

Southend-on-Sea Borough Council

2013

Corporate Plan and Annual Report

Southend on Sea Borough Council

Corporate Plan and Annual Report, 2013

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Section 1 - Annual Report & Corporate Plan Introduction – 2013

2012 was an amazing year for the borough and the Council. We had the fantastic experience of the Olympics, Paralympics and the Queen's Diamond Jubilee in the summer with Southend residents showing real community spirit. Over 65 street parties were held for the Jubilee and thousands turned out to welcome Olympic Flame for the torch parade.

Numerous other well established events, such as Village Green, Sparks will Fly, and the host of festivals have demonstrated once again what a diverse and exciting community we have.

In addition, the new Pier culture centre was successfully installed and opened, Prittlewell Priory reopened for the first time in three years after a stunning restoration and real progress made in building the new library and learning facility – The Forum Southend-on-Sea.

Despite the difficult economic climate, Southend is seen as a place to do business. Our creative and cultural sectors are going from strength to strength and the Airport's success has helped drive forward the local aviation and advanced engineering sector.

As the Local Government Chronicle Council of the Year for 2012, the Council has increasingly become a place that other organisations want to learn from – in terms of driving up performance, providing value for money services, and as a council that delivers.

However, after a third year of austerity measures, local government is facing one the most difficult periods in its history. We have worked hard to protect front line services by working smarter, harder and better with about a third of savings achieved by renegotiating contracts, reorganising and undertaking other corporate initiatives. However, meeting our savings requirements has meant taking some really tough decisions, such as ending the Air Show and increasing the Council Tax for the first time in three years.

Making further savings in the coming years will increasingly mean sharing service provision with other bodies, generating more income from our assets and trading, looking to others, including the local community to provide services and targeting our service provision on those in most need.

Despite this, the Council is pushing ahead with programmes to: complete the Forum Southend-on-Sea; expand childcare places to two-year olds; invest £4.5m on our sea defences; improve junctions on the A127 and make the borough wireless. We are also looking forward to our Culture Capital bid being considered as the UK City of Culture for 2017.

We will continue to protect and improve services where we can, and support our residents against the impact of the economic climate and we are sure 2013/14 will be an eventful and exciting year as more of our projects to transform the Borough progress, or come to fruition.

Councillor Nigel Holdcroft
Leader of the Council

Rob Tinlin
Chief Executive

Section 2 – Southend-on-Sea Borough Council:

Southend-on-Sea Borough Council serves a population of 175,300 residents. It spends £130m a year and employs around 1,900 staff to provide a huge range services to meet the needs of local people (an A-Z guide to the full range of 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

To achieve our aims the Council identifies **priorities, related actions** and **performance measures** to assess how well it is doing. The Corporate Priorities are informed by consultation with residents and discussions with our key partners including Essex Police, NHS South Essex, Essex Fire and Rescue plus the business and voluntary and community sectors.

Our achievements against the priorities for 2012/13 are set out in Section 5 and the Council's revised priorities for 2013/14 are outlined in Section 6.

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 2012 and the current political make-up of the Council is:

Conservative:	26
Liberal Democrat	9
Independent Group	9
Labour	6
Independent	1

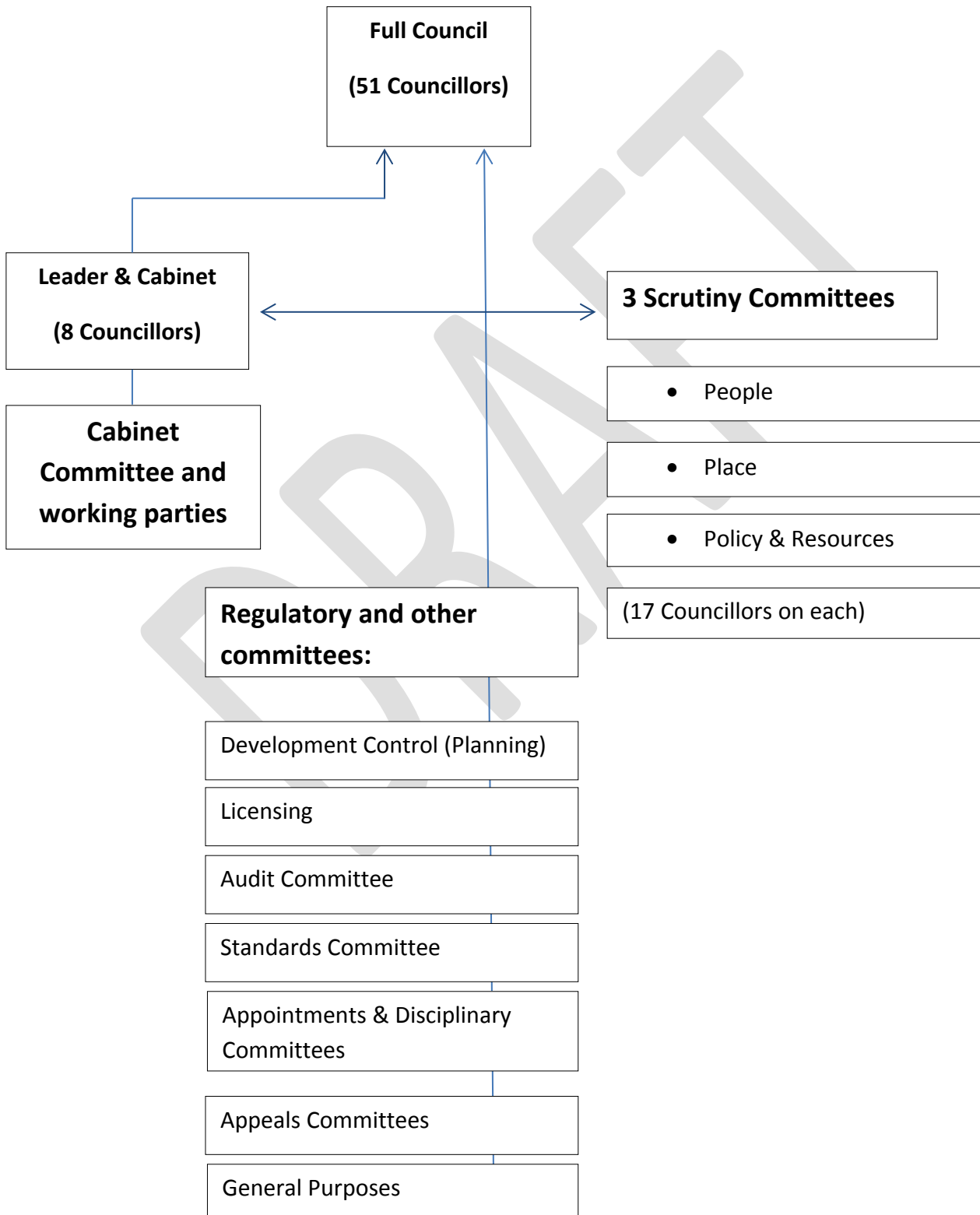
The Council operates a Leader and Cabinet model. Major functions, such as agreeing the budget and policy framework are taken by the whole Council. Key executive decisions are taken by a Cabinet of eight councillors with decisions and other issues reviewed by three scrutiny committees, made up of councillors 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:

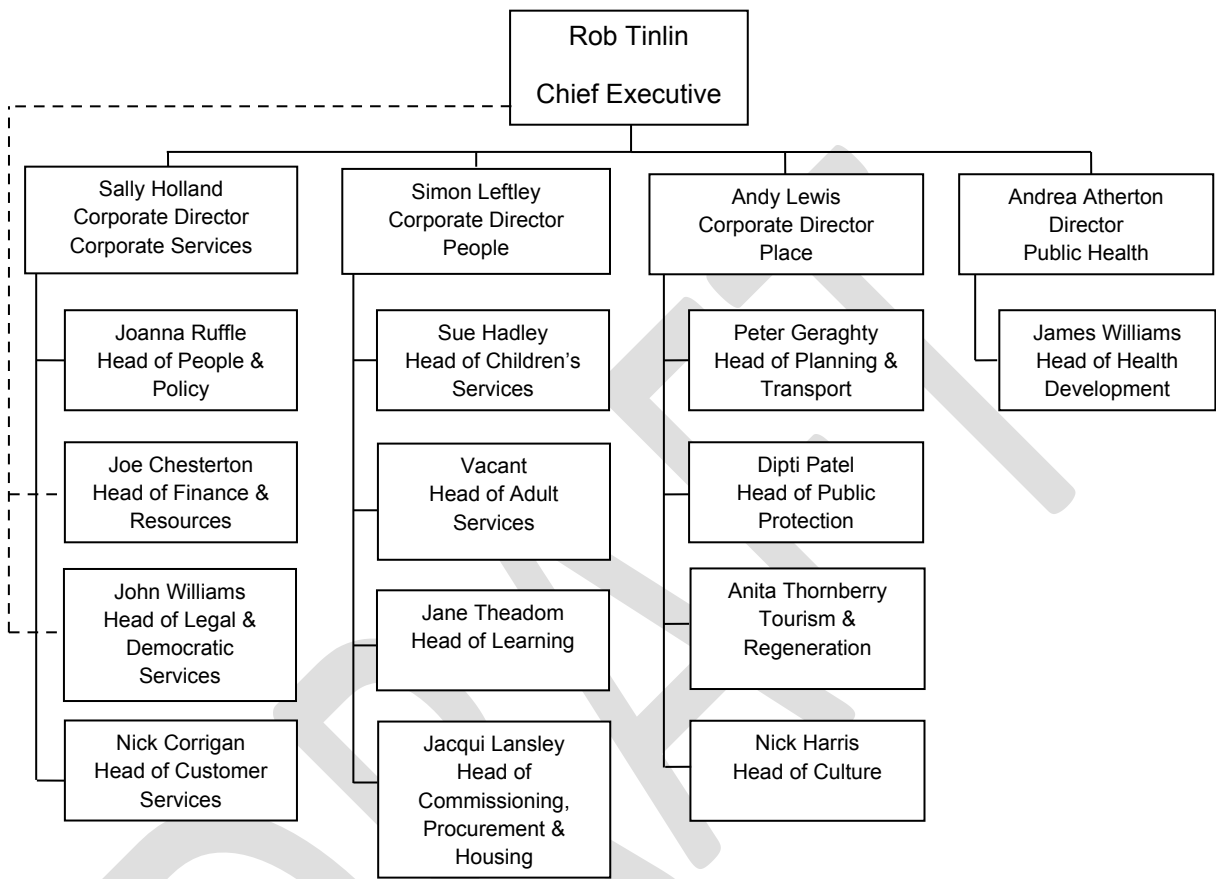
From April 2013 the Council introduced a new corporate structure, moving from four to three departments which cover People; Place and Corporate Services. Public health services are also now formally part of the Council's new structure following the implementation of the Health and Social Act 2012. The three departments have 13 separate service areas, which in turn are sub-divided into around 70 service groups. The political and top level officer structures are outlined below:

Section 3

Structure Chart - Political



Senior Officer - Corporate Directors and Heads of Service



----- Direct report to the Chief Executive in respect of their statutory roles

Section 4 - Council Budget

	Original Estimate		Budget
	2012/2013		2013/2014
	£000		£000
Portfolios			
Adult Social Care, Health & Housing	51,110		50,669
Children & Learning	38,204		34,141
Corporate Support Services	5,498		3,335
Culture & Tourism	11,953		12,031
Deputy Leader	2,693		3,083
Leader	3,506		3,551
Planning	1,492		1,597
Public Protection, Waste & Transport	24,731		25,763
Contingencies, Savings etc	5,367		5,804
Net Cost of Services	144,554		139,974
Depreciation Removed	(13,853)		(16,482)
Adjusted Net Cost of Services	130,701		123,492
Levies	409		458
Financing costs (interest payable & receivable and provision to repay debt)	12,415		15,894
Net Operating Expenditure	143,525		139,844
Contribution to /(from) earmarked reserves	2,323		1,715
Revenue Contribution to Capital Expenditure	0		393
General Government Grants	(15,503)		(3,382)
Total to be funded from Council Tax and Government Grant	130,345		138,570
Funding from Council Tax and Government Grant			
Revenue Support Grant	(1,149)		(46,346)
Retained Business Rates	(59,305)		(30,833)
Council Tax	(68,874)		(60,691)
Collection Fund Surplus	(1,017)		(700)
	0		0

Capital Investment 2013/14

Capital Investment - 2013/14	
The Council has plans to spend a total of £53.1m on capital schemes for 2013/14.	
General Fund Services	£m
Improvements & urgent works to Council Property including Civic Centre	10.3
School Improvement	9.5
Transport, Parking & Cycling Schemes	5.9
Highways & Infrastructure Maintenance & Improvements	5.5
Pier, Foreshore & Sea Defences	5.4
Disabled Facilities Grants and Private Sector Housing	2.1
New Burial Ground	2.0
Leisure Facilities Improvements	1.8
Waste Transfer	1.7
Belfairs Woodland Centre	0.8
	45.0
Council Housing	£m
Decent Homes Improvements	2.7
Common Areas Improvements	2.2
Environmental & Health & Safety Works	1.9
Sheltered Housing Remodelling	0.5
Disabled Adaptations	0.5
ERDF Whole Home Energy Project	0.3
	8.1

Section 5 - Annual Report & Corporate Plan – Key achievements 2012/13

AIM: Safe

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

- The overall level of crime in the borough has continued to fall with a reduction of 4% from April 2012 to March 2013, compared to the same period the previous year. The numbers of crimes fell from 13,207 to 12,647, exceeding the target set.
- Levels of anti-social behaviour reduced by over 8%, compared to the previous year.
- Since Southend was awarded Purple Flag status in recognition of a safe night time economy all crime in the town centre between 8pm-5am on Friday and Saturday nights reduced by more than 21%. This follows extensive work by among others, clubs, pubs, the police and Council which has helped to reduce public order offences by more than 68%.
- The Borough's CCTV service captured 4000 incidents of crime and anti-social behaviour in 2012 and has worked closely with police colleagues to identify and arrest perpetrators.
- The Community Safety Roadshow visited more than 50 locations across the borough in 2012, providing reassurance and practical crime prevention and home security advice to residents. 1,155 bikes and mobility scooters were electronically tagged.
- Focussed work by the burglary partnership group saw burglaries fall by about 20% since it started work in early 2012.
- The Councils Youth Offending Service, rated as one of the best in the country by HM Inspectorate of Probation for reducing the likelihood of re-offending, has continued its innovative triage programme with just 13% of the 850 young people who been through the programme reoffending over a 4 year period.
- The council commissioned the first domestic abuse service for men in the borough. SOS Domestic Abuse Projects launched a free, professional and confidential drop-in service for men over 18 years who have been, or are suffering, domestic abuse.
- Block Watch, the scheme designed to involve residents in tackling anti-social behaviour and the fear of crime, was launched and extended to key residential tower blocks in Southend.
- The Dogwatch scheme, designed to encourage responsible dog ownership, was launched with over 100 dogs micro chipped for free by the Council with chips supplied by the Dogs Trust charity at special events around the borough.

AIM: Safe

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

- The Council has received a top Clean Britain award for the third time running with the town's public spaces and highways assessed at the highest four star rating by the British Cleansing Council.
- The Council introduced a new permit scheme in November, covering all roads in the borough, to ensure that Utility companies now apply for permission to dig up a road – helping to minimise disruption and damage to the street scene.
- The Belfairs Woodland Centre, part of a £1.9m partnership with Essex Wildlife Trust to boost unique and ancient woodland and wildlife, is on course to open in summer 2013, with a range of events and activities already well underway.
- Southend's parks, including Chalkwell, Belfairs, Southchurch and Priory were awarded the prestigious Green Flags for the best green spaces in the country.
- Southend Parks Service achieved Silver Gilt award in the Anglia in Bloom Awards.
- Warrior Square Gardens refurbishment was commended in the Civic Trust Awards as a project that has made **a significant contribution to the quality and appearance of the built environment.**
- The Council received gold rated awards for the standard of cleaning and provision of facilities at Bell Wharf; City Beach, Crowstone Shelter; Chalkwell Park, Elm Road, Pitmans Close; Southerland Boulevard and Hamlet Court Road toilets. The highest Platinum awards were received for Changing Places Toilets at Crowstone shelter and City Beach. Southend also won the National award for England in the Public Toilet Entry Category.
- Work started on stabilising the cliff slip on Southend seafront and helping to prevent further slippage.
- City Beach was awarded the Institution of Civil Engineers East of England Exceptional Merit Award 2012 for 'Team Achievement'.

AIM: Clean

3. Where possible minimise our impact on the natural environment

- Southend residents reached the milestone of recycling half their waste. Over the summer they recycled or composted more than the weight of 660 double deck buses.
- Green champions from across the Borough attended Southend's first ever Community Recycling Conference to share best practice and help the Council hit tough recycling targets of 60% by 2015.
- The Council secured a £1.635m Government grant to promote further recycling and improve the refuse collection service. As a result, the food waste service was re-launched across the borough which included the provision of free compostable liners to make recycling easier.
- The Council has now recruited more than 200 residents as recycling champions.
- The Council has been part of a successful European funded bid (CREST) that will see EURO 600,000 go towards a programme of making schools more sustainable and encouraging the uptake of renewable technologies in the Borough.
- Re:Source, the third annual Funding a Green Future Conference was held at the new Culture Centre at the end of the pier, enabling public and private organisations to share best practice in sustainability and learn how they can improve their overall environmental performance.
- The ReallySmart House project has begun work to reduce carbon emissions by 40% to 45 properties by fitting among other things solar panels, additional insulation and efficient lighting.
- The Council's successful £1.6m bid from the Better Bus Area Fund, topped up by Arriva and First Essex Buses and Southend's Local Transport Plan funding, is finding new ways to help encourage more people to use buses and help cut congestion and carbon dioxide emissions.
- A range of initiatives has helped enhance the borough's status as a cycling town, including: the popular Bikeability training; making electric bikes available to council staff through a loan scheme and provision of 50 new cycle parking spaces
- The Council supported the start-up of the Comfy Saddle social enterprise at Southend to offer information, equipment and accessories to people who cycle or are considering doing so.
- The Council and Essex County Council entered a £100.9m partnership deal with Urbaser and Balfour Beatty, to build a Mechanical and Biological Treatment facility meaning less household, trade and non-recyclable waste will go to landfill. It is due to be operational

by summer 2015.

- The £1.9m Prittlewell Priory Museum restoration, including a new green visitors centre, was completed in October 2012 enabling the building to become a Green museum in a Grade 1 listed building, on a scheduled ancient monument site. The Priory was awarded a Silver Winner for the Building Conservation Project category at the Green Apple Awards.
- Southend Association of Voluntary Services (SAVS) volunteer, Paul Kerry, was awarded the title 'Southend's Environmental Volunteer of the Year'.

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AIM: Healthy

4. Continue to improve outcomes for vulnerable adults and older people

- Pioneering care for the over-65s, to provide a Single Point of Referral (SPOR) for professionals to access pathways for care decisions, has been rolled out across South East Essex. The SPOR, which helps to avoid unnecessary hospital admissions and provide help at home or other care settings, was a finalist for the Health Service Journal 2012 awards and a finalist in the Local Government Chronicle Awards 2013 for innovative partnership working.
- The Council used the new 'SHIP' website to launch a Register of Personal Assistants and a 'match making' service where people with care needs and CRB-checked Personal Assistants will be able to advertise their availability.
- Older people requiring person centred care and support services within the community moved into two Extra Care schemes of specially-designed flats based at former sheltered housing complexes Longmans and Westwood.
- The Council teamed up with disability charity Papworth Trust Home Solutions to enable the trust to manage the whole process of providing disability facilities grants to enable people maintain their independence by continuing to live in owner occupied or privately rented homes.
- Consultation on developing a new South Essex Joint Mental Health Strategy was undertaken to inform the re-design of mental health services over the next 3-5 years.
- The Council has launched Southend Equipment Supplies site as an online shop providing equipment and supplies to help people live enhanced and more independent lives. See: www.southendequipmentsupplies.co.uk
- 1613 people received reablement support from April 2012-March 2013 reducing the average cost for a social care client significantly.
- 65% of people in the borough, requiring support, are now being helped to live in the community with greater choice and control of personal budgets.
- 84% of people requiring support were given care to help them recover and regain their independence following a hospital stay.
- An intensive support team for dementia sufferers was recruited.
- A further £100,000 in efficiency savings were achieved through the re-tendering of mental health housing related support services as well as a number of contract re-negotiations. The tender, whilst delivering savings will modernise accommodation based services and expand provision over the life of the five year contract to better meet local needs.

AIM: Healthy

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

- Southend Pier's landmark Culture Centre was installed after a carefully planned operation to float the custom built building down the Thames by boat and crane into place. Since then the Centre has had a packed programme of shows and activities that have used the multi-purpose hall, artists' studio and café.
- The pier was officially recognised by Guinness World Records as having the world's longest pier railway.
- Prittlewell Priory reopened for the first time in three years after a stunning £1.8m internal and external restoration. Extensive research by curators from Southend Museums Service helped conservators, master tradesmen and builders return the 12th Century priory to its former glory. Prittlewell Priory is now open six days a week, all year round, and its history is explained through new displays, activity books and specially commissioned guides.
- Planning permission was granted for the building of the £35m Museum of the Thames Estuary, being built to showcase the 7th Century Saxon King and other estuary artefacts through the ages – with an aim of completing the project sometime between 2018 and 2020.
- Work is well under way to complete The Forum Southend-on-Sea by August 2013. Being delivered jointly by the Council, the University of Essex and South Essex College the new facility will provide a state-of-the-art integrated municipal and academic public library and learning facility. By pooling their resources the facility will offer unprecedented access to books, archives and records.
- The Council developed a City of Culture 2017 bid with key partners to further enhance Southend's profile as a leading centre for culture and tourism.
- Tens of thousands of people celebrated the Olympic Torch Relay visit in July with many Southend residents having the opportunity to carry the torch itself.
- Garons Swimming and Diving Centre played host to the British Olympic Diving Team prior to the games.
- The level of volunteering in the borough increased significantly, due not least to the Olympics and its legacy. Over 11,000 volunteer hours were recorded for cultural services alone.
- The number and scale of the borough's festivals, continues to grow and now includes Polish, comedy, film, street painting and arts, music, Leigh Folk and the Pier festivals. Village Green alone attracted over 30,000 festival goers to experience a huge range of

artists, theatre, cinema, comedy and more.

- At an adult literacy event held at The Reading Agency in November 2012, Southend Library staff were presented with a silver award for encouraging 107 adults from across the town to successfully complete a free reading scheme.
- Southend Music Hub, a partnership between the Council, Southend Mencap, Southend YMCA and Southend Education Trust, is now working with most Southend schools and holding several successful concerts and events. Southend Youth Orchestra was restarted and performed at this year's Village Green Festival.

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AIM: Healthy

6. Continue to improve outcomes for vulnerable children

- The Council's safeguarding arrangements and services for looked after children were judged to be 'good' with 'outstanding features', particularly in relation to capacity to improve and children and young people feeling and being safe - one of only four councils in the country to reach this level. Ofsted rated the Council's safeguarding and looked after children services in 20 different areas and found it met or exceeded the required standards in every one.
- Childcare provision has been rated as some of the best in the country. Results from Ofsted placed the quality of the Council's childminders as the third best in England, while the quality of overall early years provision was placed fourth nationally.
- Adoption services achieved a 'good' assessment rating from Ofsted, with inspectors praising the quality of services provided by the Council and recognising the strength of ensuring all children, despite their diverse needs, have an opportunity to experience permanence through adoption.
- Ofsted, rated Southend Fostering Service as 'good', offering a high quality service exceeding minimum requirements, following the first full external inspection in five years for the service.
- The brand new Hinguar Community Primary School opened in September – providing a spacious hall, flexible learning spaces and a sports field as well as a new nursery facility and opportunities for greater community use.
- Southend Youth Council was recognised for being 'Youth Led' in the Youth on Board awards run by the British Youth Council, for its role in leading community campaigning on issues affecting young people. It also won the Diana Active Campaigner Award for their successful 'On Your Bike' event to promote cycling.
- Every Southend child starting school in September 2012 was guaranteed a place, following implementation of a detailed advanced strategy, well in advance, by the Council.
- College tutor, Helen Black, was shortlisted 'Trainer of the Year' at the Nursery World Awards.
- The number of two year olds benefiting from free childcare places reached 511 for March 2013, exceeding the 350 target.
- Maintaining the low number (currently 5.4%) of 16-19 year olds not in employment, education or training (NEET) is a significant achievement given the economic climate.
- The Connexions services and Adult Community College have met the standard for the Matrix Accreditation with some examples of excellent practice being noted.

AIM: Prosperous

7. Encourage the prosperity of Southend and its residents

- The Council, as a key partner in the Town Centre Partnership helped establish a Business Improvement District (BID) in Southend town centre and seafront. The BID, which followed a ballot of key business, includes key retailers, Essex Chamber of Commerce, Essex University, South Essex College and seafront traders, will see businesses pay an extra 1.5% in business rates to make the town more attractive to shoppers.
- The Council begun negotiations to obtain a 'City Deal' from Government that would see the Government devolve powers in exchange for responsibility for delivering growth locally, particularly in relation to re-developing Victoria Avenue.
- Building on the recent infrastructure projects to improve accessibility across Southend (Progress Road, Cuckoo Corner, Victoria Gateway and City Beach) plans have started on improving key junctions on the A127.
- The Council and enterprise organisation NWES initiated regular business start-up drop in sessions at the Tickfield Centre to provide support and guidance to those starting up new businesses.
- The Forum Southend-on-Sea, the Borough's new £27m library and learning facility, is already providing job opportunities by providing apprenticeships, stage community days and hosting 70 work experience days through building contractor Wates Construction.
- The continuing success of the re-developed London Southend Airport and new rail station saw the extensions of flights to new destinations to Spain and Ireland, while the Council ensured the Airport stuck to the terms of its planning permission. The airport has helped to drive the growing aviation and advanced engineering sector locally, with up to 500 more jobs in this area in 2012 than 2011.
- 60 Minute Mentor was started with a different business leader each month providing career, CV and interview tips, techniques and guidance to 15-19 year olds
- £50,000 was awarded by the Technology Strategy Board for a feasibility Study under Future Cities
- MedTech Business Services network was launched at the NHS Innovation Expo.
- A meet the buyer event commissioned by the Council supported the local supply chain with procurement opportunities.
- The Southend Business Partnership, coordinated by the Council, organised four key briefings connecting business leaders and training and education providers to the

Council to help develop prosperity opportunities.

- Southend Council is a key partner in the European Regional Development Fund South Essex Low Carbon Business project, engaging some 300 businesses across the town, and leveraging about £0.3M funding to support business efficiency and competitiveness whilst reducing carbon emissions.

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

- The Homeless Action Resource Project (HARP) received the Queen's Award for Voluntary Service for its work in supporting the homeless and those in difficulty in retaining housing tenancies.
- A ground-breaking initiative between the Council and South East Alliance of Agents and Landlords (SEAL) and other agencies was launched to introduce borough wide practical measures to improve the management of private sector housing, communication and co-operation.
- Over 90% of council homes now meet the 'Decent Homes' standard provide a minimum standard of housing conditions.
- Despite the economic climate South Essex Homes managed to reduce the level of rent arrears owed by tenants.
- 57 houses in multiple occupation (HMOs) were helped to reach a minimum standard.
- The average time taken to re-let council homes fell from 23 days to 20 days
- The Council has worked hard to ensure the numbers of households in temporary accommodation was maintained at low levels and kept below the target of 45.
- The Council has worked in partnership with 'Registered Provider' partners to build 32 additional affordable homes in Southend, exceeding the target of 30
- Building started the first Council house in over 20 years.

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

- Southend's 2013 Community Cohesion Week, 'Rooted in Community', expanded on the previous one day format, with local partners and community members joining with the Council in holding 26 quality events throughout 18-24 March 2013. Southend's volunteer Community Champions played an integral part in delivering both the launch event and a range of activity through the week.
- Families in Southend are being identified for help through a new £1.4m scheme to tackle deprivation and inequality. Over the next three years, the Streets Ahead programme will help 420 families face up to their complex needs and issues.
- A partnership forum, SPIN (Southend Providers Information Networking), was held in summer 2012 to showcase the range of services that support children with disabilities with 40 organisations and parents of young people with additional needs.
- The Prime Minister commended a learning disabilities project, The Music Man Project, from Southend Mencap, commissioned by the Council which provides music sessions for anyone with learning disabilities aged 16 and above.
- The Interfaith Working Group held its second conference and agreed a local Charter to promote ways in which local faith communities can support the wider communities of Southend.
- The Council managed the transfer of major elements of public health responsibilities including obesity, sexual health, drug and alcohol abuse, and stopping smoking, ready for full responsibility from April 2013, along with an overall duty to improve the health of local people.
- Southend Borough Council was ranked the country's 37th best employer and the 4th highest local authority by Stonewall's Workplace Equality Index.
- The Council revised and published its equality objectives covering the next four years and undertook 30 equality analysis of new policies or service areas to help ensure the services take account of the needs of all sections of the community and comply with legislation.
- Southend Borough Council's Lesbian, Gay, Bisexual & Transgender Staff Forum hosted its first Transgender Awareness event in August 2012.
- The Black, Asian and Minority Ethnic Staff Forum came in as finalist for the Employee Network of the Year at the Race for Opportunity Awards.

- A series of events were supported by the Council's equality forums, including for Black History month, Lesbian, Gay, Bi-sexual Transgender month, and International Day Against Homophobia and Transphobia.

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AIM: Excellent

10. Deliver targeted services that meet the identified needs of our community

- The Council worked with landlords and social housing organisers and advice agencies to prepare for the implementation of a host of changes to the welfare system, including taking responsibility for Local Council Tax Support and administration of the Essential Living Fund for the whole Essex area.
- The Council launched a new online Residents Panel to help the council find out what local people think on key issues affecting their lives. See www.southend.gov.uk/residentspanel.
- The Council's Benefits Team received a gold award for Excellence in Staff Development by the Institute of Revenues, Rating and Valuation, recognising the way the team trains partners including Citizens Advice, landlords and a homelessness charity.
- The Council has supported opportunities for over 80 apprenticeships across a range of sectors, with over 30 apprenticeships within the Council. Funding was secured, though the Councils ONTrack to subsidise salaries for 50 new full-time apprenticeships.
- The Council's HR Team won HR Team of the Year in the annual Public Service People Managers Association (PPMA) awards in recognition of recent success in developing the Council's workforce.
- The Council was 'Highly Commended' in the Workforce Transformation category at the Municipal Journal Achievement Awards, for its approach in building a productive workplace through employee engagement and motivation.
- The extensive refurbishment of the Civic Centre enabled the Council to save energy and running costs and close other, less efficient, buildings. The closure of Queensway House, to make way for a temporary car park, will save £300,000 pa alone.
- Difficult decisions on meeting the Government's savings targets were achieved without major service reductions or closure of facilities.
- The Council has established three Trading Companies to help sell council services and generate income for the Council.
- A successful inspection of the Council's approach to Information Governance was carried out by the Information Commissioners Office.
- As Council of the Year, the Council shared its experiences of improving services, driving efficiencies and improving the quality of life in the town with many other local authorities and organisations.

Section 6 - Southend-on-Sea Borough Council's Corporate Priorities 2013-14

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:

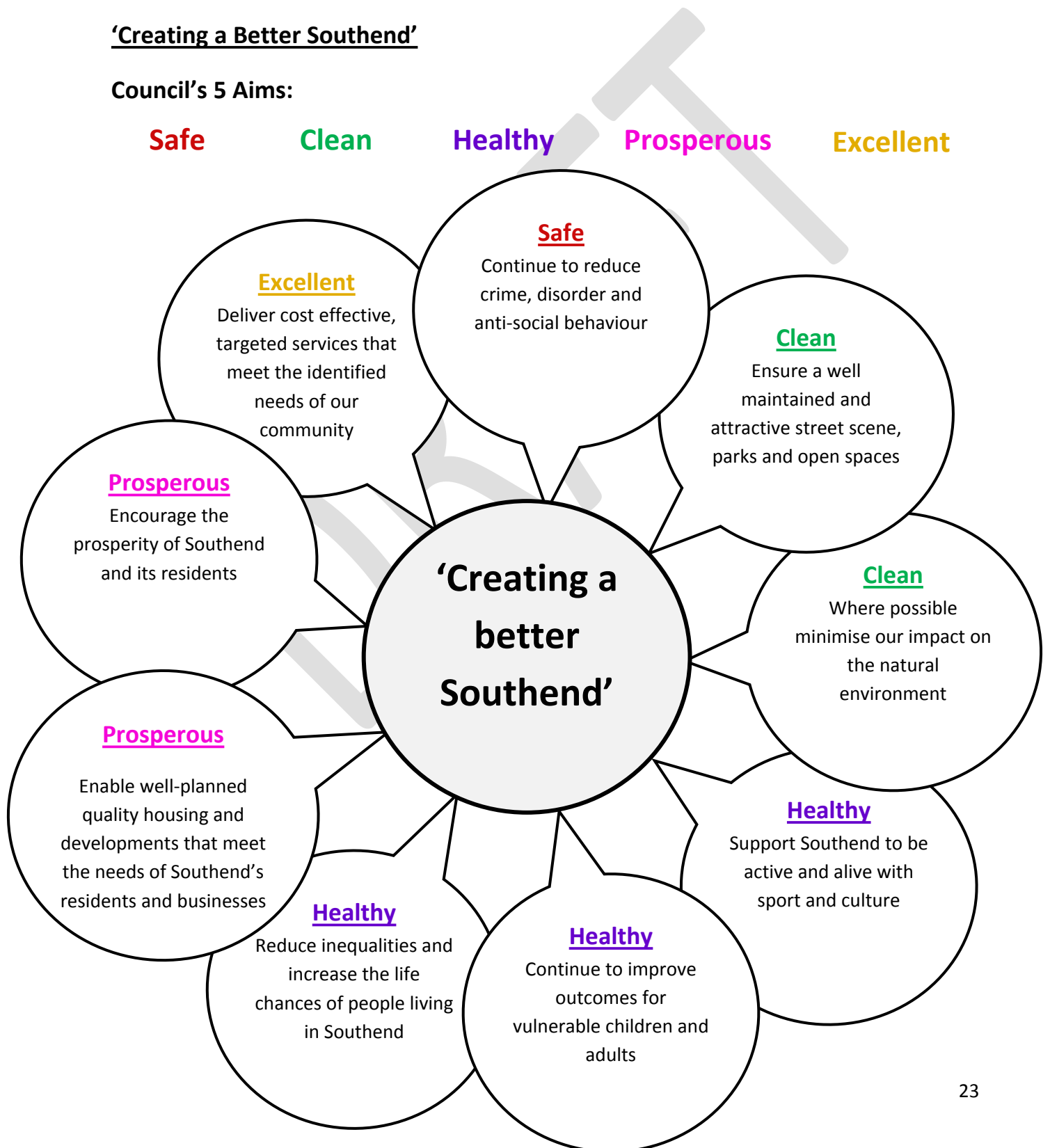
Safe

Clean

Healthy

Prosperous

Excellent



Equality Objectives 2012 - 2016

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.

- The Council's workforce feels valued, respected and is reflective of the diverse communities it serves.
- The Council continues to improve outcomes for all (including vulnerable people and marginalised) communities by ensuring services are fully accessible and responsive to differing needs of service users.
- Partnership working helps to 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.
- The diversity of Southend is celebrated and the Borough is an increasingly cohesive place where people from all communities get on well.

Section 7

Corporate Priority Performance Measures for 2013/14

Short Name	Outturn for 2012/13	Target for 2013/14	Corporate Priority
Number of adults, older people and carers receiving self-directed support in the year to 31 st March as a percentage of all clients receiving community based services and carers receiving specific services	72.4%	75%	Continue to improve outcomes for vulnerable children and adults
Older people (65 and over) who were still at home 91 days after discharge from hospital into re-ablement/rehabilitation services (expressed as a percentage)	TBC	86%	Continue to improve outcomes for vulnerable children and adults
Adults in contact with secondary mental health services living independently, with or without support (expressed as a percentage)	69.5%	90%	Continue to improve outcomes for vulnerable children and adults
Number of drug users that left drug treatment successfully who do not then re-present to treatment again within 6 months as a proportion of the total number in treatment	TBC	18%	Reduce inequalities and increase the life chances of people living in Southend
The number of statutory homeless applicants who are discharged into the private rented sector	67	117	Continue to improve outcomes for vulnerable children and adults
To increase the number of landlords and letting agents affiliated to South East Alliance of Agents and Landlords (SEAL)	42	110	Enable well-planned quality housing and developments that meet the needs of Southend's residents and businesses
The number of council funded adaptations (private and public sector)	New Indicator	240	Continue to improve outcomes for vulnerable children and adults
Level of Current Rent Arrears (Monthly Snapshot)	£474927	£511K	Enable well-planned quality housing and developments

			that meet the needs of Southend's residents and businesses
Number of volunteer hours delivered within cultural services (cumulative)	11,194	8000	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	3,687,842	3,409,000	Support Southend to be active and alive with sport and culture
Crime Survey of England and Wales (CSEW) Comparator Crimes	7563	7542	Continue to reduce crime, disorder and anti-social behaviour
% acceptable standard of cleanliness: litter	90%	86%	Ensure a well maintained and attractive street scene, parks and open spaces
Number of reported missed collections per 100,000	27	51	Ensure a well maintained and attractive street scene, parks and open spaces
Percentage of household waste sent for reuse, recycling and composting	48.28%	51%	Where possible minimise our impact on the natural environment
Major applications determined in 13 weeks (cumulative)	84.62%	79%	Enable well-planned quality housing and developments that meet the needs of Southend's residents and businesses
Minor applications determined in 8 weeks (cumulative)	90.82%	84%	Enable well-planned quality housing and developments that meet the needs of Southend's residents and businesses
Other applications determined in 8 weeks (cumulative)	94.15%	92%	Enable well-planned quality housing and developments that meet the needs of Southend's residents and businesses
The % of the Common Assessment Framework initiated that come from health professionals	New Indicator	5%	Continue to improve outcomes for vulnerable children and adults

Percentage of children referred by Stage 4 services to the commissioned domestic abuse service, that move to Stages 1, 2 or 3 within 6 months of the work undertaken by provider being completed	New Indicator	60%	Continue to improve outcomes for vulnerable children and adults
Number of Children with a Child Protection Plan (not including temps) (monthly snapshot)	75	120	Continue to improve outcomes for vulnerable children and adults
Number of children looked after	237	240	Continue to improve outcomes for vulnerable children and adults
Percentage reduction in teenage pregnancies	TBC	3%	Continue to improve outcomes for vulnerable children and adults
The percentage of children who run away that receive a return home visit	New Indicator	100%	Continue to improve outcomes for vulnerable children and adults
16-19 year olds who are not in education, employment or training.	5.4%	7%	Encourage the prosperity of Southend and its residents
Percentage of children and parents/carers accessing services from a Children's Centre who are from the 30% most deprived areas of Southend (cumulative)	35.6%	37%	Reduce inequalities and increase the life chances of people living in Southend
Number of children benefitting from 2 year old funding (cumulative)	New Indicator	350	Continue to improve outcomes for vulnerable children and adults
The percentage of recruitment to post working with (including managers) children and young people that include CYP in the recruitment process	New Indicator	90%	Continue to improve outcomes for vulnerable children and adults
Govmetric measurement of satisfaction (3 channels)(cumulative)	88.78%	≥80%	Deliver cost effective targeted service that meet the identified needs of our community
Number of payments made online	40,331	≥40,000pa	Deliver cost effective targeted service that meet the identified needs of our community

% of Council Tax collected	97.90%	97.0%	Encourage the prosperity of Southend and its residents
% of Non-Domestic Rates Collected	97.4%	97.5%	Encourage the prosperity of Southend and its residents
Working days lost per FTE due to sickness – excluding school staff	7.85	7.26	Deliver cost effective targeted service that meet the identified needs of our community
Number of people successfully completing 4 week stop smoking	TBC	1500	Reduce inequalities and increase the life chances of people living in Southend
Take up of the NHS Health Check programme – by those eligible	TBC	6401	Reduce inequalities and increase the life chances of people living in Southends

Section 8

Public Facing Performance 2013/14

Outward Facing Name	Indicator Name	Outturn 2012/13	Annual Target 2013/14
How many carers are being supported in Southend?	Number of carers supported in Southend	1005	1000
How many people are we helping to live independently in Southend?	People supported to live independently in Southend (all adults)	4486	4500
How much of your household waste is recycled?	Percentage of household waste sent for reuse, recycling and composting	48.28%	51%
How quickly are your planning applications decided?	Other Planning applications determined in 8 weeks	94.15%	95%
How reliable are your refuse collections?	Number of reported missed collections per 100,000	27	51
Customer Satisfaction	Govmetric measurement of satisfaction (3 channels)	88.78%	80%
What are the current levels of pupil absence in Southend schools?	% of total absence in primary schools (Cumulative) (Autumn and Spring Terms)	5.28%	5%
(Primary and Secondary reported together in outward facing indicators)	Percentage of total absence in secondary schools (Cumulative) (Autumn and Spring Terms)	5.67%	6.2%
How clean are your streets?	% acceptable standard of cleanliness: litter	90	86%
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	3,687,842	3,409,000
Seasonal Flu vaccinations for over 65's	Population Vaccination Coverage at risk persons aged 65+	New Indicator	tbc

Section 9

Corporate Priority Actions 2013/14

	Action	Due Date	Directorate	Priority	Aim
1	Ensure a high standard of quality is maintained across public areas, highways, parks, open spaces and public facilities and that they are clean, safe and encourage a sense of belonging.	March 2014	Place		Clean
2	Increase recycling/composting rate to 51% - Support waste contractor to deliver high levels of recycling and composting through effective communication with stakeholders	March 2014	Place		Clean
3	Complete first phase of redevelopment of Elmer Square known as 'The Forum'	Sept 2013	Place		Prosperous
4	Work with Government to create a city deal for Southend	March 2014	Place		Prosperous
5	Ensure the Joint Area Action Plan is in place to support the delivery of Business Parks	March 2014	Place		Prosperous
6	To deliver and implement the Traffic & Highways Capital Programme using funding from council capital and other related sources	March 2014	Place		Prosperous
7	Complete the strategic review of the Library Service	Nov 2013	Place		Healthy
8	Deliver a range of sports, arts and cultural events throughout the borough	March 2014	Place		Healthy
9	Relocate the Central Library Service to The Forum	Sept 2013	Place		Prosperous
10	Implement phase 2 of the learning disability hub and satellite project	Sept 2013	People		Healthy
11	Review long stay learning disability clients and implement the recommendations from the Winterbourne investigation.	March 2014	People		Healthy

	Action	Due Date	Directorate	Priority	Aim
12	Implement year two of the Dementia Strategy	TBC	People		Healthy
13	Prepare for the new adult social care performance framework (SALT-Short and Long Term care), Finance return and Equalities and	Dec 2013	People		Healthy
14	Implementation of Care and Support White Paper	TBC	People		Healthy
15	Deliver the Annual Procurement Plan	Dec 2013	People		Excellent
16	Identify and progress development of new housing on HRA/general fund and progress key strategic sites on private land	March 2014	People		Prosperous
17	Enable affordable housing development	March 2014	People		Excellent
18	Implement the new housing Allocations Policy	August 2013	People		Prosperous
19	Working to assist South Essex Alliance of Landlords to improve the standard of private rented accommodation in the town	March 2014	People		Prosperous
20	The housing management task & finish group to produce agreed options to enable the Council to determine the effective and efficient future management of the Council's housing stock	Dec 2013	People		Excellent
21	Business Continuity Planning – Finalising and embedding Corporate Business Continuity Plan	March 2014	Corporate Services		Excellent
22	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.	March 2014	Corporate Services		Clean
23	Cultural Change – To implement the 3 strands of the cultural change programme. (Engaging Leadership, Resilience & Growth, Focused Performance)	March 2014	Corporate Services		Excellent
24	Transfer the NHS public health function into Southend Council and develop public health capacity across the Council to enable it to safely discharge its new public health responsibilities	March 2014	Public Health		Healthy

	Action	Due Date	Directorate	Priority	Aim
25	Publish the Annual Public Health Report	August 2013	Public Health		Healthy
26	Refresh JSNA and maintain progress on delivering Ambitions set out in the Health and Wellbeing Strategy	March 2014	Public Health/People		Healthy
27	Undertake a review of the children's centre provision across the borough	Dec 2013	People		Healthy
28	Implement the single gateway approach in localities	July 2013	People		Healthy
29	Implement the new SEN strategy	July 2013	People		Healthy
30	Develop a new alcohol strategy for children and young people	March 2014	People		Healthy
31	Deliver the 2013/14 plan and related activity for Streets Ahead	March 2014	People		Healthy
32	Undertake pilot project for all young people under the age of 18 who are reported missing to the police	Dec 2013	People		Safe
33	Develop a targeted training plan for domestic abuse training for schools based staff based on the analysis on 'DV1 notifications' (a domestic abuse incident where children are present)	March 2014	People		Safe
34	Undertake the new surveys for children and young people who are looked after, children in need, care leavers of subject to a child protection plan	March 2014	People		Healthy
35	Deliver the strategy to ensure sufficient reception places for 2014 and 2015	March 2014	People		Healthy