing. Statutory guidance has been produced and each local authority is expected to sign the updated Covenant in their own right.
- 3.5. In light of the above developments the Armed Forces Working Party was initiated with councillors from across the political groupings in 2022 to act as “the City lead for the promotion and fulfilment of its commitment to the Armed Forces Covenant”.
- 3.6. The Working Party councillors and officers reviewed the existing policies and procedures in place to understand current practice and compliance with the Act and statutory guidance. It was noted that the previous voluntary covenant was being given consideration in relevant policies but that further improvements could be made. Immediate actions have been implemented in areas of language and communication, data gathering and stakeholder engagement. Additional work is being undertaken to develop e-learning for staff. The work is taking place in partnership with the Integrated Care System health colleagues and public health who have a strong interest in ensuring their services take consideration of the members of the Armed Forces Community.

- 3.7. To understand how much of Southend's population might be in the scope of the Act, working party officers accessed relevant population data from the Office for National Statistics, Census 2021, NHS and the Armed Forces Covenant Fund Trust. Drawing conclusions based on available data is not straightforward, as datasets vary in time and target different parts of the Armed Forces community, with sometimes inconsistent language and definitions. However based on the available data sets we can assume 3.1% to 5% of Southend residents are serving or have served.
- 3.8. In addition, the definition of "service member", "former service member" and "relevant family member" given by the Armed Forces (Covenant) Regulations 2022 includes both current and former spouses and partners, children, relatives, dependants, and carers. As such, the proportion of Southend's population in scope of the Act and the recommendations in this paper is much higher than that suggested by the population data alone. Additional data visuals are available in **Appendix 4**.
- 3.9. The Working Party considered the requirements of the updated Covenant and its pledges and expressed an ambition for the council to sign up to the covenant as can be seen in **Appendix 5**. The Working Party also recommended that the council follow best practices in employment through the Defence Employer Recognition Scheme entering the scheme at bronze level and considering further levels as progress is being made in updating HR practices. The above will ensure our compliance with the Act, show publicly the council's commitment to working with the Armed Forces Community and help us make employer of choice for the community.

4. Reasons for Decisions

- 4.1. The signing of the covenant will show the council's commitment to the Armed Forces Community by further embedding the "due regard" duty of the Act to help prevent service personnel and veterans being disadvantaged when accessing healthcare, education and housing services.
- 4.2. By joining the Defence Employer Recognition Scheme at the entry Bronze Level the council will show its commitment to the Armed Forces Community by ensuring it follows best practice in regards of the recruitment and employment of currently serving and ex-service personnel. As a benefit to the council we will be more likely to be an employer of choice for members of this community, bringing with them a variety of skills and experiences.
- 4.3. Being a signatory and member of regional networks will strengthen the council's compliance, provide us with access to additional advice and resources and help align our policies and communication with good practices listed in the pledges increasing the positive outcomes for the Armed Forces Community.

5. Other Options

- 5.1. The council has to be compliant with the Act and accompanying guidance as otherwise it runs the risk of a legal challenge.
- 5.2. Not signing up to the Covenant creates reputational risks as the council has been a signatory to the Essex Armed Forces Covenant which has been superseded by an expectation that each local authority signs their own covenant with relevant pledges.
- 5.3. Without the ongoing work of the Working Party and the council signing up to the Covenant and employment scheme, the council's compliance with the Act is at risk of not being coordinated and will not be kept up to date with developing best practices in this area.
- 5.4. Current human resources practices in regards of Armed Forces Covenant will benefit from modernising in line with the Defence Employer Recognition Scheme criteria. This will ensure members of Armed Forces Community we already employ are supported to manage their additional duties or potential impacts of having served on health and wellbeing are taken into account. Not signing up to the employment scheme will mean the council loses out on the opportunity to tap into a potential diverse and skilled workforce.

6. Financial Implications

- 6.1. No budgetary impacts expected at this stage. The Covenant pledges and Defence Employer Recognition Scheme has been reviewed with the relevant service areas. Considerations were given to which elements the council are already compliant with and what is achievable by adapting and streamlining practice. This can be done without additional financial resources in the context of the ongoing budget challenge while maximising the positive impact on the Armed Forces Community members. This approach ensures the public funds we operate with achieve more and we mobilise existing assets in other public bodies, local businesses and the charitable sector.

7. Legal Implications

- 7.1. Signing up to the covenant will support compliance with the Act and the Armed Forces (Covenant) Regulations 2022.

8. Carbon Impact

- 8.1. None perceived.

9. Equalities

- 9.1. Equality Analysis indicates positive impact of signing the covenant and the employment scheme on all protected characteristics. Equality Analysis attached at **Appendix 5**.

10. Consultation

- 10.1. No current requirement for statutory consultation or consultation based on legitimate expectation as no negative impact expected on the members of the Armed Forces Community.
- 10.2. The Working Party councillors and officers value the lived experience of the Armed Forces Community and are undertaking stakeholder mapping and engagement with relevant bodies and groups in Southend representing the Armed Forces Community to keep them informed, involved and use their feedback to inform development of services and assets.

11. Background Papers

- 11.1. Meeting of Armed Forces Working Party 25/1/2023 Minutes

12. Appendices

- 12.1. **Appendix 1**::Southend-on-Sea City Council Armed Forces Working Party Terms of Reference
- 12.2. **Appendix 2**: Southend-on-Sea City Council Armed Forces Covenant with list of pledges agreed by the Working Party
- 12.3. **Appendix 3**: Defence Employer Recognition Scheme - entry criteria at Bronze Award
- 12.4. **Appendix 4**: Data visuals
- 12.5. **Appendix 5**: Equality Analysis

Southend-on-Sea City Council Armed Forces Working Party Terms of Reference

3.12 Armed Forces Working Party

3.12.1 Membership

8 Councillors

Substitutes: Permitted in accordance with Standing Order 31

Proportionality: By convention political proportionality shall apply

The Chair shall be the Leader, or such other Cabinet Member as the Leader shall appoint. The Vice-Chair shall be appointed by the Leader.

Interested Parties (to be invited in a non-voting capacity on an ad-hoc basis as appropriate to the items on the Agenda):

1 representative from Southend branch of SSAFA

1 representative from Naval and Military Association/Royal Naval Association/British Legion

1 representative from Essex Army Cadets Force Southend Detachment

Advisory Capacity:

1 representative of Essex County Council

1 representative of Essex Armed Forces Covenant – liaison officer

3.11.2 Quorum

3 Councillors

3.11.3 Terms of Reference

(a) The Working Party will act as the City lead for the promotion and fulfilment of its commitment to the Armed Forces Covenant.

(b) To further the standard of the Armed Forces Covenant response at Southend-on-Sea City Council to improve to Gold Standard, to integrate throughout the organisation the recognition of the Covenant and the obligations it places on the City Council and to encourage businesses and organisations in Southend to support the Covenant.

(c) To seek to work with and through voluntary, faith, social enterprise, community and business sector organisations to develop multi-agency,

holistic and inclusive interventions and other support to the Armed Forces Community.

(d) To assist where appropriate, external organisations in connection with Armed Forces Day events and other events as are appropriate

**Southend-on-Sea City Council Armed Forces Covenant with list of pledges
agreed by the Working Party**

Southend-on-



Sea City Council

**We commit to uphold the Armed
Forces Covenant and support the Armed Forces
Community. We recognise the contribution that Service personnel,
both regular and reservist, veterans and military
families make to our organisation, our community and to the country.**

Signed on behalf of:

Southend-on-Sea City Council

Signed:

Name:

Position:

Date:



The Armed Forces Covenant

An Enduring Covenant Between

The People of the United Kingdom

Her Majesty's Government

– and –

All those who serve or have served in the Armed Forces of the Crown

And their Families

The first duty of Government is the defence of the realm. Our Armed Forces fulfil that responsibility on behalf of the Government, sacrificing some civilian freedoms, facing danger and, sometimes, suffering serious injury or death as a result of their duty. Families also play a vital role in supporting the operational effectiveness of our Armed Forces. In return, the whole nation has a moral obligation to the members of the Naval Service, the Army and the Royal Air Force, together with their families. They deserve our respect and support, and fair treatment.

Those who serve in the Armed Forces, whether Regular or Reserve, those who have served in the past, and their families, should face no disadvantage compared to other citizens in the provision of public and commercial services. Special consideration is appropriate in some cases, especially for those who have given most, such as the injured and the bereaved.

This obligation involves the whole of society: it includes voluntary and charitable bodies, private organisations, and the actions of individuals in supporting the Armed Forces. Recognising those who have performed military duty unites the country and demonstrates the value of their contribution. This has no greater expression than in upholding this Covenant.

Signed on behalf of: Ministry of Defence
Signed:
Name:
Position:
Date:

Signed on behalf of: Ministry of Defence
Signed:
Name:
Position:
Date:

Section 1: Principles of The Armed Forces Covenant

1.1 We, **Organisation Name**, will endeavour to uphold the key principles of the Armed Forces Covenant:

- *Members of the Armed Forces Community should not face disadvantages arising from their service in the provision of public and commercial services.*
- *In some circumstances special provision may be justified, especially for those who have given the most, such as the injured or bereaved.*

Section 2: Demonstrating our Commitment

The following thematic areas may be covered by your pledges. Please pick from the suggested list of pledges or create your own. Delete, add or change any of the pledges to show how you can support the Armed Forces Community in ways best suited to you. Pledges may be changed at any time in the future to reflect your changing circumstances.

2.1 We recognise the contribution that Service personnel, reservists, veterans, the cadet movement and military families make to our organisation, our community and to the country. We will seek to uphold the principles of the Armed Forces Covenant by:

- **Promoting the Armed Forces:**
- **Employment support to members of the Armed Forces Community:**

Employment support to members of the Armed Forces Community:

Support Reservists and anyone mobilised by offering them additional days of annual leave (paid/unpaid) in order to carry out their duties.

Offer work placements, insight days, mentoring schemes and/or guaranteed interview schemes to Veterans seeking employment.

Support the employment of Service spouses, partners and dependants, for example by: signing up to Forces Families Jobs; offering short-notice leave to those whose partners are sent on deployment; and working with the tri-Service Families Federations.

Promote employment schemes aimed at the Armed Forces Community, such as 'A Great Place to Work' and 'Step Into Health'.

Offer additional (paid/unpaid) annual leave to Cadet Force Adult Volunteers to help them carry out their training requirement.

Offer insight days to older Cadets looking for apprenticeships and further education opportunities.

Engage with the Career Transition Partnership.

Work with relevant charities and the Career Transition Partnership to offer work opportunities to the Wounded, Injured and Sick.

Consider ways in which remote-working solutions might benefit the mobile Armed Forces Community, especially partners and spouses.

- **Communications, engagement and outreach:**

Provide and/or promote training, such as e-learning, for your staff on the Armed Forces Community.

Promote the Armed Forces Covenant, the Defence Employer Recognition Scheme and your support for the Armed Forces Community to your staff, customers/service users, supply chains and the wider public.

Support or promote Armed Forces events, such as Armed Forces Day/Week, Reserves Day, the Poppy Appeal and Remembrance activities.

Use the Covenant and Employer Recognition Scheme logos in your communications and marketing.

Create a dedicated Armed Forces page on your website.

Establish an internal Armed Forces Network within your organisation, to enable staff members with an Armed Forces connection to meet and support one another and provide feedback to you as an organisation.

Appoint an Armed Forces Champion within your organisation to act as a focal point for organising and promoting support for the Armed Forces Community.

Engage with and support local Armed Forces charities, for example by supporting their fundraising activities.

Signpost members of the Armed Forces Community to available support, for example from Cobseo, the Veterans' Gateway or statutory services in your area.

Run, facilitate or promote support networks (such as coffee mornings, breakfast clubs) for veterans and other members of the Armed Forces Community.

Engage with any local Armed Forces presence – for example, local Army units, reservist units, RAF stations and/or naval bases.

Develop relationships and work collaboratively with other organisations supporting the Covenant and the Armed Forces Community in your locality/region.

- **Health**

Take part in and/or promote awareness-raising schemes, such as veteran-friendly accreditation for GP practices and the Veterans Covenant Healthcare Alliance.

Ensure available dedicated healthcare services for members of the Armed Forces Community, such as Op COURAGE in England, are signposted and promoted.

Offer concessionary access to leisure centres and sports facilities for members of the Armed Forces Community.

- **Housing:**

Waive the local-connection requirement for eligibility for social housing for ex-Service personnel [statutorily, the requirement must be disapplied for those who left the Armed Forces within the last five years, but local authorities can choose to disapply it for all ex-Service personnel].

Provide for additional preference in your social housing allocation scheme for certain members of the Armed Forces Community.

Promote awareness of housing and homelessness services among the Armed Forces Community.

- **Education:**

Note, promote and/or make use of the provisions for Armed Forces families in the School Admissions Code (England), for example by allocating school places in advance of a family arriving in a local area.

Promote and/or use resources such as the Service Children Progression Alliance's Thriving Lives Toolkit.

Support and promote the wellbeing of Service children, recognising the particular experiences and challenges they may face.

Promote training and further/higher education opportunities for Service leavers, ex-Service personnel and their families.

- **Civic responsibilities:**

Ensure upkeep of war memorials and war graves (with support from the Commonwealth War Graves Commission).

Organise, facilitate, promote and/or take part in remembrance and other ceremonial activities

- **Any additional commitment the organisation wishes to make.**

2.2 We will publicise these commitments through our literature and/or on our website, setting out how we will seek to honour them and inviting feedback from the Armed Forces Community and our customers on how we are doing.

Appendix 3

Defence Employer Recognition Scheme - entry criteria at Bronze Award

Bronze Award		Evidence
are self-nominated by employers who pledge to support the armed forces, including existing or prospective employees who are members of the community	Achievable	Currently signed to ECC pledge but now developing Southend covenant.
must have signed the Covenant https://www.gov.uk/government/publications/corporate-covenant-pledge	Achievable	Currently signed to ECC pledge but now developing Southend covenant.
promote being armed forces-friendly and are open to employing reservists, armed forces veterans (including the wounded, injured and sick), cadet instructors and military spouses/partners	Achievable	Existing Reservists Policy, to update
receive an electronic certificate and logos to display on their website, stationery and other collateral	Achievable	Logos to be displayed on website and digital promotion. Certificate can be published

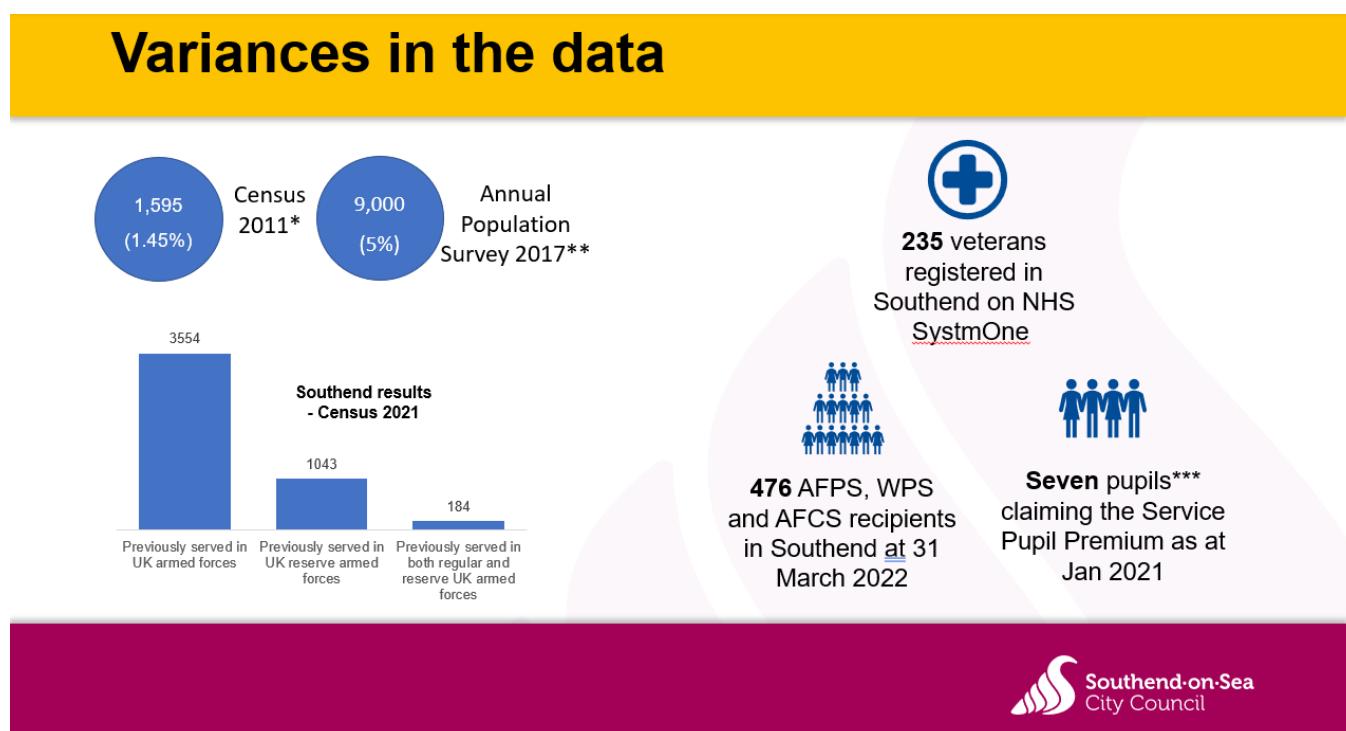
<https://www.gov.uk/government/publications/defence-employer-recognition-scheme/defence-employer-recognition-scheme>

Armed Forces Data Graphics

Previously and currently serving personal distribution in Southend

<https://southend.maps.arcgis.com/apps/instant/sidebar/index.html?appid=f3ea3e84656b4555a8d6e39e7fe152f9>

Working Party presentation data slide



- *Southend resident veterans of working age (16-64) (93% male)
- ** based on the Annual Population Survey 2017 – which only goes down to county level, so this 5% proportion translates to 76k in Essex, with 9k of those in Southend
- ***in our maintained schools and PRUs
 - AFPS** - Armed Forces Pension Scheme: Pension available to members of the Regular UK Armed Forces who have served for a minimum of two years.
 - AFCS** - Armed Forces Compensation Scheme: Compensation scheme for all members of the regular and reserve forces. It provides compensation for all injuries, ill-health and death attributable to Service where the cause occurred on or after 6 April 2005.
 - WPS** - War Pension Scheme: No fault compensation scheme for all members of the regular and reserve force. It provides compensation for all injuries, ill-health and death caused or made worse by Service from WW1 in 1914 to 5 April 2005. Ex-Service personnel are only eligible to claim once they have left the Services

Equality Analysis

To be completed following the initial screening sheet

Name of policy, service function, or restructure requiring an Equality Analysis	Armed Forces Covenant
Department	Strategy and Change
Service Area	Corporate Strategy Group
Date Equality Analysis Undertaken	20 th April 2023
To be reviewed every:	Year

1. Names and roles of staff carrying out this Equality Analysis (EA):

	Name	Role	Service Area
	Stephen Meah-Sims	Executive Director - Strategy, Change & Governance	Strategy & Change
2.	Suzanne Newman	Head of Corporate Strategy (Interim)	Strategy & Change
	Kamil Pachalko	Engagement and Participation Manager	Strategy & Change
	Lucie Babbington	Community Capacity Advisor	Strategy & Change

Evidence Base

2.1 Sources of information

Please list the sources of information, including data, and results of consultation exercises, that could or will inform the EA.

Table 1

Source of information	Reason for using (e.g., likely impact on a particular group).
Census Latest Southend-on-Sea census data published – Southend-on-Sea City Council	Data to understand local statistics
Healthwatch Report - Healthwatch Report - Veterans-F_V-dan.pdf	Understanding the needs of the armed forces community
FiMT Report - A-Decade-of-the-Covenant-Digital.pdf (pcdn.co)	Understanding the needs of the armed forces community
NHS SystemOne	Local statistics
Armed Forces Covenant legislation - Armed Forces Covenant Duty Statutory Guidance - GOV.UK (www.gov.uk)	Guidance on how to demonstrate due regard in council policies
Armed Forces Needs Assessment (ECC) - Armed Forces Needs Assessment 2022 Essex Open Data	Understanding the needs of the armed forces community

Please Note: reports/data/evidence can be added as appendices to the EA.

2.2 Gaps in information or data

Are there any information gaps and data? Do the gaps relate to any protected characteristics?

Describe the gap(s) and the impact this has on your ability to complete the EA.

To understand how much of Southend's population might be in the scope of the Act, working party officers accessed relevant population data from the Office for National Statistics, Census 2021, NHS and the Armed Forces Covenant Fund Trust. Drawing conclusions based on available data is not straightforward, as datasets vary in time and target different parts of the Armed Forces community, with sometimes inconsistent language and definitions. The Annual Population Survey 2017, when extrapolated to

Southend, indicated that around 9,000 or 5% of residents could have been serving or ex-service personnel. The 2011 Census showed 1.45% of Southend residents being veterans of working age (16-64). Contemporary data from the 2021 Census suggests that 2.4% of Southend's residents had previously served in the UK regular armed forces and 0.7% had previously served in the UK reserve armed forces.

An issue arises when considering possible underrepresentation of the Armed Forces community in the available data. In the 2021 Census, 19% of Southend-resident respondents selected "not applicable" as their answer to the armed forces veteran status question, rather than selecting "I have not previously served in any of the UK armed forces"; the working party hypothesizes that this group could contain ex-service personnel that did not want to disclose their status as veterans, but also did not want to select an inaccurate option. In addition, the definition of "service member", "former service member" and "relevant family member" given by the Armed Forces (Covenant) Regulations 2022 includes both current and former spouses and partners, children, relatives, dependants and carers. As such, the proportion of Southend's population in scope of the Act and the recommendations in this paper is much higher than that suggested by the population data alone. Additional data visuals are available in Appendix 4.

Currently we don't have adequate data to categorically confirm that the members of the Armed Forces Community are a group facing inequality at a significant level and would warrant inclusion as a specific category in the EA. Anecdotal evidence suggests many adults experiencing homelessness have a military background and there might be an incidence of PTSD and other mental health conditions as a result of service. Further analysis will be undertaken once the Census 2021 releases further data sets which will enable cross – tabulation of data points.

In the meantime we base our considerations on local research. Our research indicates some members of the Armed Forces Community will be veterans in the older age category ie. WW2 veterans (476 receiving benefits related to service in the army). A large part of the community will fall in the working age category. In addition, some of the veterans and ex-service personal will have experience injuries and disabilities as a result of their occupational activity. The covenant covers consideration of spouses and carers as well.

Strengthening compliance with the Armed Force act 2021 by signing up to the covenant and its pledges, signing up to the employment scheme and acting on the commitments has a chance of increasing awareness around availability of services and how these services identify and support the AFC members resulting in better take up of services and overall impact on wellbeing and socio-economic situation. Spouses and carers of currently serving and ex service personal will also benefit as a result of these changes.

3. Carrying out your analysis

3.1 Impact assessment

You should now undertake an analysis of the impact of the policy, service function or restructure on the protected characteristic groups and additional groups, using the table below to record your conclusions. A checklist of the protected characteristics is available [here](#) for ease of reference.

Table 2

	Impact - Please tick				
	Yes			No	Unclear
	Positive	Negative	Neutral		
Age (including looked after children)	X				
Disability	X				
Gender reassignment	X				

Marriage and civil partnership	X				
Pregnancy and maternity	X				
Race	X				
Religion or belief	X				
Sex	X				
Sexual orientation	X				
Carers	X				
Socio-economic	X Homeless ness Benefits				

	Employment				
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3.2 Results of your analysis

Where an impact has been identified above, outline what the impact of the policy, service function or restructure is on members of the protected characteristics groups using the table below:

Overarching impact of the Covenant – Positive for all protected characteristics

The Covenant aims to have an overall positive impact on members of the armed forces community.

The Act has put on a statutory footing the need for public bodies to have due regard of Armed Forces Covenant to help prevent service personnel and veterans being disadvantaged when accessing services like healthcare, education and housing. Statutory guidance has been produced and each local authority is expected to sign the updated Covenant in their own right.

The signing of the covenant will show the council’s commitment to the Armed Forces Community by further embedding the “due regard” duty of the Act to help prevent service personnel and veterans being disadvantaged when accessing healthcare, education and housing services.

By joining the Defence Employer Recognition Scheme at the entry Bronze Level the council will show its commitment to the Armed Forces Community by ensuring it follows best practice in regards of the recruitment and employment of currently serving and ex-service personnel.

Current human resources practices in regards of Armed Forces Covenant will benefit from modernising in line with the Defence Employer Recognition Scheme criteria. This will ensure members of Armed Forces Community we already employ are supported to manage their additional duties or potential impacts of having served on health and wellbeing are taken into account.

Table 3

	Potential Impact
Age	<p>Intended positive impact</p> <p>The definition of those covered by the Covenant is “The Armed Forces community in Southend-on-Sea includes anyone currently serving, or who has previously served for at least one day, in the regular or reserve UK forces (i.e., the Royal Navy, the Royal Marines, the regular Army and the Royal Air Force) and who is ordinarily resident in the UK;</p>

	<p>their relevant family members (as defined by Section 3 of the Armed Forces (Covenant) Regulations 2022); and their carer/s". Therefore there will be a wide range of age groups that may benefit from awareness of the covenant and services available, including:</p> <ul style="list-style-type: none"> - School-age children entitled to Pupil Premium Service - Elderly veterans - Working age veterans and serving personnel - Family members and carers of all ages
Disability	<p>Intended Positive Impact</p> <p>Under the due regard aspect of the covenant, those individuals entitled to adaptation grants will be referred accordingly. Individuals will also be able to access forces-friendly GP services and therefore able to be referred to relevant NHS services, including OpCourage for mental health support.</p> <p>Colleagues in the public health team and the wider health system have also prioritised work to understand the health inequalities affecting the Armed Forces community.</p>
Gender reassignment	<p>Intended Positive Impact</p> <p>Any member of the armed forces community, including those undergoing or completing gender reassignment, will have access to the same promotion and delivery of services available.</p>
Marriage and civil partnership	<p>Intended Positive Impact</p> <p>Spouses and wider family are covered by the Covenant.</p>
Pregnancy and maternity	<p>Intended Positive Impact</p> <p>Wider family is covered by the Covenant. The aspect of due regard covers key aspects including health, so therefore pregnant family members would be included.</p>
Race	<p>Intended Positive Impact</p> <p>Members of the armed forces community that may have faced disadvantages due to race, may find that under the Covenant they have more access to services and support.</p>
Religion or belief	<p>Intended Positive Impact</p> <p>Members of the armed forces community that may have faced disadvantages due to religion or belief, may find that</p>

	under the Covenant they have more access to services and support
Sex	Intended Positive Impact Spouses and wider family members are covered by the Covenant. There is anecdotal evidence that female members of the armed forces community are less likely to be identified by frontline services. The covenant will help to ensure that promotion and delivery of services addresses sex inequalities and discrimination.
Sexual orientation	Intended Positive Impact Members of the armed forces community that may have faced disadvantages due to sexual orientation, may find that under the Covenant they have more access to services and support
Carers	Intended Positive Impact The Covenant covers carers, thereby offering potential to access additional services/support
Socio-economic	Intended Positive Impact Strengthening compliance with the Armed Forces Act 2021 by signing up to the covenant and its pledges, signing up to the employment scheme and acting on the commitments has a chance of increasing awareness around availability of services and how these services identify and support the AFC members resulting in better take-up of services and overall impact on wellbeing and socio-economic situation. Spouses and carers of currently serving and ex-service personal will also benefit as a result of these changes.

4. Community Impact

You may also need to undertake an analysis of the potential direct or indirect impact on the wider community when introducing a new/revised policy, service function or restructure. The template is [here](#).

No negative community impacts anticipated based on analysis.

5. Equality Analysis Action Plan

Use the below table to set out what action will be taken to:

- Ensure a full analysis of the impact of the policy, service function or restructure is undertaken.
- Mitigate/address identified negative impacts or unlawful prohibited conduct.

- Promote improved equality of opportunity and to foster good relations.

Also describe how the action plan will be monitored and at what intervals.

The action plan will form part of the core infrastructure and will be monitored by the Working Party/Steering Group

Table 4

Planned action	Objective	Who	When	How will this be monitored (e.g., via team/service plans)
Armed Forces Needs Assessment	Identify the issues and needs of the armed forces community locally. Attempt to address data gaps as described in section 2.2	CSG Engagement & Participation Team	2023	Consultation with published findings
Annual self-assessment	Ensure policies and procedures remain up-to-date	CSG Engagement & Participation Team and Policy Team	Yearly	Team meetings/Working Party meetings
Implement Defence Employer Recognition Scheme (DERS)	Ensure SCC allows fair opportunity for the armed forces community to apply for jobs and be treated fairly if recruited	HR	Yearly	Team meetings/Working Party meetings
Comms Plan	Relevant services, events and information is promoted widely	Comms Team	Yearly	Team meetings/Working Party meetings

	and in a timely manner			
Accessibility	Ensuring that communication with the armed forces community is accessible	Comms Team	Yearly	Team meetings/Working Party meetings
Training for staff	To ensure due regard is demonstrated across council services	Learning and Development	Yearly	Team meetings/Working Party meetings

The conclusions of this Equality Assessment will be embedded in future decision making

Signed (lead officer): Kamil Pachalko

Signed (Head of Service): Suzanne Newman

Once signed, please send a copy of the completed EA (and, if applicable, CCIA) to Angela Dress Angeladress@southend.gov.uk.

All Equality Analyses are recorded on Pentana and reported to CMT and DMT's on a quarterly basis.

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Title: Corporate Debt Management - Position to 31st March 2023

Meeting: Cabinet

Date: 28 June 2023

Classification: Part 1

Policy Context:

Key Decision: No

Report Author: Richard Campbell, Council Tax Manager

Executive Councillor: Councillor Cox Leader and Cabinet Member for SEND

1. Executive Summary

1.1 The purpose of this report is to apprise Cabinet of the following:

- The end of year position, 31 March 2023 of outstanding debt to the Council.
- Debts that have been written off, or are recommended for write off, for the financial year to 31 March 2023.
- Obtain approval for the write off of irrecoverable debts that are over £25,000.
- The Council's Debt Collection and Recovery Policy which was last updated and approved in November 2017.

2. Recommendations

It is recommended that Cabinet:

- 2.1 Notes the finalised outstanding debt position as at 31 March 2023 and the position of debts written off to 31 March 2023 as set out in **Appendices A & B**.
- 2.2 Approves the six write offs for debts that exceed £25,000, as shown in **Appendix B**.
- 2.3 Notes the existing Debt Collection and Recovery Policy approved in November 2017 (**Appendix C**) and that a refresh of the policy is undertaken, and any proposed changes brought back for approval at September 2023 Cabinet meeting (**Section 3.13**).

3. Background Information

- 3.1 It was agreed by Cabinet on 19 March 2013 that the S151 Officer would submit regular reports to Cabinet on all aspects of the Council's outstanding debt, along with the required write off position. This is the final report for the financial year 2022/23.
- 3.2 Southend-on-Sea City Council is made up of several service areas, all of which are responsible for the collection and administration of outstanding debt. The main areas are Accounts Receivable and Revenues which are linked to the billing and collection of most debts that fall due to be paid to the Council for chargeable services, such as service/rental charges and statutory levies such as Council Tax and Non-Domestic Rates (Business Rates).

There are also other areas of debt that are included in this report, namely recovery of Housing Benefit Overpayments, Parking and Enforcement penalties and library fines. In addition, the position regarding outstanding debt levels for the Housing Revenue Account for rent arrears and service charges.

- 3.3 The process and legislative framework for the collection and write off of debt was detailed in the report to Cabinet on 17 September 2013. It is worth highlighting that the Council has a good success rate in collection of debt. The collection targets are agreed annually as part of the Council's service and financial planning process.
- 3.4 Debts are only considered for write off where all other courses of recovery available have been undertaken or explored and the debt is considered irrecoverable.

3.5 Council Tax

£113.3m of Council Tax was due to be collected in 2022/23, with a collection target of 97.5%. The Council achieved a collection rate of 97.5% during this year meaning in percentage terms the target was achieved. Total collection for the year in this area was £110.5m. Achieving this level of performance in what has been recognised nationally as a very difficult year is excellent and compares favourably with the rest of the country. The team have also effectively managed the Council Tax Rebate Scheme paying approx.70,000 households much needed support for their energy bills.

Collection is continuing for outstanding arrears for previous financial years. The chart below shows the actual in year collection rate over the past 4 years, and the collection rate of each year's charge to date, including debts that have been written off.

Council Tax Performance		
	As of 31 March of relevant year	As of 31 March 2023
1 April 2018 - 31 March 2019	97.5%	99.2%
1 April 2019 - 31 March 2020	97.5%	99.0%
1 April 2020 - 31 March 2021	96.7%	98.9%
1 April 2021 - 31 March 2022	97.4%	98.5%

The total level of Council Tax collectable increased for 2022/23, the Council now has a total cumulative outstanding debt level of circa £10m, this is an increase of around £1m as at the end of the last financial year. Plans are in place to commence a review later this year to assess older debts to ensure all debts held on account remain recoverable with £3.7m of this debt being older than three years.

3.6 Non-Domestic Rates (Business Rates)

£40m of Non-Domestic Rate was due to be collected in 2022/23, with a collection target of 98.0%. The Council achieved a collection rate of 98.7% during this year reflecting an increase of 0.7% in percentage terms and an increase in monetary terms of £0.26m in comparison to the collection target profile. Collection of £39.47m achieved instead of the targeted £39.21m. In percentage terms, this is the highest collection performance in this area in the last decade and reflects an extremely positive return for businesses following the reduced collection in recent years during the Covid pandemic.

Collection is continuing for outstanding arrears for previous financial years. The chart below shows the actual in year collection rate over the past 4 years, and the collection rate of each year's charge to date, including debts that have been already written off.

Non-Domestic Rates Performance		
	As of 31 March of relevant year	As of 31 March 2023
1 April 2018 - 31 March 2019	98.6%	99.9%
1 April 2019 - 31 March 2020	98.3%	99.9%
1 April 2020 - 31 March 2021	90.6%	99.8%
1 April 2021 - 31 March 2022	96.3%	99.7%

Following a largely successful year of collection, the business rate debt outstanding is £1.3m, which is a considerable reduction from the £2.2m of debt that was held on account as of 31 March 2022.

3.7 **Housing Benefit Overpayment**

This is any entitlement to a rent allowance or rent rebate that a person has received but is not entitled to. Most commonly this accumulates when there is a change to a person's circumstance, and they fail to notify us in good time. The overpayment will be invoiced unless they are in receipt of Housing Benefit in which case their benefit entitlement is reduced to enable recovery of the overpayment. The vast majority of Housing Benefit overpayment is due to claimant error.

Following a successful year of collection there has been a decrease of debt in this area, from £3.3m to £2.9m as of 31 March 2023.

3.8 **Libraries**

Library debt is made up of overdue fines and replacing lost or non-returned books.

3.9 **Adult Services**

Adult Services make charges for the following services:

- Contributions to residential accommodation
- Charges for non-residential services i.e. Home Care, Community Support, Day Services and transport to services
- Charges to other local authorities
- Charges to National Health Service

As of 31 March 2023, the level of debt was £8,238,037, which is an increase of £2.658m compared to this time last year. The main driver of the increased debt level is the increased rates paid to providers, which are - subject to means testing - passed onto the service user.

Of this debt, £2.951m (36%) is debt deferred against property and £2.580m (31%) is under 30 days old, which includes sums owed by the National Health Service or other local authorities.

Of the remaining £2.736m (33%), the majority has been overdue for greater than one year and in some cases, the customer ID reflects that the debt is now charged to the service users' estate. This poses significant risk to recovery as it is unsecured. This has been reflected by an appropriate increase in the Bad Debt provision specifically earmarked for this Service area.

Whilst social care debt needs to be managed in a sensitive manner, considering the potential vulnerability of the service user, this has been highlighted as an area for improvement. A review of working practices for this debt area is to be conducted with a view to maximising collection in the new financial year.

3.10 Parking

The recovery of unpaid Penalty Charge Notices is undertaken by a semi-judicial process under the current Traffic Management Act 2004.

From 1 April 2022 to 31 March 2023 a total of 62,005 Penalty Charge Notices (PCNs) have been issued identifying a projected income of £1,867,365. It should be noted that PCNs are issued at a higher rate and lower rate (£70.00 and £50.00 respectively) depending on the seriousness of the parking contravention. PCNs may be paid at a discounted rate of 50% of the charge if paid within 14 days of the date of issue.

This value is continuously being amended as payments are received and it should be recognised that payments made at the 50% discount amount will reduce the projected income level. Historically, 75% of paid PCN's are paid at the discounted payment.

The value of cancelled notices for the period 1 April 2022 to 31 March 2023 is £213,123 and cases written off where no vehicle owner has been identified totals £112,456.

Note: "In parking enforcement process, only PCNs that have been registered as an unpaid debt at the Traffic Enforcement Centre are classed as being at debt stage."

3.11 Miscellaneous Income

This will include a range of services that the Council will charge for including such areas as rental income on commercial properties, recharges to other bodies for services we have provided, and recovering overpaid salaries from staff that have left.

It is important to note that collection can vary month by month depending on the value of invoices raised as a reasonable period needs to be allowed for payment to be made.

There has been a significant increase in the write off position for this area for debts under £5k. This is due to the team carrying out a review of all outstanding Rent Deposit Loan invoices. It was agreed between the Director of Housing and Executive Director of Finance & Resources that any invoices that have been rigorously pursued through debt collection agencies would now be written off at that stage, as court action has proven ineffective historically and costly, due to the nature of the debts. This has resulted in £310,835 being written off as uncollectable.

The end of year debt is circa £11.4m, compared to circa £12m last year. There has been a significant increase in Miscellaneous Income collectable debt, up from circa £40m last year to circa £57m this year, with circa £12m of this debt raised in March 2023. Of the £12m raised in March, one invoice covered £2.5m of this, which has been paid at the time of writing this report. A further £4m has been raised to various government bodies and represents little risk of not being received.

3.12 Housing

Under the management of South Essex Homes there are arrears of outstanding debt of Rent and Service Charges for housing tenants. Extensive recovery procedures are followed but if the debt is deemed to be irrecoverable then the cost of any write-offs for this category of debt is specifically charged to the Housing Revenue Account and not to Council Tax payers.

3.13 Debt Collection and Recovery Policy and Bad Debt Write-Off Status

The current debt position within each service area, as at the end of the financial year 2022/23 is summarised at **Appendix A**. The value of irrecoverable debt that has been written off during the 2022/23 financial year and the approval requested by Cabinet for debt recommended for write-off at this Cabinet meeting that is over £25,000 is represented at **Appendix B**.

The current Debt Collection and Recovery Policy was approved in November 2017, at this time delegation was given to the Executive Director (Finance & Resources) to update the values and level of write-off that can be written off by various designated officers with the Council. Although the Council's existing policy remains robust it is suggested that a refresh is undertaken, and any proposed changes are brought back for consideration and approval by Cabinet in September when the first debt management position for 2023/24 will be reported. The current policy is attached at **Appendix C**.

Write off approval levels currently in place are shown in the tables below, which are in accordance with the latest Financial Procedure rules set out in the Constitution and the latest corporate debt recovery policy.

Debt Type: Accounts Receivable/Adult Services/ Housing and Council Tax Benefit	
Designation	Amount
Assistant Manager	under £5,000
Manager	Up to £10,000
Executive Director (Finance & Resources)	Between £10,000 and £25,000
Cabinet	£25,000 and above

Debt Type: NNDR (National Non Domestic Rates)	
Designation	Amount
Senior Officer	Up to £2,000
Team Leader	Up to £5,000
Manager	Up to £10,000
Executive Director (Finance & Resources)	Between £10,000 and £25,000
Cabinet	£25,000 and above

Debt Type: Parking	
Designation	Amount
Team Leader	Up to £5,000
Head of Parking	Up to £10,000
Jointly - Head of Parking and Executive Director (Finance & Resources)	Between £10,000 and £25,000
Cabinet	£25,000 and above

South Essex Homes, as managing agent, submit proposed write-offs to the Council, following which the following approval levels are exercised.

Debt Type: Housing Rents and Service Charges	
Designation	Amount
Jointly - Head of Housing Service and Executive Director (Finance & Resources)	Under £25,000
Cabinet	£25,000 and above

4. Reasons for Decisions

- 4.1. Debt collection is conducted independently by each department in accordance with the Council's Debt Collection and Recovery Policy to ensure a fair and consistent approach is applied to each case, and to maximise collection for the Council.
- 4.2. Each write-off is considered on an individual basis to assess the viability of collection and via the Council's Debt Collection and Recovery Policy to ensure a standard consistent approach.

5. Other Options

- 5.1. This is a report notifying members of the current position of the Council's debt and related write offs, and therefore there are no other options.

6. Financial Implications

- 6.1 Debts that are written off will have been provided for within the Council's bad debt provision and as such there should be no specific additional financial implications for the Council. However, it is possible that unforeseen and unplanned additional write offs occur, which could lead to the value of debts written off in any year exceeding the bad debt provision.

Where there is a potential for this to happen, this report will act as an early warning system and will enable additional control measures to be agreed and undertaken to either bring the situation back under control, or to make appropriate adjustments to the bad debt provision.

Relevant service areas are aware that they will have to bear the full cost of the value of debts that are written off from within their service's budget.

The Council's bad debt provision is calculated according to the type of debt using and agreed formulae. Exceptions can be made on a case-by-case basis by Finance Officers applying their professional judgement considering specific service knowledge. The proposed arrangements for each debt type are reviewed annually, and the approach is agreed with the Council's external auditors.

For General Fund debt the following percentages are used to calculate the value of provisions for various types of debt

Type of debt	Age of debt in months						
	<1	1-2	2-3	3-4	4-6	6-12	>12
Sundry Debt	0%	10%	10%	50%	50%	90%	90%
Adult Social Care	0%	10%	10%	50%	50%	90%	100%
Commercial Rents	0%	10%	15%	25%	50%	70%	90%

Where there is an active payment plan in place no bad debt provision is made.

Provisions for bad debt associated with Council Tax or NNDR are calculated as part of the Collection Fund accounting arrangements and apportioned between Southend-on-Sea City Council as the billing authority and preceptors. These calculations follow a similar formulaic approach for bad debt provision over the last 23 years. The approach and calculations are also shared with the Council's external auditors each year.

Provisions for bad debt associated with the Housing Revenue Account follow specific recommended guidelines. The Council follows this approach, and the overall bad debt provision is calculated on this basis.

7. Legal Implications

- 7.1 If there are debts to be written off that exceed the level at which officers have delegated powers to deal with the matter, authorisation is required from Cabinet.

8. Carbon Impact

- 8.1. No carbon impact implications.

9. Equalities

- 9.1 Debt Collection is managed through the Council's Debt Collection and Recovery Policy and is based on an approach of "Can't Pay Won't Pay". Each write-off is considered on an individual basis through a standard consistent best practice approach.

10. Consultation

- 10.1. No consultation required for the write off of debt.

11. Appendices

- 11.1. Appendix A: Debt Management Position 31.03.2023
Appendix B: Write Offs 31.03.2023
Appendix C: Debt Collection and Recovery Policy

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Summary of Outstanding Debt**A. Outstanding Debt in respect of arrears before 2022/23**

Debt pre 1/4/2022	Council Tax (a)	Business Rates (a)	Housing Benefit Overpayments (b)	Adult Services	Miscellaneous Income	HRA (Care Line/Service Charges)	Parking (c)	Libraries (d)	HRA Current Tenants (e)	HRA Former Tenants (e)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Net Collectable Debt	9,645	2,322	4,671	5,580	5,967	366	1,649	n/a	n/a	425
Amount Paid @ 31.03.2023	2,464	1,521	1,812	1,947	4,075	173	147	13	n/a	114
Number of Accounts	14,566	315	765	2,291	1,170	88	n/a	n/a	n/a	332
Total Outstanding	7,181	801	2,191	3,633	1,892	193	1,502	n/a	n/a	311

B. Current Year Debt (Debt raised in respect of 2022/23)

Debt post 1/4/2022	Council Tax (a)	Business Rates (a)	Housing Benefit Overpayments (b)	Adult Services	Miscellaneous Income	HRA (Care Line/Service Charges)	Parking (c)	Libraries (d)	HRA Current Tenants (e)	HRA Former Tenants (e)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Net Collectable Debt at 31.03.2023	113,369	40,018	1,238	14,635	56,765	3,154	967	n/a	35,114	201
Amount Paid @31.03.2023	110,498	39,478	1,812	10,030	47,296	2,937	49	5	34,508	47
Number of Accounts	8,499	319	598	2,093	1,300	130	n/a	n/a	1840	233
Total Outstanding	2,871	540	734	4,605	9,469	217	918	n/a	974	154

Total Debt	Council Tax (a)	Business Rates (a)	Housing Benefit Overpayments (b)	Adult Services	Miscellaneous Income	HRA (Care Line/Service Charges)	Parking (c)	Libraries (d)	HRA Current Tenants (e)	HRA Former Tenants (e)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Total Net Collectable Debt at 31.03.2023	123,014	42,340	5,909	20,215	62,732	3,520	2,616	n/a	35,114	626
Total Amount Paid @31.03.2023	112,962	40,999	1,812	11,977	51,371	3,110	196	18	34,508	161
Total Number of Accounts	23,065	634	1,363	4,384	2,470	218	n/a	n/a	1840	565
Total Debt Outstanding	10,052	1,341	2,925	8,238	11,361	410	2,420	n/a	974	465

NOTES

- (a) Council Tax and Business Rates includes adjustments for write offs, credits and outstanding court costs.
- (b) HB Overpayment is not attributable to a financial year in the same way that Council Tax or NDR are i.e. a yearly debit is not raised. It is also not feasible to state when a payment is made which age of debt it has been paid against. For these reasons the outstanding amounts in the report reflect the actual outstanding debt at the date requested, it does not reflect the outstanding debt against current year and previous year debts.
- (c) Parking total outstanding is net of PCNs cancelled and written off.
- (d) The figure of £18k relates to total payments received since 1 April 2022 until 31 March 2023
- (e) HRA tenancy debts (residential rent accounts) are rolling amounts, with no breaks in years or rollovers. Any cash received is applied to the oldest rent week outstanding. The figures shown are total arrears outstanding, and therefore include arrears still outstanding from prior years.

Summary of Write Off's

Debts written off in 2022/23

Period 1 April 2022 – 31 March 2023 relating to any year

Write Offs	Council Tax £	Business Rates £	Housing Benefit Overpayment £	Adult Services £	Miscellaneous Income £	HRA (Service Charges) £	Parking £	Libraries £	HRA Tenants £
Under £5k	380,532.21	141,513.02	85,898	34,814	350,404	39	700,131.70	1507.90	53,587.46
£5k-£25k	11,025.11	225,521.69	39,431	16,426	47,583	0	0.00		0
Over £25k	0.00	309,800.20	0	0	0	0	0.00		0
Total	391,557.32	676,834.91	125,329	51,240	397,987	39	700,131.7	1507.90	53,587.46

Write off's greater than £25,000 that are submitted for approval for this period.

Amount to write off		Service Area
£183,353.23	The Hive Enterprise Centre (Southend Victoria) Ltd – Unpaid Service Charges due. Cabinet previously approved the write off of £25,873.29 for unpaid business Rates for this company on 8 th November 2022. The Council were working to establish the full finalised service charges for the company at this time, this has now been completed and consequently this report is seeking approval of the remaining charges due. This company were tenants of the former library building on Victoria Avenue between 2015-2022. They were invoiced annually for service charges in respect of the property that they were liable for paying in accordance with the lease. They were being continually chased for payment but never made any payments, eventually the company entered into liquidation in September 2022 and the property was handed back to the Council. A claim for the outstanding balance has been submitted to the liquidator, however there is likely to be no dividend paid.	Enterprise & Community
£37,404.00	NHS Southend CCG – Health Contribution to Youth Offending Service 2017-18. Health Service are of the view that this is a voluntary contribution that they have not agreed to and should never have been invoiced for. Despite trying to resolve this matter since the invoice was raised in 2017, we have been unable to reach agreement. The Council have now accepted that payment will not made.	Youth Offending

<p>£45,188.35</p>	<p>UK Auto Sales Limited – Commercial Rent</p> <p>The company were tenants of 16 Brunel Road between 2018-2021, when they were evicted by the Council due to rent arrears. These arrears had built up over the period affected by Covid-19, during which the Council were prohibited from taking enforcement action to try and recover the rent owed. Despite trying to engage with the tenant it was necessary to evict them due to the arrears. Having sought legal advice it appears that the company have no assets and currently has a proposal to strike off on Companies House.</p>	<p>Operational & Non-Operational Properties</p>
<p>£26,156.82</p>	<p>Tudor Retail Group Limited – 23rd October 2020 to 19th May 2022</p> <p>Following a failure to pay tax due on the property, the Council sought court action and subsequently progressed the case to an enforcement agent to collect on our behalf. The enforcement agent has been unsuccessful with such attempts to collect, and the debt was returned to the Council for further action, with notification that the company had ceased trading.</p> <p>Following a review, it was determined that the company has been dissolved and therefore no legal entity remains for the Council to collect the debt from and consequently seek approval for the removal of the debt.</p>	<p>Business Rates</p>
<p>£26,102.72</p>	<p>Shanaj Ltd – 24 September 2020 to 31 December 2021</p> <p>Company responsible for Non-Domestic Rate at the property for a 15-month period, during which no rate has been received. The Council have served the statutory notices as appropriate to the company and commenced court action to obtain a liability order against the company for non-payment.</p> <p>The Council have sought to recover the outstanding debt via an enforcement agent, however, attempts by the agent have also proven to be unsuccessful.</p> <p>Company have now been dissolved on 11 April 2023 and therefore there is no prospect of collection.</p>	<p>Business Rates</p>
<p>£25,686.20</p>	<p>Shanaj Ltd – 24 September 2020 to 31 December 2021</p> <p>Company responsible for Council Tax at four properties (all above the Non-Domestic property) as lease to trade at Non-Domestic property for the entire building. Each property has been vacant and subject to a 300% premium due to the application of the long-term empty property premium. The addition of the premium has resulted in a larger than normal charge for this 15-month period at each address of £6,421.55.</p> <p>The Council have served the statutory notices as appropriate to the company and commenced court action to obtain a liability order against the company for non-payment.</p> <p>The Council have sought to recover the outstanding debt via an enforcement agent, however, attempts by the agent have also proven to be unsuccessful.</p> <p>Company have now been dissolved on 11 April 2023 and therefore there is no prospect of collection.</p>	<p>Council Tax</p>

Appendix C

Southend-on-Sea Borough Council Debt Collection and Recovery Policy

November 2017

Covering the following areas for Southend Borough Council:

- Council tax
- Housing Benefit
- Social care
- Sundry Debts
- Parking management

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1.0 Purpose of the Policy

- 1.1 The purpose of this document will set out Southend on Sea Borough Councils strategic approach to the collection of public money across a varied sector of services.
- 1.2 All service providers within the council will need to understand the document and ensure their processes and procedures are suitable to deliver the required outcomes for both the council and residents within the borough.
- 1.3 Whilst it is recognised the financial position of individuals and business owners alike are affected by the government's austerity measures, we are obligated to collect 100% of the revenue to ensure the local authority can operate within the current financial constraints, and to be able to continue to deliver critical services for all residents.
- 1.4 Part of these measures being implemented are "Benefit Reforms" including the introduction of Universal Credit, which will impact on many of our residents who currently claim a number of benefits. We will need to consider very carefully how these residents will be able to pay these debts, as we already have many residents with an attachment to their Benefits to clear outstanding arrears.
- 1.5 The document will also give clear guidance on the appropriate levels of credit checks and assessment required prior to service delivery. As clearly we are and must continue to be ethical in our approach to delivering chargeable services. Although credit checks and assessments are a good indicator to someone's ability to pay back a debt it cannot be relied on totally. This is about mitigating the council's risk for exposure to bad debt and also supports our residents and businesses from falling into increased debt.
- 1.6 It will give clear instruction on "Payment in Advance" service areas where possible will collect monies in advance of service delivery, this will prevent debt and will ensure the service requester has the means to pay in advance of the service.
- 1.7 Whatever service is being delivered, the key to excellent collection is to ensure we collect the outstanding monies at the earliest possible stage. Therefore the document will set out the required timescales to resolve queries and complaints, which have historically resulted in loss of revenue when not dealt with appropriately.
- 1.8 In essence it will set out a corporate approach to debt collection and will ensure every available means will be used to collect outstanding monies.
- 1.9 Including:-
 - Payment in advance of service delivery
 - Revised reminder process to speed up collection in accordance with the relevant legislation

-
- Channel shift/ Promotion of On Line Services
 - Promotion of Direct Debit as the optimum method of payment
 - Payment arrangements within a set criteria
 - Legal framework
 - Fraud initiative

2.0 Introduction

- 2.1 The Council has a duty to recover outstanding debt and in doing so seeks to ensure all monies due are collected in a timely and efficient way, ensuring that its processes are fair to everyone. To this end, all debts are administered in line with corporate policy, national legislation and financial procedure rules. Overall responsibility relating to the management and recovery of debt rests with the Section 151 Officer.
- 2.2 Recovery of outstanding debts relating to Council Tax, NDR (Business Rates) are undertaken by the Revenues team, Housing Benefit Overpayments are recovered within the Benefits team. Recovery of outstanding debts relating to Sundry Debts are undertaken by the Accounts Receivable team who report directly to the Group Manager for Revenues.
- 2.3 Recovery of outstanding Social Care debt is undertaken by the finance team within the “People” directorate. It is widely recognised across local government due to the nature and complexity of this debt, it requires a specialist knowledge. It is also recognised that when dealing with this sensitive area of collection, arrears will be pursued with care and a specialist knowledge. See Annex 1 Social Debt Policy 2017 on specific collection processes regarding Social Care Debts.
- 2.4 - The key aim of this policy is as follows:-

To maximise the level of income collected by the Council by;

- Reducing the level of debt
- Accurate and timely billing with evidence to justify the Invoice/bill.
- Effective and timely recovery processes
- Utilising the appropriate recovery method by debt type
- Recognising that causes of debt vary and recovery methods should be focused accordingly. Debt will be categorised and methods of recovery focused by type, with debtors identified either as:-
‘Can’t Pay’ or Won’t Pay’:

3.0 Can't Pay

Our Customers and businesses will receive appropriate assistance and support through debt management and benefit advice, our residents or businesses will be helped to make and adhere to payment arrangements and understand options to minimise costs in the future.

There could be several reasons where clients could fall into this category including but not exclusively:-

- Unemployment
- Hardship due to personal illness
- Mental health issues
- Alcohol or drug dependence
- Imprisonment
- Difficult family issues

We have experienced staff within the authority who will support and work with our residents and businesses that experience debt, and will also sign post to the advice sector for further support including:-

- Citizen Advice,
- Step Change
- and other appropriate support organisations

4.0 Won't Pay

All available and appropriate methods of recovery will be considered depending on the nature of the debt and the individual or businesses circumstances including their assets and income.

General Principles

- That the citizens and businesses of Southend on Sea have a responsibility to pay for the services they receive and the charges for which they are liable.
- Council Tax revenue collected by the Council on behalf of tax payers is recognised in legislation as priority debt, and debtors must give priority to the payment of these debts.
- Wherever possible and when appropriate, services will not be provided until payment has been made and cleared funds received.
- The cost of collection will be minimised by encouraging citizens to use the most cost effective payment methods such as direct debit. Online and debit card payments will also be promoted in preference to other methods such as cash.
- The Council will advise our residents or businesses of any appropriate benefits, exemptions, discounts or other reliefs which may reduce their debt.
- Where the Council is made aware that debtors have multiple debts or require specific budgetary advice, staff will signpost debtors to external advice agencies. The council will endeavour to collect multiple debts at a single point of contact with the debtor whenever possible.
- Disputes in relation to the debt or recovery process will be resolved where possible within 30 days; Debtors will be kept fully informed of the ways in which they can contact the Council to discuss any dispute they may have. It will be the responsibility of the originating service area to resolve these disputes. Any disputes that run beyond the 30 days will be escalated to the relevant service manager.
- Where part of the debt is disputed the Council will still continue to collect the undisputed amount within the legislation at the earliest possible opportunity whilst also dealing effectively with the disputed debt. It must be made clear at the initial contact with the client they must pay the undisputed part of the debt.
- When correspondence between the citizen/business and the responsible department fails to rectify any grievance or dispute and the citizen wishes to

make a complaint regarding the way in which the Council has attempted to collect a debt, they will be fully informed of the Council's Feedback/Complaints procedure and will be given assistance to register that complaint.

- The Council will encourage effective sharing of information between departments and will explore the most efficient and effective way of achieving this whilst taking full account of relevant legislation e.g. Data Protection Act (DPA). If any officer of the council is unclear of their responsibilities under the DPA they must ask for advice from the corporate data protection officer to ensure no breach of legislation occurs

5.0 Principles common to all debts

- Every invoice must be correctly addressed to the person or organisation liable to pay it. The name on the invoice will be that of a person or body possessing "legal personality" under the legislation hierarchy.
- Invoices will be issued on the day of production. Exceptions to this must be approved by the relevant manager.
- Where we are dealing with an organisation or Small Medium Enterprise (SME) or any other type of business a purchase order number or payment reference must be entered on the invoice.
- If you do not obtain a Purchase order at the first point of contact with the organisation you will have 14 days to obtain one and pass onto the accounts receivable team.
- Service areas are responsible to compile evidence in the event to secure recovery of the debt through the courts. This must be compiled when an invoice is raised. All documentation relating to the invoice will be kept by the originating department in electronic format for 6 years after the last recovery action adhering to the Corporate Retention Policy.
- In each case the Council will use the most appropriate and effective method of recovery in order to maximise income, working with our commercial partners where appropriate.
- All invoices, reminders and final notices will be issued using the most cost-effective means available.

-
- Officers will employ flexibility and discretion when dealing with hardship, vulnerability or dispute situations. This includes the ability to make deferred payment arrangements or suspend recovery action due to the debtor's individual circumstances..
 - Where appropriate a "Means Test or an Income & Expenditure assessment will be required to ascertain an individual's ability to pay with appropriate evidence to support this.. If this is refused, a payment arrangement may not be possible.

Note: - Arrangements to pay in instalments to clear the full outstanding amount are determined by individual departments, however the maximum period would be a 12 month period, any arrangement which is outside this period must be agreed with the relevant Manager.

- The council has a duty to monitor all payments arrangements and will ensure missed payments are actioned appropriately. The council will dependant on circumstances hold the right to withdraw a payment arrangement making the full amount of debt due.
- Any member of staff, who has an interest in any debt must not participate in any form of monitoring/management of that debt and must declare their interest to their manager. This includes, but is not limited to:
 1. Self, including any business interest i.e. director, accountant
 2. Family members
 3. Friends
- All notices issued by Southend Borough Council will comply with the corporate style and will be easily identifiable as being from Southend Borough Council.
- Prompt recovery action is key to managing debt and maximising income the Council will:-
 1. Set clear targets and timescales for the recovery of debt
 2. Regularly monitor the level and age of debt
 3. Have clear documented recovery procedures and processes
 4. Set and regularly review priorities for specific areas of debt and the recovery methods used to ensure maximum collection
 5. Regularly review irrecoverable debt and submit write-offs for consideration by the appropriate Officer.
All write off approvals will follow Southend Borough Councils constitution.
- Performance in relation to current and aged debt will be produced on a monthly basis and reported directly to the "Chief finance officer".

-
- Write off will only occur when all recovery action has been exhausted. All debts that are written off will be written off against the income code against which it is held. In cases where the debt was originally shown as a balance sheet liability (for example car loans issued prior to the cessation of the scheme), the debt will be written back to the relevant department.
 - Third party recovery agencies will be used when appropriate. Where a third party agency is instructed to carry out activity on behalf of Southend Borough Council, information between the agency and the council will be in a secure electronic format.

6.0 Principles of Enforcement (All debt types)

- The Council will ensure that any enforcement action is:
 1. Proportional - a balance must be struck between the potential loss of income to the Council and the costs of the enforcement action.
 2. Consistent – That a similar approach to enforcement will be taken in similar circumstances to achieve consistency in the:

Advice given
Powers used
Recovery action taken

- At all times the following will be taken into account to inform the collection team of the severity of action to be taken.

The debtor's payment history
The debtor's ability to pay
The social circumstances or vulnerability of the debtor

- Transparent – that reasons and clear explanations will be given for any enforcement action taken.
- If action is required this should be within the guidance and should adhere to the Taking Control of Goods Regulations 2014 and should be clearly explained
- Timescales for actions must be clearly stated and within the regulations.
- A written explanation must be given of any rights of appeal the debtor may have against the enforcement action either before or at the time the action is taken, this will be agreed with our commercial partners during the procurement process and awarding of any contract.

7.0 Collection specific to Sundry Debtors

- Sundry debtors are any other services the Council provides for which monies are due.
- Where practical payment must be received and funds cleared before services are provided “Payment In Advance”.
- Where payment cannot be made before the service is provided invoices must be raised within 5 working days. It is recognised that there will be exceptions where a department is waiting for information from another source e.g. Social Care assessments and service packs
- All invoices must be raised via the corporate debtors system Agresso, the exception being Housing Benefit overpayments, Council Tax and Business Rates which are raised through the Northgate system. Staff responsible for raising invoices/bills must be properly trained in the use of the relevant system. In all other cases invoices will be raised by the accounts receivable (AR) team unless otherwise agreed with the AR Manager.
- Each Department will ensure all invoices are supported by sufficient evidence of the liability to secure recovery through the courts. Such evidence is to be retained and may be requested for any future recovery process as required.
- All staff responsible for providing chargeable services and/or raising invoices must attend a Training Session by the Accounts Receivable Team. This ensures that they understand the principles of the corporate debt strategy and the implications arising from uncollectable debts. System access will be restricted so that only “staff” that completes the training, will be able to raise invoices on the system.
- Information provided on an invoice must include the following:-

What the bill or Liability is for

The Amount Due

How to make a payment

A contact point for all enquiries

The council will provide a choice of convenient methods of payments and details of these options will be advised on each Invoice.

-
- In accordance with accounting principles, the budgets of the originating service will be credited with the value of the invoice at the time the invoice is raised. Where a *disputed debt* remains unpaid after 3 months the amount will be written back to the budget of the originating department. The Department will remain responsible for resolution of the debt and once paid will receive the income. Exceptions to this must be agreed between the service manager and the Accounts Receivable manager.
 - In line with the general principles of this strategy the originating department must show that payment in advance is considered before the service is provided. If this option is not practical the service should seek payment at the time service is delivered, provided that robust income collection arrangements are established. Sundry debtor accounts should only be raised as a last resort where payment in advance is inappropriate.
 - Before raising an invoice services must consider whether it is cost effective to do so. As a general rule services should not raise invoices for less than £10 unless they have a legal obligation to do so, for example, ground rent income.
 - Ownership of all sundry debts will be with the originating departments Budget Holder and it is only the originating departments that can:
 1. Issue an e-mailed/written instruction to cancel an invoice
 2. Correspond with or discuss with the debtor issues relating to the validity of the debt, which must be in line with the Council's charging and income policy.
 3. Deal with complaints relating to the provision of the service or the raising of the invoice.
 - Except for invoices payable by instalments or as otherwise contractually agreed, the settlement terms for all invoices will be 30 days.
 - Recovery action will commence no later than 10 days after the settlement date has fallen due. All recovery action is the responsibility of the relevant collection team.
 - Where initial recovery action has proved unsuccessful the debt will be referred back to the issuing department for further investigation to enable further recovery action to be taken. If proof of the debt cannot be provided upon request the debt will be considered for write off.

8.0 Collection specific to Housing Benefit Overpayments

- Housing Benefit Overpayments (HBOPs) are not usually created for a person that owns their own home due to the nature of the Benefit, however it does occur in certain circumstances like when a person makes a fraudulent benefit claim and an overpayment is created after an investigation. Additionally overpayments may occur where there is a landlord of properties rented to tenants on benefit.
- A range of remedies are applied to collect overpaid benefit, these include issuing invoices and phoning debtors to secure repayment, deducting amounts from any on-going benefit entitlement, or by receiving payment through an attachment of earnings sent direct by the person's employer. Additionally the debts may be referred to external debt collection firms that undertake lettering, telephony and doorstep visiting strategies in an effort to secure repayment. Despite these efforts some HBOP debts remain uncollected and may require alternative remedies to secure their repayment.
- If the debtor is a home owner the Local Authority can apply for an application for a charging order to be made. This requires proceedings through the County Court, starting with obtaining a judgment against the debtor, however as the authority's local taxation team undertakes such action already when pursuing unpaid council tax, the process is understood, and is a remedy the County Court is familiar with the authority adopting.
- The success of all enforcement action lies in the selectivity of the cases chosen, and for HBOP the intention is to target debts of a significant value and where the debtor has a clear history of either failing to engage with us or make a suitable arrangement to repay their debts. In the circumstances the cases progressed for charging orders would be selected with the utmost care after forensic review and evaluation as part of a concerted effort to secure the repayment of debts owed to the Authority where no other enforcement remedy has proved successful

9.0 Authorisation limits for write offs

Debt Type: Council Tax/ Accounts Receivable/Social Care/ Housing Benefit Overpayments

Designation	Amount
Assistant Manager	under £5,000
Manager	Up to £10,000
Director	Between £10,000 and £25,000
Cabinet	£25,000 and above

Debt Type: NNDR (Non Domestic Rates)

Designation	Amount
Assistant Manager	under £5,000
Manager	Up to £10,000
Director	Between £10,000 and £25,000
Cabinet	£25,000 and above

Debt Type: Parking

Designation	Amount
Notice Processing Officer & Section Leader	under £5,000
Section Leader	Between £5,000 and £10,000
Group Manager	Between £10,000 and £25,000
Cabinet	£25,000 and above

The Recovery Manager will produce a Monthly/Quarterly report for the Group Manager and Director of Service to inform of **All** write offs within the area.

10.0 Methods of Recovery Action

When proof of debt has been confirmed the debt will be referred to the Accounts Receivable Team who will take the necessary action which could include Enforcement.

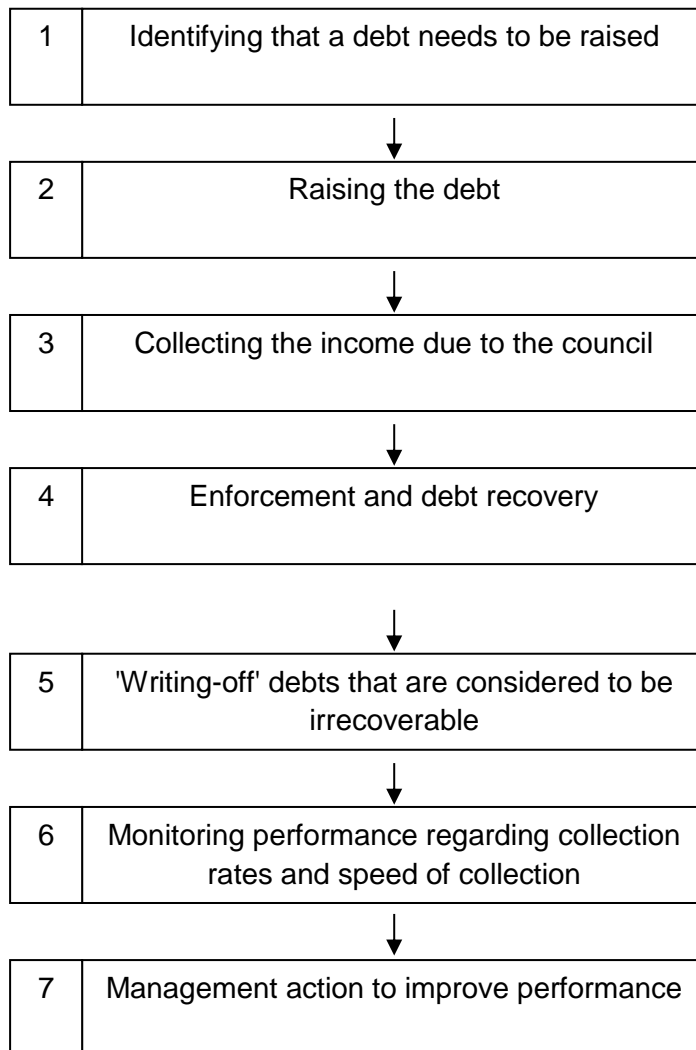
The first method of recovery will be to send cases for “Doorstep Recovery- Non Enforcement action.

If the Council’s Collection Agents are not able to collect the debt, the statutory methods of enforcement will be considered as appropriate to each debt type. These methods include:-

1. Attachment of Earnings
 2. Warrants of execution
 3. High Court Enforcement Officer
 4. Insolvency
 5. Possession proceedings
 6. Third party Debt Orders
 7. Charging Order
 8. Enforced sale of assets
- These methods may only be used after a County Court Judgement is obtained. The methods will be used in accordance with the principles of Legal enforcement.
 - Further enforcement action will be taken where appropriate by converting the debt to a High Court Writ. The decision to convert the debt will be taken by the Revenues Group Manager in agreement with the relevant department Group Manager.
 - The costs of any enforcement action to recover sundry debts will be charged against the budget of the service raising the invoice and any costs recovered from the debtor will be credited against these budgets.
 - Where legally able to do so, services should suspend provision of future services to the debtor until outstanding debts are settled.
 - The Accounts Receivable Team will provide reports to business units on a regular basis usually Monthly/Quarterly, advising the amount of debt raised in the relevant period and the age and value of outstanding accounts.

- The business areas will receive reports detailing accounts which require a decision in relation to on-going recovery action. The reports will detail, but not be limited to, the following:-
 1. Accounts requiring county court action
 2. Accounts where recovery has been suspended by the originating unit
 3. Disputed accounts
 4. Accounts requiring other action
 5. Accounts suitable for write off
- Originating departments must review the reports and communicate their decisions regarding on-going recovery action to the relevant team within 10 working days of receipt of the report; any dispute must be resolved following the corporate complaints procedure timescales.
- The Accounts Receivable Manager will report the position of debts and any concerns regarding collection to the relevant Group Manager and Director as required.

11.0 Debt management process



12.0 Responsibilities to Directorates in the raising of invoices

Directorates responsible for raising invoices must note their responsibilities as part of the Debt recovery process.

Stage 1

Each department is responsible for ensuring services provided are correctly invoiced and agreed with the recipient of the service. Payment in advance must be the approach taken to minimise debt and maximise income whenever possible.

All reasonable efforts must be made to credit check clients in the event of Payment in Advance not being an appropriate method.

Stage 2

IF Payment in Advance is not appropriate:-

The raising of debts will be undertaken by the Accounts Receivable Team wherever possible and by exception will be undertaken by the directorates where agreed by the Chief Finance Officer (or deputy).

To aid debt collection, the Council will provide clear and prompt information about invoices and liabilities.

The information provided will show;

- What the Invoice or liability is for;
- The amount due;
- How to make payment
- Contact details for all enquiries.

When dealing with an organisation a Purchase Order must be obtained to quote on the invoice raised, as this is a commitment to pay from the organisation and should ensure prompt payment upon receipt.

All staff raising debt must have specific training and be made aware of their responsibilities before being authorised in the system to do so. Part of the process will be an assessment to determine if it would be more efficient to raise the debt centrally rather than devolved to a service.

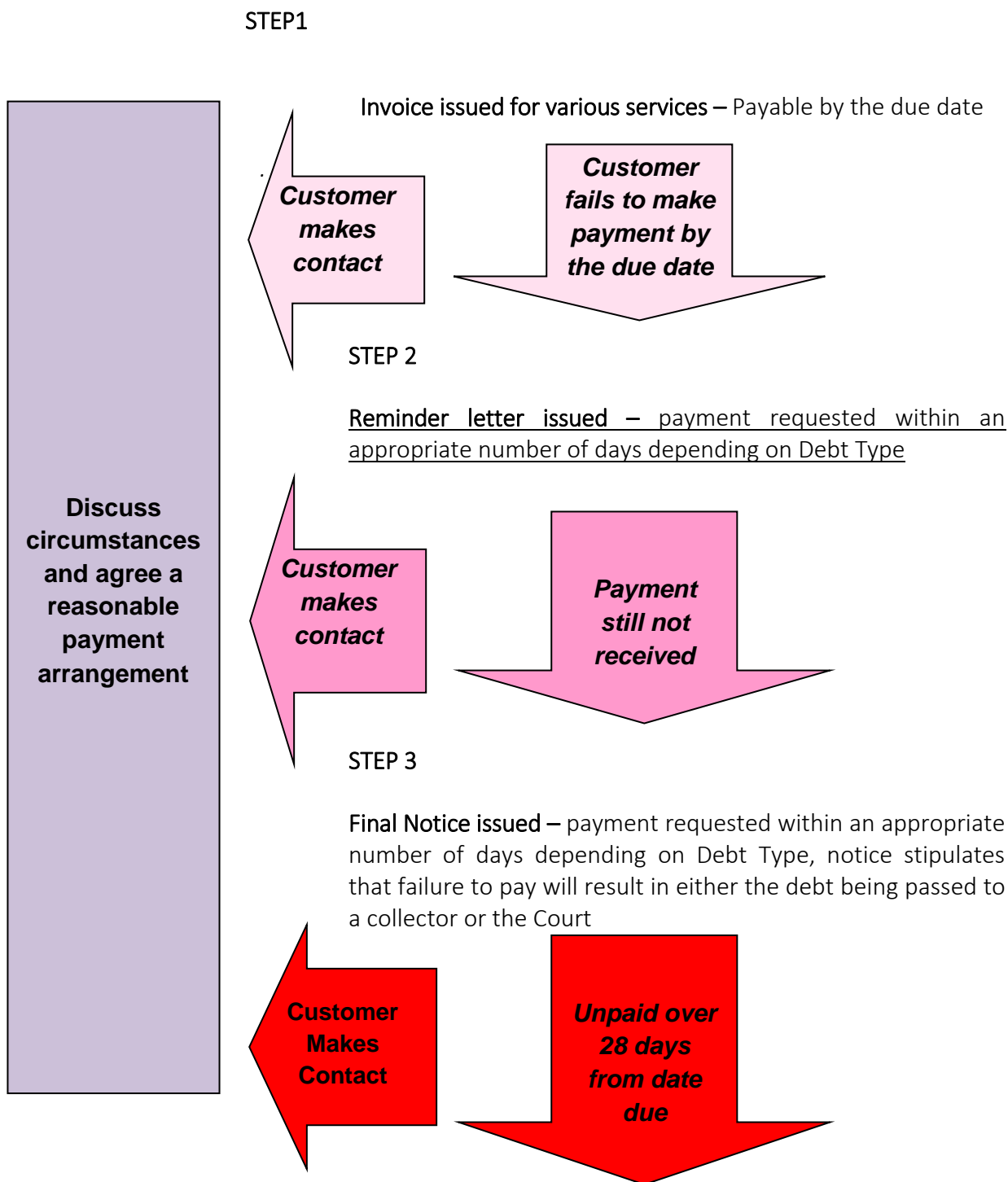
Stage 3

Debt will be collected and recovered through the relevant collection team

- a- Sundry Debtors - Accounts receivable
- b- Social Care - ACS Finance team (supplemented by Annex1 – Adult Social Care – Social Debt Policy)
- c- Parking Enforcement – APCOA third party contractor
- d- Council Tax – Council Tax Revenues Team
- e- Business Rates- Business Rates Revenues team
- f- Housing Benefit – HB Benefits Team

(Accounts receivable manager will support the ACS finance team and supply age debt reports on a monthly basis)

13.0 Stages of collection



Note: - Parking Enforcement follow the same principles, Legislation variances exist and are managed by the service area.

Social Care: - Follows the same principles, complex issues do exist with managing case work. A separate social care strategy document is available which covers the complex issues however where issues do not exist the debts follow the same route to collection.

It is the responsibility of the service area to resolve disputed invoices.

The debt manager will monitor invoices ensuring they are resolved within agreed corporate timescales as laid out within the Corporate Complaints Process.

It is the responsibility of the Debt Manager to:-

- To promote a corporate approach towards sharing debtor information and managing multiple debts owed to the Council
- To acknowledge the role of the recognised advice agencies and to work with such agencies whenever possible
- To treat individuals consistently and fairly regardless of age, race, religion, gender, disability and sexual orientation.

14.0 Payment Arrangements

It is the responsibility of the debt manager to manage payment arrangements

- All payment arrangements will be closely monitored;
- Prompt action will be taken to collect the debt in respect of missed payments;
- The individual should be reminded that the date on which instalments are to be paid is the final date on which money should reach the Council's account;
- The responsibility remains with the individual for making sure they allow sufficient time for the payment to reach the Council's account by the due date;
- Action may be taken, even where payment is received shortly after the due date.
- When payment arrangements are not maintained, it is important to ensure that prompt action is taken (by the individual) to try and bring the arrangement back up to date. Although the Council ideally will require the original agreement to be brought up to date within a short timescale, if there has been a significant change in circumstances it may be possible to negotiate a new arrangement.

It is the responsibility of the Debt Manager to apply charges as agreed by the organisation:-

-
- The first reminder letter will not carry a charge to the customer but will contain a notification that subsequent reminder letters may be subject to a charge.
 - The Council maintains the right to charge for reminder letters and statements.
 - The council maintains the right to charge interest on late payments of certain types of debt in accordance with the agreements in place.

Specifically in relation to:-

- a. Commercial rent agreements
- b. Social Care invoices where the payment is deferred until a client's asset is sold.

Stage 4

It is the responsibility of the service area to supply the relevant evidence/Documentation for the recovery process beyond the reminder stage is pursued.

It is the responsibility of the debt team to carry out all reasonable steps to collect income due to the council.

The debtor's team will manage and are responsible for the process of collection for those clients who **"Won't Pay"** and will use all reasonable action to collect outstanding debt for the service area.

The Debtor's team will manage the process for those clients that **"Can't Pay"** by making reasonable payment arrangements and sign posting for support on debt advice.

In the event of a service area dealing with a payment issue any decision outside of the corporate approach must be agreed by the debt manager.

Extra costs incurred in debt recovery (e.g. legal costs) will be charged to the originating department

Costs recovered through court activity will be credited back to the service area

Stage 5

Once all activity is exhausted and it is clear it is no longer cost effective to collect debts will be promptly written off against the business debt provision.

Budgetary provision is agreed each year to ensure it does not impact on current year services however the provision does impact on service budgets which makes it critical the earlier stages are strictly adhered to ensure service areas can continue to deliver services.

Where it is clear that a debt is uncollectable or is uneconomic to collect it will be promptly written off and the originating department will be charged

Stage 6

It is the responsibility of the debt manager to provide management information on current debtors by means of an Aged debt report

Debt outstanding for more than 30 days will be reported with a narrative of actions to collect subject to appropriate de-minimus levels as agreed by the chief finance officer.

Stage 7

Management action will be taken when necessary to improve performance regarding collection rates and speed of collection, this could include working with our commercial partners who have expertise in specific areas of recovery.

All debt will be invoiced and tracked on the corporate debtors system wherever possible. Where other systems are being used (e.g. PCN) these systems will be kept under review and the debts will be moved to the corporate system when practical. Where the use of the corporate debtors system is not appropriate the system used needs to be approved by the council's chief finance officer (or deputy) and the service area will be responsible for reporting the monthly debt position to ensure an accurate corporate debt position can be understood.

Ownership of the debt remains with the directorate originating the invoice

The directorate requesting the debt has a duty to assist and co-operate with the corporate function to ensure collection of debt

Annex 1

Adult Social Care – Social Debt Policy
November 2017

Index

Introduction

Scope

Care Act 2014

Residential and Non-Residential Care Charges- actions, escalation process, executors process

Instalment Plans

Deferred Payment Debt

Unrecoverable Debt

Write-off Process

Waiver of Charges

Exempt from Charges

Charges to Health Authority

Charges to Other Local Authorities

Residential Care Home Debt

Recording

Credit Notes

Parked Debt

Complaint Date- Holding Reminders

Safeguarding Concerns

Introduction

Southend Borough Council raises charges for a wide range of services across the organisation. All debts owed should be pursued according to the Corporate Debt Collection and Recovery Policy October 2017.

However it is acknowledged that within the role of the protection of vulnerable adults, there will be some debt that cannot be pursued in the same way. Within the strategy document these are referred to as social debts.

This document sets out the debt recovery process for social debts.

Scope

Adult Social Care within the Department for People makes charges for the following services

- Contributions to residential accommodation
- Charges for Home Care services
- Charges for Community Support services
- Charges for day services
- Charges for transport to services
- Charges to other local authorities
- Charges to Health Authority

Adult Social Care charges are raised within the Department for People by Finance Officers within the Adult Social Care Finance Team, using the corporate financial system Agresso. The Corporate Accounts Receivable Team (AR) authorise the invoices and they are sent by post. If the invoice is unpaid the Agresso system will send 2 reminders at seven day intervals. If the invoice remains unpaid, recovery will pass back to Adult Social Care for action.

The Care Act 2014 introduces a modern legal framework for the recovery of debts as a result of non- payment of care charges. This is covered in section 69 and 70 of the Care Act 2014. The key points are:

- Local authorities should clearly discuss with the person or their representative at the outset that care and support is a chargeable service. Provision of information and advice should cover the person's responsibility to pay for care and support
- Financial assessment – This should be carried out in a timely manner and the person/rep notified in writing of the outcome of the financial assessment, the frequency of invoice and payment methods. They should also be informed of their right to a review and what they should do if they disagree with their financial assessment.
- As part of the financial assessment process, LA's should find out if any person has an enduring Power of Attorney or Lasting Power of Attorney for property and financial affairs or a Court of Protection deputy for property and affairs or someone who has

been given appointee-ship¹ for the purpose of benefit payments who is responsible for payment of the care and support charges.

- All LA's should have a process for identifying when a sum becomes due and at what point it becomes overdue and falls into a recovery process.
- The recovery process should include issuing reminder notices and either contacting the debtor by telephone or visiting. Comprehensive notes of any discussions with persons/ reps should be kept. A solicitor's letter rather than a standard system generated reminder letter has proved very effective in getting a response from a debtor who has not engaged with the LA previously.
- If there is any doubt over the person's capacity or safeguarding concerns the case should immediately be referred back to social care staff.
- Within the Care Act is an obligation to have considered and evidenced well-being. This should be followed through within debt recovery processes.

All people receiving services are financially assessed to ascertain what they should pay towards services and therefore there should be no reason for invoices to be unpaid. However service users may be elderly, vulnerable, lack capacity to understand charges and every unpaid invoice needs to be investigated to understand the reason for non-payment. Invoices raised for grant re-charges, NHS re-charges and to other local authorities, should not be raised until agreement is received from the third party.

From the start of a period of care enquiries are made about whether an adult has someone to help with finances and could be their contact instead of the individual service user. Social workers will ask when assessing for care and our financial assessment form also asks the question.

If someone falls into arrears we will ask again, as the adults health may have declined since the care started.

If an adult is in a care home setting they will usually have someone dealing with their finances. If they haven't and we are invoicing the adult at the home, then we would be checking systems for any notes and also contacting the care home. They again may have deteriorated and could no longer manage their own finances or we may not have been made aware of an admission to hospital.

All charges are made following financial assessment and so should be able to be paid. However Finance staff are fully appreciative that the adults we serve are vulnerable, often elderly and confused and although debts to the authority have to be collected, we act with sensitivity and respect for the adult.

Residential Care and Non-Residential Care Services

Each month 3 reports are run, residential care debt, non-residential care debt and various debts. These detail all debts over 30 days old. The various debt report is interrogated by the Finance Manager.

Finance Officers will interrogate the residential and non-residential debt reports and try to find out why an amount is unpaid e.g. by phoning the person direct, contacting families. Often these steps are sufficient to pay the debt.

Further actions include:

Interrogation of all systems to ensure invoices are being sent to the person with payment responsibility

Look at the financial assessment to ensure it is correct

Liaison with DWP if benefits are not in payment/suspended etc

Social workers made aware of the debt – to ensure there are no safeguarding/financial abuse issues

Refer to Legal Section for advice

Refer to independent advocacy service for assistance with debt issues

Follow Safeguarding procedure

Investigate settlement of estates, who is next of kin, executor

Gather further information that may cause the financial assessment to be revised and debts adjusted

All cases will be looked at individually and actions will vary from case to case.

In order to get to a level of consistency the following process will be followed:

- 1) Officer runs report
- 2) New debt is identified and report sheet is opened in Civica
- 3) Telephone contact- resolution or issue identified

Dispute/Complaint

Decide who needs to resolve/investigate dispute, initiate on Civica

A 14 day reminder will be sent to officers work tray to ensure follow up action

Will result in payment, charge adjusted and paid or charge written off or waived.

Billing Issue

Invoice may be unpaid as being sent to incorrect address or should be sent to a care-of address. Make correction resulting in payment. No further action.

No Telephone Contact or Unsuccessful

Standard letter 1 asks for contact to be made

If no contact standard letter 2

Still no contact, refer to social worker via Civica for contact at home

May be resolved during a yearly review

A recurring reminder will be sent to officers work tray to ensure follow up action

If no resolution initiate safeguarding referral

Escalation Of Debt Issue

If no resolution following safeguarding, a further Civica process is started sending an email to Finance Manager to consider legal action. The Local Authority should be seen to have taken all actions possible to negotiate following any dispute. Full chronology would be required by County Court.

The Finance Manager and Group manager will discuss how to resolve the debt.

Executors Accounts

When the authority is advised of the death of an adult, invoices should be raised for services up to date of death and produce a balancing invoice. The officer will start a CIVICA process to ensure prompt debt recovery. The process will ask who is dealing with the estate and enquire at intervals about how the probate process is progressing.

Instalment Plans

As charges are made following a financial assessment, all charges should be affordable.

Instalments to clear arrears can be negotiated, however as ongoing charges need to be paid, regard needs to be made to that when setting an instalment plan.

The instalment plan should be made by ACS Finance Team as they are aware of what on-going payments will need to be made and how much someone could afford as an additional instalment

Deferred Payment Debt

For people in residential care who own a property but have capital under £23,250.00, a Deferred Payment Agreement may be the option chosen.

Where a Legal Charge can be registered against the property land title, the accruing debt is secured. However there are occasions where it is not possible to secure with a land charge from the start of the placement. The land title may need to be corrected or capacity issues resolved. In this circumstance the resident or family member will be asked to sign a Letter of Agreement. This together with a chronology of evidence would be put to County Court in cases of dispute over payments.

Differing codes will be used to identify secured or un-secured debts for accountancy purposes.

Unrecoverable Debt

It should be considered whether a debt is uneconomic to pursue. All debt should follow the action timetable but following the 2nd letter it may be written off as uneconomic to collect. In general this would be for invoices under £50.00.

If all actions have been taken it may be that the debt is considered unrecoverable.

- 1) An estate may not have sufficient funds to pay invoices after death. The payment of funeral charges has first call on an estate. A request should be requested from family advising that the estate was spent on funeral .
- 2) Safeguarding investigation results in referral to the SBC Court of Protection Team for protection of finances. Once access has been gained to benefits/pensions/capital then there may be sufficient to pay all outstanding invoices. However it could also be that COP Team can pay future invoices once access has been gained to funds but that previous debt is written off. Although we refer to Police for investigation into financial abuse, very often they are unable to substantiate allegations and funds are not recovered. In this instance debt prior to SBC gaining access to funds is identified and written off.
- 3) Legal advice that cost of legal action would mean it uneconomical to pursue.

Distinction needs to be made between a waiver and a write-off.

- Waiver, charge should be made for a service but circumstances dictate that it is not reasonable to apply a charge
- Write-off, a charge has been correctly applied but has not been able to be collected

Write-Off Process

Once all recovery actions have been exhausted and it is the agreement of the Finance Officer and Finance Team Manager that a debt will not be pursued:

- 1) Debt memo completed, signed as seen by Finance Team Manager and approved by Group Manager Customer Services and Finance. Copy of CIVICA action report to evidence actions taken.
- 2) Under £5k no further authority is required
- 3) Over £5k the papers will be signed as seen by Finance Team Manager and Group Manager and passed to AR Team for Director of Finance and Resources approval.
- 4) Write off documentation forwarded to AR Team and copy kept on client file on CIVICA system

Corporate authority levels for write-off:

Up to £5k Assistant Manager
Up to £10,000 Manager
Between £10,000 and £25,000 Director
£25, 000 and above Cabinet

Waiver of Charges

An invoice is raised following financial assessment. There are occasions when it is not reasonable to apply a charge

- 1) Service user/family not advise about charges at the start of care
- 2) Contradictory advice given regarding health funding and social care charges
- 3) Death prior to completion of the form, dependant on records kept.

The Finance Officer will email the relevant Team Manager with circumstances of the individual care. If Team Manager agrees the waiver, the response email will be filed on CIVICA If a charge is waived then no charge should be made. Any invoice raised should be cancelled and records kept on CIVICA.

Exempt from Charges

All service users are financially assessed to ascertain what they should pay for services. There may be rare occasions where the social worker will ask the Operational Team Manager for someone to be made exempt from charges. This may be if someone is threatening harm to themselves or others by applying a charge. Other examples could be waiting for application of benefits, family appropriating income and capital and awaiting safeguarding outcome.

A form is sent to the Finance Team; it should hold details of exemption and be time limited.

Charges to Health Authority

Following formal notification of eligibility for health funding, if a recharge needs to be made an invoice is raised by the Senior Payments Officer.

Invoices are raised monthly and any non-payment will be picked up by the Senior Payments Officer and resolved in conjunction with the Group Manager

Charges to Other Local Authorities

If another Local Authority places residents in Southend Borough Council establishment's invoices are raised at the full cost of care.

The other Local Authority will be responsible for collection of their own client contributions.

Collection of income will be the responsibility of the Finance Manager. Before placement a copy agreement should be made available to the Finance Manager in case of any query.

There should be no debt recovery necessary, at times there may be adjustments necessary in the event of service adjustment.

Residential Care Home Debt

If a care home owes money to the authority due to an overpayment of fees, it will generally be deducted from payments to providers. There may be occasion when the care home has closed or changed ownership and an invoice needs to be raised. Usual debt recovery action will be followed.

Recording

- Monthly report is kept electronically
- Report is noted with actions taken
- Officer will note Civica system with actions taken and initiate a Civica record sheet
- Monthly meeting with Debt Officers, Finance Manager and Group Manager
- Monthly summary of outstanding debt, identifies real debt not amounts involved in direct debits.

Credit Notes

An invoice may need to be credited, either in part or wholly, if information is made known to the Department after an invoice has been raised. For example:

- Reassessment of finances results in lower charge, invoice to be reduced. Financial assessment on CIVICA
- Home care visits/ day services charged for that did not take place. Provider information saved on CIVICA
- Date of death not made known to Finance Team, care charges made after death. Ensure date of death recorded on Carefirst

The Finance Officer will raise the credit on Agresso, ensuring documentary evidence is recorded on the EDRMS system or on Carefirst, or noted on the Access database. A Finance Manager will approve the credit on the Agresso system, ensuring separation of duties.

Parked Debt

The recovery process can be halted if a debt is parked. If an invoice is parked then the reminder cycle will not be applied. Invoices should only be parked as a last resort and the Finance Officer needs to keep the parked item as a task to follow up. No invoice should be parked indefinitely. The Finance Officer should use the notes field to record why the invoice is being suspended

For example: service user deceased and with solicitor for probate.

: With Safeguarding and no contact to be made at this time

All parked invoices are reported on monthly by the AR Manager and sent to ACS Finance Manager for action.

The Complaint Date - Holding Reminders

The reminder cycle can be changed by inputting a complaint date against the invoice. Once the date arrives then the reminder cycle will again be activated.

The complaint date should be used in cases where the officer wishes the reminder cycle to be reinstated as opposed to be parked, in which case no reminders will be produced at any point. For example:

- Family member going on holiday, hold for 2 weeks.
- Application made for benefit

Managing Safeguarding Concerns

Unpaid invoices may be the first sign of financial abuse.

If contact is not made or reasons for non-payment are not acceptable, within the workflow the matter will be referred to allocated social worker. If there is no allocated worker the referral is made to the Access Team. A form SETSAF1 is completed and the circumstances of the debt, contact attempted, responses received all noted on the form.

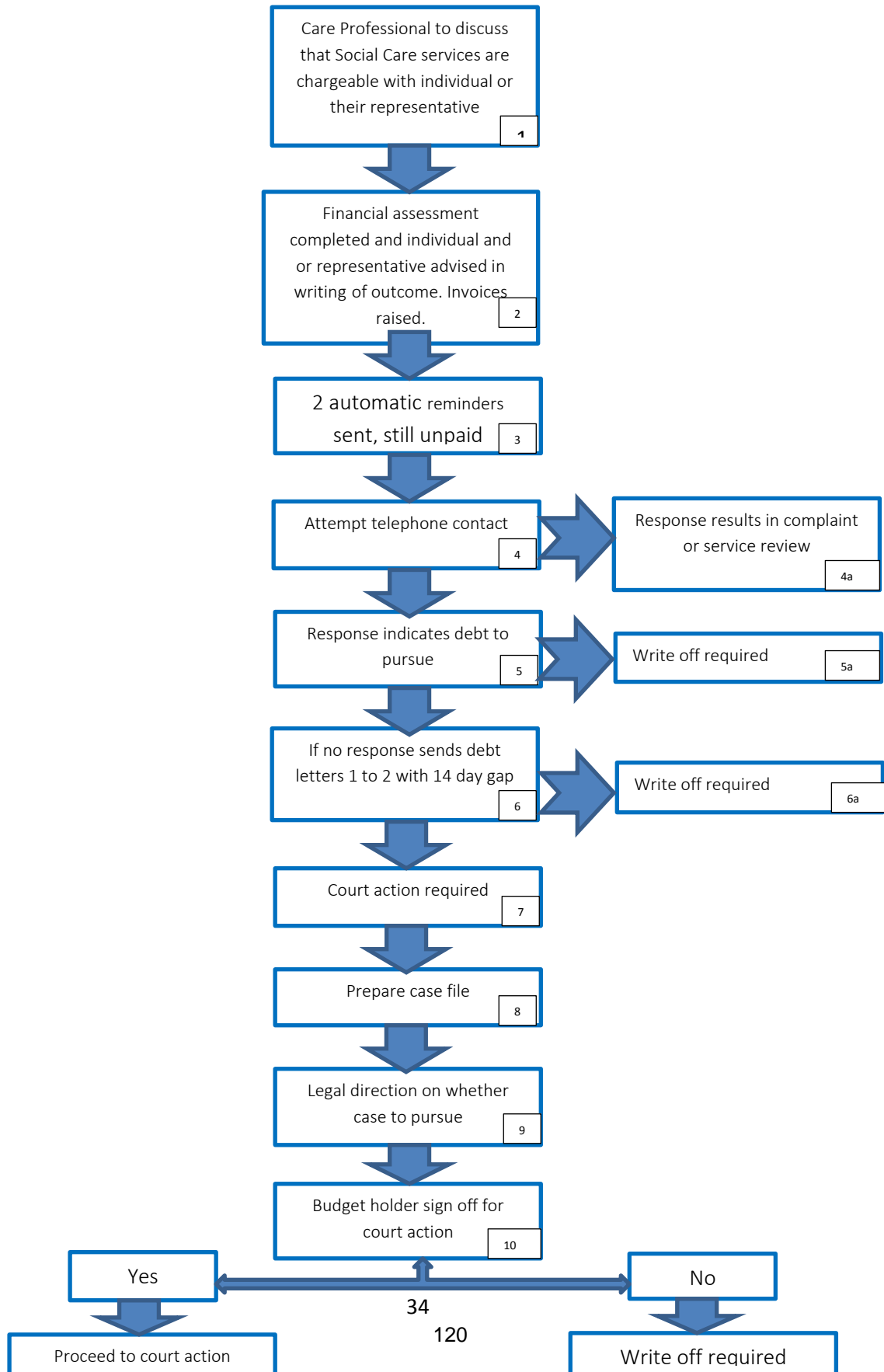
The following investigation may result in referral to Police and family meetings.

It is possible that the adult freely gave away monies and there is no fraud case to answer. In some cases the adult may have given money away when they retained capacity to manage their own money, but now having lost capacity nothing can be proven.

Application may be made by family or Southend Council for court appointed deputy. Once access to money has been arranged, it will be looked at to ascertain how much money is available to pay outstanding invoices. At that point early invoices may need writing off if the financial abuse happened at that time.

Every safeguarding case will be looked at on an individual basis.

Debt Process Flowchart



Public Document Pack

SOUTHEND-ON-SEA CITY COUNCIL

Meeting of The Shareholder Board

Date: Wednesday, 22nd February, 2023
Place: Remote Meeting via Microsoft Teams

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Present: Councillor S George (Chair)
Councillors C Mulroney (Vice-Chair), K Buck, L Burton, T Cox,
M Davidson, K Mitchell and M Terry

In Attendance: J Burr, E Cook, G Gilbert, E Lindsell, A Richards and S Tautz

Start/End Time: 6.30 pm - 8.20 pm

1 Apologies for absence

There were no apologies for absence from the meeting.

2 Declarations of Interest

The following interests were declared at the meeting:

- (a) Councillor S George (Chair) - Minute 4 (Porters Place Southend-on-Sea LLP and Better Queensway Update) - Brother-in-law is a Member of the Board of Sanctuary Housing.
- (b) Councillor M Davidson - Minute 4 (Porters Place Southend-on-Sea LLP and Better Queensway Update) and Minute ??? (PSP Southend LLP: Receipt of Accounts 2021/22) - Member of the Board of Directors of South Essex Homes.
- (c) J Burr (Officer) - Minute 6 (LHCS and Southend Travel Partnership Ltd Status Update (T/A Vecteo)) - Named and referenced in the report of the Director of Legal Services.
- (d) A Richards (Officer) - Minute 4 (Porters Place Southend-on-Sea LLP and Better Queensway Update) and Minute 5 (PSP Southend LLP: Receipt of Accounts 2021/22) - Member of the Board of Porters Place Southend-on-Sea LLP and PSP Southend LLP.

3 Minutes of the meetings held on 12th October 2022 and 8th November 2022

Resolved:

That the minutes of the meetings of the Board held on 12 October 2022 and 8 November 2022 be received and confirmed as a correct record.

4 Porters Place Southend-on-Sea LLP and Better Queensway Update

The Board considered a report of the interim Director of Regeneration and Growth providing an update on Better Queensway and Porters Place Southend-on-Sea

LLP, following the successful business combination between Swan Housing and Sanctuary Housing in February 2023.

The Board asked a number of questions which were responded to by the interim Director of Regeneration and Growth.

Resolved:

1. That the report be noted.
2. That a further update be provided to the Board when Swan/Sanctuary and the Porters Place Southend-on-Sea LLP Board have identified the next steps regarding Better Queensway.

5 PSP Southend LLP - Receipt of Accounts 2021/22

The Board considered a report of the Executive Director (Growth and Housing) presenting the financial statements of PSP Southend LLP for year ended 31 March 2022, together with the report of their auditors.

The Board asked a number of questions which were responded to by the Executive Director (Growth and Housing).

Resolved:

That the financial statements of PSP Southend LLP for the year ended 31 March 2022, together with the report of their auditors, be noted.

6 LHCS and Southend Travel Partnership Ltd Status Update (t/a Vecteo)

The Board was advised that it would be necessary to move into Part 2 business in order that the matters concerning the status of the London Hire Community Services and Southend Travel Partnership Ltd (trading as Vecteo) joint venture company set out in the report of the Director of Legal Services that had been circulated to members on a confidential basis, could be considered.

7 Governance Arrangements - Future Work Plan

The Board considered a report of the Executive Director (Finance and Resources) proposing a work programme for the Shareholder Board for the 2023/24 municipal year. Members were also requested to highlight any other areas of shareholder interest that should be considered by the Board during the year.

Resolved:

That the proposed work programme for the Shareholder Board for 2023/24, be agreed.

8 Date of next meeting

The Board was advised that the calendar of meetings for 2023/24 was being prepared for adoption by the Council.

9 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 (LHCS and Southend Travel Partnership Ltd Status Update (t/a Vecteo) (Confidential Report)), 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.

10 LHCS and Southend Travel Partnership Ltd Status Update (t/a Vecteo) (Confidential Report)

The Board considered a confidential report of the Director of Legal Services providing an update on the current position with regard to the Council's acquisition of the remaining shares in Vecteo with the intention of it becoming the sole shareholder and the changes proposed to be made to the company board structure and its appointees, as a result of the acquisition of the remaining company shares.

Resolved:

1. That the following be noted:
 - (a) The progress undertaken towards the aim of the Council becoming the sole shareholder of Vecteo.
 - (b) The new company board structure and appointees.
2. That a recommendation be made to the Cabinet that the appointment made to the position of the Executive Chairman of the Board of Vecteo be on an interim basis only and that details of the arrangements for the appointment of an Executive Chairman of the Board on a permanent basis, be reported to the next meeting of the Shareholder Board.

Chair: _____

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CABINET

Wednesday, 28th June 2023

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 (Neighbourhoods & Environment) authorised:

1.1 On and Off-Street Parking Charges 2023-24

Following statutory consultation and the analysis of the representations received, approval for the confirmation and implementation of the traffic regulation order off-street parking introducing formal amendments to the on and off-street parking charges 2023-24 as agreed at the budget setting meeting of the Council held on 23rd February 2023.

2. The Executive Director (Strategy, Change & Governance) authorised (acting through the Director of Legal Services):

2.1 Procurement of Parking Enforcement Services

The approval in respect of the abandonment of the current procurement of the parking enforcement service.

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