

Southend-on-Sea Borough Council

Report of Chief Executive & Town Clerk

to

Cabinet

On

1 July 2014

Report prepared by: Tim MacGregor
Policy & Governance Manager

Draft Corporate Plan & Annual Report – 2014, incorporating priorities of the Joint Administration

Relevant Scrutiny Committee(s): People; Place; Policy & Resources Scrutiny Committee. Executive Councillor: Councillor Woodley

A Part 1 Public Agenda Item

1. Purpose of Report

1.1 To agree the Council's Corporate Plan and Annual Report, 2014.

2. Recommendations

2.1 That the Council's draft Corporate Plan and Annual Report, 2014 (incorporating the priorities of the Joint Administration on page 24) be agreed.

2.2 That previous Council decisions in relation to Shoeburyness flood defences, Delaware and Priory care homes and the library service will be the subject of detailed review.

3. Background

3.1 The Corporate Plan and Annual Report sets out the Council's vision, aims, priorities as well as the key actions and performance measures for the forthcoming year in one document. It also provides an opportunity for the Council to highlight its key achievements over the past year.

3.2 It is particularly useful in communicating the achievements, priorities, actions and performance measures to residents, staff, partners and other stakeholders.

3.3 Appendix 1 provides the draft text for the 2014 Corporate Plan and Annual Report, which will be subject to further work on design and production. The content and purpose of each section is outlined below:

Section	Purpose
Section 1 – Introduction, p3	Provides context to the rest of the plan and a summary of some key achievements and key aims for the forthcoming year.
Section 2 - Council Governance, p5	Outlines the Council's governance arrangements
Section 3 - Structure charts, p6	Sets out the Council's political and officer structure charts
Section 4 - Council Budget, p8	Sets out the high level Council's revenue and capital budget for 2014/15, agreed by Cabinet 13 February, full Council on 27 February 2014 and considered by Scrutiny Committees, 27-30 January.
Section 5 – Key achievements, p10	Sets out the key achievements of the Council over the last year.
Sections 6,7,8 - Corporate Priorities, 2014/15, p23	<p>Sets out the Council's nine Corporate Priorities for 2014/15, agreed as part of the council budget by Cabinet, 13 February and full Council, 27 February.</p> <p>The Joint Administration Agreement and commitments for 2014-15 are outlined on p24.</p> <p>2014/15 - Equality Objectives – These were first agreed by Council in 2012 as part of the Corporate Plan and also agreed in 2013. p26.</p>
Section9– Corporate Priority performance measures, p28	Sets out the key performance measures identified to help deliver the Corporate Priorities. Agreed by Cabinet, 21 January.
Section 10 – Public facing performance measures, p31	Sets out those performance measures that have particular relevance to residents.
Section 11 - Corporate Priority actions, p32	Sets out the key actions identified to help deliver the Corporate Priorities. Agreed by Cabinet, 21 January

- 3.4 Progress against the plan will be reported regularly to Cabinet, Scrutiny Committees and the Corporate Management Team to assess whether the Council is delivering against its priorities and actions.
- 3.5 Following the local elections on 22 May no party or group achieved an overall majority on the Council. As a result a joint administration of Independent, Labour and Liberal Democrat Groups on the Council was formed and a Joint Administration Agreement completed on 5 June 2014 (Appendix 2). The Joint Administration Agreement contains commitments to review previous Council decisions in relation to Shoeburyness flood defences, Delaware and Priory care homes and the library service. Accordingly these previous decisions will be the subject of detailed review.
- 3.6 The Agreement also includes commitments in relation to investigating improved pedestrian facilities to cross the A127 at Kent Elms, regenerating Victoria Avenue, promoting community facilities provision in central Southend, promoting affordable

and social housing and constitutional changes. The Corporate Plan and Annual Report incorporates the commitments in the Joint Administration Agreement.

4. Other Options

4.1 There is no requirement to have an Annual Report or Corporate Plan but it enables the Council to set out its vision, aims and priorities in one document – making it easier to communicate these to staff, residents, partners and others.

5. Reasons for Recommendation

5.1 To ensure the Corporate Plan and Annual Report reflects the needs of the organisation and the borough's communities.

6. Corporate Implications

6.1 Contribution to Council's Vision and Corporate Priorities:

The Corporate Plan and Annual Report sets out the Council's vision, Corporate Priorities and related performance targets and actions which can then be monitored to assess whether the Corporate Priorities are being delivered.

6.2 Financial Implications

There are no direct financial implications associated with the production and agreement of the Corporate Plan and Annual Report itself. However, the detailed Corporate Priority Actions for 2014/15 as set out in Section 9 will incur costs in their delivery and will be met from within existing Council budgets.

6.3 **Legal Implications** - None

6.4 **People Implications** - None.

6.5 **Property Implications** - None.

6.6 **Consultation** - A residents perception survey was undertaken in Autumn 2013, with the findings being fed into the budget making process and development of the Corporate Priorities.

6.7 **Equalities and Diversity Implications** - Assessments of the impact of decisions relating to the budget on different sections of the community and staff was undertaken as part of the budget making process and helped to shape the content of the Corporate Plan.

6.8 **Risk Assessment** - Corporate Risks are identified and monitored alongside the actions and indicators in the Corporate Plan.

6.9 **Value for Money** - The Council benchmarks its performance and spend against comparators to ensure that it is providing value for money.

6.10 **Community Safety Implications** - The Council has a corporate priority to 'continue to reduce crime, disorder, and anti-social behaviour' and has identified appropriate performance measures and actions.

6.11 Environmental Impact - The Council has a corporate priority to 'where possible minimise our impact on the natural environment'. Environmental implications will be identified as a corporate risk, if relevant.

7. Background Papers - None.

8. Appendices

8.1 Appendix 1: Draft Corporate Plan and Annual Report - 2014.

8.2 Appendix 2: The Joint Administration Agreement – Between Independent, Labour and Liberal Democrat Groups on Southend-on-Sea BC.

Southend-on-Sea Borough Council

**Corporate Plan and
Annual Report
2014**

Southend on Sea Borough Council

Corporate Plan and Annual Report, 2014

Contents:

1. Section 1 - Introduction	3 - 4
2. Section 2 - Council Governance	5
3. Section 3 - Structure Charts	6 - 7
4. Section 4 - Council Budget	8 - 9
5. Section 5 - Key Achievements in meeting our 2013/14 priorities	11
5.1 AIM: Safe, Continue to reduce crime, disorder and anti-social behaviour	10
5.2 AIM: Safe, Ensure a well-maintained and attractive street-scene, parks and open spaces	11
5.3 AIM: Clean, Where possible minimise our impact on the natural environment	12 - 13
5.4 AIM: Healthy, Continue to improve outcomes for vulnerable children and adults	14 - 15
5.5 AIM: Healthy, Make Southend active and alive with sport and culture	16 - 17
5.6 AIM: Healthy, Reduce inequalities and increase the life chances of people living in Southend	18 - 19
5.7 AIM: Prosperous, Encourage the prosperity of Southend and its residents	20
5.8 AIM: Prosperous, Enable well-planned quality housing and developments that meet the needs of Southend's residents and businesses	21
5.9 AIM: Excellent, Deliver cost effective, targeted services that meet the identified needs of our community	22
6. Section 6 - Corporate Priorities 2014/15	23
7. Section 7 - Council Administration Commitments 2014/15	24 - 26
8. Section 8 - Equalities Objectives for 2014/15	27
9. Section 9 - Corporate Priority Performance Measures for 2013/14	28 - 30
10. Section 10 - Public Facing Performance 2014/15	31
11. Section 11 - Corporate Priority Actions 2014/15	32-35

Annual Report & Corporate Plan Introduction – 2014

This year's local elections resulted in a new joint partnership administration of Independent, Labour and Liberal Democrat councillors, the first significant change in the political control of the Council for 14 years.

The new administration is united under the common goal of serving the people of Southend.

We are determined to work together for the good of this great town and to deliver the positive changes that people want to see, such as building more affordable housing, providing more community facilities and reviewing plans around library and care home closures and the Shoebury sea wall.

We want to listen to everyone who lives and works in the borough to ensure we have a balanced view of what is required from us. To that end, we will welcome input from all Councillors from all groups. Indeed we will be reviewing the current decision making process with a view to making it more inclusive and representative of all opinions on the Council.

We will continue to support the many good things already happening in Southend, making it such a vibrant and pleasant place to live, work and do business.

This Corporate Plan and Annual Report also outlines the various recent achievements, helping Southend to prosper, despite the challenging economic climate.

The Council continued to make its mark nationally, achieving much through its successful, on-going partnership working.

In September, the Forum Southend-on-Sea opened in Elmer Square. This £27m partnership project between the Council, the University of Essex and South Essex College is the first of its kind in the country and has provided the town with an integrated municipal and academic public library as well as teaching facilities for the University and College.

The Council and its partners are seen as organisations that deliver. The award of £40m Big Lottery Funding over 10 years to support children aged 0 to 3 is part of a programme that has only gone to four other areas in the country. The funding will enable us and our partners to work with the local community to shape and redesign services to help parents give their children a better start in life.

Southend is also seen as a place to do business. The economic conditions are now right to stimulate further economic activity and regeneration and we are taking forward a range of exciting new initiatives to include the acceleration of action to deal with derelict blocks in Victoria Avenue.

With our partners in health, we continued to identify opportunities to help improve services.

The Council, together with NHS Southend Clinical Commissioning Group (CCG), Southend University Hospital NHS Foundation Trust and South Essex Partnership University NHS Foundation Trust (SEPT), was selected as one of only fourteen areas in the country to be a national pioneer in health and social care integration.

The Council's spending plans will continue to remain firmly focused on tackling those issues that residents say are most important and will deliver both good quality services and value for money.

For example, the Council will continue to spend on road repairs and resurfacing and will roll out a programme of replacing street lights with LED lighting so that we can cut electricity costs but keep our street lights on through the night.

Financial decisions are becoming harder and harder to make, as the challenges of austerity measures bite ever deeper and the levels of Government funding reduce. The Council is constantly trying to balance the needs of the most vulnerable whilst doing everything we can to preserve essential services - where we have a growing demand.

The Council will review and reassess how these are delivered and where necessary we have redesigned our approach to ensure that these services remain cutting edge, and receptive to the needs of residents, while being financially sustainable.

We are looking to the long term by investing in the economy – in jobs and careers in Southend. We want to continue to provide aspirations and careers here in Southend, as well as helping to address disadvantage, those on low household incomes in the borough and the many hit by the cost of living.

Councillor Ron Woodley
Leader of the Council

Rob Tinlin
Chief Executive

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Section 2 – Southend-on-Sea Borough Council:

Southend-on-Sea Borough Council serves a population of 174,800 residents. It spends £133m a year and employs around 1,800 staff to provide a huge range services to meet the needs of local people.

The A-Z of all our services can be found at www.southend.gov.uk.

The Council's vision of '**Creating a better Southend**' is supported by 5 aims:

- **Clean**
- **Safe**
- **Healthy**
- **Prosperous**
- Led by an **Excellent** council

The Council identifies priorities, related actions and performance measures to assess how well it is doing against the aims.

Consultation with residents and our key partners including Essex Police, NHS South Essex, Essex Fire and Rescue plus the business and voluntary and community sectors inform the Corporate Priorities.

Governance:

The Council has 51 Councillors representing 17 wards. Councillors serve for four years and one third of the council is elected each year for three years, followed by one year without election. The last elections took place in May 2014 and the current political make-up of the Council is:

Conservative	19
Independent Group	13
Labour	9
Liberal Democrats	5
UKIP	5

Following the local elections held on 22 May 2014, no party or group achieved an overall majority, therefore, a joint administration was formed between Independent, Labour and Liberal Democrat groups.

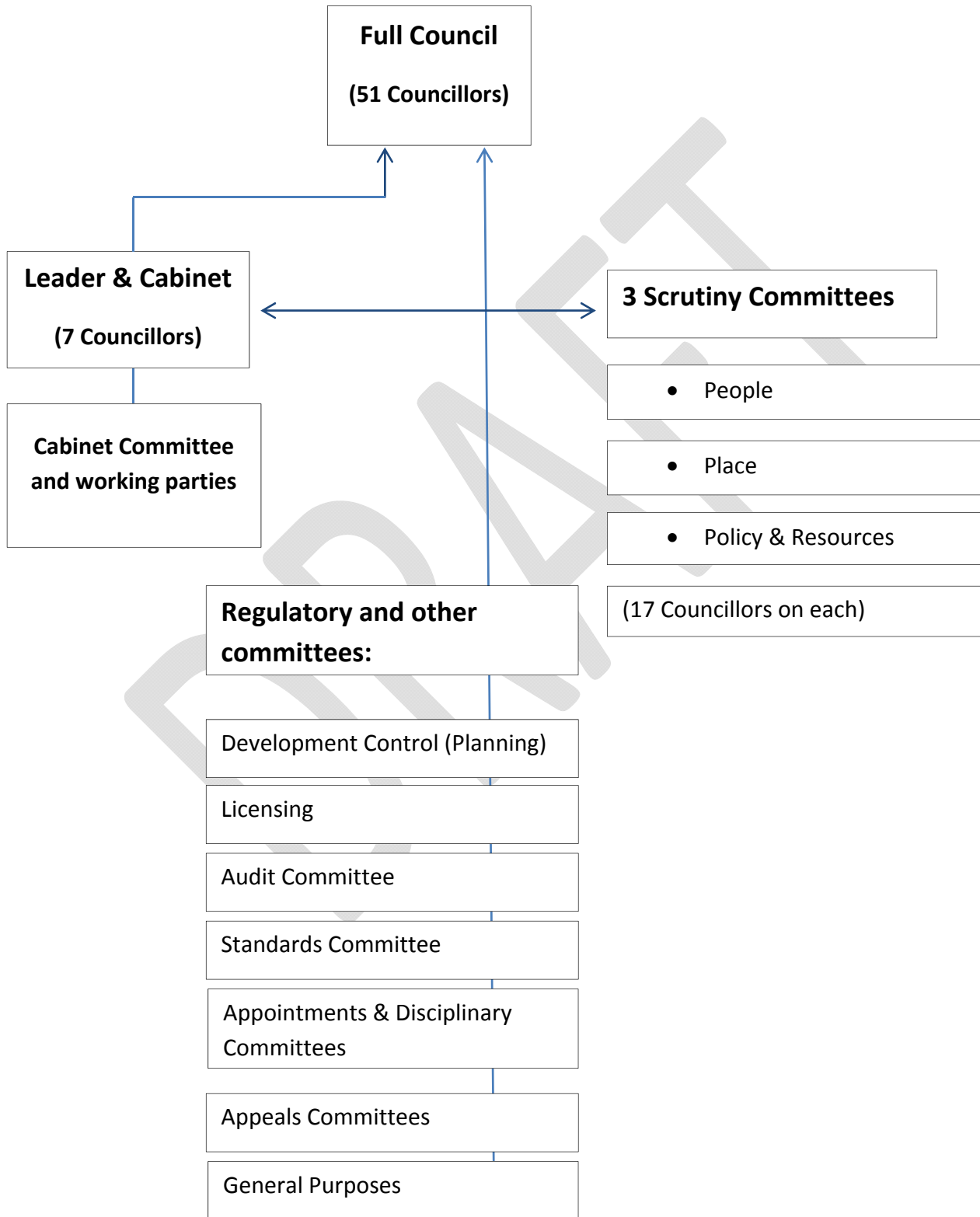
The Council operates a Leader and Cabinet model. Major functions, such as agreeing the budget and policy framework are taken by the whole Council. Key executive decisions are taken by a Cabinet of seven councillors with decisions and other issues reviewed by three scrutiny committees, made up of councillors not in the Cabinet. Other committees undertake specific functions, for example, in relation to Planning and Licensing. Full details of the Council's decision making process are available at www.southend.gov.uk.

Officer Structure:

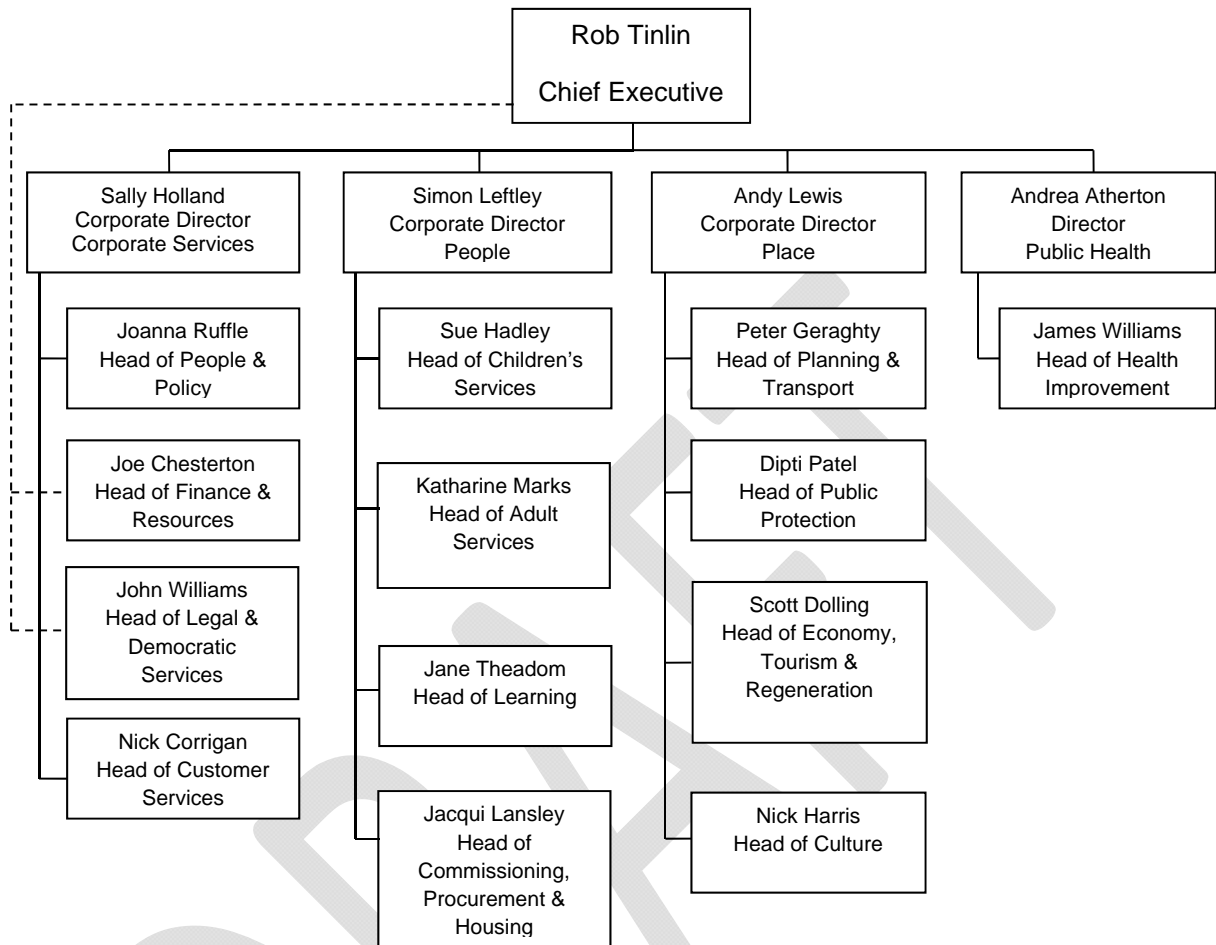
The Council has three departments, People, Place and Corporate Services - with 13 separate service areas, which in turn are divided into about 70 service groups. Since April 2013, the Council has also been responsible for the provision of most public health services.

Section 3

Structure Chart - Political



Senior Officers - Corporate Directors and Heads of Service



Section 4

Council Budget – 2014/15

Council Budget		
	Budget 2013/14	Budget 2014/15
	£000	£000
Portfolios		
Adult Social Care, Health & Housing	50,669	47,998
Children & Learning	34,141	33,749
Corporate Support Services	3,335	3,393
Culture & Tourism	12,031	11,729
Deputy Leader	3,083	2,953
Leader	3,551	3,414
Planning	1,597	1,540
Public Protection, Waste & Transport	25,763	24,427
Contingencies, Savings etc	5,804	5,290
Net Cost of Services	139,974	134,493
Capital financing removed	(16,482)	(12,216)
Adjusted Net Cost of Services	123,492	122,277
Levies	458	516
Interest Payable and Receivable	15,894	16,205
Net Operating Expenditure	139,844	138,998
Contribution to /(from) earmarked reserves	1,715	(1,808)
Revenue Contribution to Capital	393	656
General Government Grants	(3,382)	(4,465)
Total to be funded from Council Tax and Government Grant	138,570	133,381
Funding from Council Tax and Government Grant		
Revenue Support Grant	(46,346)	(38,988)
Distribution from Non Domestic Rates Pool	(30,833)	(32,250)
Demand on Collection Fund	(60,691)	(61,143)
Collection Fund Surplus	(700)	(1,000)
	0	0

Capital Investment 2014/15

(subject to update in line with decisions at 1 July 2014 Cabinet)

Capital investment 2014/15	
The Council has plans to spend a total of £59.1m on capital schemes for 2014/15	
General Fund Services	£m
School Improvement	12.3
Improvements & urgent works to Council Property including Civic Centre	8.8
Transport, Parking & Cycling Schemes	6.8
Highways & Infrastructure Maintenance & Improvements	6.6
Pier, Foreshore & Cliffs Regeneration	5.7
Disabled Facilities Grants and Private Sector Housing	3.6
Leisure Facilities Improvements	3.0
Cemeteries & Crematorium	2.3
Waste Transfer	1.2
	50.3
Council Housing	£m
Decent Homes Improvements	2.8
Environmental and Health & Safety Works	2.6
Common Areas Improvements	2.4
Disabled Adaptations	0.5
Sheltered Housing Remodelling	0.4
New Build - S106 and Right to Buy funded	0.1
	8.8

Section 5

Annual Report & Corporate Plan – Key achievements 2013/14

AIM: Safe

1. Continue to reduce crime, disorder and anti-social behaviour

A new initiative has been introduced to lead to a crackdown on burglaries and other crimes across the Borough. The joint project to analyse data enables the police to predict where crime is likely to happen, identify vulnerable premises and warn occupants of the risks as well as support vulnerable people to make their homes more secure.

YMCA's night time safety SOS Bus, part funded by the Council, was awarded the Queen's Award for Voluntary Service 2013 for its services to the town's night time economy.

Southend maintained its prestigious Purple Flag status in recognition of its safe night time economy.

The Council was one of only 20 local authorities, selected by the Home Office, to become a Local Alcohol Action Area. The partnership scheme, led by the Council, aims to reduce alcohol-related crime and health problems in Southend.

This scheme will see the authority leading a partnership approach to commissioning and service provision in order to further reduce the alcohol-related health and crime harms in Southend. This work will directly benefit the wellbeing of vulnerable residents and will contribute to improving the public realm.

AIM: Clean

2. Ensure a well maintained and attractive street scene, parks and open spaces

Southend's seafront was transformed following the completion of cliff works to repair damage caused by a major landslide in 2002.

Belfairs Woodland Centre opened in Leigh-on-Sea, providing space for schools, groups and families to learn about South Essex's ancient woodland. Opened by BBC Springwatch presenter Martin Hughes-Games, it aims to educate visitors on the wildlife, history and heritage of the 1160-acre Daws Heath and Belfairs Living Landscape.

Southend Pier's Royal Pavilion won Gold for the Considerate Constructors Award 2013.

Six of Southend's beaches were awarded with the Keep Britain Tidy Seaside Award for their guarantee to tourists that they are visiting clean, safe, attractive and well-managed coastal stretch.

Keep Britain Tidy awarded Green Flags to Southend's parks, including Chalkwell, Belfairs, Priory and Southchurch.

At the Loo of the Year awards, Southend became a National Winner for 'Recognition of Service Provision'. Along with this achievement, Southend was also awarded Gold Status for eight of its public toilets and platinum rating for two of its changing facilities.

AIM: Clean

3. Where possible minimise our impact on the natural environment

The percentage of household waste sent for reuse, recycling and composting has increased once again, hitting the Council's target of 53% for 2013/14.

The recycling sites in Stock Road, Southend and at Leigh Marshes extended the materials they can accept to include rigid plastics. This followed a pilot scheme at the Stock Road site which saw almost 20 tonnes of hard plastics diverted from landfill.

Southend was rated the second greenest place to live in the UK. It scored 28 out of a maximum 30 points based on recycling statistics, energy consumption and CO2 emissions in the UK Vitality Index, a national 'health check' of every large town and city outside London.

Highlighting the UK's Climate Week 2014, the Council hosted its first Low Carbon Schools and Community Energy conference. The conference brought together schools, community groups and the public sector to showcase existing opportunities through low-carbon programmes and the installation of renewable technologies.

The Council hosted a week of business events during Climate Week, including a Grow Your Business Seminar, Green Innovation, Marketing for Growth and Business Growth workshops.

The Ideas in project, which aims to reduce the number of cars on our roads by promoting sustainable transport, won the Social Marketing campaign of the year award and was shortlisted for the Insight Award and website of the year award.

In support of World Wildlife Fund's Earth Hour 2014, the Council switched off all non-essential lighting in the Civic Centre between 8.30 and 9.30pm on 29th March 2014.

It has been agreed that all streetlights in the Borough will be replaced with LED bulbs, which should save almost two-thirds on energy bills. The brighter white light from the LED bulbs will also improve the quality of images produced by CCTV and make it easier for drivers to spot potential hazards on roads at night.

Hinguar Primary School, in Shoeburyness, won Bronze for the Build Environment & Architectural Heritage category at the Green Apple Awards and won the New Build Commendation award at the Southend Design Awards.

ReallySmartHouse project retrofitted 42 properties with new energy efficiency measures and undertook a proactive campaign in the local community to highlight energy saving measures that could be implemented by local people which could help reduce their fuel bills as well as the amount of CO2 emissions in the Borough. The project has also helped stimulate low carbon growth in the region by assisting nearly 100 small and medium

enterprises with green business opportunities through seminars and workshops. As a result, the project was a winner at the 2013 Essex Business Awards, a finalist in 2013 AJ Retrofit Awards and a finalist in the Heating and Ventilation News Awards 2014.

The MedTech Campus partnership, which includes, the Council, launched the European Regional Development Fund Low Carbon Innovation programme. This scheme provides financial and specialist support to local SMEs in the medical technologies sector and supply chain.

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AIM: Healthy

1. Continue to improve outcomes for vulnerable children and adults

A partnership bid between the Council, the Pre-school Learning Alliance and its partners was successfully awarded £40m from the Big Lottery's Fulfilling Lives: A Better Start programme to develop long-term plans for families in six wards. The funding, only awarded to four other areas in the country, will enable work with the local community over the next ten years to shape and redesign services to help parents give their children a better start in life.

The local authority is one of just 15 in the country to reach the final stage of the, which could see a £33.5m investment over eight to ten years to improve the lives of children from birth to three-years-old.

Southend's Children's Services were Highly Commended in the Local Government Chronicle's Children's Services of the Year Award.

Thanks to £270,000 of specialist Department of Health funding, an innovative sensory garden was created to help residents living with dementia. The Walkway to a Longer Life garden, based at St Martin's Residential Care Home, opened in March and is now available for people with dementia to visit.

A scheme to reinforce the skills of child-minders through a Quality Network was recognised in the latest Ofsted inspection which rated Southend 3rd for the quality of Southend's child-minders nationally.

Ofsted rated 16 of Southend's schools as 'outstanding' or 'good'.

A unique one-stop shop web portal called the Southend Learning Network (SLN) has been developed to bring together over 70 local authority teams, all Southend schools, the Local Safeguarding Children's Board and Health and the South Essex Teaching School Alliance. All childminders, early years settings and Children's Centres are also involved in the project. Widely regarded as an example of best practice the SLN is used to book training and other services and communicate directly with relevant agencies.

To celebrate achievements of young people in care, the Council held its annual awards ceremony at Shoeburyness High School. There were more than 70 awards for outstanding progress and effort. One exceptional achievement award was for a care leaver who recently graduated from university with a First Class Honours degree in Law.

Ten of the Council's Southend care organisation managers were honoured for their success in completing Chartered Institute of Management (CMI) Level 5 Diplomas.

The Council launched its 'Short Breaks for Disabled Children 2014-2015' grants programme, helping organisations deliver high quality opportunities for disabled children and young

people. The programme was also shortlisted in the Local Government Chronicle's Children and Young People Now Play award.

Newly qualified Southend social workers celebrated completing their first year of on-the-job training under a special Government scheme. The 13 successful candidates were the first group locally to undertake the official Assessed and Supported Year in Employment.

The Council teamed up with Genesis Housing Association to provide an ambitious supported living scheme in the Borough. The new development, offers three four-bed supported houses and 13 independent living flats. It also includes a set of alms-houses, St Mary's Cottages, originally built in 1870. These have been refurbished into three one-bed bungalows, preserving their historic importance.

The council funded 181 adaptations to support residents to live independently.

Inspectors from the education watchdog, Ofsted, rated Southend Fostering Service as good, offering a high quality service exceeding minimum requirements. They made their judgement following the first full external inspection in five years for the Southend Fostering Service.

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AIM: Healthy

2. Support Southend to be active and alive with sport and culture

Pupils and teachers from seven Southend schools were awarded 'Enhanced Healthy Schools' status for their extra efforts to become healthier. The schools demonstrated measurable improvements in the health and well-being of their children and young people.

Treasures buried with the Prince of Prittlewell more than 1,100 years ago can now be seen at Southend Central Museum.

The Council's commemoration of World War One was boosted with a successful £77,900 Heritage Lottery Funding bid. The funding will go towards a programme of events throughout Southend including an exhibition at Southend's Central Museum from 2 August 2014 to 21 February 2015. It will feature the role that Southend played in the war and themes around the home front, Zeppelins over Southend, Spy Fever and Prison Ships moored off the pier.

New outdoor gym equipment was installed at Eastwood Park as part of the Council's commitment to open up sport and exercise to all. Paid for by the Cory Environmental Trust, 22 pieces of equipment ranging from a ski stepper and a power push, to a health walker and parallel rails are now in place.

Southend Pier's Royal Pavilion was shortlisted for the Building Project of the Year at The British Construction Industry Awards 2013 and won the Royal Institute of British Architects, RIBA, East Award 2013.

Southend Parks achieved Gold City status in the Anglia in Bloom awards.

In the Essex Tourism and Hospitality Awards, both Southend Pier Information Centre and the Royal Pavilion were finalists for the Best Tourism Initiative Award.

At the Southend Design Awards, The Forum Southend-on-Sea won the 'New Build' and the 'Outright Winner' awards.

The Visitor Attraction Quality Assurance Scheme accredited Southend's Museum Service and Southend Pier as Nation Visitor Attractions.

The Forum Southend-on-Sea was Highly Commended in the Regeneration and Renewal Magazine - Place-making Awards for Best Use of Arts, Culture or Sport in Place-making.

The number and scale of Festivals in Southend continued to grow with the Council providing grant funding support to the Southend Film Festival, Armed Forces Weekend, Southend Carnival, Leigh Folk Festival, Southend Jazz Festival, Cultura da Rua Brazil Festival, Cricket Festival, Seafont Winter Spectaculars, and Southend Maritime Festival.

Public volunteering within cultural services continued to increase with over 12,000 volunteer hours recorded.

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AIM: Healthy

6. Reduce inequalities and increase the life chances of people living in Southend

The Council and local charities received £53,000, from the Whole Essex Community Budget to develop stronger communities in Southend. The funding will be used to set up a network of 'Community Connectors' who will work closely with local people to uncover the assets, knowledge and skills that exist in the area, before using them to develop effective ways of tackling issues highlighted by those living in Milton ward.

Around 300 Southend families benefited from Southend's Streets Ahead programme. A team of 15 key and community workers are supporting families to overcome issues ranging from drug and alcohol abuse to antisocial behaviour, crime and unemployment. Projects like a community gym, support for job seekers and specialised youth provision have been set up as part of the programme. The programme was Shortlisted for the Excellence in Community Engagement Award at the MJ Achievement Awards.

Thousands of children across the Borough aged 4 - 11 took part in a pilot project to help them avoid the flu. The vaccine, known as Fluenz, is given as a nasal spray squirted up each nostril.

At the Stonewall Education Equality Index awards, Southend won the award for Tackling Homophobic Bullying in Schools.

For the fifth year running, the Council retained its position as one of the UK's top 100 employers in the Stonewall Workplace Equality Index, an annual benchmarking exercise that ranks the top 100 employers in Britain. The Council was ranked 12th among local authorities who took part in this year's Index.

Southend was selected as one of 14 'pioneer' areas in the country to lead the way in delivering better joined up care through a partnership of the Council, Clinical Commissioning Group (CCG), the Hospital and South Essex Partnership University Trust (SEPT). With a specific focus on integrating the local health economy, future services should be simpler to access, with systems in place to share information and knowledge between partners more effectively.

1,281 Southend people successfully stopped smoking with support from local NHS services in 2013/14 (review figure in late June)

5372 Southend residents, aged 40-74, took up the free Health Check programme

Latest official data reveals a five year trend of reducing teenage pregnancies in the Borough, with under 18 conceptions decreasing by 12.64% - from 34.8 per thousand pregnancies

among 15–17 year olds in 2011, to 30.4 per thousand in 2012. In 1998 it was 56.4 per thousand.

Latest figures show that under 18 conception rates decreased by 12.64 percent to from 34.8 per thousand pregnancies among 15-17 year olds in 2011, to 30.4 per thousand in 2012. In 1998 it was 56.4 per thousand.

Southend maintained a low number (currently 5.3%) of 16-19 year olds not in employment, education or training (NEET).

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AIM: Prosperous

7. Encourage the prosperity of Southend and its residents

The Council secured City Deal status with the Government, aiming to help businesses flourish and create new jobs, with investment of over £6m to be used to generate a new business hub in the local area

The Council has topped Government targets for the take-up of funded nursery places for two-year-olds. Now, more of the poorest families, based on whether their family qualifies for free school meals, are eligible for 15 hours of free childcare for their two year old children. As a result, 20 per cent of all two-year-olds are now able to benefit.

To complement Southend High Street, a market was introduced in October. Stalls ranging from fashion to fruit and veg are now available every Thursday.

The Council hosted a number of events and activities to mark Global Entrepreneurship Week ran from 22-24 November. Coordinated by the Council in partnership with a number of organisations, it is dedicated to encouraging aspiring entrepreneurs to take a step forward in their plans – whether starting a business, seizing a new opportunity or finding out more about careers in enterprise.

The Council and partners progressed plans to develop land west of Southend Airport as a Medical Tech campus – forming part of the new £10m Airport Business Park. As part of the plans a proposed MedTech Innovation Centre will allow specialist businesses to work more closely with the medical experts at the university and the hospital.

The Council secured European Regional Development Fund grant for a £5.24m MedTech support programme to provide grants and advice for small to medium sized companies in the East of England. Part of the programme includes a £500,000 Proof of Concept Fund to assist business in carrying cutting edge testing and feasibility studies.

A successful Regional Growth Fund bid, will enable Business Southend, to deliver a one-stop-shop portal for businesses to access local and national funded business support at www.businesssouthend.co.uk. It will offer £1.2m in grants to local SMEs and innovation vouchers for businesses to access research and academic expertise of our universities. There will also be a new range of business support events and hold workshops through the Chambers of Commerce, which will create over 190 jobs.

AIM: Prosperous

8. Enable well-planned quality housing and developments that meet the needs of Southend's residents and businesses

Work on 48 affordable homes on Southchurch Road continued to progress. The project, a partnership between the Council and the Guinness Trust, will provide 26 houses and 22 flats to assist Southend residents in need of affordable housing.

Preparation work has started on the Tesco roundabout, traffic improvement scheme, at the intersection of the A127 and Nestuda Way will undergo improvements that will include more lanes and traffic lights to smooth the flow of vehicles. The Government has backed the plans and is providing £3.2 million of grant funding towards the scheme, which is set to start in July 2014 and be completed by March 2015.

Following the signing of City Deal in March 2014 the Council will deliver flexible space for new and small businesses in the old Central Library. The accommodation will be part funded by Central Government and the Council. Businesses locating in the centre will benefit from low cost accommodation with on-site business support, with events and meeting/conferencing space also available for hire.

The Council made a successful funding bid to the Coastal Communities Fund which will mean a revamp for Southend seafront. The funding, in partnership with Stockvale Group, will see a new lagoon at Three Shells Beach, additional water sports equipment, new shower facilities at Leigh Bell Wharf as well as a maritime festival celebrating the borough's maritime heritage. There will also be apprenticeships to develop knowledge of the sector.

More than 90% of all planning applications were dealt with within the agreed timescales.

AIM: Excellent

9. Deliver cost effective, targeted services that meet the identified needs of our community

Carol Compton, who has worked for the Council for 18 years, was awarded an MBE for her services to children and families. She was recognised for her outstanding contribution to the community, working with children and families to reduce offending and re-offending. Over the course of her career, Carol has introduced a number of innovative projects that have been successful in early intervention, including the trail-blazing 'Triage' programme, designed to keep youngsters out of the criminal justice system, as well as the Family Intervention Project, which aims to reduce the number of people turning to crime.

The Council's revamped website, www.southend.gov.uk, is now live. It has been created especially to help people find the information they are looking for much faster and more easily. The new design now works well with mobile devices too.

The Council has retained its silver Investors in People status for another three years. It first achieved this standard in 2011, but had to re-apply for it after three years. Following the assessment, judges declared that the Council was not only continuing to meet these targets, but had also exceeded them.

A new way for Southend residents to keep up to date with their council tax and other payments was introduced, via the online system, 'My Southend'. By going to my.southend.gov.uk people living in the Borough can access details of their council tax, housing benefit or non-domestic (business) rates to check what they have paid or make payments using a credit or debit card, 24 hours a day.

The Essential Living Fund team won the Excellence in Partnership Working (Community Involvement) award by the Institute of Revenues Rating and Valuation.

The Council's Payroll Team was shortlisted for the Employer of the Year award at the Pay and Benefits Awards.

Section 6

Southend-on-Sea Borough Council's Corporate Priorities 2014-15

The Corporate Priorities support the aims and vision of the Council along with the objectives of Southend Partnerships to improve the quality of life, prosperity and life chances for people in the borough.

Council's Vision: 'Creating a Better Southend'

Council's 5 Aims:

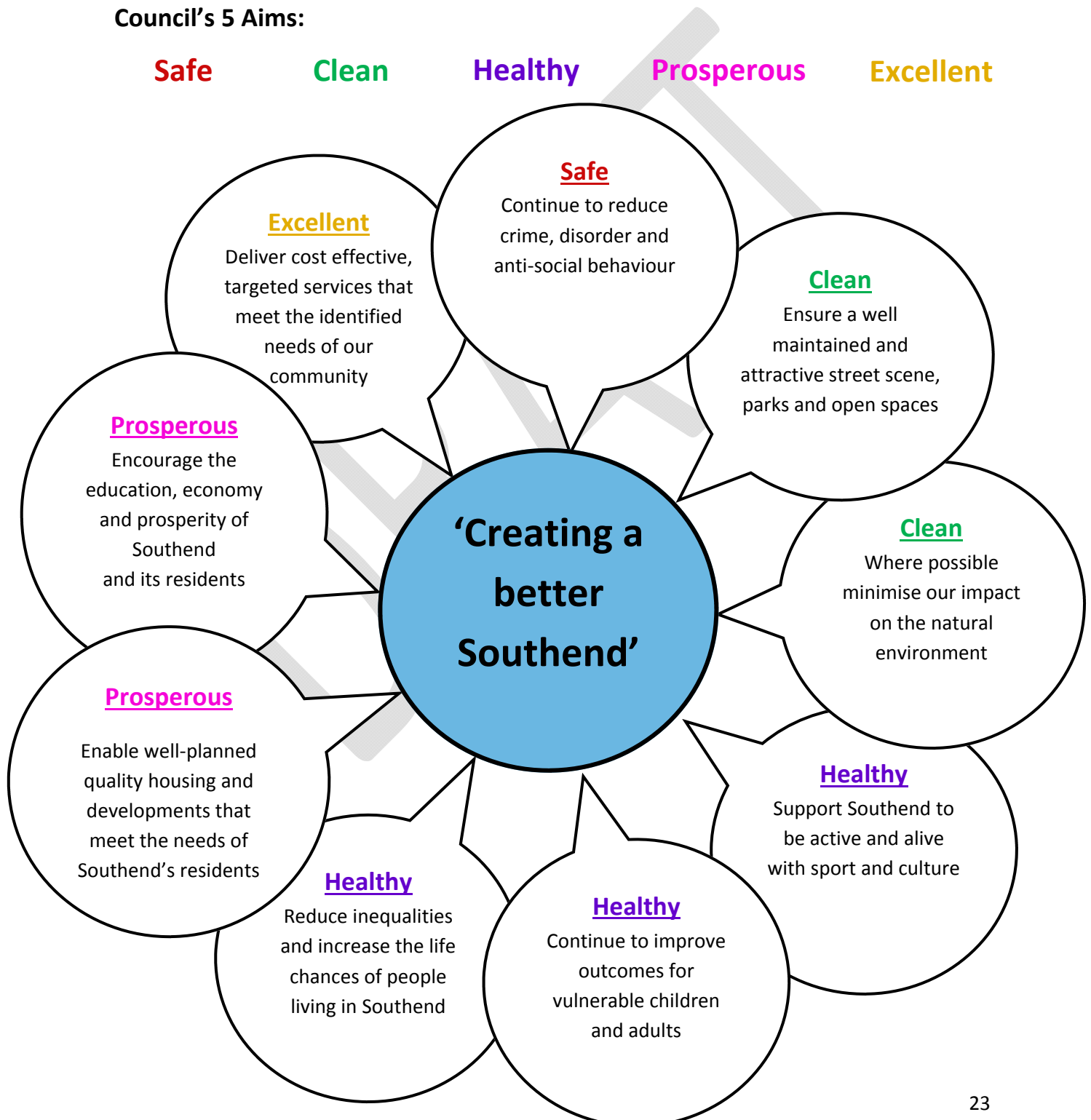
Safe

Clean

Healthy

Prosperous

Excellent



Section 7

Southend-on-Sea Borough Council Joint Administration Agreement and Commitments 2014-15

As a result of the joint administration of Independent, Labour and Liberal Democrat Groups forming after the May 2014 local elections, a joint agreement was developed. The agreement sets out the following:

“1. Pre-amble

- 1.1 *Following the Local Elections held on 22nd May 2014 no party or group achieved an overall majority on the Southend-on-Sea Borough Council (“the Council”).*
- 1.2 *The challenges facing Southend-on-Sea and the Council needs strong leadership and a stable political environment to ensure that we:*
 - *Provide the best possible services;*
 - *Promote fairness for all residents and reduce inequalities;*
 - *Provide opportunities for economic growth;*
 - *Make the necessary financial savings which Government has imposed upon local authorities; and*
 - *Create a better Southend*
- 1.3 *This Agreement sets out broad agreements reached between the Independent, Labour and Liberal Democrat Groups that will form the basis of this Joint Administration and will enable us to work together as a strong and stable local Administration.*

2. Terms of Agreement

We, the Independent, Labour and Liberal Democrat Groups on the Council (and the individual members of the Groups) agree as follows:

- 2.1 *To form a Joint Administration with a Cabinet of 7 members*
 - *Positions on the Cabinet are to be filled in the ratio of 3 (Independent); 3 (Labour) : 1 (Liberal Democrat);*
 - *The Leader will be Councillor Ron Woodley.*
 - *The Leader intends to appoint Councillors Longley and Gilbert as Deputy Leaders and will give notice as to which of the two is performing the statutory duties required of a deputy leader at all times. This arrangement will not result in any increase in special responsibility allowances.*

- *The Constitution will be amended at Council on 5th June 2014 to require the Chairman and Vice Chairman of all 3 Scrutiny Committees to come from opposition Groups.*
- 2.2 *To work together on the basis of democratic principles of trust, equity, openness and fairness.*
 - 2.3 *To promote strong working relationships with Council Officers based on mutual trust and respect.*
 - 2.4 *To act in the best interests of Southend-on-Sea and its residents reflecting their views and with the aim of creating a better Southend.*
 - 2.5 *To prepare a Corporate Plan setting out our joint objectives for the Council and to progress schemes and initiatives in accordance with such Plan.*
 - 2.6 *To continue to work with the agreed Budget for 2014 / 2015 and to work jointly on preparation for the 2015 / 2016 Budget and Budgets for future years.*
 - 2.7 *To deliver on the following specific commitments:*

(a) Shoeburyness Flood Defences

Undertake a review to identify the best and most effective scheme to provide protection for residents and property, to safeguard the local environment and to provide value for money.

(b) Delaware and Priory Care Homes

Review the decisions taken by the previous Administration.

(c) Libraries

Review the decisions taken by the previous Administration.

(d) Kent Elms - Pedestrian Crossing Arrangements

Investigate improved facilities for pedestrians to cross at Kent Elms.

(e) Victoria Avenue Regeneration

Urgently pursue the regeneration of redundant office accommodation in Victoria Avenue.

(f) Community Facilities in Central Southend

Pursue the planning and provision of new community facilities in Central Southend.

(g) Affordable and Social Housing

Pursue the building and other provision of new affordable and social housing as a key priority.

(h) Constitutional Matters

- *Consolidate the existing Working Parties, and amend their roles as necessary, at the Council meeting on 17th July 2014.*

- *Bring a report to Council on 23rd October 2014 for it to consider any further constitutional change, including consideration of the Cabinet and Committee systems.*
- 2.8 *That we will support all nominations submitted by our Joint Administration for appointments to Council bodies and outside bodies at Council on 5th June 2014.*
- 2.9 *That we will support the Joint Administration in respect of its Budget proposals and on any confidence motion.*
- 2.10 *That this Agreement constitutes the whole agreement between the parties and will inform and be informed by the Council's strategic plans and objectives.*
- 2.11 *That this Agreement be reviewed on an annual basis.*

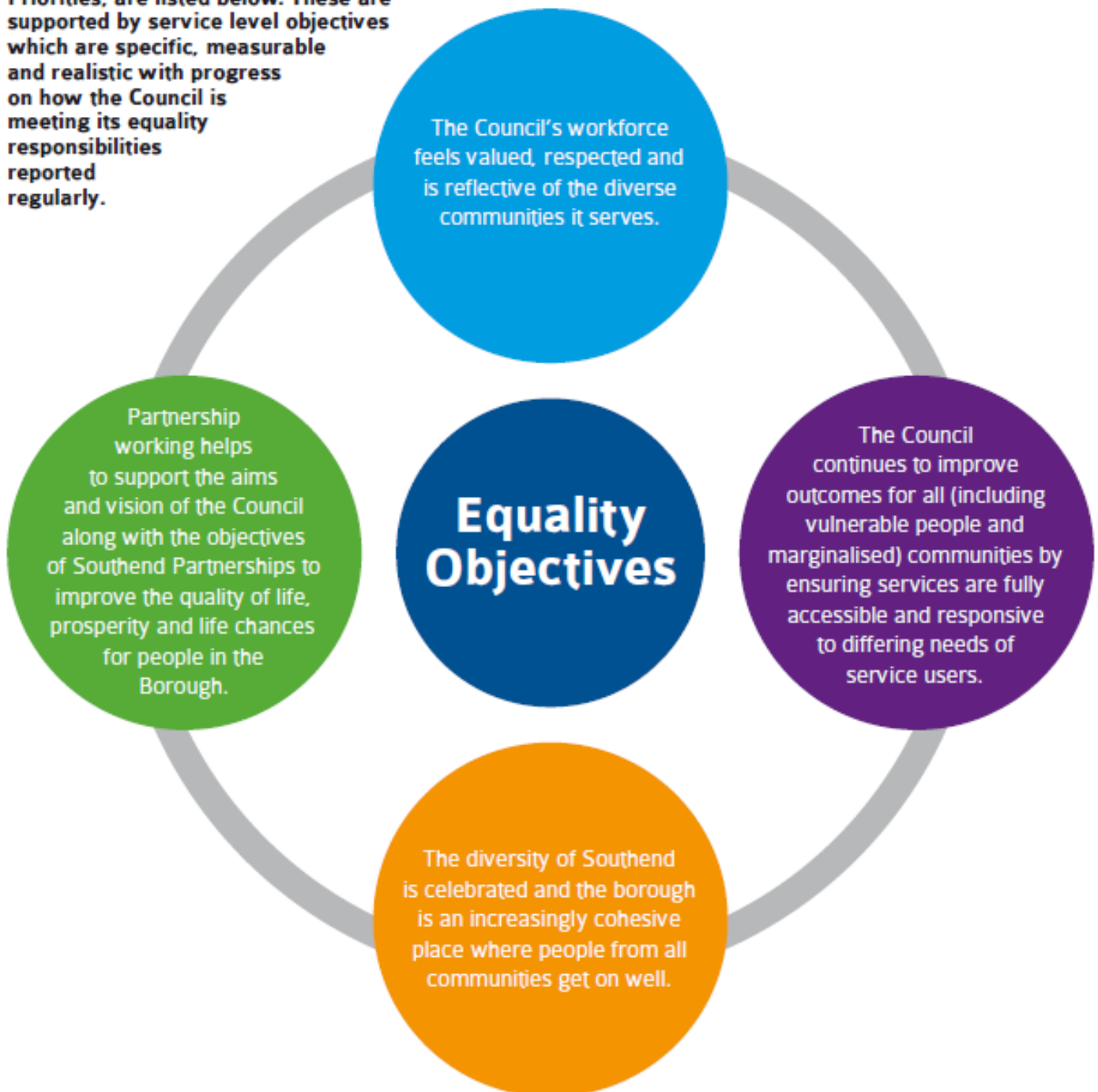
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Section 8

Equality Objectives 2014-15

The Council's equality objectives, which support the Corporate Priorities, are listed below. These are supported by service level objectives which are specific, measurable and realistic with progress on how the Council is meeting its equality responsibilities reported regularly.



Section 9

Corporate Priority Performance Measures for 2014/15

Short Name	Outturn for 2013/14	Target for 2014/15	Corporate Priority
Score against 10 BCS crimes; Theft of vehicle, theft from vehicle, vehicle interference, domestic burglary, theft of cycle, theft from person, criminal damage, common assault, woundings, robbery. [Cumulative]	7706	7629	Continue to reduce crime, disorder and anti-social behaviour
Number of reported missed collections per 100,000 [Monthly Snapshot]	26	48	Ensure a well maintained and attractive street scene, parks and open spaces
% acceptable standard of cleanliness: litter [Cumulative]	90%	88%	
Percentage of household waste sent for reuse, recycling and composting [Cumulative]	53.12%	53.00%	Where possible minimise our impact on the natural environment
Number of children subject to a Child Protection Plan (not including temps) [Monthly Snapshot]	163	134 to 146	Continue to improve outcomes for vulnerable children and adults
Number of Looked After Children [Monthly Snapshot]	242	232 to 248	
The percentage of Common Assessment Framework initiated that come from health professionals [Cumulative]	5.32%	7%	
The percentage of children who run away that receive a return home interview (where parents' consent) [Monthly Snapshot]	100%	100%	
Adults in contact with secondary mental health services living	94%	90%	

independently, with or without support (expressed as a percentage) [Quartely Snapshot]			
Achieving independence for older people through rehabilitation/intermediate care [Quarterly Snapshot]	82.4%	86.0%	
Delayed transfers of care from hospital (social care) [Cumulative]	New Indicator	24	
% Eligible adaptations completed [Cumulative]	New Indicator	100%	
Proportion of appropriate people using social care who receive direct payments [Monthly Snapshot]	New Indicator	16.5%	
Proportion of adults with learning disabilities who live in their own home or with their family [Quarterly Snapshot]	New Indicator	90%	
Proportion of adults with learning disabilities in paid employment [Quarterly Snapshot]	New Indicator	10%	
The number of eligible homeless prevention applicants who are discharged into the private rented sector [Cumulative]	27	50	
Number of volunteers hours delivered within cultural services [Cumulative]	12,251	9,000	Support Southend to be active and alive with sport and culture
Number of attendances at council run or affiliated arts and sports events and facilities [Cumulative]	4,001,742	3,412,000	
The percentage of children and parents/carers accessing services from a Children's Centre who are from the 30% most deprived areas of Southend. [Cumulative]	38.1%	40%	Reduce inequalities and increase the life chances of people living in Southend
Public Health Responsibility Deal [Cumulative]	New Indicator	40	

Number of people successfully completing 4 week stop smoking course [Cumulative]	1,281	1,300	Encourage the education, economy and prosperity of Southend and its residents
Take up of the NHS Health Check programme - by those eligible [Cumulative]	5,372	5,673	
% of Council Tax for 2014/15 collected in year [Cumulative]	97.1%	97%	
% of Non-Domestic Rates for 2014/15 collected in year [Cumulative]	97.5%	97.50%	
% Children in good or outstanding primary schools [Monthly Snapshot]	New Indicator	72.5	
% Children in good or outstanding secondary schools [Monthly Snapshot]	New Indicator	82.7	
% Children in good or outstanding special schools [Monthly Snapshot]	New Indicator	94.7	
Level of Current Rent Arrears [Monthly Snapshot]	£481,191	£480,000	Enable well-planned quality housing and developments that meet the needs of Southend's residents and businesses
Major planning applications determined in 13 weeks [Cumulative]	95.92%	79%	
Minor planning applications determined in 8 weeks [Cumulative]	90.41%	84%	
Other planning applications determined in 8 weeks [Cumulative]	94.4%	90%	
Govmetric Measurement of Satisfaction (3 Channels - Phones, Face 2 Face & Web) [Cumulative]	88.76%	80%	Deliver cost effective, targeted, services that meet the identified needs of our community
Number of payments made online [Cumulative]	50,644	50,000	
Working days lost per FTE due to sickness - excluding school staff [Cumulative]	6.12	7.2	

Section 10

Public Facing Performance 2014/15

Public Facing Name	Indicator Name	Outturn 2013/14	Annual Target 2014/15
How many carers are being supported in Southend?	Number of carers supported in Southend	1094	1000
How much of your household waste is recycled?	Percentage of household waste sent for reuse, recycling and composting	53.12%	53%
How quickly are your planning applications decided?	Other Planning applications determined in 8 weeks	94.4%	90%
How reliable are your refuse collections?	Number of reported missed collections per 100,000	26	48
Customer Satisfaction	Govmetric measurement of satisfaction (3 channels)	88.76%	80%
What are the current levels of pupil absence in Southend schools?	% of total absence in primary schools (Cumulative) (Autumn and Spring Terms)	3.97%	tbc
(Primary and Secondary reported together in outward facing indicators)	Percentage of total absence in secondary schools (Cumulative) (Autumn and Spring Terms)	5.01%	tbc
How clean are your streets?	% acceptable standard of cleanliness: litter	90%	88%
How many people are attending council run or affiliated leisure activities, facilities or events in Southend?	Number of people attending at council run or affiliated arts and sports events and facilities in Southend	4,001,742	3,412,000

Section 11

Corporate Priority Actions 2014/15

	Action	Due Date	Directorate	Priority	Aim
1	Implement the Youth Service review	31 st March 2015	People	Continue to reduce crime, disorder and anti-social behaviour	Safe
2	Develop and embed the Joint Domestic Abuse Triage Team (JDATT)	31 st March 2015	People		
3	Develop and embed the new substance misuse strategy	31 st March 2015	People/Public Health		
4	Work with the Public Realm working Party to undertake a strategic review of the Public Realm	31 st March 2015	Place	Ensure well maintained and attractive street scene, parks 5 and open spaces	Clean
5	Delivery and implementation of the Traffic & Highways Capital Programme/ Deliver improvements to Tesco junction	31 st March 2015	Place		
6	Programmed replacement of old street lighting lanterns with new LED type	31 st March 2015	Place		
7	New Ways Of Working - Accommodation. Reduce the cost of Council accommodation by providing services under one roof through New Ways of Working, including delivering a building with flexible working environment which encompasses green technology and carbon reduction	31 st December 2014	Corporate Services – Programme Office	Where possible minimise our impact on the natural environment	
8	Increase recycling/composting rate to 53% - Support waste contractor to deliver high levels of recycling and composting through effective communication with stakeholders	31 st March 2015	Place		

	Action	Due Date	Directorate	Priority	Aim
9	In partnership with CCGs, Essex and Thurrock, commission the new remodelled child and adolescent mental health service	31 st March 2015	People	Continue to improve outcomes for vulnerable children and adults	Healthy
10	Deliver a range of service user feedback surveys and analysis reports to inform action as a result of the feedback	31 st March 2015	People		
11	Implement the plan for delivering the new Education, Health and Care Plans	30 st September 2015	People		
12	Implementation of Care and Support Bill	31 st March 2015	People		
13	Implement the South Essex Strategic plan for mental health	31 st March 2015	People		
14	Refresh Joint Strategic Needs Assessment and maintain progress on delivering ambitions set out in the Health and Wellbeing Strategy	31 st March 2015	Public Health/People	Reduce Inequalities and increase the life chances of people living in Southend	Healthy
15	Deliver the Streets Ahead plan for 2014/15	31 st March 2015	People		
16	Implement and embed the new pupil premium strategy	31 st March 2015	People		
17	Development and implementation of plans for integration with health	31 st March 2015	People		
18	Relocation of the Beecroft Art Gallery to the old central library building	31 st March 2015	Place	Support Southend to be active and alive with sport and culture	Healthy
19	Embed service delivery at the Forum and Focal Point Gallery	31 st March 2015	Place		
20	Working to assist SEAL to improve the standard of private rented accommodation	31 st March 2015	People	Enable well-planned quality	Prosperous

	Action	Due Date	Directorate	Priority	Aim
21	Development of a new cemetery site – To finalise the acquisition of additional land to be used as a burial site within Southend and complete the development of this land into a cemetery	31 st October 2014	Corporate Services - Customer Services	housing and developments that meet the needs of Southend's residents and businesses	
22	Work with Government to maximise the benefits of a City Deal for Southend	31 st March 2015	Place	Encourage the education, economy and prosperity of Southend and its residents	
23	Joint Area Action Plan (JAAP) in place to support delivery of Business Parks	31 st March 2015	Place		
24	Develop and implement a new early years strategy	31 st March 2015	People		
25	Increasing the % of pupils attending schools rated good or outstanding	31 st March 2015	People		
26	Seaway Car Park – to bring forward the development of a leisure-led scheme including the relocation of coach parking and the seafront area waste depot	TBC	Corporate Services - Finance & Resources		
27	Elm Road, Leigh – to bring forward the development of the car park and surrounding land for delivery of high-end housing, public car parking and ancillary development retaining the community centre	TBC	Corporate Services - Finance & Resources		
28	Airport Business Park – to bring forward development of land north of Aviation Way over 15-20 years for a Business Park via a development partnership	TBC	Corporate Services - Finance & Resources		

	Action	Due Date	Directorate	Priority	Aim
29	Victoria Avenue - To explore opportunities to secure supporting and contributory external funding to acquire, improve and possibly demolish derelict property on Victoria Avenue to improve the town gateway with a view to longer term regeneration being brought forward	TBC	Corporate Services - Finance & Resources		
30	Implementation of new adult social care performance framework (SALT), Finance return and Equalities and Classifications	31 st March 2015	People	Deliver cost effective, targeted services that meet the identified needs of our community	Excellent
31	Business Continuity Planning – Finalising and embedding of the Corporate Business Continuity Plan	31 st March 2015	Corporate Services – People and Policy		
32	Cultural Change – To implement and embed the 3 strands of the cultural change programme. (Engaging Leadership, Resilience & Growth, Focused Performance)	31 st March 2015	Corporate Services – People and Policy		
33	Design and establish a Council strategy, with specific focussed work streams, to deliver improved community capacity and resilience	31 st March 2015	Corporate Services – People and Policy		
34	Produce and publish Annual Public Health Report	31 st August 2014	Public Health		

JOINT ADMINISTRATION AGREEMENT

Between Independent, Labour and Liberal Democrat Groups on the Southend-on-Sea Borough Council

1. Pre-amble

- 1.1 Following the Local Elections held on 22nd May 2014 no party or group achieved an overall majority on the Southend-on-Sea Borough Council (“the Council”).
- 1.2 The challenges facing Southend-on-Sea and the Council needs strong leadership and a stable political environment to ensure that we:
- Provide the best possible services;
 - Promote fairness for all residents and reduce inequalities;
 - Provide opportunities for economic growth;
 - Make the necessary financial savings which Government has imposed upon local authorities; and
 - Create a better Southend
- 1.3 This Agreement sets out broad agreements reached between the Independent, Labour and Liberal Democrat Groups that will form the basis of this Joint Administration and will enable us to work together as a strong and stable local Administration.

2. Terms of Agreement

We, the Independent, Labour and Liberal Democrat Groups on the Council (and the individual members of the Groups) agree as follows:

- 2.1 To form a Joint Administration with a Cabinet of 7 members:
- Positions on the Cabinet are to be filled in the ratio of 3 (Independent) : 3 (Labour) : 1 (Liberal Democrat)
 - The Leader will be Councillor Ron Woodley.
 - The Leader intends to appoint Councillors Longley and Gilbert as Deputy Leaders and will give notice as to which of the two is performing the statutory duties required of a deputy leader at all times. This arrangement will not result in any increase in special responsibility allowances.

- The Constitution will be amended at Council on 5th June 2014 to require the Chairman and Vice Chairman of all 3 Scrutiny Committees to come from opposition Groups.
- 2.2 To work together on the basis of democratic principles of trust, equity, openness and fairness.
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- 2.5 To prepare a Corporate Plan setting out our joint objectives for the Council and to progress schemes and initiatives in accordance with such Plan.
- 2.6 To continue to work with the agreed Budget for 2014 / 2015 and to work jointly on preparation for the 2015 / 2016 Budget and Budgets for future years.
- 2.7 To deliver on the following specific commitments:
 - (a) Shoeburyness Flood Defences
To undertake a review to identify the best and most effective scheme to provide protection for residents and property, to safeguard the local environment and to provide value for money
 - (b) Delaware & Priory Care Homes
To review the decisions taken by the previous Administration.
 - (c) Libraries
To review the decisions taken by the previous Administration.
 - (d) Kent Elms - Pedestrian Crossing arrangements
To investigate improved facilities for pedestrians to cross at Kent Elms.
 - (e) Victoria Avenue Regeneration
To urgently pursue the regeneration of redundant office accommodation in Victoria Avenue.
 - (f) Community facilities in Central Southend
To pursue the planning and provision of new community facilities in Central Southend.

(g) Affordable & Social Housing

To pursue the building and other provision of new affordable and social housing as a key priority.

(h) Constitutional Matters

- To consolidate the existing Working Parties (and amend their roles as necessary) at the meeting of Council on 17th July 2014.
- To bring a report to Council on 23rd October 2014 for it to consider any further Constitutional change, including consideration of the Cabinet and Committee systems.

2.8 That we will support all nominations submitted by our Joint Administration for appointments to Council bodies and outside bodies at Council on 5th June 2014.

2.9 That we will support the Joint Administration in respect of its Budget proposals and on any confidence motion.

2.10 That this Agreement constitutes the whole agreement between the parties and will inform and be informed by the Council's strategic plans and objectives.

2.11 That this Agreement be reviewed on an annual basis.

This Agreement has been signed by all members of the Independent, Labour and Liberal Democrat Groups to confirm their agreement, this 5th day of June 2014.

Signed on behalf of the Independent Group by:

Stephen Aylen
Brian Ayling
Mike Assenheim
Anne Chalk
Caroline Endersby
Derek Kenyon
Ric Morgan
Mike Stafford
Martin Terry
Paul Van Looy
Marimuthu Velmurugan
Nick Ward
Ron Woodley

Signed on behalf of the Labour Group by:

Margaret Borton
Ian Gilbert
Ann Jones
Judith McMahon
Cheryl Nevin
David Norman
Kevin Robinson
Michael Royston
Julian Ware-Lane

Signed on behalf of the Liberal Democrat Group by:

Mary Betson
Alan Crystall
Graham Longley
Carole Mulroney
Peter Wexham